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

Global Journal

of Management and Business Research: A

Administration and Management



The Takeover of Family Business

Factors of Digital Entrepreneurship

Highlights

Determinants of Judicial Efficiency

Uzbekistan in Ancient and Middle Ages

Discovering Thoughts, Inventing Future

VOLUME 21 ISSUE 10 VERSION 1.0

© 2001-2021 by Global Journal of Management and Business Research, USA

Volume 21 Issue 25 was originally issued as A10

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

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

Volume 21 Issue 10 (Ver. 1.0)

Open Association of Research Society

© Global Journal of Management and Business Research. 2021.

All rights reserved.

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

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

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

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

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

Engage with the contents herein at your own risk.

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

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

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

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

Global Journals Inc.

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

Sponsors: Open Association of Research Society
Open Scientific Standards

Publisher's Headquarters office

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

Offset Typesetting

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

Packaging & Continental Dispatching

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

Find a correspondence nodal officer near you

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

eContacts

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

Pricing (Excluding Air Parcel Charges):

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

Editorial Board

Global Journal of Management and Business Research

Dr. John D. Theodore

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

Prof. Moji Moatamedi

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

Dr. R. Allen Shoaf

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

Professor Maura Sheehan

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

Dr. Mehdi Taghian

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

Dr. Carl Freedman

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

Dr. Agni Aliu

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

Dr. Tsutomu Harada

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

Dr. Wing-Keung Won

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

Dr. Xiaohong He

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

Dr. Carlos García Pont

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

Dr. Söhnke M. Bartram

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

Dr. Bassey Benjamin Esu

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

Dr. Dodi Irawanto

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

Dr. Ivona Vrdoljak Raguz

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

Dr. Yongbing Jiao

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

Dr. Charles A. Rarick

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

Yue-Jun Zhang

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

Dr. Albrecht Classen

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

Dr. Brandon S. Shaw

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

Contents of the Issue

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

1. Does the Environment Matter, a Closer Look at the Environmental Approach by Small Businesses in Africa Developing Countries. *1-8*
2. Determinants of Judicial Efficiency in Morocco. *9-17*
3. The Analysis of the System for the Selection of Leaders in Uzbekistan in Ancient and Middle Ages. *19-22*
4. The Takeover of Family Business: An Exploratory Study in Light of Sensemaking Approach. *23-33*
5. The Key Success Factors of Digital Entrepreneurship. *35-38*

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

Volume 21 Issue 25
Originally issued as A10



Global Journal of Management and Business Research: A Administration and Management
Volume 21 Issue 10 Version 1.0 Year 2021
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Does the Environment Matter, a Closer Look at the Environmental Approach by Small Businesses in Africa Developing Countries

By Dr. Bobo Chazireni

Abstract- Environmental Social Responsibility (ESR) is a notion, where business integrates environmental concerns in their operations and the interaction with stakeholders, without compromising profit. To this day, ESR studies are limited to areas of ethics, society and employees while literature is blunt on its impact on societies, consumer behaviour and governments. SMEs in developing countries are not spared their approach to ESR as a sustainability strategy. SMEs' approach seems to digress from leverage on loyalty which emanates from their nearness to communities who in turn are potential customers. This paper takes a closer look at SMEs' approach to ESR driven by SME business owners' perception towards ESR. The paper will take account of SMEs' behavioural response towards ESR and establish whether they regard ESR a strategic sustainability approach with long-term positive bottom-line benefits.

Keywords: environmental social responsibility, social responsibility, small and medium enterprises and sustainable growth.

GJMBR-A Classification: JEL Code: M19



Strictly as per the compliance and regulations of:



© 2021. Dr. Bobo Chazireni. This research/review article is distributed under the terms of the Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0). You must give appropriate credit to authors and reference this article if parts of the article are reproduced in any manner. Applicable licensing terms are at https://creativecommons.org/licenses/by-nc-nd/4.0/.

Does the Environment Matter, a Closer Look at the Environmental Approach by Small Businesses in Africa Developing Countries

Dr. Bobo Chazireni

Abstract- Environmental Social Responsibility (ESR) is a notion, where business integrates environmental concerns in their operations and the interaction with stakeholders, without compromising profit. To this day, ESR studies are limited to areas of ethics, society and employees while literature is blunt on its impact on societies, consumer behaviour and governments. SMEs in developing countries are not spared their approach to ESR as a sustainability strategy. SMEs' approach seems to digress from leverage on loyalty which emanates from their nearness to communities who in turn are potential customers. This paper takes a closer look at SMEs' approach to ESR driven by SME business owners' perception towards ESR. The paper will take account of SMEs' behavioural response towards ESR and establish whether they regard ESR a strategic sustainability approach with long-term positive bottom-line benefits.

Results were attained through assessing perceptions of SMEs towards ESR; assessing impact practice of ESR by SMEs; exploring factors that undermining practise of ESR by SMEs. Amixed approach was adopted where data was obtained using face to face interviews. Results showed that the majority of SME business owners had a negative approach towards the practice of ESR. SMEs believe ESR was mainly for large corporations since their operations were hideously affecting the environment. As new knowledge, recommendations from this paper will be shared with Chambers of Commerce in Africa developing countries. Some of the recommendations were that the chambers of commerce, local authorities must proactively support SMEs to practise ESR through awareness workshops, train and share the ESR strategy alignment with business strategy.

Keywords: environmental social responsibility, social responsibility, small and medium enterprises and sustainable growth.

I. Introduction

The 20th-century businesses have witnessed an increase in environmental catastrophes that are contributed by the unprincipled business interest and human careless environmental attitudes (Banyte 2010). Corporates are turning to Corporate Social Responsibility (CSR) as its payback tool to communities, employees and environment. It is widely expected for companies to actively seek to integrate environmental consideration into their operation and activities. Most of these environmental considerations would be targeted on promoting the advantages of eco-friendly products, eco-tourism; naturing environment-friendly behaviour through workplace climate (Nik and Naja, 2011: 240) and environmental conservation activities initiated by communities. While concluding CSR as a multidimensional construct, as most of the dimensions are discussed more relevant to corporate governance issues and organisational performance as the unit of analysis, studies to do with the implementation of ESR with external stakeholders, especially its customers, community are hardly explored.

There is a general belief about SME businesses being key to the development of most economies in Africa. SMEs have been labelled as productive drivers of economic growth and development in local economies such as developing countries.

The presence of functional SME businesses in these areas has saved a significant employment gap which large corporations have failed to cover. The adverse condition is that of SME failure rate is still high leading to their status as critical job creators substantial diminishing. Nonetheless, for a variety of reasons, SMEs are lacking practises of modern brand growth strategies such as ESR.

Despite their vital contribution to economic growth, SMEs in the developing countries still face numerous challenges that inhibit growth. The frustrating growth rate has been predominantly contributed by SMEs failing to embrace sustainable growth strategies such as ESR. SME lament cost linked to adoption, implementation and practise of ESR. However, apart from SME funding and access to finance, Global Entrepreneurship Monitor Reports (2018: 21) still maintain that developing countries SMEs suffer from inadequate business training or technical education that can equip them to run the business effectively. Furthermore, SME business owners' ethics play a prohibitive role in the adoption of ESR as a strategy to build brand loyalty and other benefits realised through the successful practice of ESR.

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

Author: Bycdi Holdings, Pretoria, South Africa.
e-mail: chazboby@gmail.com

© 2021 Global Journals

role in the economy, to address this, the study will also investigate the perceived role of SME business owner's ethics to ESR as a stimulant of growth for SMEs in developing countries.

Developing countries experience abundant socio-economic challenges, and the challenges are however to a large extent linked to high levels of unemployment. Hall (2018: 126) pointed out that the unemployment rate on average is approximately above 30 percent. Garwe (2016:101) revealed that growth failure rate of SMEs in developing countries is around average 75 per cent, which conveniently contributes to vast unemployment in the country. Nevertheless, according to the Stakeholder Theory, by involving all stakeholders in the business activities, SMEs improve their relationship with customers, work in an accommodative business environment, and engage motivated workforce, willing community and increased brand loyalty resulting in the potential growth of the business (Freeman, 2011: 57). Therefore, the purpose of this paper was to establish the perception of SME business towards ESR.

a) Key Literature arguments

ESR activities refer to the instrument or measures a business can take to diminish its negative impact on the natural environment, such as the ecological and economic use of natural resources; energy and water conservation, recycling; using environmentally friendly packaging, and pollution control waste reduction. The most important ESR activities concern the consumption of materials and energy and the handling of pollution and waste in the most environmentally friendly approach. ESR activities are generally aimed at designing environmentally friendly products or production processes or being actively engaged in recycling activities (Holbrook, 2014: 33).

Supanti (2018: 200) observed that ESR activities had a positive impact on their business reputation, which in turn influenced their competitiveness. A survey of local SME owners in the Western Cape South Africa revealed a positive relationship between embracing ESR activities and increased competitiveness in terms of profitability. Customers find it desirable to associate themselves with businesses and products that are eco-friendly. Hence, businesses that are environmental stewards stand to gain many satisfied and loyal customers.

When it comes to environmental sensitivity, there is a significant positive relationship between regulated ESR activities and the increased competitiveness of SMEs. This implies that if a business applies government regulations about the environment outside what the law requires and uses environmentally friendly packaging materials, it is more likely to be well known among its Stakeholders and become competitive in the long run. Taylor, Bowen and Ryu (2019: 304) stated that SMEs should consult with the government on the ESR initiatives that are most beneficial to important stakeholders and the business. SMEs should also focus on the use of environmentally-friendly packing materials that are at the end of the day cost-effective to advance their image and enhance their competitiveness (Shepherd, 2019: 67). However, according to Kulkarni and Rao (2017: 68), whilst SR has progressed to be a trendy topic of investigation since the early 19th century, it has gained momentum in recent years as academics and practitioners began recognising SMEs' environmental impact. Since large organisations have always been focusing on SR and all its dimensions holistically, ESR activities in SMEs are often ignored and misjudged. These judgements germinate from a range of unfounded assumptions derived from large organisations. As a result, the ESR approach of SMEs has, until recently, remained largely unexplored (Pless, Maak & Stahl, 2015:45).

Concerning the statements above, Zeng (2014: 90) argues that ESR, instead of being a persistent concept in business management, has been predominantly investigated at the level of the large corporates. As a result, several authors are sceptical about the application of traditional ESR concepts for the investigation of its activities in SMEs. This justifies the need to develop a holistic understanding of the characteristics of SMEs. If a business implements government regulations about the environment beyond what the law requires and makes use of environmentally friendly packaging materials, there are greater chances of the SME business being well known amongst its stakeholders and becoming competitive in the long run. Hence, SMEs in developing countries should consult with their governments on the ESR initiatives that are most beneficial to important stakeholders and the business. SMEs should also focus on the use of environmentally friendly packing materials that are cost-effective to improve their image and enhance their competitiveness.

Shin (2014: 108) establishes that one of the most vital contributions to the definition of CSR was made by the Committee for Economic Development (CED). The CED articulated a triple concentric model of the concept. The inner-circle shows the clear-cut basic responsibilities for the efficient execution of economic functions like productivity, job and economic growth reflecting the notion of 'business responsibility'. The intermediate circle encompasses the responsibility of the economic function about changing social values and priorities such as environmental conservation, employee relations and more rigorous expectations of customers for information, fair treatment and protection from injury. The outer circle outlines emerging and still amorphous responsibilities that the business should assume to become more broadly involved in actively improving the social environment.

© 2021 Global Journals

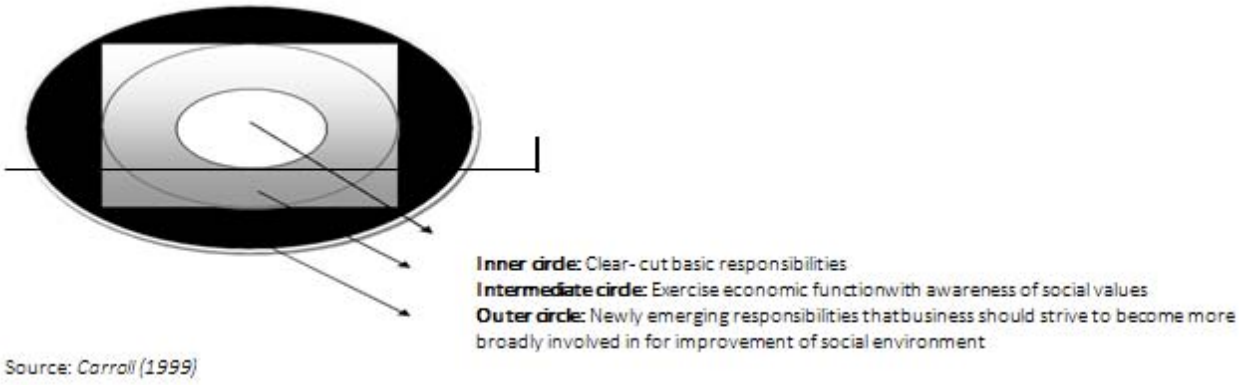

Figure 1: CED model of CSR

Carroll describes the CED model as a landmark contribution to the concept of SR' which illustrates the changing relationship between business and society (Carroll 1999). Following up on SMEs, Carroll's (1999:23) model in essence states that business is expected to assume wider responsibilities in the society than ever before and to serve a broader range of community values. Developing countries SMEs, in effect, are also expected to contribute more to the quality of societies they operate in through ESR activities than just supplying quantities of goods and services. In as much as SMEs exist to serve society, its life and future will rely on the quality of the SME business owner's attitude and response towards the changing ESR expectations of the communities.

b) ESR vs Stakeholder theory

Firstly, the theory seems ethically superior to maximising shareholder value because it takes into consideration Stakeholder rights and their legitimate interests and not only what is strictly required by law in manager Stakeholder relations (Griffith-Jones & Karwowski, 2013). Secondly, Stakeholder theory has dated the theoretical imprecision of CSR by addressing concrete interests and practices and visualising specific responsibilities to specific groups of people affected by business activity (Chandler & Werther Jr, 2013).

Considering researchers Griffith-Jones and Karwowski (2013) and Chandler and Werther Jr's (2013) contributions, in simpler terms, Stakeholder theory is a managerial theory that is related to organisational goals and does not come within reach of business management. The theory ensures long-term rather than short-term success. However, further research will be required to establish sound conclusions about the relationship, profitable linkages between Stakeholder theory and CSR.

Stakeholder theory gives us the correct way to think about entrepreneurial risks (Driessen & Hillebrand, 2015: 220). According to Melé (2008), taking a Stakeholder approach enables us to develop a more robust theory of entrepreneurship, one in which the role of entrepreneurial risk is better understood. Taking such an approach would lead to risk avoidance behaviour by managers because according to them, constituencies except for the residual cash flow claimants have incentives to dissuade managers from taking excessive entrepreneurial risks (Baumgartner, Gelbmann & Rauter, 2013: 173).

Leaving aside the question of excessive risks and whether avoiding excessive risks is a good or bad thing, this argument shows that Driessen and Hillebrand's (2015: 86) view of Stakeholder theory is one of allocating benefits to other stakeholders at the expense of shareholders. Of course, it is in each Stakeholder's interest in management to take risks that can lead to increasing the size of the pie for everyone. Indeed, in the real world, as opposed to the world of economics journals, managers often work with Stakeholder groups, such as customers and suppliers, to jointly test new products and services. Often, customers and suppliers will accept some of the risk inherent in developing new ideas, products and programs (Delchet-Cochet & Vo, 2012:70).

It is vital to pay attention to the recent wave of corporate alliances and the emergence of issues such as supply chain management as evidence that Stakeholders can see their interests as joint, not just opposed. By focusing on the allocation aspect of Stakeholder theory, Driessen and Hillebrand (2015: 156) miss the idea of seeing entrepreneurial risk in its richer context of joint Stakeholder relationships.

c) Theoretical arguments

The limitations of the Stakeholder theory have been discussed by a number of authors, Shafiq (2014: 121) citing Wang and Bansal (2012: 45) pointed out that Stakeholder theory in all circumstances fails to address the mute Stakeholders (the natural environment) and the absent Stakeholders (future generations or potential victims). In agreement, Smith (2015:82) also pointed out that the natural environment should be considered a Stakeholder.

© 2021 Global Journals

This standpoint received huge criticism since the natural environment cannot be considered a Stakeholder. The term Stakeholder usually refers to groups or individuals and therefore, cannot be considered a Stakeholder. In this case, only humans can be considered as organizational Stakeholders. In the same context, another criticism is that the power of Stakeholder groups is weakened by Stakeholder theory because the theory advocates that corporations should treat all equally. Thus, labour unions could be avoided, grounded or even eliminated. In addition, corporations will become weak because they will obviously attempt to serve all Stakeholders' interests. Naturally, corporations will struggle to cater for all Stakeholders and protect their owners at the same time (Shapiro, 2015: 149).

Precisely, Stakeholder theory argues that corporations are expected to treat all Stakeholders fairly and by doing so can improve their performance in the marketplace, and thereby securing their future (Meier, Favero & Zhu, 2015:31). However, Freeman (1999:16) stated that if organisations want to be effective, they will pay attention to all and only those relationships that can affect or be affected by the achievement of the organisation's purposes.

This view suggests some advantages for organisations. For example, if organisations treat their Stakeholders fairly, then the power of Stakeholder groups could be weakened, like, labour unions, that cannot be powerful when eliminated. However, organisations could be weakened when trying to maximise stockholders' wealth (Ferrero, Hoffman & McNulty, 2014:35).

Jones and Wicks (1999: 21); Friedman and Miles (2006: 83); Northouse (2012:10) and Lam (2014:72) conclusively stated that Stakeholder theory has changed the long term character of capitalism. Organisations have no legal responsibility to their Stakeholders other than to their shareholders.

The paper achieved its aim by expressing the perception of SME business owners towards ESR and highlighting as a conclusion that the owner's positivity in perception plays a very important role in response to societal needs.

II. Methodology

It is against the gaps in the literature caused by different research methods that this study is anchored by Stakeholder theory, which directly feeds into the Research Paradigms, i.e. Interpretivist (aligned to a qualitative perspective): promotes self-reflection of stakeholders and considers that there are multiple realities since all knowledge is relative to the knower. Interpretivist aims to work alongside others as they make sense of, draw meaning from and create their realities to understand their viewpoint. While Positivist is aligned to a quantitative perspective. Considering stakeholders, the positivist position presumes the social world exists objectively and externally, and that knowledge is valid only if it is based on observations and consideration of this external reality. The two paradigms build-up to a post-positivist perspective which is aligned to a Mixed approach, which generates complementary results to this study (Moriarty, 2014: 6).

Therefore, the philosophical paradigm that guided the research was post-positivist, which subsequently recommends a mixed-method approach (qualitative and quantitative). The problem under study required the participants' experiences (qualitative) and their quantitative opinions, which justifies a mixed-method approach. Qualitative research can be defined as any research that produces findings not arrived at by employing statistical procedures or other means of quantification (Creswell, 2012). Quantitative research aims to test the predictive and cause-effect hypotheses about social reality, and it encompasses surveys which are often used for descriptive and explanatory resolutions (Bechhofer & Paterson, 2017: 283).

A case study research design was used as a frame work for collecting data to answer the research questions. As well, since SMEs in developing countries are made up of different stakeholders which is in line with the Stakeholder theory a case study allowed the researcher to use multiple methods (interviews, questionnaires) to collect data.

The researcher applied the case study approach to answering questions such as: what is the perception of SMEs business towards ESR; to what extent do SME businesses practice of ESR. Results presented in this article were driven from a sample survey of 365 SMEs in developing countries. The qualitative results were complementary to the quantitative results to produce highly concerted research conclusions.

III. Results

a) SMEs perceived importance of the environment

Analysis of the surveyed respondents showed that the majority of SME owners hold the view that their organisations completely had no obligation concerning them protecting and preserving their surroundings, in this case, the environment. Approximately 64.30 percent rated the environment as least important, important and moderately important. Just a smaller chunk of about 35.7 percent at least rated the environment as important to extremely important.

© 2021 Global Journals

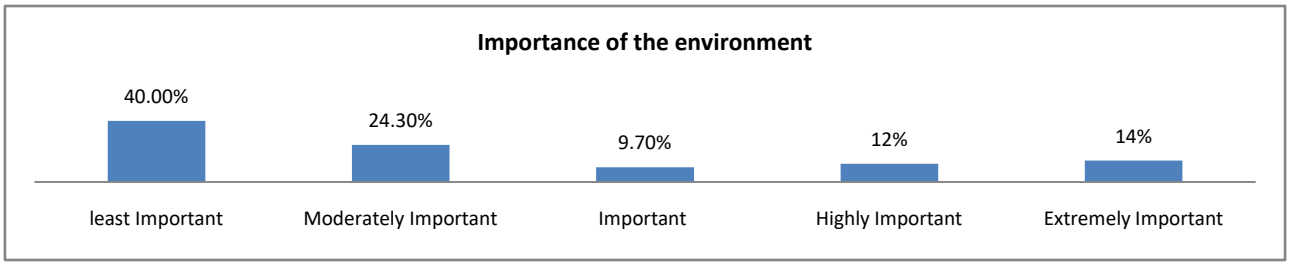

Figure 2: The perceived degree of importance of the environment

The analysis revealed that the environment is a cause for concern as more than 50 percent of the respondents rated the environment as least important to moderately important due to various reasons that range from tax, council levies, import and export duty and licensing to tollgates. The rating of the environment as 'least important' was contributed to by the fact that SME feel the government as a stakeholder and other regulatory bodies are obliged to service the environment in its entirety since SME businesses pay a lot of money to the government in the form of tax and other expenses that are directed to government functions.

SMEs see the local municipal as more obliged to preserve the environment since a local authority's obvious prime duties are to manage the habitat. However, SMEs were concerned with the nature of the business that they operate, which in this case (lighter industry) does not affect the environment, pointing fingers with a myopic belief that heavy smoking industries are the prime source of environmental pollution and damage. In essence, SMEs subscribe to an approach where they generally concentrate on their day-to-day tight busy business schedules rather than wasting time trying to preserve the environment.

b) The extent to which SMEs practise environment social responsibility

Table 1: Practice towards the environment

No.	Variable	Yes		No		N/A	
		Freq	%	Freq	%	Freq	%
1	Does the company have measures in place to reduce pollution from company operations?	40	11	225	61.6	100	27.4
2	Does the company comply with environmental laws?	190	52.1	75	20.5	100	27.4
3	Are there measures put in place by the company for compliance with national and international environmental standards?	50	13.7	250	68.5	65	17.8
4	Does the company utilise recycled material	100	27.4	240	65.8	25	6.8
5	Does the company practise waste management by disposing of waste under environmental friendly methods?	140	38.3	185	50.7	40	11
6	Other practises not listed	30	8.2	200	54.8	135	37

Commenting on the issue, Boiral, Baron and Gunnlaugson (2017:88) stated that SMEs in Toronto who introduced comprehensive waste management programmes realised remarkable benefits and the majority reported significant savings from 30-70 percent for water, approximately 30 percent for electricity between 20-60 percent for solid waste; approximately 10 percent for raw materials, and from 25 percent to as high as 95 percent for consumables. The objective is committing to the target of increasing terrestrial protected areas to 17 percent of the territory and marine protected areas to 10 percent, will also be important in maintaining and increasing ecosystem services that are a foundation for the economy and society, helping in the adaptation to climate change by improving ecosystem resilience.

However, it is important to note that in Africa, the benefits depend consistently on the industry in which the SME is operating. From the above, the level of savings will not be the same if one compares manufacturing SMEs against retail SMEs. Manufacturing SMEs may realise large savings while minimum in the retail, service and tertiary sectors. One cannot dispute the fact that correct environmental management such as waste management will result in the reduction of company overheads, which eventually lead to large profit margins.

It is discouraging to note that an analysis of the results in Table 1 revealed that SMEs in developing countries had only 140 out of 365 (38.3 percent) surveyed SMEs practising correct waste management methods. With all the benefits that can be realised out of

© 2021 Global Journals

the practice, the percentage is too small to convince the existence of such as to practise in organisational policies. As highlighted before, the use of recycled material is dependent on the type of business and products that one is dealing with. In most cases, recycled material is used in production. In this research study, only 27.4 percent agreed to use recycled material. The outcome of this analysis concerning recycled material compares unfavourably to a similar study which was carried out in Brazil where almost 76 percent of SMEs make use of recycled material.

Concerning the environment, the results discussed above are totally different from a similar survey which was carried out in Kyoto, Japan. The survey revealed that SMEs practising responsible business towards the environment were more successful than the ones which do not practise. It is on record also that SMEs in Africa are not really under the pressure of minimising the impact of operations on the environment, unlike their counterparts in Europe (Nguyen, Mort & D'Souza, 2015: 33).

There are international standards such as ISO 9000, 9001 and 14001. Amongst these standards, ISO 14001 is the standard which enforces environmental standards where an organisation is expected to weigh its negative and positive exploits on the environment in line with the standard's procedures of reducing and controlling pollution in the ecosystem. Despite South African SMEs progressively reported by the International Institute for Sustainable Development in 2004 and 2005 to have achieved ISO 14001 certification, a report by South Africa's Department of Environmental Affairs and Tourism in 2007 brought to light statistics that an insignificant 5.7 percent of those SMEs were practising.

Surprisingly, some multinational companies (MNCs) who are naturally the drivers of ISO standards and have been certified with ISO 14001 are found to have been flouting the same environmental laws that they are certified in. As an observation, if some multinational companies can go for so many years with breaking the law without authorities noticing, then surely SMEs will never be discovered, considering their size (Fatoki & Chiliya 2012: 198).

To establish the reason why SMEs behave negatively towards the environment, a further literature review reveals some facts. Fatoki and Chiliya (2012: 191) boldly stated that the limited environmental involvement of SMEs has been attributed to attitudinal and behavioural characteristics. In particular, a lack of knowledge about relevant legislation; the assumption that the impact of SMEs on the environment is negligible; and the failure by SMEs to integrate the environment into business activities. There is a larger number of shortcomings as far as preservation of the environment is concerned since the majority of SMEs in developing countries are of the view that preservation of the environment is the duty of large corporations who produce much smoke in the ecosystem and that the SMEs operations effect on the environment are of less than large corporations. Nevertheless, Boiral, Baron and Gunnlaugson (2018: 456) concluded that strengthening the regulatory framework becomes a fundamental requirement for inducing improvements in the environmental behaviour of small and medium enterprises.

Nonetheless, considering the analysis above, results are below expectations as SMEs is developing African countries' attention to environmental responsibilities is invisible compared to similar businesses around the world like Canberra Beach City in Australia (Preston, 2004:80).

Furthermore, there is a contradiction where a large number of SME owners agree to pay attention to environmental responsibilities, but on the other hand, fail to acknowledge a link between environmental responsibilities and business growth.

This acute condition seems to reflect that a substantial SMEs in Africa's developing countries view that a business can actually practise responsible business while at the same time not necessarily consider being environmentally responsible. This view arises as SME owners believe that following responsible business does not actually reflect being environmentally responsible. These SME owners are not satisfying the practices of Stakeholder theory in that the moment one identifies with being a socially responsible business, then automatically the Stakeholder Theory comes into play, which implies that all Stakeholders including the silent ones(environment) must be treated equally. It is their view that they can practise CSR selectively and avoid the need to consider other building blocks of CSR, like the environment.

IV. Conclusion

SMEs in developing countries regrettably distanced themselves from extra-curricular responsibilities, apart from their core business. Concerning the environment, SMEs are aware of the need to take part in protecting and preserving the environment as part of their SR. However, most of their views point to large corporates as the major culprits. Once they pay tax, SMEs expect the government to take care of the environment.

According to the definition of sustainable growth, the business must maintain a growth rate without disadvantaging or creating other significant economic problems, especially for future generations. A future generation is when a business considers the effects of its growth on its employees, community and the environment. It is highly recommended that SMEs be involved in all programmes meant to stabilise, maintain and conserve the environment (e.g. the yearly Durban Climate Change Conference). In Zimbabwe,

© 2021 Global Journals

South Africa and Ghana, SMEs' environmental impact cannot be ignored since they constitute a significant percentage in the economy. SMEs in developing countries have the obligation to support environmental initiatives and improve their environmental performance. For this to be achieved it is recommended that to achieve sustainable growth, SMEs in developing countries must balance their growth with environmental obligations. Therefore, it is recommended that developing countries' environmental policy framework should be galvanised/strengthened to enforce SME participation and support by cultivating a positive attitude and behaviour towards environmental issues. Otherwise, the maintenance of the environment guarantees African SMEs sustainability of business with its preserved natural resources.

Furthermore, it is recommended that the environmental regulatory authorities improve their monitoring on SMEs and make sure environmental laws are adhered to. The regulatory authorities should create policies that will treat businesses the same, in line with the laws of the country and SMEs must be encouraged to regard themselves as fully-fledged businesses required to carry the responsibility according to Stakeholder Theory and to move away from the belief that environmental responsibilities are for large corporations because of the assumed impact of their operations. Not forgetting the challenges that SMEs in Developing countries go through in terms of their balance sheets, it is worth considering the adoption of the following low-cost environmental conservation approaches Park and Ghauri (2015: 34):

- Send used plastic and waste paper to recycling companies rather than dumping or littering or leaving them to fly in the streets.
- Progressively moving to paperless offices by fully utilizing modern technology such as electronic filing.
- Avoiding sending notices or memos to individuals rather use emails or notice boards;
- Use of energy-saving lights in their company premises, for example, compact fluorescent lamps use less energy as compared to ordinary lights;
- Support street clean up campaigns;
- Donate ageing equipment to communities, clinics or old age's homes;
- Make use of recycled material like printer cartridges, toilet papers, etc.;
- Print back to back for all internal communication purposes; and
- Serve energy by switching off all computers, lights, warehouse machinery by the end of the day.

Acknowledgements

I would love to express my long-lasting gratitude the Almighty God and the following people who made it possible for me to travel this research journey:

My loving wife, YollyChazireni, and son Israel Chazireni for their unwavering support and understanding during my studies.

Dr. A. Kader, for his humility, expertise, constructive criticism and encouragement.

My friends and colleagues at the Durban University of Technology: T Zvitambo, S Masukume, D Gyamah, K. H Quao, I Yeboah and, P Abrefa for their motivation, advice and guidance.

Competing interests

The author declares that they have no financial or personal relationship(s) that may have inappropriately influenced them in writing this article.

Author contributions

Bobo Chazireni contributed to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

Funding information

The author received no financial support for the research, authorship, and/or publication of this article.

Data availability statement

The data that support the findings of this study are available from the corresponding author, Bobo Chazireni, upon reasonable request.

Disclaimer

The views expressed in the article are by the author and not an official position of the institution or funder.

References Références Referencias

1. Alam, S. S., Mohd, R., Kamaruddin, B. H., Nor, N. G. M. and Ali, A. 2015. Personal values and entrepreneurial orientations in Malay entrepreneurs in Malaysia: mediating role of self-efficacy. International Journal of Commerce and Management, 25 (4):15-23
2. Arnold, D. G. and Valentin, A. 2013. Corporate social responsibility at the base of the pyramid. Journal of business research, 66 (10): 1904-1914.
3. Attig, N., El Ghoul, S., Guedhami, O. and Suh, J. 2013. Corporate social responsibility and credit ratings. Journal of business ethics, 117 (4): 679-694.
4. Bechhofer, F. and L. Paterson, Principles of research design in the social sciences. 2012: Routledge.
5. Creswell, J. W. 2012. Qualitative inquiry and research design: Choosing among five approaches. New York. Sage publications.
6. Cooper, J., Blackman, S. and Keller, K. 2015. The Science of Attitudes. Amazon. Routledge.

© 2021 Global Journals

7. Freeman, R.E., Strategic management: A stakeholder approach, 2010, Cambridge University Press.
8. Garriga, E. and Melé, D. 2013. Corporate social responsibility theories: Mapping the territory. Classics from the Journal of Business Ethics. Springer, 20(180): 69-96.
9. Glavas, A. and Godwin, L. N. 2013. Is the perception of 'goodness' good enough? Exploring the relationship between perceived corporate social responsibility and employee organizational identification. Journal of business ethics, 114 (1): 15-27.
10. Hall, K., Income poverty, unemployment and social grants, Child Gauge, 2009, 2010105.
11. Hofstede, G., Hofstede, G. J. and Minkov, M. 2015. Cultures and Organizations: Pyramids, Machines, Markets, and Families: Organizing Across Nations. Classics of Organization Theory, 314(23):701-704.
12. Kamakura, W. A. and Mazzon, J. A. 1991. Value segmentation: A model for the measurement of values and value systems. Journal of consumer research: 39 (17): 208-218.
13. Kilby, R. W. 1992. The study of human values. Toronto. Kilby & Sons Publishers
14. Mohd, R. 2015. Entrepreneurial orientation and personal values of Malay entrepreneurs: The mediation of self-efficacy and the moderation of business environment. Doha. GRIN Verlag.
15. Moriarty, J. 2014. The Connection between Stakeholder Theory and Stakeholder Democracy An Excavation and Defense. Business & Society, 53 (6): 820-852.
16. Nandonde, F. A. 2013. Understanding Corporate Social Responsibility as Implemented by SMEs in Tanzania: The Case of the Hotel Industry. Journal of Business Research, 6 (1-2): 1-13.
17. Ngary, C., Smit, Y., Juan-Pierré, B. and Ukpere, W. I. 2014. Financial Performance Measures and Business Objectives Attainment in Fast Food SMMEs in the Cape Metropolis: A preliminary Liability and Suitability Analysis. Mediterranean Journal of Social Sciences, 5 (20): 909-920.
18. Porter, M. E. and Kramer, M. R. 2002. The competitive advantage of corporate philanthropy. Harvard business review, 80 (12): 56-68.
19. Reginald, M. and Millicent, C. 2014. Challenges And Key Success Factors Of African Descent Foreign-Owned SMES In The Eastern Cape Province Of South Africa: A Case Of Selected Towns. Mediterranean Journal of Social Sciences, 5 (4): 59-64.
20. Rokeach, M. 1968. Beliefs, attitudes and values: A theory of organization and change. London. Academic publication
21. Rokeach, M. 1973. The nature of human values. New York. Free press
22. Sousa Filho, J. M. d., Wanderley, L. S. O., Gómez, C. P. and Farache, F. 2010. Strategic corporate social responsibility management for competitive advantage. BAR-Brazilian Administration Review, 7 (3): 294-309.
23. Turyakira, P., Venter, E. and Smith, E. 2012. Corporate social responsibility for SMEs: A proposed hypothesised model. London. Academic Press
24. Urban, B. and R. Naidoo, (2012) Business sustainability: empirical evidence on operational skills in SMEs in South Africa. Journal of Small Business and Enterprise Development, 19(1), 146-163.
25. Wang, L. and Tuttle, B. 2014. Using Corporate Social Responsibility Performance to Evaluate Financial Disclosure Credibility. Accounting and Business Research, 64(17): 118-126
26. Wankhade, V. 2014. Analysis of corporate social responsibility spending of the Indian companies. Abhinav-International Monthly Refereed Journal Of Research In Management & Technology (Online ISSN 2320-0073), 3 (4): 12-20.

© 2021 Global Journals

Global Journal of Management and Business Research: A Administration and Management
Volume 21 Issue 10 Version 1.0 Year 2021
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Determinants of Judicial Efficiency in Morocco

By Yassine Achenchabe & Mohammed Akaaboune
Mohammed V University

Abstract- In this paper, we aim to measure Moroccan judicial efficiency and identify its determinants during the implementation of judicial reform. For this, we use a two-stage approach. First, we use data envelopment analysis (DEA) under output orientation to measure the efficiency of the 109 Moroccan courts. In the second stage, we explore determinants of efficiency using the Ordinary Least Squares regression model. The results show a low level of courts efficiency of 56.2% in 2018, despite an improvement during the reform implementation period. At the same time, the results show that efficiency increases in populated cities with high demands on justice, and in courts with high proportions of cases in process, and employing senior judges. Therefore, this paper presents some managerial implications for court managers and provides further research directions for assessing judicial efficiency.

Keywords: data envelopment analysis, efficiency measurement, judicial efficiency, efficiency determinants, moroccan courts, judicial reform.

GJMBR-A Classification: JEL Code: M19



Strictly as per the compliance and regulations of:

© 2021. Yassine Achenchabe & Mohammed Akaaboune. This research/review article is distributed under the terms of the Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0). You must give appropriate credit to authors and reference this article if parts of the article are reproduced in any manner. Applicable licensing terms are at https://creativecommons.org/licenses/by-nc-nd/4.0/.

Determinants of Judicial Efficiency in Morocco

Yassine Achenchabe [α] & Mohammed Akaaboune [σ]

Abstract- In this paper, we aim to measure Moroccan judicial efficiency and identify its determinants during the implementation of judicial reform. For this, we use a two-stage approach. First, we use data envelopment analysis (DEA) under output orientation to measure the efficiency of the 109 Moroccan courts. In the second stage, we explore determinants of efficiency using the Ordinary Least Squares regression model. The results show a low level of courts efficiency of 56.2% in 2018, despite an improvement during the reform implementation period. At the same time, the results show that efficiency increases in populated cities with high demands on justice, and in courts with high proportions of cases in process, and employing senior judges. Therefore, this paper presents some managerial implications for court managers and provides further research directions for assessing judicial efficiency.

Keywords: data envelopment analysis, efficiency measurement, judicial efficiency, efficiency determinants, moroccan courts, judicial reform.

I. Introduction

The judicial system is one of the foundations of a modern state. It is the guarantor of the application of laws and a factor of good governance and development impetus. Therefore, Morocco has become aware of the importance of promoting its judicial system to support the country's structural reforms. In fact, a reform committee was formed in 2012 to make a diagnosis and propose a reform plan. According to this diagnosis, the Moroccan judicial system is plagued by dysfunctions and weaknesses, as well as slowness and deep complexity, and even some perverse practices that have caused citizens to lose faith in the justice system. Following this diagnosis, the government adopted a national charter for judicial reform, comprising six strategic axes, and began the implementation in 2013.

The state has committed significant human and financial resources to implement this reform. This includes increasing the number of judges and clerks, improving training quality, and improving infrastructure and justice services. This effort increased the share of the justice budget in the state budget to 1.6%, which raised questions about the effectiveness and efficiency of the actions implemented.

Thus, our study aims to identify the efficiency determinants of Moroccan courts during the implementation of the judicial reform charter. For this, we used a two-stage analysis, which consists of measuring the court's efficiency in the first stage and using an OLS ordinary least squares regression in the second stage to identify the variables that influence the court's efficiency.

As with most previous studies, the number of judges, clerks, and staff costs were used as inputs for variable selection, while the number of cases resolved was used as output. Our primary source was data from the Department of Justice. To analyze the efficiency determinants, we identified the exogenous variables mentioned in the literature. Then we collected the data available in the reports of the Ministry of Justice and other state organizations such as the High Commission for Planning.

As a result, this study contributes to a better understanding of the impact of judicial reform on court efficiency and the factors that influence it. This can assist decision-makers in making managerial decisions. Furthermore, to the best of our knowledge, our research is the first to examine judicial efficiency in Morocco and among developing countries.

The paper is organized as follows: Section 2 presents a literature background of the study, Sect. 3 presents the methods and data, Sect. 4 presents and discusses the results obtained, Sect. 5 contains the main findings of the study and implications for future research.

II. Literature Review

According to the literature review, the DEA method has been widely used in studies aimed at measuring efficiency and productivity (Johnes, 2006a). This is enabled by the non-parametric method's ability to include multiple inputs and outputs in the measurement, which is useful for non-profit organizations. According to Voigt (2016), few studies have addressed the technical efficiency of justice systems, resulting in a lack of interest among researchers in cost-related studies in this sector. Moreover, according to Rosales-Lopez (2008), there are fewer DEA studies than those focusing on the quality of judicial decisions. This is more apparent in African countries where we have identified a single study (Elbialy and Garcia-Rubio, 2011) which deals with judicial efficiency.

Researchers frequently mention the court size variable in studies that have addressed efficiency determinants. Indeed, Yeung and Azevedo (2011) indicated that the size of a court, represented by the number of judges and clerks, has a positive influence on the efficiency of Brazilian state courts. The same sense

Author α σ: Mohammed V University in Rabat, Morocco.
e-mail: yassine_achenchabe@um5.ac.ma

© 2021 Global Journals

of relationship has been proven by Schwengber and Sousa (2005) concerning the Rio courts in Brazil and by Santos and Amado (2014) concerning the Portuguese courts. Beldowski et al. (2020) also indicated that an increase in the number of judges can significantly enhance the number of resolved cases. Moreover, they found that court efficiency is significantly associated with some auxiliary court staff members and variables capturing the economic development of court jurisdiction. Similarly, Finocchiaro Castro and Guccio (2014) demonstrate that citizens' high demand for justice and the presence of large courts are positively correlated with the presence of efficient courts.

On the other hand, Finocchiaro Castro and Guccio (2014) pointed out that the number of pending cases is associated with low efficiency for Italian courts. The same result was reported by Ferro et al. (2018), Lewin et al. (1982), and Castro and Guccio (2016) also mentioning the negative effect of workload.

In the same framework, Fauvrelle and Tony C Almeida (2018) studied the efficiency change determinants of Brazilian State Courts between 2009 and 2014 and tested the influence of exogenous variables such as the proportion of criminal cases. The results indicated the non-existence of a significant relationship between the proportion of criminal cases and the court's efficiency. However, Garcia-Rubio and Elbialy (2011) asserted in their work that the complexity of civil cases negatively impacts the efficiency of Egyptian first instance courts.

Regarding the influence of court human resources, Santos and Amado (2014) indicated that courts with a higher proportion of administrative staff are more efficient than those with a higher proportion of judges. On the other hand, some studies (Dimitrova-Grajzl et al., 2012; Schneider, 2005) highlight the academic level of judges and indicate that the higher a judge's level of education (for example, a doctorate), the more efficient the court. Other studies emphasize the significance of the court's management performance, which is directly related to the court president's profile. In this regard, Yeung and Azevedo (2011) confirmed, using management performance evaluation indicators, that efficiency is positively correlated with management performance.

From another perspective, several studies have indicated the relationship between court efficiency and the age or seniority of judges. Thus, Ferro et al. (2018) showed through the study of first instance courts in Argentina during the period 2006-2010 that the age of judges negatively affects efficiency. Indeed, the court is inefficient as the average age of judges increases. Bhattacharya and Smyth (2001) reached the same conclusion when they studied the supreme courts in Australia and found that judges perform poorly as they get older.

Furthermore, Ferro et al. (2018) and Dimitrova-Grajzl et al. (2012) found no significant relationship between a judge's service length or gender and court productivity. Elbialy and Garcia-Rubio (2011), on the other hand, confirmed that only high-ranking judges increase productivity and efficiency in Egyptian courts.

Similar to judges, previous studies have attempted to investigate the possible link between the profile of a court's clerk and its efficiency. Thus, Ferro et al. (2018) indicated that the seniority of clerks positively affects efficiency, while there is no proven relationship between the gender of staff and efficiency. Dimitrova-Grajzl et al. (2012) underline that there is no relationship between the experience of clerks and the productivity of a court. They believe that the experience of judges and their specialization is more important than the seniority or experience of court clerks.

In terms of economic activity, Fauvrelle and Tony C Almeida (2018) indicated that there is no correlation between GDP per capita and court productivity. Indeed, socioeconomic factors do not always have an impact on the efficiency of the court. According to Yeung and Azevedo (2011), the most efficient courts are those located in economically active regions, where cases are typically more complex.

Another critical factor emphasized by Falavigna et al. (2015) is the court's geographic location. Indeed, according to this study, the efficiency of Italian courts increases from south to north west.

The characteristics of the population were also treated as exogenous variables that could influence court efficiency. In this context, Gorman and Ruggiero (2009) assessed the efficiency of prosecutor offices in 26 US states, concluding that those in low-income counties with a minority population are less efficient. Furthermore, a 10% increase in the average income of the population results in a 3% increase in efficiency, whereas there is no significant relationship between the percentage of the population with a bachelor's degree and the efficiency of prosecutor offices.

In general, the literature review reveals that many studies have examined the determinants of efficiency from various perspectives. However, the literature does not show similar results because the determinants vary across countries and judicial systems.

III. Methods

a) *Data Envelopment Analysis*

Charnes et al. (1978) introduced the Data Envelopment Analysis (DEA) as a non-parametric method using linear programming to measure the efficiency of a set of units called Decision-making units (DMU) by constructing a border enveloping all the possible combinations of inputs and outputs for each DMU. Two basic models have been proposed as part of

© 2021 Global Journals

the DEA method. The first is the CCR model (Charnes et al., 1978), which assumes that the units operate under constant returns to scale (CRS). The second is the BCC model (Banker et al., 1984) which assumes variable returns to scale (VRS).

The basic DEA CCR model is appropriate when the units operate at the optimal size and in a perfect competition environment. It is focused on an input orientation, which means the minimization of inputs for a given level of outputs, and on the assumption of constant returns to scale (CRS).

This model is unable to provide information on the extent to which the identified inefficiency may be due to technical or scale inefficiency. This is why Banker et al. (1984) proposed the BCC model to extend the initial CCR model by adopting the hypothesis of variable returns to scale (VRS). Thus, this allows the efficiency to be decomposed in a technical part due to the scale.

The study considers a set of n DMUs that consume m input to produce s outputs. Based on the rating proposed by Johnes (2004), the technical efficiency of a DMU k, as defined by Charnes et al. (1978), is measured by the ratio between the weighted sum of the outputs and that of the inputs:

$$TE_k = \frac{\sum_{r=1}^{s} u_r\, y_{rk}}{\sum_{i=1}^{m} v_i\, x_{ik}} \quad (1)$$

Where:

TE_k : Technical efficiency of a DMU k using m input to produce s output
y_rk : Quantity of output r produced by the DMU k
x_ik : Quantity of input i consumed by the DMU k
u_r : Weight of the output r
v_i : Weight of the input i
s: Number of outputs
m: Number of inputs

The technical efficiency of each DMU is maximized under certain conditions (Johnes, 2004). Firstly, the weights of the outputs and inputs of the DMU k cannot generate an efficiency score greater than 1 (equation 3). Secondly, the weights applied to outputs and inputs are strictly positive (equation 4). For each DMU, the following linear programming problem has to be solved by maximizing the ratio TE_k such as:

$$\text{MAX} \frac{\sum_{r=1}^{s} u_r\, y_{rk}}{\sum_{i=1}^{m} v_i\, x_{ik}} \quad (2)$$

Under constraints:

$$\frac{\sum_{r=1}^{s} u_r\, y_{rk}}{\sum_{i=1}^{m} v_i\, x_{ik}} \leq 1 \qquad j = 1, \dots, n \quad (3)$$

$$u_r, v_i > 0$$

$$\forall\, r = 1, \dots, s\,;\, i = 1, \dots, m \quad (4)$$

Where:

k: DMU for which efficiency is measured;
j: The DMUs studied.

Two approaches are possible to solve this linear programming problem. The input-oriented model, where the weighted sum of the inputs is minimized by keeping the outputs constant, and the output-oriented model, which will be the focus of this study, where the weighted sum of the outputs is maximized while maintaining constant the inputs.

Thus, the primal equation for the output-oriented VRS model to be used in this research is presented below. It represents the multiplier form of the problem to be solved.

$$MIN \sum_{i=1}^{m} v_i\, x_{ik} - c_k \quad (5)$$

Under constraints:

$$\sum_{i=1}^{m} v_i\, x_{ik} - \sum_{r=1}^{s} u_r\, y_{rj} - c_k \geq 0 \quad (6)$$

$$\sum_{r=1}^{s} u_r\, y_{rk} = 1 \quad (7)$$

$$u_r, v_i > 0$$

$$\forall\, r = 1, \dots, s\,;\, i = 1, \dots, m \quad (8)$$

Where v_(i): The weighting coefficient of each input.

The duality rule in linear programming can be used to rewrite an equivalent form called "wrapped form". This is generally preferred since it contains only s+m constraints instead of n+1 of the multiplier form. Thus, the dual formula of the output-oriented VRS model is written:

$$MAX\ \emptyset_k \quad (9)$$

Under constraints:

$$\emptyset_k\, y_{rk} - \sum_{j=1}^{n} \lambda_j\, y_{rj} \leq 0 \qquad r = 1, \dots, s \quad (10)$$

$$x_{ik} - \sum_{j=1}^{n} \lambda_j\, x_{ij} \geq 0 \qquad i = 1, \dots, m \quad (11)$$

$$\sum_{j=1}^{n} \lambda_j = 1 \quad (12)$$

$$\lambda_j \geq 0 \qquad \forall j = 1, \dots, n \quad (13)$$

Where

1/∅_k: The technical efficiency score;
λ_j: The weighting coefficients which measure the capacity of each DMU (j) to constitute the benchmark.

The VRS model also helps to identify the nature of returns to scale (increasing or decreasing returns to scale) and the number of outputs that can be produced by each DMU using the same level of inputs.

Thus, based on the DEA model just described, we used the DEA method in the first stage to assess the efficiency of 109 Moroccan courts during the period of implementation of the judicial reform charter between 2013 and 2018. The choice of this method is justified by its many advantages, including the fact that it is

© 2021 Global Journals

appropriate for public organizations and does not require price information, as well as the relaxed assumptions on input-output data distribution and the non-specification of the technological frontier (Cooper et al., 2001).

Our research covers nearly all Moroccan courts, including 21 appeal courts, 68 first instance courts, 9 administrative courts, and 11 commercial courts. We excluded the Supreme Court because it is a law court that cannot be compared to other courts, as well as one first instance court whose input and output values are extreme and cannot be compared to other courts.

We used the DEA under output orientation method during the first stage analysis because Moroccan courts are plagued by issues related to a large stock of pending cases and slow processing. The DEA BCC model was used with the VRS assumption. This model is more appropriate for the courts' case because it is a monopoly system that is difficult to operate on an optimal scale.

b) Two stage regression model

The literature refers to second-phase or "two-step" studies that link efficiency scores to explanatory variables. These variables are generally considered as exogenous to the entity's production technology and are not directly related to the inputs and outputs used to calculate efficiency.

Therefore, in the second stage of analysis, we identified a set of exogenous variables based on previous research findings, then classified these variables into three categories: those related to judicial activity, those related to judge's clerk's profiles, and finally variables related to socioeconomic and demographic factors.

There is no agreement in the literature on the best regression model to use in this case. Indeed, McCarty and Yaisawarng (1993) argue that a Tobit model is more appropriate because the efficiency scores are capped at 1, whereas Hoff (2007) believes that an OLS regression is sufficient. McDonald (2009) considers that the Tobit regression may be inappropriate and that the OLS regression gives more consistent results. More recently, Banker and Natarajan (2008) proposed a model with a less restrictive form-based mainly on the use of the ordinary least squares (OLS) method.

Thus, we performed the statistical tests for residuals normality and heteroskedasticity, then we opted for ordinary least squares regression to identify the variables that influence the court's efficiency. Three models are used, one with the technical efficiency CRS as the dependent variable, another with the efficiency under the VRS assumption, and the last with the scale efficiency variable, while all 20 explanatory variables are used in all three models. This decision is motivated by our intention to find disparities in the influence of the explanatory variables on each of the efficiency types examined.

c) Data

All data about the judicial system came from the Moroccan Ministry of Justice, while data about exogenous variables came from official state reports and documents.

There is no consensus in the literature regarding an ideal model for selecting the input and output variables used in the DEA model (Johnes, 2006b; Avkiran, 2001). Therefore, we used inputs and outputs that are frequently used in literature and that appear to us to be the most representative of the Moroccan court production process.

– The inputs:
  - Nb_judge: Number of judges;
  - Nb_clerk: Number of clerks;
  - F_cost: Court operating expenses.
– The outputs:
  - Cases resolved: Number of cases resolved or number of judgments rendered.

For the selection of exogenous variables, we consider the literature and the availability of data to integrate 20 independent variables into our model as follows:

– Dependent variables:
  - EFF_CRS: Efficiency under CRS assumption;
  - EFF_VRS: Efficiency under VRS assumption;
  - EFF_S: Scale efficiency.
– Independent variables:

Variables related to judicial activity

- SIZE_CASES: Size of the court in terms of current cases;
- SIZE_STAFF: Size of the court in terms of human resources (judges and clerks);
- PEND_CASE: Pending cases i.e. the number of unresolved cases at the end of the year;
- PRP_JUDGE Proportion of judges in court;
- PRP_CRIM Type of cases handled, more precisely the proportion of criminal cases;
- SPECIA Specialization of the court (takes the value 1 if it is a commercial or administrative court and the value 0 if it is a general court);
- TYPE Type of court (takes the value 1 if it is an appeal court and the value 0 if it is a first instance court).

Variables linked to the profiles of judicial personnel

- EXP_JUDGE: proportion of senior judges (over 15 years of experience) compared to all judges;
- FEM_JUDGE proportion of female judges;
- DEG_CLERK proportion of clerks at scale 11 (grade in the public sector achieved with a bac+5 diploma);
- EXP_CLERK average length of service of clerks;

© 2021 Global Journals

- FEM_CLERK proportion of female clerks.

Variables linked to socio-economic and demographic factors:

- LOGPOP Log of the number of inhabitants in the perimeter of the court;
- GDP_H GDP per capita in the city where the court is located;
- D_SDR The kilometer distance between the court and the regional administrative entity in charge of managing the administrative, logistical, and human resources of the courts;
- North, South, Center, or East: location of the court in the country;
- DIP_POP proportion of the population with a higher education level;
- INC_POP Income of the region's population.

Table 1 shows the descriptive statistics for the input and output variables, the efficiency scores obtained in the first stage of analysis, and the statistics for the exogenous variables, which are the independent variables in our model.

Table 1: Descriptive statistics of the variables for the year 2018

		Mean	Std dev	Min	Max
1er stage Variables Inputs and outputs of the DEA model	Judges number	35	27	9	169
	Clerks number	109	74	21	351
	Court operating expenses	29 971 095	21 257 040	6 730 760	112 875 647
	Resolved cases	26 973	30 976	1 379	175 058
2e stage Exogenious variables	SIZE_CASES	32 005	35 440	1 675	188 936
	SIZE_STAFF	144	99	30	467
	PEND_CASE	5 244	6 026	139	35 972
	PRP_JUDGE	0,24	0,05	0,09	0,37
	PRP_CRIM	0,40	0,20	-	1,00
	SPECIA	0,21	0,41	-	1,00
	TYPE	0,24	0,43	-	1,00
	EXP_JUDGE	0,31	0,25	-	0,97
	FEM_JUDGE	0,20	0,16	-	0,64
	DEG_CLERK	0,39	0,10	0,20	0,66
	EXP_CLERK	18,37	2,39	10,84	23,82
	FEM_CLERK	0,47	0,11	0,25	0,74
	lOGPOP	5,91	0,55	4,82	7,39
	GDP_H	29 807,52	11 448,53	16 201,00	84 949,00
	D_SDR	74,76	114,90	0,10	532,50
	North	0,25	0,43	-	1,00
	South	0,07	0,26	-	1,00
	Center	0,50	0,50	-	1,00
	East	0,14	0,35	-	1,00
	DIP_POP	0,09	0,10	0,02	0,69
	INC_POP	8 359	3 154	4 985	13 131

The period of implementation of the judicial reform charter has seen an upward trend in the means and productivity of the courts. Thus, in 2018, the data shows an average of 35 judges and 109 clerks per court. On the other hand, operating expenses vary significantly, with a minimum of 6.7 million dirhams and a maximum amount of 112.8 million dirhams.

On the other hand, the statistics of exogenous variables, show a wide range of court sizes, whether in terms of cases (from 1675 to 188936) or staff (30 to 467). The same observation applies to pending cases. The average is around 5,245 cases, with a maximum of 35,972 pending cases. Our model also includes seven dummy variables with mean values that are frequently less than 0.5.

© 2021 Global Journals

IV. Results and Discussion

The use of a two-stage approach allowed in a first stage to measure the court's efficiency between 2013 and 2018 in order to assess the impact generated by the implementation of the judicial reform on productivity. Secondly, the use of the OLS regression allowed to test the influence of exogenous variables on the court's efficiency in 2018, and thus to identify the determinants that allow courts to become more efficient in the context of reform.

We present in Table 2 the summary statistics of the efficiency results under the assumption of constant and variable returns to scale. The results by the court groups are presented in Appendix 1.

Table 2: Summary statistics for DEA efficiency scores

	Mean	Std dev	Min	Max
EFF_CRS (CCR Model)	0,562	0,225	0,099	1,000
EFF_VRS (BCC model)	0,724	0,223	0,206	1,000
EFF_S Scale	0,790	0,217	0,192	1,000

The results have shown that the average efficiency level is relatively low in 2018, with 56.2% under the CRS assumption and 72.4% under the VRS assumption. Thus, the Moroccan courts have a wide margin to improve their efficiency. Regarding the results by court type, first instance courts are the least technically efficient, and the Appeal courts are the most efficient. Our results also show that 19 courts had CRS efficiency scores between 9.9% and 50%, compared to only six fully efficient courts.

The same results allow us to assess the nature of returns to scale. Thus, most courts operate under increasing scales, which means that they can further increase their productivity by taking advantage of economies of scale. Administrative courts are the exception, with a majority under decreasing returns to scale, implying the need to divide these courts into several entities.

For the second stage, we present in Table 3 the results of the estimation of the analysis models, and in Appendix 2 the details results. The results show that the value of the statistic R2 for the three models relating to the CRS efficiency, the VRS efficiency, and the scale efficiency is 0.6402, 0.4337, and 0.6501, respectively, indicating a good quality of the econometric model since these values tend towards unity, except for the value of the model relating to the VRS efficiency, which is relatively low. Nonetheless, we can confirm that there is at least one independent variable that contributes to the variation in Moroccan court efficiency.

Table 3: Results of the regression models

VARIABLES	Eff_CRS	Eff_VRS	Eff_S
SIZE_CASES	5.68e-06***	5.08e-06***	1.39e-06*
SIZE_STAFF	-0.000992***	-0.00121***	-8.61e-05
PEND_CASE	-1.10e-05**	-6.79e-06	-6.13e-06
PRP_JUDGE	0.601	0.722	0.0590
PRP_CRIM	0.141	0.157	0.0883
SPECIA	-0.433***	-0.0643	-0.488***
TYPE	-0.0675	0.198**	-0.314***
EXP_JUDGE	0.323***	0.208	0.154
FEM_JUDGE	-0.120	-0.159	0.0966
DEG_CLERK	-0.0655	0.179	-0.224
EXP_CLERK	0.000163	-0.000926	0.00673
FEM_CLERK	0.337	-0.128	0.480**
lOGPOP	0.323***	0.117	0.345***
GDP_H	1.04e-07	-2.52e-06	1.35e-06
D_SDR	0.000383	0.000344	3.25e-05
North	0.0659	-0.110	0.163
South	-0.0145	-0.0352	-0.0295
Center	0.0590	-0.0863	0.121

© 2021 Global Journals

East	0.0502	-0.138	0.136
DIP_POP	0.0230	-0.140	0.117
INC_POP	3.65e-06	1.18e-06	4.63e-06
Constant	-1.755***	-0.0755	-1.666***
Observations	109	109	109
R-squared	0.640	0.434	0.650

Robust standard errors in parentheses
***p<0.01, **p<0.05, *p<0.1

According to the study's findings, CRS efficiency is higher in courts that serve densely populated areas, as well as in courts with the greatest number of experienced judges and pending cases. The least efficient courts, on the other hand, are distinguished by a large number of pending cases and an overabundance of judicial personnel. On the other hand, the VRS technical efficiency of courts increases for Appeal courts and when the number of cases pending is large and decreases when the number of judicial staff is excessive. Finally, the scale efficiency associated with the evolution of the court in an adequate production scale increases with the number of cases in process and the population covered by the court's perimeter and decreases for Appeal courts and specialized ones.

These findings have several managerial implications for Moroccan court administrators. First, the fact that an increase in the number of cases in progress improves court efficiency demonstrates that the increased workload induced by the cases allows the court to benefit from economies of scale to resolve more cases with fewer resources. This implies that the courts must maintain a high level of activity and not be divided or replaced by new courts. However, it should be noted that we must continue to monitor returns to scale. Indeed, once a court is subject to decreasing returns to scale, we can no longer improve its efficiency by increasing the number of cases handled.

Furthermore, the positive effect induced by the presence of a high proportion of experienced judges demonstrates a long-standing mistake made by Moroccan court managers, who tend to cover the needs of overdue courts with recruits. Indeed, it has been observed that the more experienced a judge becomes, the more he gains stability by only practicing in courts of the same judicial district. As a result, whenever a court experiences problems related to overwork or an increase in judgment delays, it becomes a priority when assigning new judges recruited. As a result of our findings, there is a need to change the type of decisions made by assigning more experienced judges to overdue courts, either as part of a temporary delegation of 3 or 6 months or by allowing judges to transfer from other courts.

The negative effect on efficiency caused by the number of judges and clerks, on the other hand, implies that all courts must consider the practices of their benchmark within the framework of the reference groups identified during the first stage analysis. Although the staff is not always interchangeable, using the same number of judges and clerks as the reference group's best practice court will almost certainly allow for an increase in the number of cases resolved.

In the same context, the result regarding the negative impact of pending cases on court efficiency, which is consistent with previous studies (Marselli and Vannini, 2004; Ferro et al., 2018; Lewin et al., 1982; Schneider, 2005; Castro and Guccio, 2016), demonstrates the need for Moroccan courts to act on these cases by gradually reducing them, rather than using this as an argument for an excessive increase in the resources mobilized.

Finally, it was found that court specialization (administrative or commercial) is a determinant of inefficiency. Even though this result contradicts some previous study findings (Gorman & Ruggiero, 2009), it illustrates that in the Moroccan context, specialization leads to the use of more means to resolve fewer cases than general courts. This implies that the Kingdom should stop establishing new commercial or administrative courts. The appropriate managerial solution would thus be to create specialized administrative structures at the level of the already existing appeal courts and first instance courts, rather than to build new buildings, which would incur additional costs.

Our findings on efficiency determinants provide us with guidelines to follow in order to improve court efficiency. This primarily entails considering our recommendations when developing the judicial map, determining the courts' human and logistical resources, and allocating these resources.

V. Conclusion

This study aimed to identify the efficiency determinants of Moroccan courts during the implementation of the judicial reform charter. Thus, we applied the analysis approach in two stages. First, we assessed the court's efficiency. Second, we investigated

© 2021 Global Journals

the impact of exogenous variables on the obtained efficiency scores.

This study filled a gap identified in our literature review since very few studies have attempted to evaluate judicial efficiency and identify its determinants in African countries. So the results provide managerial implications for court managers and can provide recommendations for decision-making.

In this context, the results showed that the average efficiency of Moroccan courts is relatively low despite an improvement during the period of implementation of the reform. In addition, the majority of courts can use economies of scale to resolve a larger number of cases, reducing the stock of pending cases and adjudication delays. On the other hand, the results of the second stage analysis clearly show that the efficiency of Moroccan courts is positively influenced by the size of the court in terms of cases, by the presence of experienced judges and it increases in courts located in the most populous cities. On the other hand, efficiency decreases when the number of pending cases is excessive, as well as when the number of judicial staff is excessive.

These findings are important for understanding judicial efficiency in Morocco and assisting managers in making decisions. However, we believe that our research has some limitations that require further research. Among these limitations are the difficulty of selecting all of the courts' inputs and outputs in measuring efficiency, as well as the non-integration of a set of exogenous variables due to the lack of certain data. As a result, we believe that it would be interesting to include other outputs in future research, such as prejudicial cases resolved in court using alternative methods.

We also recommend experimenting with different methods of measuring efficiency, as well as different regression models, such as Tobit's truncated regression. It is also possible to include other exogenous variables in the regression model, such as remuneration, employee motivation, or the rate of court computerization.

References Références Referencias

1. Avkiran, N. (2001). Investigating technical and scale efficiencies of Australian universities through data envelopment analysis. Socio-Economic Planning Sciences, 35(1):57–80.
2. Banker, R., Charnes, A., and Cooper,W. (1984). Some models for estimating technical and scale inefficiencies in Data Envelopment Analysis. Management Science, 30(9):1078–1092.
3. Banker, R. D. and Natarajan, R. (2008). Evaluating Contextual Variables Affecting Productivity Using Data Envelopment Analysis. Operations Research, 56(1):48–58.
4. Beldowski, J., Dabros, L., and Wojciechowski, W. (2020). Judges and court performance: a case study of district commercial courts in poland. European Journal of Law and Economics, 50:171–201.
5. Bhattacharya, M. and Smyth, R. (2001). Aging and Productivity Among Judges: Some Empirical Evidence from the High Court of Australia. Australian Economic Papers, 40 (2):199–212.
6. Castro, M. F. and Guccio, C. (2016). Measuring Potential Efficiency Gains from Mergers of Italian First Instance Courts through Nonparametric Model. Public Finance Review, 46 (1): 83–116.
7. Charnes, A., Cooper, W., and Rhodes, E. (1978). Measuring the efficiency of decision making units. European Journal of Operational Research, (2): 429–444.
8. Cooper, W. W., Seiford, L. M., and Tone, K. (2001). Data envelopment analysis: A comprehensive text with models, applications, references and deasolver software. Journal-operational Research Society, 52 (12):1408-1409.
9. Dimitrova-Grajzl, V., Grajzl, P., Zajc, K., and Sustersic, J. (2012). Judicial Incentives and Performance at Lower Courts: Evidence from Slovenian Judge-Level Data. Review of Law & Economics, 8(1).
10. Elbialy, N. and Garcia-Rubio, M. A. (2011). Assessing judicial efficiency of Egyptian first instance courts: A DEA analysis. Joint Discussion Paper Series in Economics, (no. 19-2011): 30.
11. Falavigna, G., Ipi, R., Manello, A., and Ramello, G. B. (2015). Judicial productivity, delay and efficiency: A Directional Distance Function (DDF) approach. European Journal of Operational Research, 240 (2): 592–601.
12. Fauvrelle, T. A. and Tony C Almeida, A. (2018). Determinants of Judicial Efficiency Change: Evidence from Brazil. Review of Law & Economics, 14 (1).
13. Ferro, G., Romero, C. A., and Romero-Gomez, E. (2018). Efficient courts? a frontier performance assessment. Benchmarking: An International Journal, 25 (9): 3443–3458.
14. Finocchiaro Castro, M. and Guccio, C. (2014). Searching for the source of technical inefficiency in Italian judicial districts: an empirical investigation. European Journal of Law and Economics, 38 (3): 369–391.
15. Garcia-Rubio, M. A. and Elbialy, N. (2011). Assessing judicial efficiency of Egyptian first instance courts: A DEA analysis. Joint Discussion Paper Series in Economics, (no. 19-2011): 30.
16. Gorman, M. F. and Ruggiero, J. (2009). Evaluating U.S. judicial district prosecutor performance using DEA: are disadvantaged counties more inefficient?

© 2021 Global Journals

European Journal of Law and Economics, 27(3):275–283.
17. Hoff, A. (2007). Second stage DEA: Comparison of approaches for modelling the DEA score. European Journal of Operational Research, 181(1):425–435.
18. Johnes, J. (2004). Efficiency measurement. In International Handbook on the Economics of Education. Edward Elgar Publishing Ltd, Cheltenham.
19. Johnes, J. (2006a). Data envelopment analysis and its application to the measurement of efficiency in higher education. Economics of Education Review, 25 (3): 273–288.
20. Johnes, J. (2006b). Measuring teaching efficiency in higher education: An application of data envelopment analysis to economics graduates from uk universities 1993. European Journal of Operational Research, 174 (1): 443–456.
21. Lewin, A. Y., Morey, R. C., and Cook, T. J. (1982). Evaluating the administrative efficiency of courts. Omega, 10 (4): 401–411.
22. Marselli, R. andVannini, M. (2004). L'EfficienzaTechnica Dea Distretti Di Corte D'Appello Italiani: Aspetti Metodologici, Benchmarking E Arretrato Smaltibile. CRENOS Working Paper, (2004/09): 42.
23. McCarty, T. and Yaisawarng, S. (1993). Technical Efficiency in New Jersey School Districts. Fried HO and SS Schmidt (eds.) the Measurement of Productive Efficiency: Techniques and Applications, pages 271–287.
24. McDonald, J. (2009). Using least squares and tobit in second stage dea efficiency analyses. European journal of operational research, 197 (2): 792–798.
25. Rosales-Lopez, V. (2008). Economics of court performance: an empirical analysis. European Journal of Law and Economics, 25 (3): 231–251.
26. Santos, S. P. and Amado, C. A. (2014). On the need for reform of the Portuguese judicial system Does Data Envelopment Analysis assessment support it? Omega, 47: 1–16.
27. Schneider, M. R. (2005). Judicial career incentives and court performance: an empirical study of the German labour courts of appeal. European Journal of Law and Economics, 20 (2): 127–144.
28. Schwengber, S. B. and Sousa, M. (2005). Efficiency Estimates For Judicial Services In Brazil: Nonparametric FDH (Free Disposal Hull) And The Expected Order-M Efficiency Scores For Rio Grande Do Sul Courts. Encontro da anpec, 33th.
29. Voigt, S. (2016). Determinants of judicial efficiency: a survey. European Journal of Law and Economics, 42 (2): 183–208.
30. Yeung, L. L. and Azevedo, P. F. (2011). Measuring efficiency of Brazilian courts with data envelopment analysis (DEA). IMA Journal of Management Mathematics, 22 (4): 343–356.

© 2021 Global Journals

This page is intentionally left blank

© 2021 Global Journals

Global Journal of Management and Business Research: A Administration and Management
Volume 21 Issue 10 Version 1.0 Year 2021
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Analysis of the System for the Selection of Leaders in Uzbekistan in Ancient and Middle Ages

By Dilnozakhon Kattakhanova

Introduction- Public administration is a type of social governance that governs society. Some theorists believe that public administration, in the broadest sense, is the regulatory activity of the state, the influence of particular subjects on social relations. However, public administration is also the activity of the executive branch of government to provide guidance in certain areas and objects of public life.

Training and appointment of potential young people for public administration has always been a topical issue for all countries.

In ancient times (from the 4th century BC to the 8th century AD) the emergence of the Arab caliphate from the formation of the first state, the practical formation of the election of leaders and officials in the system of government and administration is determined by the presence of older or middle-aged people in leadership positions;

The Middle Ages (IX-XVIII centuries) were a period of development, growth and emergence of scientific theories and doctrines in the field of public administration and the selection of leaders and officials (mainly in the appointment of young people to senior positions based on dynasties).

GJMBR-A Classification: *JEL Code: M19*

THEANALYSISOFTHESYSTEMFORTHESELECTIONOFLEADERSINUZBEKISTANINANCIENTANDMIDDLEAGES

Strictly as per the compliance and regulations of:

© 2021. Dilnozakhon Kattakhanova. This research/review article is distributed under the terms of the Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0). You must give appropriate credit to authors and reference this article if parts of the article are reproduced in any manner. Applicable licensing terms are at https://creativecommons.org/licenses/by-nc-nd/4.0/.

The Analysis of the System for the Selection of Leaders in Uzbekistan in Ancient and Middle Ages

Dilnozakhon Kattakhanova

Introduction

Public administration is a type of social governance that governs society. Some theorists believe that public administration, in the broadest sense, is the regulatory activity of the state, the influence of particular subjects on social relations. However, public administration is also the activity of the executive branch of government to provide guidance in certain areas and objects of public life.

Training and appointment of potential young people for public administration has always been a topical issue for all countries.

In ancient times (from the 4th century BC to the 8th century AD) the emergence of the Arab caliphate from the formation of the first state, the practical formation of the election of leaders and officials in the system of government and administration is determined by the presence of older or middle-aged people in leadership positions;

The Middle Ages (IX-XVIII centuries) were a period of development, growth and emergence of scientific theories and doctrines in the field of public administration and the selection of leaders and officials (mainly in the appointment of young people to senior positions based on dynasties);

Analyzing the history of the country in terms of the formation of the foundations of the system of selection of leading personnel for public administration, we are convinced that Uzbekistan is one of the first places where theoretical views and popular practical experience in this area are formed and developed. There is a need for its separate scientific research and application of the results of the analysis in practical political science.

Despite the fact that in the history of our national statehood, there are many works on the formation and development of the system of selecting leading cadres, they have not been analyzed in depth from the point of view of the present time. There is also a need to study the national heritage in this area as a special scientific object for widespread use in the current rule of law reforms.

Author: Independent researcher of the Academy of Public Administration under the President of the Republic of Uzbekistan. e-mail: author.uzb@mail.ru

Given that in ancient times the state and society in the territory of the Republic of Uzbekistan was formed in the middle of the third millennium BC, it becomes clear that our people have a great history and experience in the field of statehood. The fact that at that time there were independent states in the territory of modern Uzbekistan, such as Khorezm, Bactria, Sogdiana, Margiana, Parthia, is the evidence of our opinion.

Information about this can be found in various historical sources. In particular, according to political scientist T. Alimardonov, “Avesto” is a force that is becoming a spiritual and moral source of our national psyche. This invaluable spiritual heritage can be called the sum of social views on the first statehood created by our ancestors.

By Avesto it can noted that religious leaders also played an important role in the selection, appointment and election of state and local officials. In those days, the Avesto was a sacred book that embodied the laws governing the organization of the state and society, and the status of religious leaders who supervised the implementation of these laws was high. Candidates for public office or community management are required to memorize the rules governing the state and society, the punishment of crime, and the reward of goodness, which are embodied in the Vandidod section of the Avesto.

In general, the main requirements for leadership in Avesto are as follows: belonging to one of the four categories of society (militants, peasants, craftsmen, believers) and gaining prestige among them; the existence of the four divine elements in the Avesto in the character of the person and the ability of the person to control them.

However, it should be noted that the procedure for selecting and appointing leaders based on the rules of the Avesto began to deteriorate after the invasion of Alexander the Great. Abu Rayhan al-Biruni reported, “Alexander destroyed the fire temples and burned it while killing the servants of the temples. That’s why three-fifths of Abesto has disappeared since then.”

It was from this period that the affairs of public administration, as well as the selection of leaders for administration, began to be decided on the basis of the methods of military administration. Shortly after the

© 2021 Global Journals

invasion of Alexander the Great, the Seleucid, Greco-Bactrian, Kushan, Davan, Khorezm, and Turkish khanates, which emerged one after the other in Central Asia, also adopted military-administrative methods of governance.

Summarizing the views of the domestic scholars studying ancient times, it is clear that in the early stages of statehood in Central Asia, the issues of governance and public security, the election and appointment of heads of state and other officials were decided by the community, council of elders, religious and military leaders.

In the middle of the 6th century, more precisely in 553, Kushu Mughankhan, the second son of the Turkish Hakan Buminkhan, introduced a system of selection of leaders, which lasted by the end of the 8th century. L.N. Gumilyov calls this system the "Hierarchical Ulus system". According to him, "the prince who was considered an heir to the throne waited their turn and ruled their nation until they ascended the throne."But sometimes the method of selecting positions on the basis of dynastic succession would not work. Because, according to L.N. Gumilyov, the head of state or Beks in the state administration of the Turkic peoples of that time, on the basis of military democracy, were elected by ordinary soldiers or the Urug (tribe) members they were related.

If soldiers or a team were dissatisfied with their leader or a candidate for leadership, they would abandon him or not elect him at all. In such cases, sometimes a certain group of soldiers or the tribal elders who commanded them came to an agreement and appointed a candidate who belonged to a former official or bek house to lead them. But the choice of head of state and other senior positions has of course been decided through large councils. In summary, physically fit middle-aged people with managerial experience were selected and appointed to leadership positions during this period. This period is not characterized by a management system of relatively young people.

Additionally, according to Abulgazi Bahodirkhan's book "Shajarai Turk", the requirements of leadership are mainly: knowledge and intelligence; power and property, prestige among the population; good knowledge of the laws and rules of religion; proves that it is associated with hereditary characteristics.

The various tribes, ethnic groups, clans, dynasties that lived during the formation of the first states had their own principles, customs, traditions and other characteristics in the selection of leaders for government and other state positions. These ancient traditions of the Turkic peoples' system of electoral leadership in public administration were widely practiced in Central Asia until the eighth century when most of the region was conquered by the Arab Caliphate.

In conclusion, it can be said that during the formation of the first states (in ancient times) the tradition of electing young people to management positions was carried out only in exceptional cases, leadership positions were dynastic, passed down from generation to generation or based on qualities such as knowledge, power, prestige.

From the VIII century, the rules of Islamic law and Sharia began to play an important role in the system of public administration. It should be noted that the science and scholars of Islamic jurisprudence and hadith have had a great influence on the system of public administration and selection for public office.

By the Middle Ages, Islam had entered the territory of Movarounnahr, where the weakening of the existing states as a result of internal conflicts was determined by the population's conversion to Islam. During this period, a Tahirid state was established on the territory of Uzbekistan and a new statehood was formed. Economic, scientific, cultural and enlightenment development is observed in the Samanid state, which replaced the Tahirid state. In the Karakhanid, Ghaznavid, Seljuk, and Khorezmian states that came to power later, the system of selection and appointment of public officials was in many ways close to the traditions of the Tahirid period.

In this regard, Professor N. Kamilov notes: "The customs, rituals, reception ceremonies, emirate and khokimiat (government), ministry and devon system formed in the caliphate were preserved. These customs were fully accepted by the Ghaznavids. The Karakhanids and Seljuks had a great desire to build a new, independent and strong state, to introduce the devon method, to establish a ministerial institution and to create a strong system of government.

In these countries, the methods of selecting candidates for senior positions differ little from each other. For example, in the Samanid state, the selection of leaders was based on the distribution of high and middle levels of government among the ruling dynasties and its inheritance from generation to generation, while in the Karakhanid state, the method of appointment was based on merits from lower to higher positions.

In Nizamulmulk's "Siyosatnoma", the study of research, analysis and various other rules for the selection of leaders in the field of management is itself a scientific direction. At the same time, this work plays an important role in reviving our historical and national traditions in the area of training, selection and placement of modern leaders. Therefore, Siyosatnoma is a unique scientific source.

Qutadghu bilig, a work by the thinker Yusuf Khas Hajib, was written in the 11th century and is dedicated to Tavghach Boghrakhan, one of the rulers of the Karakhanids. By this time, the main themes of political-philosophical views on the state system were limited to the system of governance, the role of the leader and leadership in society, and how to nationalize or religiousize this area. As a result, the doctrines and

© 2021 Global Journals

philosophical ideas put forward in this field become more didactic.

Qutadghu Bilig mainly reflects the traditions of Turkic Hakanates and Chinese states, while Siyasatnoma reflects the traditions of Iranian and Arab states. After the Mongol invasion, Amir Temur established a unique statehood in the region and in the time when the traditions of these two directions merged. During the reign of Amir Temur and the Temurids, a number of studies on state and public administration were conducted.

This means that in the second period, the appointment of young people to leadership positions was an exception.

"Temur Tuzuklari" written by Amir Temur was created in the XIV-XV centuries as the main law of a large territory uniting 27 states. The work at that time served as a program that embodied the perfect laws, the rules of organization of the state and society, the criteria of requirements for the heads of public administration.

The most important thing about "Temur Tuzuklari" is that it was able to create clear rules and guidelines that can be quickly implemented in the selection of management staff, their appointment, organization of their activities and control over the work schedule. Additionally, the laws in the "Tuzuklar" served as the basis for building a strong and stable state. Therefore, in the last quarter of the XIV century - the beginning of the XV century, in the post-Roman period, no other country had formed a potential, talented and strong political elite as in the state of Amir Temur.

In Mirzo Ulugbek's "Turt Ulus tarixi", the methods of selecting officials for the state and public administration differ from each other and are expressed as follows: the emergence of the roots of team-based election in the selection of a leader, and the emergence of disagreements, conflicts on leadership issues within a particular team, their grounds related to property, land disputes and other issues("exemplary arrangements, remarkable rules began to appear between each of their descendants and relatives... Until they lead the country to the creation of rituals. Abulchakhan was enthroned by the People's Council on the merits..."); the appointment of a new leader on the basis of a free decision by a former leader or an individual who has just resigned; decisions and actions of tribes, clans, regions, as well as geographical conditions, the location of the population, the requirements of the natural environment; the choice of leader according to family decision.

The scholars of Movarounnahr - Moturudi, Bukhari, Termezi, Nasafi, Yassavi, Pahlavon Mahmud, Khorezmi, Fergani, encyclopedic scholars Farobi, Ibn Sino, Beruni grew up as a product of this period. Philosophers, historians and poets such as Rumi, Firdavsi, Rudaki, Nasir Khisrav, Umar Khayyam, Yusuf Khas Hajib, Mahmud Kashgari lived and worked in this period. Thus, the culture created in Central Asia paved the way for the emergence of new theoretical views and doctrines in the development of statehood.

From the 17th century onwards, crises in the practical aspects of public election in Central Asia led to a fall in the system of governance in the region. During the Ashtarkhanids, the power of the central state was greatly weakened, and civil wars intensified ... A large part of Khorasan was lost. An independent Khiva khanate was established in Khorezm. By the beginning of the 18th century, the Kokand Khanate was established on the northern borders of it. The unrest caused by the division of the whole region into small states, the civil wars also led to the cessation of the development of the national system of selection for public office.

In his book "Dasturul muluk" Samandar Termizi was able to show the irregularities in the system of government in the emirate, the appointment of officials, the general failure of public administration.

The Khiva Khanate, the Bukhara Emirate, and the Kokand Khanate, which were formed during this period, tended to support young leaders in public administration, but the selection of cadres was not based on their potential, but on dynasties and hereditary rule from generation to generation.

Abu Nasr al-Farabi, the encyclopedic scholar of the history of science and culture in the East and the West, who became the "Second Teacher" after Aristotle and connected ancient culture with medieval Europe with his philosophical works, is the thinker who laid the foundation of the theory of national system for selecting and training leaders for public administration. His views in this area are invaluable not only for his time, but also for the present.

In particular, Abu Nasr Farobi's theoretical views on the training and selection of leaders of state and public administration are widely expressed in his works on state and society building, state and public administration. In his works, he analyzes the issues of state and society building as a whole. That is, in the eyes of Farobi, it can be said that all types and all organizations, all officials, leaders and their activities are a single phenomenon, the foundations of which are linked to the foundations of the development of the state and society.

Farobi writes the following lines for young people: "Whoever claims knowledge, wisdom, let him start (learning) it from a young age, ...Let him be virtuous, let him keep his word, let him refrain from evil deeds, let him be free from treachery, deceit and trickery, let him know all the rules, let him be knowledgeable and eloquent, let him respect the learned and the wise, let him not deprive himself of knowledge…"

© 2021 Global Journals

References Références Referencias

1. Abu Rayhan Beruni. Selected works. 1-vol.-T.: Fan, 1968.
2. Avesto. Historical and literary monument / Translated by Askar Mahkam. –T.: Sharq, 2001.
3. Gumilyov L.N. Ancient Turks. –T.: Fan, 2007.
4. Komilov N. What should a minister look like? / Manager and employee (collection). –T.: Akademiya, 1998.
5. Mirzo Ulugbek. History of four nations. T.: Cholpon, 1994.
6. Muminov I. The place and role of Amir Temur in the history of Central Asia. –T.: Fan, 1968.
7. Ravshanov O. Basics of selection of leading personnel in the Republic of Uzbekistan. Dissertation.
8. Sagdullaev A., Aminov B., Mavlonov O., Norkulov N. History of Uzbekistan: state and society development. –T .: Akademiya, 2000.
9. Sagdullaev A., Mavlonov O. History of public administration in Uzbekistan. –T.: Akademiya, 2006.
10. Alimardonov T., Leader ethics. Dissertation.
11. Farabi Abu Nasr Muhammad. Socio-ethical treatises. -Alma-ata: Nauka, 1975.
12. Pharoah. A city of noble people. –T.: A. Qadiri National Heritage Publishing House, 1993.

© 2021 Global Journals

Global Journal of Management and Business Research: A Administration and Management
Volume 21 Issue 10 Version 1.0 Year 2021
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Takeover of Family Business: An Exploratory Study in Light of Sensemaking Approach

By Araban Oumaima & Hourmat Allah Hind
Doctorante à l'Université Cadi Ayyad

Abstract- The takeover of family business nowadays raises delicate issues related to power, transfer of ownership and management, to which is added the family context and all the particularities that this implies. In view of the importance of the takeover process, the main objective of this paper is to reflect on the emotional experience of the takeovers in order to understand its effect on the conduct of change and decision-making in the family business. Particular attention will first be paid to the perception of the future buyers of the change situation. An effort to understand the role of these buyers in this process will then be highlighted on the basis of the Sensemaking approach. Conclusively, by adopting a qualitative approach, we will present the results of an exploratory study conducted with a Moroccan family group operating in the hotel sector in order to better understand the takeover process.

Keywords: *family business, takeover, sensemaking and change management.*

GJMBR-A Classification: *JEL Code: M10*



Strictly as per the compliance and regulations of:

© 2021. Araban Oumaima & Hourmat Allah Hind. This research/review article is distributed under the terms of the Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0). You must give appropriate credit to authors and reference this article if parts of the article are reproduced in any manner. Applicable licensing terms are at https://creativecommons.org/licenses/by-nc-nd/4.0/.

The Takeover of Family Business: An Exploratory Study in Light of Sensemaking Approach

La reprise de l'entreprise familiale: une étude exploratoire à la lumière de l'approche de Sensemaking

Araban Oumaima [α] & Hourmat Allah Hind [σ]

Abstract- The takeover of family business nowadays raises delicate issues related to power, transfer of ownership and management, to which is added the family context and all the particularities that this implies. In view of the importance of the takeover process, the main objective of this paper is to reflect on the emotional experience of the takeovers in order to understand its effect on the conduct of change and decision-making in the family business. Particular attention will first be paid to the perception of the future buyers of the change situation. An effort to understand the role of these buyers in this process will then be highlighted on the basis of the Sensemaking approach. Conclusively, by adopting a qualitative approach, we will present the results of an exploratory study conducted with a Moroccan family group operating in the hotel sector in order to better understand the takeover process.

Keywords: family business, takeover, sensemaking and change management.

Résumé- La reprise de l'entreprise familiale soulève de nos jours des questions délicates liées au pouvoir, au transfert de la propriété et à la gestion, auxquelles s'ajoutent le contexte familial et toutes les particularités que cela implique. Au regard de l'importance du processus de reprise, ce papier a pour principal objectif de mener une réflexion sur le vécu émotionnel des repreneurs afin de comprendre son effet sur la conduite du changement et la prise de décision dans l'entreprise familiale. Une attention particulière sera accordée dans un premier temps à la perception des futurs repreneurs de la situation de changement. Un effort d'appréhension du rôle de ces repreneurs dans ce processus sera dans un deuxième temps mis en lumière sur la base de l'approche Sensemaking. Enfin, en adoptant une démarche qualitative, nous exposerons les résultats d'une étude exploratoire menée auprès d'un groupe familial marocain opérant dans le secteur hôtelier afin de mieux appréhender le processus de reprise.

Mots clefs: entreprise familiale, reprise, sensemaking et conduite du changement.

Author: Doctorante à l'Université Cadi Ayyad, Marrakech, Département des Sciences de Gestion Laboratoire Interdisciplinaire de Recherches et d'Études en Management des organisations et Droit de l'entreprise (LIRE-MD). e-mail: Araban.oumaima@gmail.com

Author: Professeure à l'Université Cadi Ayyad, Marrakech, Département des Sciences de Gestion Laboratoire Interdisciplinaire de Recherches et d'Études en Management des organisations et Droit de l'entreprise (LIRE-MD). e-mail: Hindhourmatallah@gmail.com

I. Introduction

Les entreprises familiales constituent la structure la plus répandue dans diverses régions du monde (Daspit et *al*., 2017; Ramadani et *al*., 2017). Ainsi, et compte tenu de leurs modes de décision plus ou moins subjectifs et de la qualité variable des générations successives qui les dirigent, leurs cycles de gestion unique en font qu'elles constituent la forme d'organisation la plus pérenne et la forme de propriété la plus majoritaire dans le monde (*Family Firm Institute*, 2017). Leurs perspectives liées au contexte culturel répondant aux besoins d'expression des générations futures sous-entendent qu'elles sont bien armées, du fait de leurs histoires, de leurs cultures, valeurs et mœurs... etc.

Selon le BDO (2011), 70 % des dirigeants des entreprises familiales privilégient la transmission à l'intérieur de la famille, et plus de 80 % des reprises sont réalisées par des membres de la famille. En substance, la première mission des propriétaires des entreprises familiales est de faire de leur progéniture des adultes capables d'assurer la continuité de l'entreprise (Dou et *al.,* 2020). De ce fait, l'entreprise familiale n'a pas pour vocation uniquement de survivre, mais aussi de se développer à l'occasion de l'arrivée d'un nouveau dirigeant (Basly, 2002). Le comment et le pourquoi diffèrent considérablement selon l'environnement, la culture et les valeurs auxquels l'entreprise est exposée (Riar et Kellermanns, 2021).

En somme, de nombreux écrits articulent trois critères qui nous permettent de définir une entreprise comme étant familiale : d'abord le contrôle de l'organisation doit majoritairement être détenu par des membres de la famille (Landsberg, 1988 ; Daumas, 2002), le deuxième critère prend en compte l'implication de la famille dans la gestion de celle-ci (Chua et *al*., 1999 ; Robic et *al*., 2015), et le dernier critère rejoint l'idée du désir de transmettre les rênes de l'entreprise aux générations futures (Bentebbaa, 2014 ; Bauweraerts et Colot, 2015). En effet, ce troisième critère soulève l'importance du processus de reprise, souvent décrit

© 2021 Global Journals

comme processus héréditaire par un membre interne (Bertella, 2005) qui affecte le propriétaire, le repreneur, la firme, leur environnement de proximité et plus largement l'économie au moins à l'échelle régionale (Deschamps, 2000 ; Bouchikhi, 2008 ; DeTienne, 2010). Ce processus est aussi partie intégrante de l'identité de ce type d'organisation, il fait partie de leur cycle de vie (Le Breton-Miller et Miller, 2008 ; Gagné et *al*., 2014). Une reprise réussie peut être donc un moyen de redynamiser une organisation éventuellement récente ou vieillissante et d'y impulser une nouvelle dynamique.

De ce fait, nous avons tenté de structurer une réflexion autour du processus de reprise de l'entreprise familiale d'une part, accompagné souvent d'un changement de style de management et de nouvelles options stratégiques (Kotlar et Chrisman, 2018), et apporter des éléments de réponse quant à la manière avec laquelle le vécu émotionnel des repreneurs impacte la conduite du changement et la prise de décision au sein de l'entreprise familiale d'autre part.

À notre connaissance, il n'existe pas d'études dévoilant la relation entre la perception des repreneurs du changement découlant de la transmission et la prise de décision effective lors de cette reprise dans notre contexte Marocain. Et c'est pour contribuer à la relance du débat sur cette problématique que nous avons proposé d'organiser notre papier comme suit : après une introduction présentant le contexte général de cette étude, nous consacrons le premier point au cadrage théorique en exposant notre raisonnement et notre stratégie d'accès au réel.

Notre attention porte essentiellement sur l'apport considérable de la théorie du *Sensemaking* et son rôle dans l'explication du processus de reprise. Le deuxième point argumente nos choix méthodologiques et expose notre terrain de recherche concernant un cas unique d'un projet de la famille ARABAN opérant dans le secteur du tourisme et l'hôtellerie, dans lequel nous avons exploité les résultats d'une enquête menée auprès des membres propriétaires et des repreneurs. Quant au troisième point, il est dédié à la présentation des principaux résultats issus de notre recherche exploratoire. Suivant une démarche qualitative, un traitement des données a été effectué au moyen d'une analyse de contenu. En définitive, une conclusion qui relate une synthèse générale afin d'apporter des éléments de réponse à nos objectifs de la recherche.

II. Considérations Théoriques

La dimension familiale fait que les nouveaux dirigeants considèrent la reprise comme un élément important exerçant une pression (Huff et *al*., 1992), puisqu'elle vient se greffer à la notion du changement pour les repreneurs d'une part et qu'elle contribue au maintien de la création de valeur et de la continuité d'autre part. Elle nécessite une grande vigilance quant aux décisions prises face aux chocs et événements inattendus, dès lors que certaines familles décident de rebondir la richesse de leurs histoires, par leur ancrage entrepreneurial.

Guidé par la théorie de fabrication de sens, le *Sensemaking* nous fait entrevoir l'arrivée d'un nouveau dirigeant, comme un changement organisationnel équivoque et une interruption fortement déstabilisante, qui nécessite de la part des acteurs un travail de redéfinition de leur propre réalité. Ainsi, la compréhension qu'ont ces derniers d'une situation changeante, de son contexte s'appuie notamment sur leurs connaissances, leurs expériences et leurs valeurs.

Les apports de la théorie du *Sensemaking* tiennent à la fois compte des perceptions des repreneurs dans un cadre non habituel et changeant et expliquent l'ensemble des interactions entre les membres de l'entreprise familiale. Dans ce sens, nous nous intéresserons dans un premier lieu au cadrage théorique de la reprise de l'entreprise familiale et dans un deuxième temps nous relaterons les apports de la théorie du *Sensemaking* sur le processus de reprise.

a) La reprise de l'entreprise familiale: un intérêt particulier

L'entreprise familiale est soumise aux épreuves de franchissement des étapes clés de son développement, son transfert d'une génération à une autre paraissant crucial quant à l'objectif de la pérenniser (Astrachan et Shanker, 2003). La succession constitue donc un challenge majeur pour le succès à long terme et la survie de cette catégorie d'entreprises (Le Breton- Miller et *al*., 2004). Toutefois, ce sont la dimension humaine et la performance sociale qui posent fréquemment des questions centrales, dans la mesure où le contexte et le succès de la reprise sont déterminés par les interactions humaines (Culliere, 2008). Elle peut aussi être influencée par des facteurs comme la logique économique, juridique et fiscale qui ont une incidence sur le processus de reprise de l'affaire familiale (Chrisman et *al*., 2015).

La reprise est aussi définie par une transaction entre le propriétaire-dirigeant et un repreneur, où ce dernier prend la place du premier et continue à gérer l'entreprise (Haverman et Khaire, 2004). Il s'agit d'un cheminement parsemé d'obstacles et de diversité des domaines abordés, ce qui en fait d'abord, un processus très complexe qui s'étale dans le temps au cours duquel le prédécesseur se désengage progressivement, tandis que conjointement le rôle du successeur s'accroît (Cadieux et *al*., 2000 ; Caillette, 2006). Ensuite, un processus contingent qui fait naître des changements importants, pouvant améliorer ou entraver la performance de l'entreprise (Kotlar et Chrisman, 2018).

Dans la même perspective, la succession intrafamiliale crée souvent de fortes tensions entre le

© 2021 Global Journals

paradoxe changement et continuité (Miller et *al*., (2003). Ajoutant à cela, l'identification d'un certain nombre de facteurs par De Massis et *al*., (2008) ; inclusivement personnels, relationnels, situationnels et financiers susceptibles d'entraver le processus de succession. Ces travaux apportent des propositions théoriques et des données empiriques incompatibles sur l'impact de l'implication des membres de la famille sur le changement. Or, régie par des règles relationnelles et des traditions, l'entreprise familiale se voit fréquemment résister au changement (Lumpkin et *al.*, 2008).

Ainsi, la problématique de la reprise se caractérise par un processus composé de périodes transitoires qui impliquent différentes catégories d'acteurs. Il commence dès la prise de conscience du prédécesseur de la nécessité de transmettre son entreprise et prend fin lors de son retrait définitivement. Souvent caractérisé par un processus graduel, long et lent (Bayad et Barbot, 2002), il poursuit des stratégies orientées à long terme durant lequel les préparations nécessaires prennent place, dans le but d'assurer une harmonie familiale et une continuité de l'entreprise au fil des générations (Lumpkin et *al*., 2010). Cette longévité, qui fait donc référence à la présence « *d'une palette générationnelle »,* est assurée par l'influence stratégique de la famille et par la vision long termiste dans l'entreprise (Villéger, 2020).

Par ailleurs, une direction dite prolongée par des générations est un atout important. Il s'agit d'un transfert de propriété anticipé et planifié qui crée pour certains auteurs des liens importants contribuant à l'épanouissement du repreneur et la favorisation d'un climat prospère pour le futur dirigeant (Meglio et King, 2019). À ce niveau, le repreneur peut non seulement jouir pleinement de sa fonction, mais également bénéficier de l'influence du prédécesseur (Kandade et *al.,* 2020). Dans ce sens, la prévision avancée du processus peut permettre une garantie d'apprentissage optimal, éviter les conflits et les problèmes comportementaux, mais également de népotisme (Le Breton-Miller et Miller, 2016), et finalement pour trouver le moment propice pour sa mise en œuvre (Bayad et Barbot, 2002).

Dans un autre registre, la succession intrafamiliale revêt deux facettes, la première a trait au transfert de la gestion à un membre qui reprend l'entreprise lorsque le fondateur choisit de se retirer ; dans ce cas les dirigeants de l'entreprise doivent déterminer quand se retirer et quelle procédure la plus adaptée doivent-ils suivre dans leur cas (Warrick, 2017). Néanmoins, pendant la période de reprise, le repreneur n'occupe pas au départ un rôle officiel dans l'entreprise, il faudra qu'il se familiarise au sein de l'entreprise et qu'il développe une perception positive d'un de ses parents occupant le rôle de manager ou dirigeant. La partie de l'intégration quant à elle est plus judicieuse où le repreneur entame son apprentissage et commence à manifester de l'intérêt pour l'organisation. De manière parallèle, le travail en collaboration assure le transfert jusqu'à ce que le repreneur soit en mesure d'agir de façon autonome. La deuxième facette fait référence au transfert des valeurs fondamentales de l'entreprise partagées entre les générations telles que l'identité et la culture organisationnelle (Jaziri, 2018). À cela s'ajoute l'importance du degré de maturité apporté par le passage des générations, ainsi que la façon dont ces valeurs sont internalisées par les membres de la famille. Ces valeurs remettent en cause la manière avec laquelle l'entreprise fonctionnait dans le passé (Le Breton-Miller et Miller, 2008; Gagne et *al*., 2014) et favorise la survie des entreprises (Harvey et Evans, 1995).

À côté de ces particularités de succession relatives à l'entreprise familiale, l'existence d'un népotisme intrafamilial pose la question générale sur des influences relationnelles et sur la viabilité des entreprises à transmettre (Richomme-Huet et De Freyman, 2005). Cela justifie la raison pour laquelle les entrepreneurs familiaux acceptent très fréquemment de transmettre leurs affaires à un repreneur membre de la famille, puis à un salarié et enfin, à une tierce personne externe (Culliere, 2008).

D'autres travaux ont rappelé l'importance de l'engagement dans le processus de reprise (Garcia et *al*., 2018). À la base, une compétence sans engagement peut ne pas fournir une base solide pour prendre des décisions dans le meilleur intérêt de l'entreprise et de la famille. Cet engagement est strictement lié à la communication et à la volonté qui se forment et se renforcent grâce à la culture et à la communication. De ce fait, la communication et sa qualité contrôlent le climat de confiance entre les membres de la famille, qui sont des facteurs essentiels déterminant les résultats de la succession (Cadieux et Lorrain, 2002).

S'alignant sur la même idée, les familles ayant un niveau de confiance et de communication faible évoqueront difficilement la question de la succession. Cette dernière doit être donc considérée comme un processus de socialisation à long terme entre les membres de la famille et les parties prenantes (Longenecker et Schoen, 1978). Dans leurs travaux fondateurs de la socialisation, Bourdieu (1994) et Merton (1968) expliquent qu'elle influe fortement sur la trajectoire de l'entreprise familiale et se révèle être un parcours dynamique (Cadieux et Deschamps, 2011). En effet, dès leur plus jeune âge, les héritiers sont « incubés » dans un réseau de relations qui leur permet de développer leurs connaissances sur l'organisation, ses métiers, sa culture ainsi que ses valeurs (Robic et *al*., 2014). Faisant ainsi recours au concept de socialisation anticipatrice, Lubinski (2011) montre la forte influence de la famille dans deux étapes de la construction des successeurs : la vocation et le lieu d'exercice de la profession. C'est la raison pour laquelle la planification

© 2021 Global Journals

de la succession dans l'entreprise familiale est considérée pour certains auteurs comme un processus de socialisation diachronique à long terme (Longenecker et Schoen, 1978).

b) L'approche Sensemaking : une voie particulière pour la compréhension de la reprise de l'entreprise familiale

La reprise de l'entreprise familiale s'investit au cœur d'un processus cognitif et décisionnel permettant de garder en vue ses objectifs stratégiques pendant le transfert et la délégation du pouvoir décisionnel et stratégique. Désigné par Weick (1995) comme un processus continu « *Ongoing process* », sans cesse renouvelé d'interrogation et de création de sens, qui s'appuie sur des interactions entre les membres de la famille. Ces derniers ont constamment besoin de rationaliser, d'argumenter et de justifier en permanence ce qu'ils font, disent et pensent. Afin de saisir sa nature complexe, il s'avère opportun de s'intéresser aux motivations, croyances (Weick, 1995), intuitions (Bertolucci et Pinzon, 2015), préférences et finalement aux biais pouvant influencer les décisions des acteurs (prédécesseurs et repreneurs) (Laroche et Nioche, 2006).

Ceci semble être prometteur pour comprendre ce qui se joue entre les acteurs lors du déroulement du processus de reprise. En étudiant la façon dont les acteurs pensent, nous les replaçons au centre d'un processus décisionnel (Cosette, 2004 ; Laroche et Nioche, 2006). Par la mobilisation du background de l'approche de *Sensemaking* et muni d'une volonté d'apporter un éclairage utile pour comprendre ce qui se jouait sur le terrain (Weick, 1995), plusieurs questions se sont en effet déjà avérées utiles pour mettre en lumière notre réflexion : comment la décision prend-elle place lorsque chaque membre du groupe a une conception personnelle idiosyncrasique de la situation ? Que se passe-t-il lors d'un tel processus pour celui qui est accompagné et celui qui accompagne le changement ? Comment donner du sens et réussir à mettre en place le repreneur de l'affaire familiale dans le contexte de changement organisationnel ?

Le processus de reprise d'une affaire familiale nécessite l'accompagnement par un processus mental, ayant comme rôle de réduire l'ambiguïté du changement dont la signification échappe parfois aux membres de la famille, pour fin de continuer à agir, d'éviter la paralysie, à créer de la valeur, développer l'entreprise et la rendre plus autonome, favoriser le rapprochement familial et construire les meilleures décisions dans un modèle plus rationnel. Dans cette perspective, la construction du sens aide à un repositionnement professionnel dans une optique de réalisation de soi professionnelle et personnelle.

Par ailleurs, les recherches cognitivistes (Weick, 1995; Cosette, 2004; Laroche et Nioche, 2006; Vergnaud, 2007) pointent avec pertinence leurs travaux sur la base du construit autour de l'environnement, considéré fondamentalement complexe. Les acteurs de l'organisation ont besoin d'abord de stabiliser l'environnement pour réduire le sentiment d'incertitude dans les situations marquées par l'équivocité. « *L'équivoque est la matière première du Sensemaking* », nous rappelle Kœnig (2006), et l'explique Weick (1995) comme moyen à la construction et la reconstruction du sens par les acteurs impliqués dans le développement d'un cadre interprétatif, ou cadre de référence, à partir duquel ils tendent de comprendre une expérience (Gioai et Chittipeddi, 1991) ; c'est de cette façon qu'ils donnent du sens à leurs actions.

Aussi, l'expérience de l'individu et sa situation sociale dans l'environnement du groupe sont également des éléments qui agissent comme des filtres dans la rétention des informations. C'est à travers ce cadre de référence, constitué de son identité propre et du contexte social, que cet acteur prélève les indices se présentant sous plusieurs formes pour concevoir la réalité. La construction du sens dépend donc d'un processus d'inférence (Fallery, 2004), car le sens obtenu dépend largement de la méthode d'identification des éléments considérés comme significatifs.

Les recherches autour du modèle rationnel alimentent aussi la réflexion sur la théorie du *Sensemaking* dans une optique explicative de la reprise familiale. Il s'agit notamment de la rationalité stratégique qui conduit à ignorer la complexité, montrer le rôle de la création de sens dans un environnement changeant, et revoir la façon dont les acteurs accompagnent la décision. Dans cet esprit, au-delà de la littérature consacrée à la reprise dans l'entreprise familiale au sens large, d'autres ponts peuvent également être établis entre le *Sensemaking* et certains aspects de la reprise dans l'entreprise familiale : à savoir l'ambiguïté, l'émotion et la motivation. Le premier aspect prend en compte la nécessité d'avancer dans une zone d'incertitude et d'ambiguïté, le deuxième traite le poids des interactions émotionnelles qui impactent significativement l'entreprise (Ikävalko et *al*., 2008), et le dernier aspect souligne la motivation comme moyen de fluidifier l'opération de transmission de l'entreprise.

La théorie du *Sensemaking* met ainsi en évidence l'ensemble des interactions entre les repreneurs et leur environnement aléatoire et hostile, qui constituent le tissu organisationnel pouvant potentiellement modifier leurs comportements. Cette construction de sens engagée par l'ensemble des acteurs permet à chacun de rendre l'événement compréhensible et de situer son action dans un système d'actions organisées en constant renouvellement. Le repreneur met d'une part, en relief des activités de recherche, de repérage, de filtrage et de classification. Il scanne l'environnement pour définir sa première phase, à partir des éléments retenus, il se

© 2021 Global Journals

construit en un canevas. D'autre part, il interprète l'action résultante de la décision où il doit dégager une traduction approximative et acceptable. Il est donc responsable des situations créées, il a du pouvoir sur elles.

S'inscrivant dans la même vision, il est important de rappeler aussi que la chaîne processuelle du *Sensemaking* se compose de différents éléments qui émanent du concept de communication. Celle-ci conduit d'une part, à l'action du changement suivie de sa justification, et d'autre part, aux interactions sociales qui conduisent à la création d'une dynamique de groupe qui entraîne la motivation des individus. Cette chaîne engendre différents phénomènes, notamment la production des transformations et le tissage des liens et des attentes qui sont générateurs d'ordre et enclenchent la suite de la dynamique. La contribution de H. Laroche et V. Steyer (2012) le démontre par la nécessité de développer une vigilance collective : le repreneur doit se doter d'un pouvoir à accepter l'impossible, une propension à s'occuper des erreurs, une réticence à simplifier les interprétations, une sensibilité accrue au contexte opérationnel et un engagement pour la résilience.

Naturellement, dans les faits, c'est un peu différent, car dans les entreprises familiales, l'ancien dirigeant pensera à son départ en retraite, à un changement d'activité ou à une transmission familiale anticipée, à un événement imprévu, au décès, ou à une maladie. Ces situations entraînent aux repreneurs des difficultés de nature émotionnelle et psychologique. Dans ce sens, le vécu émotionnel paraît important dans la théorie du *Sensemaking*. Il constitue une grille de lecture centrale par laquelle les chercheurs appellent à une meilleure prise en compte des émotions (Maitlis et Sonenshein, 2010). D'ailleurs, les émotions ont été utilisées souvent comme élément déclencheur d'un processus de *Sensemaking* (Bartunek, 2006). Les émotions jouent aussi un rôle crucial dans la détection et la gestion des anomalies (Adler et Obstfeld, 2007), dirigent parfois l'attention sur certains signaux (Ohman et *al.,* 2001) et alertent les individus sur des événements inattendus et potentiellement dangereux (Scherer, 1984 ; Weick, 1990).

L'émotion est une clé de bien-être en entreprise familiale, au point de vue cognitif, toute l'énergie du repreneur va être concentrée pour se défendre. La famille à ce niveau peut être considérée comme une force motrice, un catalyseur, un avantage concurrentiel et un facteur de motivation dans l'entreprise familiale. L'approche *Sensemaking* permet de brosser ainsi le profil émotionnel des entreprises familiales, de repérer les bocages et mettre le doigt sur les points forts des repreneurs au sens individuel et collectif.

À partir d'un tel corpus théorique, le *Sensemaking* permet ainsi d'évaluer les repreneurs en fonction de ce qu'ils font et non pour ce qu'ils sont. Dans une entreprise familiale, deux univers qui se confrontent, d'abord la famille où règne l'affectivité, et l'entreprise qui suppose être rationnelle, d'où l'importance de recourir à la création de sens pour conduire le changement dans la situation de reprise.

III. Considérations Méthodologiques

L'objectif est de comprendre les réactions et les perceptions des repreneurs afin de pouvoir les utiliser comme des leviers de changement dû à la situation de reprise pour l'entreprise familiale. Nous avons ainsi opté pour une méthodologie qualitative avec un positionnement épistémologique interprétativiste, en exploitant les résultats d'une phase d'application sur un cas unique d'un projet marocain de la famille ARABAN, nommé RIAD BAHIA SALAM opérant dans le secteur du tourisme et hôtellerie. En se basant sur des guides d'entretiens semi- directifs menés auprès des propriétaires-dirigeants, des repreneurs et d'un membre externe à la famille. Le traitement des données collectées a été effectué au moyen d'une analyse de contenu pour analyser l'ensemble de corpus. Nous avons dans un premier temps, synthétisé tous les entretiens effectués par thèmes, notamment par l'analyse horizontale. Dans un deuxième temps, nous avons effectué une analyse verticale en analysant le profil selon chaque interviewé. Finalement, nous avons opté pour un croisement des profils avec les synthèses des thèmes, afin de répondre aux objectifs de la recherche.

Le choix de notre population cible ne s'est pas fait aléatoirement, nous avons essayé de respecter les principes du choix de la population cible relatif à la méthode qualitative, notamment le principe d'équilibre, d'homogénéité et de diversité. Cette homogénéité des deux générations est importante pour espérer générer des résultats représentatifs.

Dans le but d'atteindre l'objectif de la recherche, nous avons donc choisi d'objectiver au maximum le processus de collecte de données par l'administration du guide d'entretien auprès de trois propriétaires de la 2e génération, de deux repreneurs internes de 3es générations et une directrice stratégique externe impliquée dans le directoire afin de déchiffrer et d'analyser leurs relations familiales et leurs inclinaisons sur le court, moyen et long terme. La conduite de ces entretiens a été l'occasion de découvrir cette facette du chercheur qui lui permet d'accueillir les paroles des autres. L'effort d'empathie a bel et bien constitué la pierre angulaire dans la construction d'une confiance nécessaire à la collecte de nos données dans un tel contexte de reprise chargé d'émotions.

Se référant ainsi, à une analyse de contenu, le canevas d'analyse a tout de même permis de révéler 7 thèmes, dont chaque thème regroupe 3 à 4 sous-thèmes illustrés dans le tableau ci- dessous.

© 2021 Global Journals

Tableau 1: Thèmes Analysés

Thèmes	Sous-thèmes
1) Reprise de l'affaire familiale	- Confiance et implication - Relation Dirigeant/Repreneur - Perceptions de la transmission/reprise. - Attachement à l'entreprise familiale.
2) *Sensemaking* ou création de sens	- Situation ambiguë ou équivoque - Idée construite de la réalité - Compréhension et construction sociale collective - Repérage de sens
3) Enaction de l'environnement	- Flux des messages - Interaction familiale - Langage ancré dans la communication
4) Perceptions de la reprise	- Lien entretenu - Degré de satisfaction de la situation de reprise - Motivation et bien-être
5) Valeurs et mœurs familiales	- Importance des valeurs familiales - Culture de la famille - Partage de vision
6) Support émotionnel	- Les variations cognitives - Conservation de l'identité et véhiculer une image de soi - Engagement dans le sens - Influence dans la prise de décision
7) Changement organisationnel	- Apprentissage organisationnel - Stratégie mise en œuvre et projeter le futur - Résilience

IV. Analyse et Discussion Des Résultats

Sur la base des travaux de recherche étudiés et de l'analyse terrain effectuée auprès du cas empirique, nous avons pu regrouper et ressortir grâce aux sept thèmes de recherche, quatre principales dimensions: la reprise de l'affaire familiale; la construction du sens; le support émotionnel et la conduite du changement. Ce qui a permis non seulement de décrire de façon empirique les perceptions des acteurs quant à la reprise de l'entreprise familiale, mais nous a apporté un éclairage quant à l'apport du vécu émotionnel des repreneurs tout au long du processus de reprise.

Le contexte de reprise de l'entreprise ARABAN sous l'égide de l'intervention de ses dirigeants, nous a permis d'observer un processus de rationalisation a posteriori et une logique d'engagement. Nos résultats nous font entrevoir que le processus de reprise d'une affaire familiale nécessite l'accompagnement par un processus mental. Un processus ayant comme rôle de réduire l'ambiguïté du changement dont la signification échappe parfois aux membres de la famille, pour fin de continuer à agir, d'éviter la paralysie, à créer de la valeur, développer l'entreprise et la rendre plus autonome, favoriser le rapprochement familial et construire les meilleures décisions dans un modèle plus rationnel, qui s'aligne et se construit sous forme de boule de neige.

Nous rejoignons Maitlis et Christianson, (2014) dans cette idée, qui insistent à la fois sur la nécessité de construire du sens dans un processus de changement. Et comme Weick (2003) l'avait prédit, le changement organisationnel « *résulte de la capacité de l'organisation et des individus à créer des fenêtres de sens par laquelle ils se donnent les moyens d'agir* » (Autissier et Moulot, 2003). Toutefois, la capacité des repreneurs entendus comme des réservoirs de sens qu'ils peuvent mobiliser grâce à leurs expériences influence directement la capacité de percevoir et de comprendre ; lorsque ses réservoirs de sens s'élargissent, les perceptions des repreneurs s'améliorent également. La conception du *Sensemaking* est donc centrée dans notre cas, sur la découverte que sur l'invention, la famille construit, filtre, structure et transforme le subjectif en quelque chose de plus tangible.

En effet, la modification de la vie professionnelle de ces repreneurs constitue un évènement intrinsèquement ambigu générant de la confusion, mais représente un début d'une nouvelle aventure de recherche qui converge vers des situations plus appropriées. L'apprentissage qui devient donc une mise en pratique d'un concept théorique (Räsänen et *al*.,

© 2021 Global Journals

2007) et la résilience au changement sont deux processus qui consolident les formes de réponses accompagnant la vie de l'entreprise face à l'équivocité et l'ambiguïté inhérente due au contexte de changement. Ce changement organisationnel qui était souvent caractérisé dans la littérature par des périodes d'anxiété (Appelbaum et *al*., 1997 ; Paterson et Hartel, 2002), et l'ambiguïté devient source de divergence et de stress (Tiong, 2005) qui déclenche une inquiétude sur l'avenir (Estève, 2015).

Bien que ce raisonnement soit ancré dans la logique du changement organisationnel, la réalité que nous avons approchée est tout autre. En effet, nos résultats corroborent l'idée selon laquelle aucun lien n'existe entre l'acte de remplacer le dirigeant par autre membre de la famille et l'anxiété ou la peur. En antipodes, les successeurs agissent (communiquent, consultent, font participer, incitent). En vue de générer une perception positive du changement, ils ont de l'entité familiale non seulement un choix de carrière, mais aussi une source d'identité. Ce choix est le fruit d'une construction de sens qui explique une notable conscience et une conception positive des acteurs et souligne des améliorations potentielles permettant de projeter une vision d'un futur meilleur sous l'impulsion des successeurs.

Par ailleurs, le choix de joindre l'affaire familiale semble donc reposer sur deux principes : le premier est le désir des repreneurs de la joindre et non l'obligation de la joindre. Le deuxième est le besoin de véhiculer son image de soi. Cette logique semble s'apparenter à un contexte motivant pour s'impliquer dans le processus de reprise. Par l'entremise de cette situation, les prédécesseurs ont été parvenus lors de divers rencontres à motiver les successeurs et faire en sorte que leur projet familial soit vu par le biais de « *fierté* » comme source de motivation et de bien-être, ce qui rejoint le postulat de Ben Shahar (2008). La réalité stipule qu'effectivement la construction de sens aide à un repositionnement professionnel et personnel dans une optique de réalisation de soi. Chose qui permet aux repreneurs d'agir de façon plus consciente et moins automatique.

Concernant, l'évaluation du lien entretenu entre les membres de la famille, tous les répondants ont fourni une réponse identique avec un degré de satisfaction élevée ; des réponses qui indiquent également que la reprise est un processus qui influence la façon avec laquelle les dirigeants et les repreneurs se motivent face aux difficultés pour atteindre leurs objectifs. Principalement, toutes les réponses montrent que la décision est remise en cause grâce à une logique d'action ; la majorité a affirmé qu'effectivement l'idée est toujours construite à partir d'une réalité sur la base des faits passés, caractérisés « *marquants* ». D'ailleurs, Weick avait prédit que le pouvoir de décision doit être à la base transmis à celui qui est le mieux qualifié pour comprendre la situation et bien orienter l'action.

Dans ce sens, il nous paraît judicieux de repérer quelques dimensions déterminantes, notamment, la confiance, la nature de relation entre les membres de la famille, leur implication et leur degré d'attachement à l'entreprise. Nos résultats permettent de croire que la confiance favorise une meilleure implication au travail et que la relation entre le dirigeant et le repreneur est qualifiée en tant que solide et bonne. Il ressort également de l'analyse que l'attachement familial des repreneurs à l'entreprise fut l'une des principales motivations pour reprendre l'affaire de la famille qui découle du niveau d'implication et de la valeur de cette entité. Il est directement lié à la notion de propriété émotionnelle, chose qui facilite l'accroissement du sentiment d'appartenance, l'établissement des normes et la création d'un langage commun favorisant la prise de décision et la conduite du changement.

Les événements produits par les repreneurs dans notre cas s'appuient sur les interprétations individuelles et collectives de leurs expériences fondées sur des états émotionnels (Jensen et *al*., 2007). Les émotions peuvent dans ce cas amener les repreneurs confrontés au changement à donner un sens au changement « *by broadening possible alternatives to explain particular situations, as well as by maintaining an open approach to problem solving during a change process* » (Bartunek et *al*., 2011 ; 17). Néanmoins, ces événements seuls ne suffisent pas. Nos résultats soutiennent que les émotions doivent être associées à des réflexions et des processus d'explicitation que la communication favorise (Jensen et *al*., 2007). De même, la pratique d'adopter les discours pour favoriser une compréhension commune, repose sur l'effort et le niveau d'abstraction des notions robustes difficilement transmissibles.

Maitlis et *al*., (2013) qui s'intéressent aux émotions ressenties par les acteurs et la façon dont celles-ci influencent la création de sens valide notre constat. Notre cas empirique soutient l'idée que les émotions ressenties par chaque individu ont un effet significatif sur la manière dont il s'engage dans la création de sens. Ce constat rejoint l'idée de Bartunek, Rousseau, Rudolph et DePalma (2006) qui ont examiné l'intersection de l'émotion et le *Sensemaking* dans le contexte de changement planifié. En outre, nous adhérons à la contribution de Tabor et *al*., (2018), qui suggèrent que l'organisation se situe au cœur de jeux minés d'influence et d'intérêt, sous différents angles : politique, financier, affectif et émotionnel.

Nos répondants ont affirmé à la fin que les émotions maintiennent l'adéquation entre l'identité et le besoin de véhiculer une image de soi, sous prétexte que les décisions sont souvent inspirées de données sensorielles provenant d'une charge émotionnelle intense. De ce fait, nos résultats vont dans le même

© 2021 Global Journals

sens d'idée de Weick, Obstfeld et Sutcliffe (2005), et affirment que les émotions peuvent se présenter comme réponse normale permettant de s'ajuster sachant que les changements organisationnels sont des périodes très émotives.

Sur un plan conceptuel et psychologique, le poids de l'héritage familial peut sembler lourd, car le changement du dirigeant provoque un état de déséquilibre psychologique. Les risques de résistances psychologiques, identitaires (mécanismes d'incitation qui aident à maintenir le lien repreneur/organisation) et cognitives (les expériences et efforts d'apprentissage soutiennent ces repreneurs dans l'acquisition des savoirs et savoir-faire nécessaires à l'adoption des nouveaux comportements) sont validés. Le *Sensemaking* explique cela à travers un processus de pensée, qui est rationnel et sélectif.

V. Conclusion

Ce papier a pour objectif de contribuer à une meilleure compréhension du processus de reprise grâce au schéma de fabrication de sens dans le contexte singulier de l'entreprise familiale. En effet, nos résultats ont démontré sur le plan empirique que le vécu émotionnel facilite l'accroissement du sentiment d'appartenance, l'établissement des normes et la création d'un langage commun facilitant les échanges, la prise de décision et la conduite du changement.

La thématique reste alors une question d'envergure d'où l'intérêt de positionner l'affaire familiale dans un processus mental plus rationnel. Les résultats proposés ici répondent avant tout aux préoccupations de l'entreprise familiale qui a hébergé notre recherche, mais peuvent être généralisés à d'autres cas similaires (Yin, 2003).

Rappelons que la présente étude exploratoire nous a permis de tirer les résultats concluants que nous résumons dans ce qui suit. Le sens émotionnel forge la situation initiale et alerte sur le futur. Les propriétaires de l'entreprise ont souvent tendance à vouloir faire profiter leur famille et donc, de les inclure dans le processus, preuve et signe d'espoir et de confiance intense. De même, les relations de la famille se forment autour d'interactions. Ces interactions sont essentielles au maintien du capital social. Sous l'égide des relations entretenues entre le propriétaire et le repreneur. Trois caractéristiques peuvent être examinées. La première est la force ou l'intensité des liens. Ceux-ci peuvent être des liens forts ou des liens faibles. Cette force est caractérisée par l'intensité émotionnelle de cette relation, et l'intimité, définie par le niveau de confidence, qui lie les acteurs. La deuxième est la réciprocité ; une caractéristique nécessitant l'échange continu entre deux sens, celui du repreneur vers le dirigeant et vice versa. La troisième caractéristique concerne la multiplicité qui définit les relations. Rappelant que la relation peut servir à plus d'un intérêt ; celui de pérenniser l'entreprise.

Un autre point qui nous semble important à discuter est la cognition. Celle-ci est une dimension du capital social, qui résulte du partage de représentations et d'interprétations entre ces repreneurs et les prédécesseurs. La théorie du *Sensemaking* nous a permis de dévoiler un ensemble d'éléments susceptibles d'être interprétés par chaque acteur. Pour qu'il y ait échange entre les membres de la famille, le *Sensemaking* valide que certains points d'ancrage seraient le langage, les codes ou bien les récits communs. Dans notre cas, nous partageons cette idée en parlant de la vision, d'émotions et des valeurs partagées par les membres de la famille. Ces partages et cette ressemblance favorisent le niveau de confiance entre les acteurs, ce qui facilite les échanges et encourage les acteurs à maintenir des relations durables.

De manière similaire, le support émotionnel génère une stabilité émotionnelle qui aide les repreneurs à investir l'ensemble de leur énergie à la croissance de l'entreprise familiale. La dimension du soutien, mérite d'être soulignée, car les repreneurs vont souvent avoir recours au support émotionnel et aux conseils des membres les plus proches de leur famille tout au long de leur évolution, tant dans la période de sensibilisation que de formation. Toutefois, nous avons pu remarquer qu'en évoluant dans l'entreprise familiale et en prenant les rênes de celle-ci, les repreneurs vont avoir tendance à se tourner davantage vers ce facteur essentiel de protection en santé mentale, ceci est également considéré comme valeur tampon, produisant un effet bouclier contre des événements générateurs de stress.

Notre étude de cas confirme l'impact du vécu émotionnel sur la prise de décision et la conduite du changement organisationnel dans l'entreprise familiale. Il est également important que ces repreneurs en charge de mener à bien ce patrimoine tiennent compte des réalités propres à chaque contexte. Dans le cadre de cette affaire familiale touristique, les émotions en amont ont joué un rôle immense et robuste face à la détection et la gestion des anomalies. Finalement, les émotions entretiennent une relation de réciprocité tout au long du processus de construction de sens, et de ce fait, le sens émotionnel peut donc être au cœur du déclenchement.

Références Bibliographiques

1. Adler, A. et Obstfeld, M. (2007*) The role of affect in creative projects and exploratory search Industrial and Corporate Change*. p. 19–50.
2. Appelbaum, S.H., Delage, C., Labib, N., et Gault, G. (1997) *The Survivor Syndrome: Aftermath of Downsizing, Career Development,* 2 (6): 278–286.
3. Astrachan, J.H. and Shanker, M.C. (2003) *Family Businesses' Contribution to the US Economy A Closer Look. Family Business Review*, 16, 211–219.

© 2021 Global Journals

4. Autissier, D., et Moutot, J.M., (2003) Pratiques de la conduite de changement comment passer du discours à l'action, CNAM Paris. C1—UV 25, 524—Développement des Systèmes d'Organisation
5. Bartunek, J., Balogun, J., et Boram, D., (2011) *Considering planned change anew: stretching large group interventions strategically, emotionally and meaningfully.*
6. Bartunek, J., Rousseau, D., Rudolph, J. et DePalma, J., (2006) *On the receiving end: Organizational Psychology Review.. Sensemaking, emotion, and assessments of an organizational change initiated by others Journal of Applied Behavioral Science*, p. 182– 206.
7. Basly S., (2002) La gestion des entreprises familiales, coordonné par Hirigoyen G. et Caby J., Economica.
8. Bayad M., et Barbot M. C., (2002) Proposition d'un modèle de succession dans les PME familiales: étude de cas exploratoire de la relation père — fille, Actes du 6ème Congrès International Francophone sur la PME, HEC Montréal.
9. Ben Shahar, T., (2008) L'apprentissage du bonheur.
10. Bentebbaa S., (2014) Les configurations de l'apprentissage organisationnel dans les moyennes entreprises familiales: Exploration de quatre cas en contexte marocain. Thèse de Doctorat Université Cadi Ayyad et Université Paris-Est.
11. Bertella V., (2005). *La pianificazione del ricambio generazionale nell'impresa familiare, CEDAM, Padova.*
12. Bertolucci, M. et Pinzon, J-D., (2015) De l'intuition dans la décision des managers de l'action publique; Le cas du pilotage des réseaux territorialisés d'organisations. Revue Française de Gestion, 251 : 115-130.
13. Bouchikhi, H. (2008) *The soul of the corporation: How to manage the identity of your company. Upper Saddle River, NJ: Wharton School.*
14. Cadieux L., et Deschamps B., (2011) Le duo cédant-repreneur: une compréhension intégrée du processus de transmission –reprise des PME. Books.google.com
15. Cadieux L., Hugron P., et Lorrain J. (2000) La succession dans les entreprises familiales: une étude de cas exploratoire faite auprès de quatre PME manufacturières fondées et dirigées par des femmes. Actes du 5ème Congrès international francophone sur la PME, octobre, Lille.
16. Cadieux, L., Lorrain, J. (2002) Le processus de la succession dans les entreprises familiales: une problématique comportant des défis estimables pour les chercheurs. 6ème Congrès International Francophone sur la PME, 24–26 October, Montréal, Canada
17. Cadieux, L., Lorrain, J., Hugron, P. (2000) La succession dans les entreprises familiales: une étude de cas exploratoire faite auprès de quatre PME manufacturières fondées et dirigées par des femmes. 5ème Congrès International Francophone sur la PME, 25–27 Octobre, Lille, France.
18. Caillette, F. (2006) Transmission de PME: Un modèle non paramétrique de prévision des succès. Num 02, Canada: Hec Montréal, Mémoire de maitrise des sciences.
19. Chrisman J., Joshua J., Daspit J., et Daniel T., (2015) *Examining family firm succession from a social exchange perspective: A multiphase, multistake holder review.*
20. Chua, J. H., Chrisman, J.J., et Sharma, P. (1999). *Defining the family business by behavior. Entrepreneurship theory and practice*, vol. 23, p. 19–40.
21. Cohen A.R., et Sharma P., (2016). *Entrepreneurs in Every Generation: How Successful Family Businesses Develop Their Next Leaders*.
22. Cosette P., (2004) L'organisation. Une perspective cognitiviste, Québec, Les Presses de l'Université Laval, coll. Sciences de l'administration.
23. Crutzen N., Aouni Z., et Pirnay F., (2016) Les difficultés de la transmission intrafamiliale: Analyse statistique et étude qualitative en Belgique francophone.
24. Cullière O., (2008). Un modèle wébérien de la légitimité du repreneur d'entreprise, 2ème journées Georges Doriot, Paris.Deschamp, 2001.
25. Daspit J., Chrisman J., Sharma P., et Long R., (2017). *A strategic Management Perspective of the Family Firm: Past Trends, New Insights, and Future Directions. Journal of Managerial Issues 29 (1): 6–29.*
26. De Massis A., Chua JH., et Chrisman JJ., (2008) *Factors preventing intra-family succession. Family business review.*
27. Deschamps B., (2000). Le processus de reprise d'entreprise par les entrepreneurs-personne physique. Thèse de doctorat en sciences de gestion, Grenoble, Université Pierre Mendès-France.
28. DeTienne DR., (2010) *Entrepreneurial exit as a critical component of the entrepreneurial process: Theoretical development. Journal of business venturing. Elsevier.*
29. Dou, Y., Yu, X., Bakker, M., De Groot, R., Carsjens, G.J., Duan, H., Huang, C., 2020. *Analysis of the relationship between cross-cultural perceptions of landscapes and cultural ecosystem services in Genheyuan region, Northeast China.*
30. Estève J.M., et De Boislandelle H.M., (2015). Le marché de la cession/reprise/transmission. Conduire une transmission en PME. P 21-54.
31. Fallery B., (2004) Les trois visions de la formation ouverte et leurs propositions de normes: standardiser les contenus, les activités ou les

© 2021 Global Journals

interfaces ? Systèmes d'Information et Management, Vol 9 No, 4.
32. Gagné M., et Forest J., et Vensteenkiste M., (2014). *The Multidimensional Work Motivation Scale: Validation evidence in seven languages and nine countries. European Journal of Work and Organizational Psychology.*
33. Garcia M., James P., Sharma P., et De Massis A., (2018) *Perceived Parental Behaviors and Next-Generation Engagement in Family Firms: A Social Cognitive Perspective. Theory and Practice.*
34. Gioaia, E.G, et Chittipeddi, K. (1991). *Sensemaking and sensegiving in strategic change initiation. Strategic Management Journal*, p.444.
35. Harvey M., et Evans R., (1995) La vie après la succession dans l'entreprise familiale: Est-ce vraiment la fin des problèmes ? *Family Business Review*, 8(1), 3-16.
36. Haverman H., et Khaire MV., (2004) La survie au-delà de la succession ? L'impact contingent de la succession du fondateur sur l'échec de l'organisation; *Journal of Business Venturing,* 19 (3), pp. 437-631.
37. Huff JO., Anne S., et Thomas H., (1992). *Strategic renewal and the interaction of cumulative stress and inertia. Strategic Management Journal, 13 (Summar special issue*), 55–80.
38. Ikävalko H., Pihkala, T. et Jussila, I.., (2008) *A Family Dimension in SME Owner-Managers Ownership Profiles: A Psychological Ownership Perspective. Electronic Journal of Family Business Studies* (EJFBS), Vol. 2 (1).
39. Jaziri R., (2018) La pérennité des entreprises familiales après la succession: le cas tunisien. Revue africaine de management Africain management review. Vol. 3, No 1.
40. Jensen MB., Johnson B.H., et Lorenz E., et Lundvall B.A., (2007*) Forms of Knowledge and Modes of Innovation.* 36 (5): 680-693
41. Kandade K., Samara G., Parada M.J., et Dawson A., (2020) *From family successors to successful business leaders: A qualitative study of how high-quality relationships develop in family businesses. Journal of Family Business Strategy 12 (2): 100334.*
42. Kœnig, G., (2006). Une subversion au long cours dans le fil de la tradition. Les défis du *Sensemaking* en entreprise, Economica, p. 283
43. Kotlar, J., et Chrisman, J. J., (2018). *Point: How family involvement influences organizational change. Journal of Change Management*.
44. Landsberg I., (1988) *The Succession conspiracy. Family Business Review.* Vol. 1, No. 2, pp. 119-143.
45. Laroche, H. et Nioche J.P., (2006) L'approche cognitive de la stratégie d'entreprise. *French Journal* Revue Française de Gestion 32 (160).
46. Laroche, H. et Steyer, V., (2012) L'apport des théories du *Sensemaking* à la compréhension des risques & crises. p.7.
47. Le Breton-Miller I., et Miller D., (2016) Entreprises familiales: comment bien préparer la relève. Gestion. Vol.41. P 65-69.
48. Le Breton-Miller, I., Miller, D., Steier, L. (2004). *Toward an integrative model of effective FOB succession. Entrepreneurship Theory and Practice*. 28, 4, 305-328
49. Le Breton-Miller, I., et Miller, D., (2003). *Lost in time: Intergeneration succession, change, and failure in family business. Journal of Business Venturing,* 18 (4), 513-31.
50. Le Breton-Miller, I., et Miller, D., (2006). *Why do some family business out to compete? Governance, long term orientation and sustainable capacity, Entrepreneurship theory and practice*, p.746.
51. Le Breton-Miller, I., et Miller, D., (2008). *To grow or to harvest? Governance, strategy and performance in family and lone founder firms. The Journal of Strategy and Management*, 1 (1) : 41–56.
52. Longenecker, J.G., Schoen, J.E. (1978). *Management succession in the family business. Journal of Small Business Management.* 16, 1-6
53. Lumpkin, G. T., Brigham K.H., et Moss TW., (2010) *Long-term orientation:* Implications pour l'orientation entrepreneuriale et la performance des entreprises familiales. *Entrepreneurship & Regional Development, 22*(3), 241-64.
54. Lumpkin, G. T., Martin, W., et Vaughn, M. (2008). *Family orientation: Individual-level influences on family firm outcomes. Family Business Review*, 21 [2], 127–138.
55. Maitlis S., et Sonenshein S., (2010) *Sensemaking in Crisis and Change: Inspiration and Insights From Weick (1988). Journal of Management StudiesVolume 47, Issue* 3 p. 551-580.
56. *Maitlis S., Vogus T.J.,* et *Lawrence T.B., (2013) Sensemaking and emotion in organizations. Organizational Psychology Review* 3(3), 222–247.
57. Maitlis, S., et Christianson, M. (2014). *Sensemaking in organizations: Taking stock and moving forward. The Academy of Management Annals,* 8 [1], 57–125.
58. Meglio O., et King D.R., (2019) *Family Businesses: Building a Merger and Acquisition Research Agenda. Cooper, C.L. and Finkelstein, S. (Ed.) Advances in Mergers and Acquisitions (Advances in Mergers & Acquisitions, Vol. 18), Emerald Publishing Limited, Bingley*, pp. 83-98.
59. Meier O., et Schier G., (2008) Quelles théories et principes d'actions en matière de gouvernance des associations ? Management et Avenir / 6 (n° 20) pp. 179-198.
60. Ohman A., Flykt A., et Esteves F., (2001) *Emotion drives attention: Detecting the snake in the grass.*

© 2021 Global Journals

Journal of Experimental Psychology: General, 130(3), 466–478.
61. Paillot C., et Csillik A., (2013) *Reflective listening: A new use in psychotherapy, specificities of motivational interviewing. Journal de Thérapie Comportementale et Cognitive. Volume 23, Issue 4*, pp. 181-187.
62. Paterson J.M., et Hartel C.E.J., (2002) *An integrated affective and cognitive model to explain employess responses to downsizing. Managing emotions in the workplace.*
63. Ramadani V., Bexheti A., Rexhepi G., Ratten V., et Ibraimi S., (2017) *Succession issues in Albanian Family Businesses: exploratory research. Journal of Balkan and near Eastern studies*, Vol. 19, No. 3, pp. 294-312.
64. Räsänen K., Päiviö H., et Korpiaho K., (2007) *Anglo-American forms of management education: A practice-theoretical perspective. Scandinavian Journal of Management,* 23(1), 36-65.
65. Riar F.J., et Kellermanns F.W., (2021). *Family business. 2e éd. World encyclopedia of Entrepreneurship, Edward Elgar Publishing, UK.*
66. Richomme-Huet K. et de Freyman J. (2005) La triade Père Fils Fille dans la succession familiale : une approche par le récit de vie, Actes du colloque « L'entrepreneuriat : des enjeux, des stratégies et des hommes », 13 et 14 octobre, ESC Bretagne Brest.
67. Robic, S., Sonié, S., Fonlupt, P., M.-A. Henaff, N. Touil, G. Coricelli, J. Mattout et C. Schmitz (2015) *Decision-Making in a Changing World: A Study in Autism Spectrum Disorders. J Autism Dev Disord* 45, 1603–1613 (2015).
68. Scherer K.R., (1984) Les émotions: fonctions et composantes [Emotions: Functions and components]. Cahiers de Psychologie Cognitive/ Current Psychology of Cognition, 4(1), 9–39.
69. Tabor W,. Chrisman J.J,. et Madison K., (2018). *Nonfamily Members in Family Firms: A Review and Future Research Agenda. Family Business Review.*
70. Tiong R.L., et Singh D., (2005). *A Fuzzy Decision Framework for Contractor Selection.* Volume 131 Issue 1.
71. Vergnaud G., (2007) Représentation et Activité: Deux concepts étroitement Associés. Recherches en éducation 4 : 9-22.
72. Villéger A., (2020) Les évolutions digitales dans l'entreprise familiale : obstacle ou pentacle de la coopération intergénérationnelle ? Gestion 2000 /5 Vol 37. Pp. 67-83.
73. Warrick D.D., (2017) *What leaders need to know about organizational culture. Business Horizons Volume 60, Issue 3, May–June* 2017, pp 395-404.
74. Weick K.E, (2003) *Theory and Practice in the Real World. The Oxford Handbook of Organization Theory and Behaviour.*
75. Weick K.E., Sutcliffe, K.M. et Obstfeld, M., (2005) *Organizing and the process of Sensemaking Organization Science*.16(4) 409–421.
76. Yin R.K., (2003) *Designing case studies. Qualitative Research Methods. Books.google.com.*

© 2021 Global Journals

This page is intentionally left blank

© 2021 Global Journals

Global Journal of Management and Business Research: A Administration and Management
Volume 21 Issue 10 Version 1.0 Year 2021
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Key Success Factors of Digital Entrepreneurship

By Sabrine Ben Alaya, Sameh Tebourbi & Jihen Hamdani

Abstract- Research on entrepreneurship has focused on traditional business models based on activities with a well-localized geographic existence. We have placed our problem in the field of digital entrepreneurship by studying the factors that have an impact on the creation and the success of e-businesses. This study focuses on the individual factors, the strategic factors and the factors of quality of service which motivate net entrepreneurs and contribute to the success of cyber businesses in Tunisia.

Keywords: *entrepreneurship, cyberentrepreneurship, internet, e-commerce.*

GJMBR-A Classification: *JEL Code: L26*



Strictly as per the compliance and regulations of:

© 2021. Sabrine Ben Alaya, Sameh Tebourbi & Jihen Hamdani. This research/review article is distributed under the terms of the Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0). You must give appropriate credit to authors and reference this article if parts of the article are reproduced in any manner. Applicable licensing terms are at https://creativecommons.org/licenses/by-nc-nd/4.0/.

The Key Success Factors of Digital Entrepreneurship

Les Facteurs Clés De Succès De L'entrepreneuriat Digital

Sabrine Ben Alaya [α], Sameh Tebourbi [σ] & Jihen Hamdani [ρ]

Abstract- Research on entrepreneurship has focused on traditional business models based on activities with a well-localized geographic existence. We have placed our problem in the field of digital entrepreneurship by studying the factors that have an impact on the creation and the success of e-businesses. This study focuses on the individual factors, the strategic factors and the factors of quality of service which motivate net entrepreneurs and contribute to the success of cyber businesses in Tunisia.

Keywords: entrepreneurship, cyberentrepreneurship, internet, e-commerce.

Résumé- Les recherches sur l'entrepreneuriat se sont essentiellement penchées sur les modèles d'affaires traditionnels basés sur des activités à existence géographique bien localisée. Nous avons situé notre problématique dans le domaine de l'entrepreneuriat digital en étudiant les facteurs qui ont un impact sur la création et le succès des cyberentreprises. Cette étude se focalise sur les facteurs individuels, les facteurs stratégiques et les facteurs de qualité de service qui motivent les net entrepreneurs et contribuent au succès des cyberentreprises en Tunisie.

Mots-clés: entrepreneuriat, cyberentrepreneuriat, internet, commerce électronique.

I. Introduction

L'entrepreneuriat est un moteur de l'évolution économique et sociale des nations. Il concerne des réalités à différents niveaux et prend en considération des préoccupations et des attentes exprimées par les décideurs politiques, les participants et les entrepreneurs. Ces entrepreneurs « créent de la richesse, des emplois, sont de véritables cadeaux que la société doit accélérer de reconnaître, de valoriser et de citer en exemple » comme le souligne *(Fortun .P .A, 2002).* Malgré une certaine reconnaissance de la légitimité de l'entrepreneuriat en tant que science à part entière *(Saporta, 2003),* la recherche dans ce domaine reste encore fragmentée, voire éclatée. D'après *Danjou (2002),* il n'existe pas encore une définition consensuelle pour construire une théorie générale. Via la contribution à la reconstitution et au développement de l'économie, la création de l'entreprise et l'entrepreneuriat sont connues comme étant des phénomènes vitaux pour la société.

L'entrepreneuriat occupe actuellement une place d'ordre stratégique à travers le monde et constitue un enjeu économique et social important. Ce champ demeure assez dynamique avec l'environnement et ses mutations en particulier le développement technologique et la dématérialisation de l'économie. Au fil du temps, l'information a constitué l'élément clé de développement des pratiques managériales à travers les modes de sa collecte, son traitement, sa centralisation et sa diffusion. Dès lors, l'évolution spectaculaire de l'utilisation de l'information est largement expliquée par la généralisation des technologies d'information et de communication, celles-ci ont radicalement changé notre perception du monde que nos manières d'agir. Ainsi, les spécialistes qualifient cette nouvelle ère de la nouvelle économie ou l'économie de l'information dans laquelle le savoir et l'information constituent les pierres angulaires de chaque développement et les ressources stratégiques les plus importantes.

Le développement croissant des technologies de l'information a considérablement affecté les entreprises et les marchés. Elles sont actuellement en train de changer le monde de façon plus permanente et profonde que toutes autres technologies dans l'histoire de l'humanité, *(Carrier, Raymond et Eltaief ,2004).*

Une nouvelle économie où la connaissance est la ressource stratégique la plus importante, elle oblige les entreprises à revoir leurs routines traditionnelles et profiter des outils capables de créer de la valeur. Pendant ce temps, l'outil qui est actuellement le plus important dans le monde des affaires c'est l'Internet.

Ce dernier, représente une infrastructure commerciale où les gens peuvent échanger des informations à une vitesse jamais vue auparavant *(Schwartz, 1997).*

Il existe alors deux types d'entreprises œuvrant dans cette nouvelle économie digitale. D'une part, les entreprises ayant une présence physique (sociétés traditionnelles) utilisent Internet comme un nouveau canal de distribution ou encore comme un prolongement logique de leur activité traditionnelle.

Author α ρ: Faculty of Economics and Management of Sfax – Department of Management, Tunisia.
e-mails: bouzidisabrine21@gmail.com, jihenhamdani73@yahoo.fr
Author σ: Faculty of Economics and Management of Sfax – Department of Marketing, Tunisia. e-mail: s.tebourbi@yahoo.com

© 2021 Global Journals

D'autre part, il y a des dotcoms, Internet start-ups ou cybertraders *(Commission européenne, 1997),* qui ont été spécialement conçus pour fonctionner dans ce nouvel environnement. Ces entreprises sont en train de jouer un rôle important sur l'Internet. Les dotcoms sont généralement créées par des entrepreneurs sur Internet, appelé aussi cyberentrepreneurs qui créent une entreprise essentiellement fondée sur le commerce électronique et dont les principales activités sont basées sur les réseaux exploitant Internet, les Intranets et les extranets. En effet, la nouvelle forme entrepreneuriale se prouve comme un phénomène encore en phase d'émergence. Les nouvelles entreprises-Internet « e-business » comme le souligne *Vézina (1999)* « poussent comme des champignons et font travailler beaucoup de personnes ».Par l'évolution des nouvelles technologies de l'information, le cyberentrepreneuriat semble y avoir un avenir prometteur pour plusieurs individus soucieux d'innover et d'exploiter les opportunités rendues possibles.

L'objectif de cette recherche est d'étudier les facteurs clés de succès du cyberentrepreneuriat, les données sont recueillies à l'aide d'entretiens semi-directifs effectués auprès de trois cyberentreprises Tunisiennes. Pour ce faire, nous nous appuyons sur une méthode de recherche qualitative par études de cas.

II. Une littérature Encore Peu Pléthorique Sur le Sujet

Le concept de la nouvelle économie est apparu pour la première fois en 1995 notamment à travers l'article de Business Week « new thinking about the new economy ». Cette période coïncide avec le développement des outils informationnels et technologiques au niveau mondial.

Ce concept dépasse le simple fait des start-up. Il commence à être étudié et tend vers une validation théorique et empirique de son existence.

Shalman (1999) considère que la nouvelle économie permet de favoriser les comportements entrepreneuriaux, car on assiste à « une nouvelle donnée ». Ces TI (technologies de l'information) de la nouvelle économie , à savoir : Internet, les intranets et les extranets, représentent des outils puissants qui permettent de faciliter les transactions commerciales, de minimiser les coûts relatifs à ces transactions, de construire des partenariats avec les clients, les fournisseurs ou même les concurrents quelque soit leur localisation géographique et de saisir des opportunités d'affaires. Ainsi, ces TI permettent à l'entreprise de transcender les barrières spatiales et temporelles pour établir des connections qui pourront relancer la productivité et stimuler le développement de l'innovation *(O'Brien, 1999).*

Les spécialistes qualifient cette nouvelle ère de la nouvelle économie ou l'économie de l'information dans laquelle le savoir et l'information constituent les pierres angulaires de chaque développement et les ressources stratégiques les plus importantes. L'essor des nouvelles technologies de l'information et de la communication (NTIC) est analysé comme un axe primordial de la nouvelle économie.

En effet, ces nouveaux modes de communications rendent possible la transmission des connaissances, la diffusion des savoirs et donc font basculer les entreprises vers une situation où le travail intellectuel devient indispensable et où la qualification des employés est un atout maître *(shalman, 1999).*

D'ailleurs, la nouvelle économie porte également pour nom « économie de l'information » qui accentue l'importance de la connaissance. Les différentes interactions entre les nouvelles technologies et les pratiques entrepreneuriales font dernièrement émerger une nouvelle forme d'entrepreneuriat qu'est le cyberentrepreneuriat. Ce dernier, s'avérant un phénomène encore en phase d'émergence, nécessite de mener davantage des recherches théoriques et empiriques décrivant ses facteurs et ses impacts.

La création des entreprises dites virtuelles constitue le phénomène phare de l'entrepreneuriat du 21ème siècle. L'avènement de ce type de pratiques peut participer favorablement à la lutte contre le chômage des jeunes diplômés puisqu'elles ne nécessitent pas des moyens de lancement d'activité considérables.

Cependant, la réussite de ce genre d'initiatives est largement tributaire de l'importance accordée aux outils technologiques et informationnels au sein d'un pays à travers une législation qui protège et favorise la création de l'entreprise « virtuelle » ou la e-entreprise. L'objectif principal d'une entreprise virtuelle est de permettre à un certain nombre d'organisations d'échanger des biens et /ou services de manière rapide et flexible.

Selon *Eva (1997),* l'entreprise virtuelle est un réseau temporaire d'institutions interdépendantes, entreprises ou individus, qui à travers l'utilisation des technologies de l'information et de la communication s'unissent spontanément pour atteindre un objectif. En revanche, elle est entrepreneuriale en utilisant les technologies d'information de la nouvelle économie. Malgré l'aspect virtuel de la cyberentreprise qui se traduit par son existence et son fonctionnement sur le cyberspace, cette dernière constitue un évènement entrepreneurial. En outre, elle a une structure organisationnelle de type réseau. Elle s'organise à l'interne en «grappes» de processus et en équipes fonctionnelles liées par intranet.

Par ailleurs, elle développe des alliances et des partenariats sur les extranets et Internet avec des partenaires stratégiques qui peuvent être des clients, des fournisseurs, des sous-traitants ou même des concurrents. La cyberentreprise , dont les activités

© 2021 Global Journals

principales reposent sur l'utilisation des réseaux basés sur les technologies Internet, intranet et extranet, est une entreprise virtuelle, mais l'inverse n'est pas vrai. En effet, elle constitue un cas particulier de l'entreprise virtuelle, et elle est surtoût le résultat d'un processus entrepreneurial. Ainsi, elle sera étudiée sous l'aspect de l'entrepreneureur, en particulier innovateur puisqu'il représente le principal opérateur des activités de son entreprise.

Dans le champ de l'entrepreneuriat, une partie des auteurs se servent des facteurs clés de succès pour expliquer le processus de création d'entreprise afin de viser les avantages concurrentiels ainsi que la stratégie de l'entreprise. Selon le dictionnaire de gestion, le facteur clef de succès est l'avantage déterminant de la compétitivité de l'entreprise par rapport à ses concurrents. Il réside dans le rapport qualité/prix, dans le service après vente, dans l'image commerciale.

Les chercheurs se sont intéressés au processus de création *(Carrier et al., 2002)* et aux facteurs clés de succès d'une cyberentreprise *(Sebora et al., 2009).*

Selon le modèle de Carrier, Raymond et Eltaïef (2002) sur le processus de création d'une cyberentreprise, ils ont étudié le processus d'émergence et de création de la cyberentreprise, ainsi que les stratégies et les facteurs de compétitivité auxquels s'intéressent les Net entrepreneurs.

D'après Le modèle de Sebora et al. (2009) sur les facteurs clés de succès de l'entrepreneuriat dans le commerce électronique, ils cherchent alors à étudier les relations entre, d'une part, les caractéristiques entrepreneuriales (l'orientation vers la réussite, la propension de la prise de risque, le locus de contrôle, réseautage), les facteurs de services électroniques (la fiabilité, la réactivité, la facilité d'utilisation, l'auto-service), le soutien gouvernemental, et d'autre part, le succès des entrepreneurs dans le e-commerce.

III. Les Travaux Théoriques Portant sur les Facteurs Clés du Succès du Cyberentrepreneuriat

a) La notion de FCS en entrepreneuriat

Dans le champ de l'entrepreneuriat, une partie des auteurs se servent des facteurs clés du succès pour expliquer le processus de création d'entreprise afin de viser les avantages concurrentiels ainsi que la stratégie de l'entreprise. Selon le dictionnaire de gestion, le facteur clef de succès est l'avantage déterminant de la compétitivité de l'entreprise par rapport à ses concurrents. Il réside dans le rapport qualité/prix, dans le service après vente, dans l'image commerciale.

Dans un sens un peu différent, le facteur clef de succès ne désigne que l'entreprise la plus supérieure par rapport aux autres, celle qui possède un avantage distinctif qui peut être composé de positions avantageuses sur les créneaux, des produits/services spécifiques, des systèmes de productions performants.

Selon *Rockart (1979),* les facteurs clés de succès peuvent servir de système d'information à des managers pour leur fournir les données les plus pertinentes en relation avec la saturation cognitive due à leurs activités.

L'identification des facteurs de succès pour une entreprise est considérée comme une étape de l'analyse stratégique *(Mayaux, 1990).* D'après *Porter (1980),* le concept de facteur de succès soulève un intérêt certain depuis sa popularisation dans les années 1980.

Churchil et Lewis (1983) ont identifié huit facteurs-clés de succès pour les PME. Ils ont divisé ces facteurs en deux : ceux qui concernent l'entreprise et ceux qui se rapportent aux propriétaires.

➢ *Les facteurs qui ont trait à l'entreprise sont:*

- Les ressources financières y compris la trésorerie et les possibilités d'emprunt.
- Les ressources humaines en nombre de compétences et qualité du personnel, particulièrement au niveau de la direction et des services fonctionnels.
- Les systèmes de gestion en termes de degré de sophistication des systèmes d'information, de planning et de contrôle.
- Les ressources compétitives comprenant les relations avec la clientèle, la part du marché, les relations avec les fournisseurs, les procédés de fabrication et de distribution, la technologie, la réputation, autant de facteurs déterminants que prend l'entreprise dans son industrie et dans son marché.

➢ *Les facteurs liés aux propriétaires sont:*

- Les objectifs que le propriétaire s'est fixé pour lui-même et pour son entreprise,
- Les compétences opérationnelles du propriétaire dans la réalisation de tâches importantes telles que le marketing, l'invention, la production, et la gestion de la distribution.
- La capacité de gestion du propriétaire, sa volonté de déléguer aux subordonnés et son aptitude à gérer leurs activités.
- Les aptitudes stratégiques du propriétaire qui lui permettent de voir au-delà du présent et d'adapter les forces et les faiblesses de son entreprise afin d'atteindre les objectifs qu'il s'est fixés.

L'idée de facteurs clés du succès a été appliquée à la technologie de l'information comme un modèle pour le développement et l'intégration du système d'information et comme un outil pour aider les dirigeants à définir leurs besoins d'information *(Rockart, 1979).*

© 2021 Global Journals

b) Les facteurs clés du succès pour les start-up haute technologie (SUHT)

Berry et Taggart (1998) affirment que la transformation d'une entreprise au début axée sur la technologie vers une orientation du marché est cruciale pour le succès d'une SUHT .Ce développement doit être accompagné par la mise en place d'une stratégie technologique. *Oakey (1995)* identifie le besoin en marketing, mais attire surtout l'attention sur les compétences en management. Il montre que ces compétences font partie des facteurs clés du succès pour les entrepreneurs dans les domaines technologiques.

Vohora et al. (2004) décrivent les facteurs clés du succès par rapport aux différents stades de développement.

Ils considèrent la reconnaissance de l'opportunité, l'engagement de l'entrepreneur, la crédibilité et la durabilité comme des points critiques. Barringer et al. (2005) ont montré que les facteurs clés du succès pour les entreprises à une rapidité croissante relèvent des domaines:

- Du fondateur (expérience dans le domaine, formation supérieure, expérience d'entrepreneur, réseau ample, équipe plutôt qu'individu).
- De l'entreprise (mission orientée à la croissance, engagement à la croissance, relations inter organisationnelles, planification, haute concentration d'acheteurs).
- Des pratiques des affaires (valeur unique pour le client, atouts du produit, innovation technologies avancées).
- De la gestion des ressources humaines (recrutement et sélection, rémunération de performance, plans de stock-options, localisation dans des zones stratégiques).

Bibliographie

1. CARRIER.C, RAYMOND.L et ELTAIEF .A. (2002), "Le cyberentrepreneuriat: une étude exploratoire", Revue internationale *PME,* 15, 3-4.
2. CARRIER.C, RAYMOND.L, and ELTAIEF. A. (2004), " Cyberentrepreneurship: A Multiple Case Study", University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship.
3. DANJOU. I. (2002), "L'entrepreneuriat: un champ fertile à la recherché de son unite", Revue Française de Gestion, n°138, p. 109-125.
4. FORTIN.P.A. (2002), "la culture entrepreneuriale un antidote à la pauvreté", Editions Transcontinental et Fondation de l'entrepreneurship, Québec.
5. MAYAUX.F. (1990), "Les facteurs de succés de la création de sociétés de service sauxentreprises", cahiersLyonnais de recherche en gestión.
6. OAKEY. R. P. (1995), "High-technology New Firms: Variable Barriers to Growth", Paul Chapman, London.
7. O'BRIEN.J.A. (1990), "scientists as entrepreneurs: organizational performance in scientist-started new ventures", Boston: Kluwer Publisher.
8. PORTER. M. (1980), "competitive sttegy", newyork: The free press.
9. ROCKART. J. F. (1979), "Chief Executives Define Their Own Data Needs", Harvard Business Review, 57(2):81-93.
10. SAPORTA .B. (2003), "Préférences théoriques, choix méthodologiques et recherche française en Entrepreneuriat: un bilan provisoire des travaux entrepris depuis dix ans", Revue de l'Entrepreneuriat, vol 2, n°1.
11. SCHWARTZ. P. (1997), "Internet Privacy and the State".
12. SEBORA et AL. (2009), "Critical Success Factors for E-commerce Entrepreneurship: An Empirical Study of Thailand", Small Business and Economics, Vol. 32(3), 303-316.
13. SHALMAN.W.A. (1999), "the new economy is stronger than you think", Harvard Business Review, PP.99-106.
14. VEZINA.R. (1999), "e-commerce: le future des affaires.com", dans revue. Commerce.
15. VOHORA.A, WRIGHT.M ET LOCKETT.A. (2004), "Critical junctures in the development in university high-tech spinout companies", Research policy, 33 (1):147-175.

© 2021 Global Journals

Global Journals Guidelines Handbook 2021

www.GlobalJournals.org

Memberships

Fellows/Associates of Management and Business Research Council

FMBRC/AMBRC Memberships



Introduction

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

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

FMBRC

Fellow of Management and Business Research Council

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

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

Benefit

To the institution

Get letter of appreciation

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



Exclusive Network

Get access to a closed network

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

Career | Credibility | Exclusive | Reputation



Certificate

Certificate, LoR and Laser-Momento

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

Career | Credibility | Exclusive | Reputation



Designation

Get honored title of membership

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

Career | Credibility | Exclusive | Reputation

Recognition on the Platform

Better visibility and citation

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

Career | Credibility | Reputation

© Copyright by Global Journals | Guidelines Handbook

Future Work

Get discounts on the future publications

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

Career | Financial



GJ Account

Unlimited forward of Emails

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

Career | Credibility | Reputation



Premium Tools

Access to all the premium tools

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

Financial

Conferences & Events

Organize seminar/conference

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

Career | Credibility | Financial

Early Invitations

Early invitations to all the symposiums, seminars, conferences

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

Exclusive



Publishing Articles & Books

Earn 60% of sales proceeds

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

Exclusive | Financial

Reviewers

Get a remuneration of 15% of author fees

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

Financial

Access to Editorial Board

Become a member of the Editorial Board

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

Career | Credibility | Exclusive | Reputation

And Much More

Get access to scientific museums and observatories across the globe

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

ASSOCIATE OF MANAGEMENT AND BUSINESS RESEARCH COUNCIL

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

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

To the institution

Get letter of appreciation

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



Exclusive Network

Get access to a closed network

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

Career | Credibility | Exclusive | Reputation



Certificate

Certificate, LoR and Laser-Momento

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

Career | Credibility | Exclusive | Reputation



Designation

Get honored title of membership

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

Career | Credibility | Exclusive | Reputation

Recognition on the Platform

Better visibility and citation

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

Career | Credibility | Reputation

© Copyright by Global Journals | Guidelines Handbook

Future Work

Get discounts on the future publications

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

Career | Financial



GJ Account

Unlimited forward of Emails

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

Career | Credibility | Reputation



Premium Tools

Access to all the premium tools

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

Financial

Conferences & Events

Organize seminar/conference

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

Career | Credibility | Financial

Early Invitations

Early invitations to all the symposiums, seminars, conferences

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

Exclusive



Publishing Articles & Books

Earn 60% of sales proceeds

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

Exclusive | Financial

Reviewers

Get a remuneration of 15% of author fees

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

Financial

And Much More

Get access to scientific museums and observatories across the globe

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

© Copyright by Global Journals | Guidelines Handbook

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

Preferred Author Guidelines

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

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

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

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

Before and during Submission

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

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

Declaration of Conflicts of Interest

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

Policy on Plagiarism

Plagiarism is not acceptable in Global Journals submissions at all.

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

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

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

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

Authorship Policies

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

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

Changes in Authorship

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

Copyright

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

Appealing Decisions

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

Acknowledgments

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

Declaration of funding sources

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

Preparing your Manuscript

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

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

Manuscript Style Instruction (Optional)

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

Structure and Format of Manuscript

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

A research paper must include:

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

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

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

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

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



Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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

Figures

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

Preparation of Eletronic Figures for Publication

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

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

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

Tips for writing a good quality Management Research Paper

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

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

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

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

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

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



© Copyright by Global Journals | Guidelines Handbook

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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



© Copyright by Global Journals | Guidelines Handbook

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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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



© Copyright by Global Journals | Guidelines Handbook

Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

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

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

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

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

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

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

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

INDEX

A

Amorphous · 2
Auxiliary · 12

C

Caliphate · 22, 23

E

Ecological · 2
Exogenous · 11, 12, 15, 16, 17, 19

H

Hereditary · 23, 24

K

Khorezm · 22, 23, 24

M

Margiana · 22
Monopoly · 15

P

Parthia · 22
Psychological · 43

S

Siyosatnoma · 23
Sogdiana · 22





Global Journal of Management and Business Research

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



ISSN 9755853

© Global Journals