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Higher Educational Institutions

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Discovering Thoughts, Inventing Future

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Do Components of Management Information Systems Play a Role in Achieving the Quality of Health Services in Bahrain?

By Mohamed Bader Abdulla Al-Haddad, Marwan Mohamed Abdeldayem, Horiya Mohamed Ahmed Al Deeb & Maryam Abdul Aziz Al-Thawadi

Applied Science University

Abstract- The aim of this research is to identify the role of the components of management information systems "MIS" (Hardware, software, personnel and data components) in achieving the quality of the health services at Salmaniya Medical Complex in the kingdom of Bahrain. A straightforward random sample method was used to conduct a survey of 401 employees. The results of the questionnaire survey, which were distributed to a representative sample of employees, serve as the foundation for the analysis. at Salmaniya Medical Complex in the Kingdom of Bahrain. The research hypothesized that there is a positive significant role for the components of management information systems (Hardware, software, personnel and data components) in achieving the quality of health services at Salmaniya Medical Complex in the Kingdom of Bahrain.

Keywords: components of management information systems, hardware, software, data, quality of health services, kingdom of bahrain.

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Do Components of Management Information Systems Play a Role in Achieving the Quality of Health Services in Bahrain?

Mohamed Bader Abdulla Al-Haddad [α], Marwan Mohamed Abdeldayem [σ], Horiya Mohamed Ahmed Al Deeb [ρ] & Maryam Abdul Aziz Al-Thawadi [ω]

Abstract- The aim of this research is to identify the role of the components of management information systems "MIS" (Hardware, software, personnel and data components) in achieving the quality of the health services at Salmaniya Medical Complex in the kingdom of Bahrain. A straightforward random sample method was used to conduct a survey of 401 employees. The results of the questionnaire survey, which were distributed to a representative sample of employees, serve as the foundation for the analysis. at Salmaniya Medical Complex in the Kingdom of Bahrain. The research hypothesized that there is a positive significant role for the components of management information systems (Hardware, software, personnel and data components) in achieving the quality of health services at Salmaniya Medical Complex in the Kingdom of Bahrain. The findings revealed that there was a positive significant role for the components of management information systems in achieving the quality of health services at the medical complex in questions. Moreover, the results indicated that there were no significant differences relating to the role of the components of management information systems in question in achieving the quality of health services at the medical complex in questions due to the demographics (Gender, age, qualifications, years of experience and position)

Keywords: components of management information systems, hardware, software, data, quality of health services, kingdom of bahrain.

I. Introduction

Health organizations of various classifications seek to upgrade the level of services they provide to reach the degree of excellence, which is an example that both service providers and beneficiaries alike aspire to (Abdul Qadir, 2020). The recent period has witnessed advanced developments relating to the quality of health services as this endeavour has become a necessary requirement for all health organizations, which has made the administrations of these organizations face very important responsibilities towards challenges that they must cope with in order to improve the quality of health services (Al-Mousawi, 2016). The presence of information systems in health organizations is an important aspect of improving services and increasing its quality in order to keep pace with scientific and technological changes in the health field (Al Gazali & Ali, 2022).

The remaining parts of the paper are laid out as follows: The review of the literature is presented in section 2.The method is explained in Section 3.Sections (4) and (5) contain explanations for the discussion and results of statistical analysis, while section (5) contains conclusions.

II. Theoretical Framework and Literature Review

a) Management Information Systems

i. Definition of management information systems

A management information system is defined as a set of interrelated components for collecting, retrieving, processing, storing and distributing information to support decision-making and control in an organization (Laudon & Laudon, 2014).

ii. Importance of management information systems

- Providing appropriate information at the appropriate time to support decision-making for all administrative levels.
- Allocating horizontal and vertical communication channels between the administrative units associated with the organization in order to establish easy procedures for their retrieval.
- Good relationship with customers and achieving competitive advantage, growth and development (Yasser et al., 2014).

iii. Components of management information systems

- *Hardware:* They are the input units, which are the keyboard, audio pickups and scanners that work on data entry, as well as the output units, which are responsible for outputting the results in the form of audio or visual information or texts printed on paper.In addition, units of storing information from laser hard and flexible disks (David, 2014).
- *Software:* it includes operating systems that manage devices and form interactions between devices and users. It also includes software applications that provide something useful to the user. In addition,

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software can be classified into horizontal software that serves all organizations such as Microsoft Office and Adobe Acrobat, and vertical software that serves specific requirements in organizations, such as software used by stores to control inventory purchases and sales (Abdeldayem & Aldulaimi, 2019 & 2020; Artit, 2021).

- *Personnel:* Individuals in MIS can be classified into systems analyst, programmer, computer engineer, software engineer, network engineer, computer operator, and database administrator (Abdeldayem & Sadeek 2018; Elizabeth & Ventus, 2008).
- *Data:* They are the facts, principles, and instructions that come in a formal and appropriate form for communication, analysis, interpretation and operation by individuals and automatic machines. Data are considered raw facts and can come in the form of a number or phrase for producing information in management information system (Abdeldayem & Darwish, 2018; Dinesh,2014).

iv. *Advantages of information in a management information system*

Information must be accurate, error free, relevant, timely, complete, clear, objective, measurable and easy obtainable (Mamary et al., 2014).

b) Quality of Health Services

i. *Definition of quality of health services*

The quality of the health services is the ability to achieve a health service that exceeds the expectation of the patients in the right place, at the right time, and at the right price (Mosadeghrad, 2014).

ii. *The importance of the Quality of Health Service*

- Quality in the health service is a prominent indicator in measuring the level of satisfaction achieved by patients with the health service provided to them by health organizations.
- Ensuring the physical and psychological health of the patients.
- Developing and improving communication tools between health service beneficiaries and provides.
- Enabling health organizations to perform their tasks efficiently and effectively.
- Improving the morale of employees in health organizations and enhancing their confidence in the effectiveness of their work, which leads to the best.
- Providing a distinguished health service that will achieve the patient's satisfaction and increase their loyalty to the health organization, which is an effective media means for that organization (Saad & Amsheeri, 2017).

iii. *Dimensions of Health Service Quality*

- *Tangible:* it represents the physical facilities, equipment, people, and materials that can be perceived through human senses.
- *Responsiveness:* it is the voluntary presence of the service provider to the serve of the patient in a good, accurate and timely manner.
- *Reliability:* it is represented in transforming the capabilities of resources to perform the services in a safe, active, stable and compatible with what has been agreed upon.
- *Assurance:* Represents the understanding of employees and their ability to achieve trust.
- *Empathy:* it refers to caring for the patient, helping him in a unique way, and providing effort and feelings to know his needs (Mileide et al. , 2013).

III. Methodology

a) Research Problem

Based on various studies that confirmed that importance of the components of management information systems (software, personnel and data components) and its positive role in achieving the quality of health services at Salmaniya Medical Complex in Kingdom of Bahrain. The problem of research could therefore be expressed in the following key questions: "What is the role of the components of management information systems (hardware, software, personnel and data components) in achieving the quality of health services at Salmaniya Medical Complex in Kingdom of Bahrain?"

b) Research Hypotheses

Main hypothesis 1

H1: There is a positive significant role for the components of management information system (Hardware, software, personnel and data components) in achieving the quality of health services at Salmaniya Medical Complex in the Kingdom of Bahrain.

Main hypothesis 2

H1: There are positive significant differences relating to the role of components of management information systems in achieving the quality of health services at Salmaniya Medical Complex inthe Kingdom of Bahrain due to the demographics (gender, age, qualification, years of experience and position).

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c) *Research Framework*

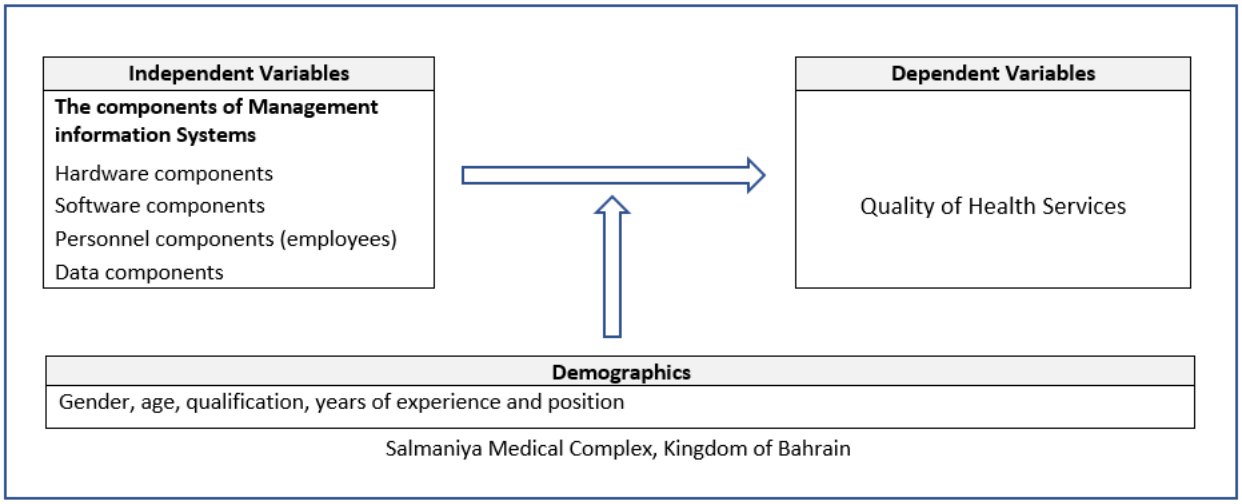


Figure 1: Research Framework

IV. Analysis and Empirical Findings

Table 1: Analysis of the components of MIS, hardware diminution

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	The hospital has modern and advanced hardware.	2.28	0.751	5	Neutral
2	The hardware is appropriate for the hospital work.	3.32	0.778	3	Neutral
3	The material requirements are characterized by flexibility speed in entering and processing data.	3.31	0.784	4	Neutral
4	Storage units have ability to store large amounts of data and information	3.41	0.838	2	Agree
5	The output units are distinguished by displaying the information clearly	4.25	0.486	1	Strongly agree
Average		3.51	0.727		Agree

The general average of the variable (the components of the management information system, hardware dimension) reached (3.51), as shown in table 1, indicating that the research sample's opinions fell within this dimension

Table 2: Analysis of the components of MIS, software dimension

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	The software used can accomplish various hospital tasks accurately	3.55	0.761	3	Agree
2	The software is characterised by speed, accuracy and flexibility in analysing and processing data and converting it into information.	3.51	0.975	4	Agree
3	Software has the ability to flexibly exchange information between users.	3.58	1.015	1	Agree
4	The software is distinguished to keep pace with the change and development in the hospital's business	3.56	0.763	2	Agree
Average		3.55	0.878		Agree

The general average of the variable (the components of management information systems, software dimension) reached 3.55, as shown in table 2, indicating that the research sample had a favorable opinion of this dimension.

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Table 3: Analysis of the components of MIS, personnel dimension

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	The workers have a high ability to deal with the available hardware and software	3.35	0.746	4	Neutral
2	The employees have administrative and technical expertise commensurate with the tasks assigned to them	4.21	0.554	3	Agree
3	The employees are characterised by adapting to the changes, developments, and work requirements	4.23	0.5.9	2	
4	Information system workers are specialist	4.25	0.481	1	
Average		4.01	0.573		Agree

The general average of the variable (the components of management information systems, personnel dimension) reached 4.01, as shown in table 3, indicating that the research sample held high opinions regarding this dimension.

Table 4: Analysis of the components of MIS, data dimension

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	Data coordinates and speed up the hospital's administrations.	4.21	0.536	4	Strongly agree
2	Data helps to identify problem and find solutions to them.	4.22	0.537	3	Strongly Agree
3	The data is continuously updated	4.24	0.503	1	Strongly agree
4	Database presents duplication of stored data	4.23	0.522	2	Strongly agree
Average		4.23	0.525		Strongly agree

The general average of the variable (the components of management information systems, data dimension) reached (4.23), indicating that the research sample's opinions on this dimension were high, as shown in Table 4.

Table 5: Analysis of the quality of health services, tangible dimension

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	The hospital has modern looking facilities.	3.88	1.015	1	Agree
2	The physical facilities look attractive.	3.28	0.786	4	Neutral
3	The staff has elegant appearance.	3.83	0.450	2	Agree
4	The articles related to the health service are attractive.	3.42	0.529	3	Agree
Average		3.60	0.695		Agree

Table 5 showed that the general average of the variable (quality of health services, tangible dimension) reached (3.60) which demonstrated that the research sample held high opinions regarding this aspect.

Table 6: Analysis of the quality of health services, responsiveness dimensions

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	Rapid response to provide service to patients and reviews when they need it.	3.29	0.779	3	Neutral
2	Staff give clear and understandable information to patients and reviewers.	4.25	0.544	1	Strongly Agree
3	The hospital management provides good communication and right service the first time	3.23	0.922	4	Neutral
4	Employees interested in responding to patients' and auditors' request continuously	4.22	0.538	2	Strongly agree
Average		3.75	0.696		Agree

The general average of the variable (quality of health services, responsiveness dimensions) reached (3.75), indicating that the research sample's opinions on this dimension were high, as shown in Table 6.

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Table 7: Analysis of the quality of health services, reliability dimension

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	When the hospital promises to do something at a certain time, it will stick to it.	3.13	0.810	2	Neutral
2	The hospital provides timely services	2.94	0.651	5	Neutral
3	The hospital is providing service correctly from the first time.	2.96	0.621	4	Neutral
4	The Hospital maintains error-free records.	3.03	0.646	3	Neutral
5	The hospital seeks to solve problems of patients and auditors.	3.38	0.759	1	Neutral
Average		3.09	0.097		Neutral

The general average of the variable (quality of health services, reliability dimension) reached 3.09 in Table 7, indicating that the research sample's opinions were moderate in this regard.

Table 8: Analysis of the quality of the health services, assurance dimension

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	Staff behaviour enhances confidence for patients and auditors.	3.97	0.595	1	Agree
2	Patients feel safe when dealing with employees.	3.80	0.417	3	Agree
3	The staff is always kind and patients.	3.04	0.619	4	Neutral
4	Staff has the knowledge to answer questions from patients and reviewers.	3.91	0.629	2	Agree
Average		3.68	0.565		Agree

Table 8 indicated that the general average of the variable (assurance dimension, quality of health services) reached 3.68, indicating that the research sample's opinions were high on this dimension.

Table 9: Analysis of the quality of the health services, empathy dimension

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	Staff provide personal attention to patients.	4.13	0.639	5	Agree
2	The patients' management pays attention to patients.	4.16	0.619	3	Agree
3	Staff understand the special needs of patients.	4.18	0.608	1	Agree
4	Staff working hours are decided according to the patients' needs.	4.15	0.627	4	Agree
5	The interests of the patients are important to the hospital	4.17	0.605	2	Agree
Average		4.16	0.620		Agree

The general variable (empathy dimension, quality of health services) reached 4.14 in Table 9, indicating that the research sample's opinions were high on this dimension.

a) Testing Research Hypothesis

To make sure that the main hypothesis (1) is correct," there is a positive significant role for the components of the management information systems, hardware, software, personnel and data components in achieving the quality of health services at Salmaniya Medical complex in Kingdom of Bahrain, multiple linear regression analysis was used where the results showed the following:

Table 10: The result of the multiple regression analysis of the role of the components of management information systems (hardware, software, personnel, and data components) in achieving the quality of the health services at Salmaniya Medical Complex in the Kingdom of Bahrain

The components of management information systems	Correlation co-efficient with the quality of health services	Significance
Hardware	0.856	0.00
Software	0.780	0.00
Personnel	0.533	0.00
Data	0.297	0.00

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The results shown in table 10 indicate that the primary hypothesis (1) is true. Additionally, the findings of the second main hypothesis state that "due to the demographics (gender, age, qualification, years of experience, and position), there are positive significant differences relating to the role of the components of management information systems in achieving the quality of health services at Salmaniya Medical Complex in the kingdom of Bahrain."They showed that there were no significant differences in the demographics (gender, age, qualifications, number of years in the job, and position).

V. Concluding Comments

- There was a positive significant role for the components of management information systems (Hardware, software, personnel, and data components) in achieving the quality of health services at Salmaniya Medical Complex in the Kingdom of Bahrain.
- There were no significant differences relating to the role of the components of management information systems in question, in achieving the quality of health services at the complex in question due to demographics (gender, age, qualification, years of experience and position).

The following recommendations were made in light of the drawn conclusions:

- The necessity of providing adequately qualified human resources that have experience in their field of work because of their effective role in achieving the quality of health services in Salmaniya Medical Complex in the Kingdom of Bahrain.
- The necessity for the management of the medical complex in question to hold training courses for employees in the MIS units to develop their capabilities and skills to enable them to deal with the materials supplies and advanced software.
- The necessity of encouraging employees in the medical complex in question to use management information systems, identify their needs, and work to solve the problems they face when using them.
- The necessity of raising the level of commitment of the medical complex in question management to the standards of health service quality.
- The necessity of providing long-term plans in the medical complex in question to improve the quality of the health service provided.

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A Study on the Complex Dynamic Factors Influencing Foreign Entrepreneurs in China: A GTMA Perspective

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Beverlley Madzikanda (MSc.) [α], Cai Li (Ph.D.) [σ] & Francis Tang Dabuo (MS.c) [ρ]

Abstract- There is a huge opportunity for foreign entrepreneurs to enter the Chinese market. They have noted that the market is difficult to enter and complex to navigate. This study seeks to contribute towards filling this gap by examining the success o r failure of foreign nationals setting up businesses in China and identifying the critical success factors for foreigners in China, basing on transnational entrepreneurship and opportunity recognition theories. 128 entrepreneurs in China were surveyed through semi-structured interviews. Their responses were collated and analyzed using graph theoretic matrix approach to identify and rank the factors with the most influence on their business success. It was found that the factors with the greatest influence on the success of foreign entrepreneurs are government policies and funding. Government policies towards innovation through financing for technology companies and the demographic make-up of the consumer population provide the greatest opportunities for foreigners. By giving a cross-cultural perspective of the causes and influences of foreign entrepreneurship in China, personal strategies and policy implications can be derived by foreign entrepreneurs hoping to capture the market. This study also serves as significant contribution towards immigrant entrepreneurship theory in the context of China. This study addresses a grossly under-researched topic of global entrepreneurs in China. Not only is there a large number of foreigners living in China, but they also find great difficulty in adjusting to the cultural scene and this affects business outcomes. Furthermore, GTMA is a highly scientific method that the authors show is valuable in social science research, particularly entrepreneurship research.

Keywords: foreignness, foreign entrepreneur, complex dynamic factors, china, government policy, GTMA.

I. Introduction and Background

China's entrepreneurship scene is one of the largest and most profitable in the world. Entrepreneurs contribute over 60% of China's GDP and have been a major driving force behind the economy's sustained growth (He, Lu, & Qian, 2019). They are responsible for 80% of urban employment while they contribute 50% of fiscal and tax revenues. They can foster sustained economic growth through innovation and currently tech entrepreneurs alone account for 41.49% of the total GDP (Shan, Jia, Zheng, & Xu, 2018). The Chinese government is well aware of the efficacy of entrepreneurs such that several macro-level strategies have been implemented to support and encourage entrepreneurship at every level.

Since the 12th 5-year plan (Worldwide, 2010), the government of China pledged to direct more funding and institutional changes towards the development of Strategic Emerging Industries (SEIs). These included healthcare, energy and environment, and technology. They have alleviated credit access (Wang, 2012) and provided several grants towards SEIs to ensure social development. It is clear that the Chinese government regards economic growth as a priority and has "whole heartedly" promoted and facilitated entrepreneurial thinking and practices, playing a more supportive rather than regulatory role in the entrepreneurial ecosystem.

Unfortunately, the market is just as difficult to enter as it is attractive. Extensive literature spanning over 25 years maps out the difficulties that entrepreneurs in China have faced, particularly, foreign entrepreneurs. These include complex and inconsistently applied laws, national isolation that has created a closed business and social ecosystem, unique cultural context, language deficiencies and rigorous competition from domestic players and copycat products, conflicts in managerial and cultural integration, lack of access to multi-layered distribution channels and corruption in public services (W. Zhang & Zhai, 2016). The foreign entrepreneur enters the market as a stranger and often, inadequate market research leads to poor performance or failure because they cannot choose the appropriate location in the very different regional market segments (Min & Chen, 2003) and cannot fully take advantage of guanxi (D. Zhou, 2012). They experience all these while they fight for market share and brand recognition with strong incumbent firms in a brand-conscious consumer market. These problems however, do not make China's 1.4 billion market any less appealing. In 2018 alone, there were new 60 553 new foreign enterprises registered with a cumulative 134.97 billion USD invested (MofCom, 2018).

Despite the large number of foreigners and foreign enterprises in China (MofCom, 2018), there is only little literature that focuses on foreign entrepreneurs specifically (Ahlstrom, Young, Nair, & Law, 2003; Gurău, Dana, & Katz-Volovelsky, 2020). Though many previous studies explain the policies and theories regarding the

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opportunities for foreign entrepreneurs in (Ahlstrom & Ding, 2015; Y. Zhang, Zhao, & Ge, 2016), there still exists a gap in the literature shows how foreigners can take advantage of these opportunities. To provide a clear description and hierarchy of the complex dynamic factors is the main objective of this study. This is important in bridging the gap between entrepreneurship theory and practice in migrant entrepreneurship and fill gaps in cross-cultural management of enterprises. This will be achieved through answering these questions: "Why does the market entry and penetration remain a problem for foreigners?" and "What are the most important aspects of China's entrepreneurial sector that foreigners need to understand and take advantage of?".

The second contribution of this paper will be to test graph theory and matrix approach (GTMA) as a suitable method for undertaking entrepreneurship research. It has successfully been used in other fields of social science including organizational management (Gurumurthy, Mazumdar, & Muthusubramanian, 2013), logistics and supply chain management (Agrawal, Singh, & Murtaza, 2016; Gupta & Singh, 2015) as well as management science. This method can account for the bi-directional inter-relationships amongst the and to what extent each of them affects the business outcomes of entrepreneurial activities in a way that other methods cannot. In this way, this contribution offers a more holistic view of the business environment that foreigner in China will encounter and is therefore more comprehensive than other studies that focus on singular the point of view. In order to achieve these, the study will go on to outline a literature review of previous studies in section 2, define the variables based on a combination priori research consultation of experts in section 3, build and calculate the graph theoretic model in section 4&5 and discuss the results and research implication in section 6.

II. Literature Review

a) Concepts of Entrepreneurship

There are many varying definitions of entrepreneurs given by a myriad of. Entrepreneurship is the creative process of monetizing problem-solving methods. The entrepreneur is therefore the one who changes a market or economic system through provision of an innovation product or business model often in response to a valuable economic opportunity (Devi, 2020). The country's "mass entrepreneurship and innovation" policies are attractive to entrepreneurs and they offer lucrative opportunities for them. With over 600 000 foreigners living in China (NBSC, 2010), of which 7-9% are entrepreneurs or business owners, the study must stipulate the difference between small business owners and entrepreneurs. The entrepreneurs, that are the focus of this study, are innovative in creating new markets, new products, new organization structure and methods of production and service delivery. Furthermore, foreign entrepreneurs will mean migrant entrepreneurs (Ashourizadeh, Li, & Wickstrøm, 2020) that are native to countries outside the territories of China as well as Chinese entrepreneurs who were born outside of China and have naturalized in the countries of their birth.

Going further, what really defines success to an entrepreneur? Wach, Stephan, Marjan, and Wegge (2018) connote that unlike manager, entrepreneurs measure their performance against their goals. So instead of pegging success with survival , return on assets, number of employees or even market share; entrepreneurs measure performance and success based on self-actualization, independence and autonomy over firms, social contribution, personal fulfillment and work-life balance (St-Jean & Duhamel, 2020). Their success can be grouped into business-oriented and personal-oriented. The former encompasses financial and also development of innovation capacity and enhanced status while the latter entails relationships formed and value of the impact of innovation on the community. This paper espouses these as the success which entrepreneurs in China will be aiming for.

b) Theories of Entrepreneurship

This study is based largely on Transnational Entrepreneurship Theory (TET) and Opportunity Recognition Theory.

Transnational Entrepreneurship Theory (TET), insists that entrepreneurs that have networks embedded in the host country and their home countries can benefit from this (Ashourizadeh et al., 2020). This is true for some businesses particularly export and Belt & Road Initiative-involved (BRI) activities. Nonetheless for foreigners wishing to capture the Chinese consumers vertical ties in industry and local government are not readily accessible (Drori, Honig, & Wright, 2009). Their ability to foster these ties depends heavily on socio-economic relations between countries, visa and trade regulations as well as historical international relations (Sommer & Gamper, 2018). It also depends on their ability to foster social ties and earn social capital "Guanxi" (Gruenhagen, 2018; L. Zhou, Chan, & Song, 2017) that can give them access to supply chains and give rise to opportunities that can help overcome the disadvantage of being an outsider. TET also describes the advantages that migrant entrepreneurs have by bringing new skills they have learnt in their home countries. Therefore, entrepreneurs must learn and develop high quality skills and talents in order to create a competitive edge. As there is pressure to improve oneself for local entrepreneurs, foreigners have also been welcomed to get a slice of the pie if only they possess good quality skills (Wei, Jiao, & Growe, 2019). China is still one of the most challenging destinations for

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expatriate business owners yet it is still one of the most highly sought-after markets.

Urbano, Audretsch, Aparicio, and Noguera (2019) explain how existing regulative statutes and cultural norms of China affect foreigners doing business there. Embedded within this institutional framework is Opportunity Recognition Theory. All other factors considered, foreign entrepreneurs must be able to recognize the opportunities that exist for them in line with provisions made by the institutions. Institutions will present the environment that foreigners must encounter. Formal institutions regulated by the State determine the prevailing state of entrepreneurship (North, 1991) in China. They determine the foreign entrepreneur's ability to operate, to obtain legal residence status and visas as well as which industries to enter. This therefore means the formal institutions in China enable as well as constrain entrepreneurs. Social interactions and observation of culture and language are so important and are a determinant of the success or failure of a business in terms of productivity and formality (Lee, 2003).

Firms that try to imitate their indigenous styles of management find it problematic to succeed in China. Opportunities that exist for foreign entrepreneurs are largely efforts by the government to create a fertile environment that is conducive to entrepreneurial activity. These currently range from opportunities in 1st and 2nd tier cities where there is access to talent, clusters, good infrastructure and preferential tax incentives (Xiao & North, 2017), allocation of space and money for Special Economic Zones SEZs and High-Technology Zones HTZs to incentivized foreign trade with minimal government interference as well as Free-Trade-Zones FTZs that through the BRI intend to modernize China's business landscape and stimulate domestic and foreign trade (Wu & Burge, 2018).

III. Conceptual Development

a) Item generation

An initial review of studies on the market entry barriers (MEBs) of entrepreneurs in China was done to compile the prominent factors affect the business environment for foreign entrepreneurs (Jayaraman, 2010; Niu, Dong, & Chen, 2012; W. Zhang & Zhai, 2016). This study gathered findings from the literature survey on MEB's explained in literature regarding the Chinese market, dating back from 1989-2020(Fang, Tung, Berg, & Nematshahi, 2017; Niu et al., 2012; Steinz, Van Rijnsoever, & Nauta, 2016). The paper by Dickson, Yao, and Hill (2020)was used as a basis on the groupings of the items. A preliminary list of 30 items divided into 6 general categories (5 items for each).

b) Expert Review

Four experts who are senior academics in Entrepreneurship, Business Administration and Management studies and have experience working with foreign entrepreneurs at Chinese Universities provided is with suggestions and feedback on the face validity of the 30 items. They were emailed the list of items along with the title of the manuscript and objectives of the study. Accounting for their feedback, we reworded some of the items, combined those that were ultimately the same and deleted 4 items. This resulted in a set of 20 items divided into 5 categories namely Chinese Government Policy (GP), national Demographics (DG), Domestic Market Competition (MC), Local Business Relations (BR) and access to Funding (Fu).

c) Nomological Validity

i. *Government Policy (GP)*

Arguably, government policy is the most powerful shaping force of the business environment in China (Woetzel et al., 2014). Firstly, the Open-Door Policy (GP1) from 1979 saw China open up its borders to investment from other countries. This has since led to the State decentralizing decision-making regarding trade, opening of special economic zones in strategic locations to facilitate it, loosened control on foreign exchange and replacement of administrative restrictions with tariffs and quotas (Park & Ungson, 2016; Park, Ungson, & Zhou, 2013). This has significantly transformed the nation to a market economy. Secondly, China is forex-controlled country (Deloitte, 2017) meaning companies must apply for foreign exchange certificate and review annually by supplying documents for all money coming in and out of China through business transactions (GP2). Although the circulation of foreign currency is prohibited, The Shanghai Pilot FTZ currently allows full convertibility of RMB, the beginning of the relaxation of this policy. Thirdly in many 1st and 2nd tier cities, the State Tax Admiration has introduced some attractive incentives for foreign entrepreneurs and startups (Hsu, Lee, Leon-Gonzalez 2018) that give preferential tax treatment and substantial tax holidays (GP3). In certain industries, such as high-new-tech-enterprises (HNTEs) and cities in Guangdong and west China, they are offering a 2-year tax holiday followed by 3 years of 12.5% income tax versus the documented 25%. Therefore, entrepreneurs can easily bear the tax load after 5 years giving them enough time to get their businesses up and running (Deloitte, 2017).Finally, the last aspect of this is the regulatory transparency of policies regarding investment (GP4). (Jayaraman, 2010) describes the legal system as "loosely defined" allowing for many loopholes alongside red tape and many misinformation's. Entrepreneurs with a good network of Chinese colleagues will have less difficulty navigating simple tasks such as permits and approvals, however without these connections one will face grave difficulties navigating the red tape and run-around as well as may have no protection against theft of expertise and intellectual property (IP).

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ii. *Demographics (DG)*

China's large population is a great opportunity for entrepreneurs but some of the specific demographic properties make it a complicated love story. China has a fast-growing wealthy middle class (DG1) as more rural workers move to urban areas for better paid jobs and native Chinese business people expand and have greater disposable income (Park & Ungson, 2016). These consumers have higher demands for quality and efficiency than ever before and their needs are dynamic. Chinese consumers spent CNY 34.8 trillion in 2018 alone (NBSC, 2019), a figure expected to rise to CNY 60 trillion by 2025; therefore their complex needs dictate how businesses will operate. Chinese Mandarin is the standard language spoken in China (DG2). Although many young workers in big cities will be able to speak English, most of other business conversations with officials, sponsors and partners will be in Chinese(Cui & Kwon, 2014). Therefore, though not compulsory, foreign entrepreneurs who can communicate in Chinese to their counter parts are more likely to gain the trust of others. Innovation management (DG3) is very important for domestic and foreign entrepreneurs in China. It used to be primarily foreign firms introducing new products from their countries into China through partnerships (Collinson & Liu, 2019) with local companies but now has shifted to companies independently innovating to create products unique and original to Chinese tastes. It is crucial that entrepreneurs settling in China study the market and have significant competitive products and services tailored for the market specifically. This gives rise to another aspect, the digitized society (DG4). Verot (2018) stated that Chinese consumers chat, shop, order groceries, pay for services, watch television and even date online, meaning whatever business model entrepreneurs will choose, having an online infrastructure is invaluable.

iii. *Business Relations (BR)*

The CEO of Nexcelia Solutions (Munganyi, 2020); an entrepreneur with a tech startup in Shanghai; said "In China business is more of a relationship than a transaction". This is embedded in the 5000-year history of the country. People place great importance on networking and "social capital" because who you know can be gateway to better opportunities for your business. This social capital is often termed "Guanxi" (BR1). (Trimarchi, Liesch, & Tamaschke, 2010) make it clear that cultivating long term profitable relationships is a worthwhile social investment. Guanxi can also be looked at from a long-term angle as "trust" (BR2). By conducting a series of transactions successfully over some time, people will come to trust your expertise and you will be given opportunities based on recommendations and testimonials given on your behalf. Being outsiders, often from different races and cultures, foreign entrepreneurs will need to gain the trust of customers and suppliers alike and overcome the liability of foreignness (Ikegami, Maznevski, & Ota, 2017).Gaining trust, especially in Joint Venture and Partnership companies, may require foreign companies to share their technological know-how and IP with local firms which has given rise to the unfortunate copycat culture "Shanzhai" (BR3). Although the government is increasing measures in recent years with special committees to hear IP protection suits, there is still a significant threat in terms of counterfeit goods and theft of intellectual property for reproduction (Jiang & Shan, 2016). One of the most attractive aspects of China used to be the cheap labor cost. However, in recent years, it has lost its luster as a base for cheap manufacturing (Yang, Chen, & Monarch, 2010). In 2018 ,58.52% of the population was living in urban areas, earning a national average minimum wage of 74,318 yuan, almost double the 36,539 yuan earned in 2010 (NBSC, 2010, 2019). The increase in labor cost (BR4) is not conducive to competitiveness and the cost of operating is increasingly higher by the year as are the expert needs of firms (Zheng, Zhao, & Li, 2019).

iv. *Market competition (MC)*

In 2010 when China released its 12th FYP document, it stated it was no longer content with being "the worlds factory" and rather wanted to move to an innovation economy (Worldwide, 2010). This means many domestic companies (MC1) especially in the emerging industries of high-end technology compete fiercely. Foreign entrepreneurs in these industries will be disadvantaged in that they don't have the vast supply network and government funding that these firms will have (Buysse & Essers, 2019) but will have to perform equally well if not better in order to stay in business. Froese, Sutherland, Lee, Liu, and Pan (2019) make it clear that state financed firms often have many legal and regulatory advantages over foreign entrepreneur firms. Some American and Europeans have expressed feeling "stonewalled" in China, that is being given unfair access to the market (MC2) as the government gears towards its "Made in China 2025" initiative and shows some form of preference for Chinese firms over foreign ones (Chang & Pieke, 2018). Another obstacle for the foreign entrepreneur who wishes to open a firm in China, especially WFOE, is the limited access to the supply chain (MC3). The entrepreneur will need to begin networking and creating his own system of suppliers, customers, distributors and retailers (Buysse & Essers, 2019) which will require a lot of valuable time that competitors will be gaining. In this process one will need to invest in a well-connected human resource (MC4), either through "buying guanxi" by hiring already well-connected staff or spend a lot of time networking to meet and gain the friendship of officials and other business people (Yen & Abosag, 2016) in order to gain

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an edge in market and financial performance and can reduce the liability of foreignness (Ikegami et al., 2017).

v. *Funding (Fu)*

One of the biggest questions for entrepreneurs is where they will get money to start their businesses and this applies the same in China. Blachman (2018) describes how Chinese venture capitalists (VCs) are looking to invest in foreign bred startups that have highly advanced engineering and data science as well as hard technology skills (Fu1). Such companies that pass the bar will be given access to major players in China to collaborate with, making it an even more attractive to be funded by Chinese VCs. The private equity (PE) market in China is slightly less developed than that of American and European countries (Nazareno, Zhou, & You, 2019) (Fu2). Though also available to foreigner entrepreneurs there is still ambiguity in the legal environment and as a result PE manager sometimes buy controlling stakes earlier on in the business leaving the actual entrepreneur with weaker decision-making authority. Another funding option is that of self-organized foreign entrepreneurs (Fu3) that is to say foreigners that will use their own funds sourced from personal savings, friends and family. However according to the interviews conducted with foreign entrepreneurs in China, self-financed entrepreneurs with less than 5 million RMB are limited and stand a risk of hemorrhaging cash and failing within 3-5 years (Ng & Fu, 2018),while most foreign startups need at least 5-7 years to settle down. Lastly due to a high interest in HNTEs (Fu4) in China, in cities such as Shanghai, Shenzhen and Chengdu there are possibilities of getting startup capital ($148,800) and 3 years rent free in designated technology zones (Bo, 2019). Business incubation programs are increasingly popular as well and offer many financial and other resources crucial for start-ups along with the support of the government and access to supply chains.

The factors presented here have intricate interrelationships amongst them and some depend on each other. This is shown in the following conceptual model can be drawn up in Figure 1.

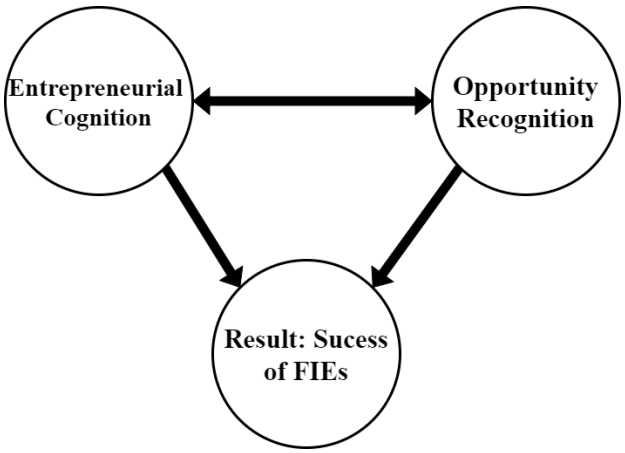


Fig. 1: Conceptual Diagram

The resultant cause and effect diagram of all these factors is illustrated in Figure 2.

While the literature and theories describe and explain the factors that affect foreign entrepreneurs in China, it still remains unclear to what extent these factors influence business environment in which the foreign entrepreneur and how they interact with one another. The following section explore the inter-relationships of the subfactors operating within the major factors as well as explore the nexus points of each of these factors with one another to determine the degree to which they impact the success of foreign entrepreneurs.

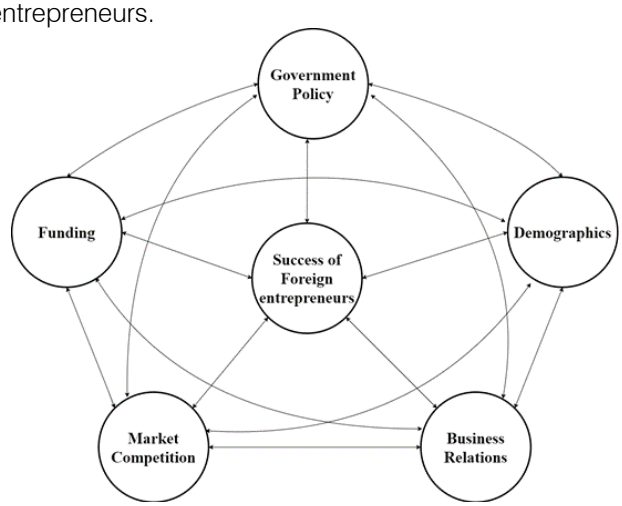


Fig. 2: Cause and Effect Diagram

IV. Research Methodology

The investigation made use of graph-theoretic matrix approach (GTMA) to examine interdependencies amongst the factors and determine the most critical ones. Characteristics of this technique are its ability to capture the interdependencies and hierarchical structure amongst variables from a considerably small sample size. This study specifically elected GTMA as the most appropriate method because collecting large amounts of data is notoriously difficult in China so it was better to collect a small amount of real data (Trimarchi et al., 2010). Furthermore, it allows for qualitative inductive research whereby it is possible to formulate conclusions based on the results of the data rather than analyzing data based on existing theories (Fang et al., 2017). Graph theory is a simple and formidable technique which is free from these limitations and has in fact proved its fortitude in every field of study (Muduli, Govindan, Barve, & Geng, 2013).

The most common representation of the graph is by means of diagrams in which vertices are represented as points and each edge as a line segment joining its end vertices. GTMA has 3 constituents i) diagraph representation for visual analysis ii) matrix representation valuable for computer processing iii) permanent representation suitable for expressing the

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effect of each variable by a single number (Grover, Agrawal, & Khan, 2004). To get the permanent value of each variable the indexes of multinomials must be computed and subjected to comparison and classification by certain criterion in this case, importance, leading to an election of the best value. The concept of a permanent matrix and performance attributes index gives correct and complete evaluation of the data. It allows the selection of the most suitable option and evaluate the overall quality of the industry.

Following this, the permanent matrices of critical factors were drawn-up and used to analyze the intensity of each critical factor and rank them according to importance in influence and opportunity for foreigners hoping to do business in China and what they may face in entering the market. The authors made use of GTMA to examine interdependencies amongst the factor and draw out the most critical ones.

a) Data Collection

The items concluded on by the literature review and experts' review were used to formulate questions for semi-structured interview questions that were asked foreign entrepreneurs in China. A qualitative approach was chosen because the study aimed to understand the views and experiences of the respondents. For this reason, structured questions were sent to the respondents before the interview time and they were encouraged to prepare and conduct the interview as a narration (Fang et al., 2017). The researchers also made use of follow-up probing questions to better understand the respondents. All the interviews were conducted through a mix of video calls, telephone calls and face to face meetings according to accessibility and each lasted between 45 minutes to one hour. They were recorded and transcribed afterwards. Main questions focused on the principal objective of the study: difficulties faced in doing business in China. Other questions also probed on the subthemes of the research: industry specific challenges and opportunities, the role of the Chinese government and business regulations as well as the state of local consumers and market competition.

b) Sampling

Responses were gathered from a total of 128 foreign entrepreneurs spread across 7 major regions of China and 13 industries. We employed a purposive snowball sampling technique according to the method used by Karadal, Shneikat, Abubakar, and Bhatti (2020). Established and experienced foreign entrepreneurs living and operating ventures in China were selected, starting with ones that the researchers had from personal contacts. These were asked to recommend future respondents from their social networks, personal contacts and industry acquaintances. From a total of 130 contacts we had, we received 128 valid responses. A 98% response rate for a snowball sample is considered to be valid (Karadal et al., 2020). These were urged to express their views and opinions on the topic. The entrepreneurs were distributed as shown in Table 1.

Table 1: Distribution of entrepreneurs that were sampled

North China	North-East China	East China	South China	Central China	South-West China	North-west China
Tianjin Communication & IT (6)	**Jilin** Retail (3)	**Shanghai** Automobile (8), Foodstuff (12), EdTech (6), Personal care products (4)	**Guangdong** Home appliances (9), Apparel (5), Logistics (1)	**Hubei** Retail (2), Personal care products (2)	**Chongqing** Agriculture (1), Logistics (1)	**Shaanxi-** Agriculture (1)
Beijing EdTech (10)		**Jiangsu** Textiles (14), Communication & IT (6)	**Shenzhen-** Electronics (5)	**Henan-** Electronics (4), Food stuff (2)	**Sichuan-** Foodstuff (2)	
		Fujian Apparel (9)				
		Zhejiang Toys (4), Household appliances (4), Furniture (5)				

c) Definition of variables and Model Construction

From the conceptual model, 5 major factors with 4 sub factors each can be derived, namely Government Policy (GP), Demographics (DG), Market Competition (MC), Business Relations (BR) and Funding (Fu), giving a total of 20 items. All the variables are outlined in Table 2.

The proposed decision-making methodology used in this study followed the a format used in recent studies (Moktadir, Rahman, Rahman, Ali, & Paul, 2018; Muduli et al., 2013) and was initially proposed by Jurkat and Ryser (1966) to compare interdependencies between factors towards one conclusion. Matrices corresponding to the major factors are formulated on

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the basis of weightage. The f_{ij} shows the degree of the dependence of the j^{th} factor on the i^{th} factor our major factors will be denoted C_i where GP=C_1, DG=C_2, BR=C_3, MC=C_4 and Fu= C_5. Following this, incorporating the opinion of the same experts, the study will determine the relative importance of the attribute f_{ij} according to the ranking of importance *i* as compared to another factor *j* according to the parameters stated in Table 3. Using GTMA each subfactor is converted into a single numerical value. This helps in the comparability of the factors.

Table 2: List of Variables

Government Policy (GP)	Demographics (DG)	Business Relations (BR)	Market Competition (MC)	Funding (Fu)
GP1: Open Door Policy	**DG1:** Upcoming middle class	**BR1**: Guanxi	**MC1:**Domestic Competitors	**Fu1:**Venture Capital
GP2: Forex Policy	**DG2:** Language	**BR2:** Trust	**MC2:** Market Access Restriction	**Fu2:** Private Equity
GP3: Tax Obligations	**DG3**: Innovation Management	**BR3:** IPR	**MC3:** Access to supply networks	**Fu3:**Self Organized Entrepreneurs
GP4: Regulatory Transparency	**DG4:** Digitized Society	**BR4:** Rising labor costs	**MC4:**Human resource and Political connections	**Fu4:** Tech- Startups

Table 3: Relative importance of factor f_{ij}

Class description	Relative importance of Attributes	
	F_{ij}	f_{ij}= 10 - F_{ij}
Both factors are equally important	5	5
One factor is slightly important	6	4
One factor is very important over the other	7	3
One factor is most important over the other	8	2
One factor is extremely important over the other	9	1
One factor is exceptionally important over the other	10	0

The behavioral diagraph (also called the directed graph) is prepared to represent the behavioral factors critical to the success of foreign entrepreneurs in terms of nodes and edges. Nodes will stand for the major factors (C_i) while the edges will show their interactions (f_{ij}). Figure 3 illustrates the behavioral factors and interactions amongst the 5 major factors C_1 C_2 C_3 C_4 and C_5.

Similarly, Figure 4 shows the corresponding nodes and edges for the subfactors of the major factor GP. The nodes denoted C^1_1 C^1_2 C^1_3 and C^1_4 represent the subfactors GP1, GP2, GP3 and GP4 while the edges f_{ij} indicated the interdependencies among the subfactors that affect the success of foreign entrepreneurs in China.

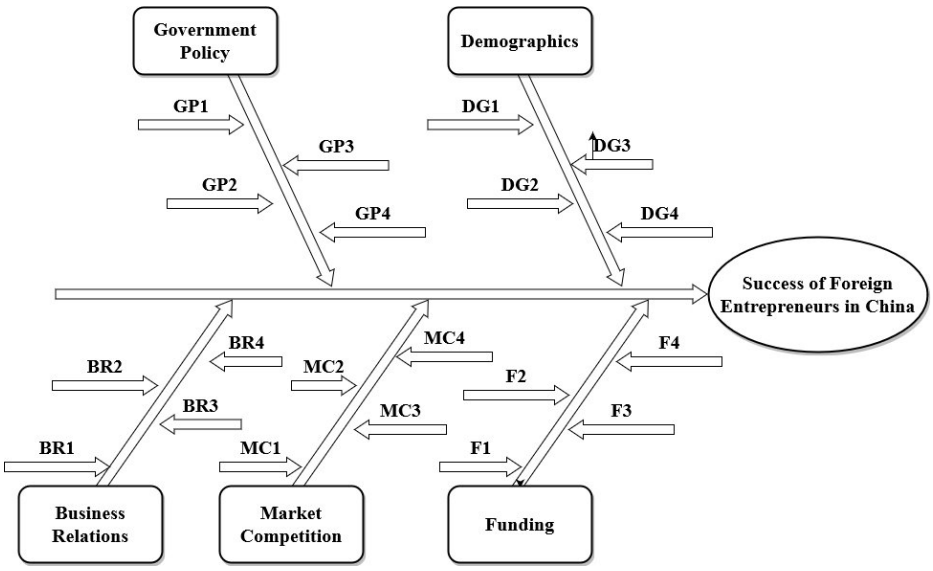


Fig. 3: Behavioral digraph

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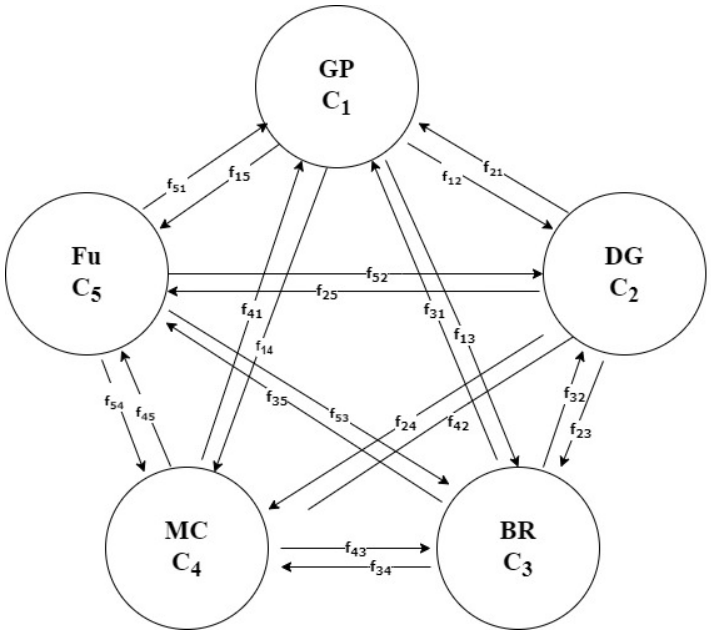


Fig. 4: Behavioral digraph for one factor, Government Policy (GP)

V. Data Analysis

The above digraphs (Figure 3 and Figure 4) give a visual analysis of the relationships amongst the variables and are represented in equation 1 by a 5X5 matrix for the overall critical success factors (CSF) and 4X4 matrices represented in equations 2,3,4,5 and 6 for the sub-factors in each.

$$\text{CSF} = \begin{pmatrix} C_1 & f_{12} & f_{13} & f_{14} & f_{15} \\ f_{21} & C_2 & f_{23} & f_{24} & f_{25} \\ f_{31} & f_{32} & C_3 & f_{34} & f_{35} \\ f_{41} & f_{42} & f_{43} & C_4 & f_{45} \\ f_{51} & f_{52} & f_{53} & f_{54} & C_5 \end{pmatrix} \quad (1)$$

Where CSF is the Critical Success Factors index. C_i stands for the major factors (GP=C1, DG=C2, BR=C3, MC=C4, Fu=C5) found on nodes of the digraphs and $f_{ij}$is the relative importance of the *ith* factor as compared to the *jth* which are shows as edges in the digraph.

$$\text{Permanent}(C_1) = \text{per(GP)} = \begin{pmatrix} C_1^1 & f_{12}^1 & f_{13}^1 & f_{14}^1 \\ f_{21}^1 & C_2^1 & f_{23}^1 & f_{24}^1 \\ f_{31}^1 & f_{32}^1 & C_3^1 & f_{34}^1 \\ f_{41}^1 & f_{42}^1 & f_{43}^1 & C_4^1 \end{pmatrix} \quad (2)$$

In equation 2 where C_1^1, C_2^1, C_3^1, C_4^1 stand for the subfactors GP1, GP2, GP3 and GP4.

$$\text{Permanent}(C_2) = \text{per(DG)} = \begin{pmatrix} C_1^2 & f_{12}^2 & f_{13}^2 & f_{14}^2 \\ f_{21}^2 & C_2^2 & f_{23}^2 & f_{24}^2 \\ f_{31}^2 & f_{32}^2 & C_3^2 & f_{34}^2 \\ f_{41}^2 & f_{42}^2 & f_{43}^2 & C_4^2 \end{pmatrix} \quad (3)$$

In equation 3 where C_1^2, C_2^2, C_3^2, C_4^2 stand for the subfactors DG1, DG2, DG3 and DG4.

$$\text{Permanent}(C_3) = \text{per(BR)} = \begin{pmatrix} C_1^3 & f_{12}^3 & f_{13}^3 & f_{14}^3 \\ f_{21}^3 & C_2^3 & f_{23}^3 & f_{24}^3 \\ f_{31}^3 & f_{32}^3 & C_3^3 & f_{34}^3 \\ f_{41}^3 & f_{42}^3 & f_{43}^3 & C_4^3 \end{pmatrix} \quad (4)$$

In equation 4 where C_1^3, C_2^3, C_3^3, C_4^3 stand for the subfactors BR1, BR2, BR3 and BR4.

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$$\text{Permanent}(C_4) = \text{per(MC)} = \begin{pmatrix} C_1^4 & f_{12}^4 & f_{13}^4 & f_{14}^4 \\ f_{21}^4 & C_2^4 & f_{23}^4 & f_{24}^4 \\ f_{31}^4 & f_{32}^4 & C_3^4 & f_{34}^4 \\ f_{41}^4 & f_{42}^4 & f_{43}^4 & C_4^4 \end{pmatrix} \quad (5)$$

In equation 5 where C_1^4, C_2^4, C_3^4, C_4^4 stand for the subfactors MC1, MC2, MC3 and MC4.

$$\text{Permanent}(C_5) = \text{per(Fu)} = \begin{pmatrix} C_1^5 & f_{12}^5 & f_{13}^5 & f_{14}^5 \\ f_{21}^5 & C_2^5 & f_{23}^5 & f_{24}^5 \\ f_{31}^5 & f_{32}^5 & C_3^5 & f_{34}^5 \\ f_{41}^5 & f_{42}^5 & f_{43}^5 & C_4^5 \end{pmatrix} \quad (6)$$

In equation 6 where C_1^5,C_2^5,C_3^5,C_4^5 stand for the subfactors Fu1, Fu2, Fu3 and Fu4.

Permanent representation

The Jukart-Ryser formula used to mathematically explain the permanent function is illustrated in equation 7 as follows:

$$\left[\prod_{i=1}^{5} C_i + \sum_i \sum_j \sum_k \sum_l f_{ij} f_{ji} F_k F_l + \sum_i \sum_j \sum_k \times \sum_l (f_{ij} f_{jk} f_{ki} f_{ik} f_{kj} f_{ji}) F_l + \sum_i \sum_j \sum_k (f_{ij} f_{ji} \times (f_{kl} f_{lk}) + \sum_j \sum_i \sum_k \sum_l (f_{ij} f_{jk} f_{kl} f_{li} + f_{il} f_{lk} f_{kj} f_{ji})\right] \quad (7)$$

The permanent expression contains values of (n+1) grouping. Each factor has 4 sub-factors, n=4, meaning there will be 5 groupings whose meaning is outlined as follows:

- The 1st group contains 1 term and represents the symbiotic relationships amongst the 5 major factors contributing to the success of foreign entrepreneurs in China, $C_1\, C_2\, C_3\, C_4\, C_5$.
- The 2nd grouping is absent because a self-loop does not exist in this model and was not depicted in the diagraph
- The 3rd group has 2 terms and signifies two-factor interdependence (i.e.,f_{ij},f_{ji}) together with the remaining drivers (i.e., 2 in this case)
- The 4th group has 3 terms of each and represents three-drivers interdependence (i.e. f_{ij},f_{jk},f_{kl}) together with the remaining drivers (i.e., 1 in this case)
- The 5th group has two subgroupings i) a set of 2 two factor interdependence (i.e.,f_{ij}, f_{ji} and f_{lk},f_{kl}) together with the remaining drivers (i.e., 0 in this case) ii) a set of 4 factor interdependencies (i.e. f_{ij},f_{jk}, f_{kl},f_{ji} and f_{li},f_{ik},f_{kj},f_{jl}) and the remaining drivers which is also 0.

In light of this, using the resultant matrix and permanent value for Government policy is:

$$\text{Per (GP)} = \begin{pmatrix} 8 & 7 & 6 & 6 \\ 3 & 4 & 4 & 4 \\ 4 & 6 & 5 & 5 \\ 4 & 6 & 5 & 6 \end{pmatrix} \quad (2)$$

Explained by:

=

$C_1^1\, C_2^1\, C_3^1\, C_4^1 + (f_{12}^1 f_{21}^1 f_3^1\, C_4^1 + f_{13}^1 f_{31}^1\, C_2^1\, C_4^1 + f_{14}^1 f_{41}^1\, C_2^1 C_3^1 + f_{23}^1 f_{32}^1\, C_4^1\, C_1^1 + f_{24}^1 f_{42}^1\, C_1^1\, C_3^1 + f_{34}^1 f_{43}^1\, C_1^1\, C_2^1)$
$+ (f_{23}^1 f_{34}^1 f_{42}^1\, C_1^1 + f_{24}^1 f_{43}^1 f_{32}^1\, C_1^1 + f_{13}^1 f_{34}^1 f_{41}^1\, C_2^1 + f_{14}^1 f_{43}^1 f_{31}^1\, C_2^1 + f_{12}^1 f_{24}^1 f_{41}^1\, C_3^1 + f_{14}^1 f_{42}^1 f_{21}^1\, C_3^1 + f_{12}^1 f_{23}^1 f_{31}^1\, C_4^1$
$+ f_{13}^1 f_{32}^1 f_{21}^1\, C_4^1) + (f_{12}^1 f_{21}^1 f_{34}^1 f_{43}^1 + f_{13}^1 f_{31}^1 f_{24}^1 f_{42}^1 + f_{14}^1 f_{41}^1 f_{23}^1 f_{32}^1 + f_{12}^1 f_{23}^1 f_{34}^1 f_{41}^1 + f_{14}^1 f_{43}^1 f_{32}^1 f_{21}^1 + f_{13}^1 f_{34}^1 f_{42}^1 f_{21}^1$
$+ f_{21}^1 f_{24}^1 f_{43}^1 f_{31}^1 + f_{14}^1 f_{42}^1 f_{23}^1 f_{31}^1 + f_{13}^1 f_{32}^1 f_{24}^1 f_{41}^1)$.

Substituting the numerical values as per the matrix, the next step is to calculate the permanent value of government policy as a factor contributing to the success of foreign entrepreneurs

$$8\times4\times5\times6+(7\times3\times5\times6+6\times4\times2\times6+6\times4\times4\times5+4\times6\times8\times6+4\times6\times8\times5\times+5\times5\times8\times4)$$
$$+(4\times5\times6\times8+4\times6\times5\times8+6\times5\times4\times4+\ 6\times5\times4\times4+7\times4\times4\times5+6\times6\times3\times5+7\times4\times4\times6+6\times6\times4\times6)\ +$$
$$(7\times3\times5\times5+6\times4\times4\times6+6\times4\times4\times6+7\times3\times5\times4+6\times5\times6\times3+6\times5\times6\times3+7\times4\times5\times4+6\times6\times4\times4+6\times6\times4\times4).$$
$$=15\ 887.$$

Similarly, permanent values of other factors are calculated:

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$$Per\ (DG) = \begin{pmatrix} 5 & 8 & 6 & 7 \\ 2 & 5 & 5 & 8 \\ 4 & 5 & 5 & 6 \\ 3 & 2 & 4 & 6 \end{pmatrix} = 18\ 195 \quad (3)$$

$$Per\ (MC) = \begin{pmatrix} 5 & 7 & 6 & 5 \\ 3 & 3 & 8 & 3 \\ 4 & 2 & 2 & 6 \\ 5 & 7 & 4 & 4 \end{pmatrix} = 11\ 256 \quad (4)$$

$$Per\ (BR) = \begin{pmatrix} 6 & 7 & 6 & 3 \\ 3 & 6 & 4 & 6 \\ 4 & 6 & 5 & 8 \\ 7 & 4 & 2 & 7 \end{pmatrix} = 13\ 306 \quad (5)$$

$$Per\ (Fu) = \begin{pmatrix} 5 & 7 & 8 & 2 \\ 3 & 4 & 4 & 4 \\ 2 & 6 & 7 & 5 \\ 8 & 9 & 5 & 9 \end{pmatrix} = 18\ 878 \quad (6)$$

These values further allow the calculation of the permanent index of the CSF as follows

$$CSF = \begin{pmatrix} 15887 & 7 & 6 & 7 & 5 \\ 3 & 18195 & 6 & 5 & 7 \\ 4 & 4 & 13306 & 5 & 4 \\ 3 & 5 & 5 & 11\ 256 & 5 \\ 5 & 3 & 6 & 5 & 18878 \end{pmatrix} = 8.17 \times 10^{20} \quad (7)$$

The computed index values of the critical success factors for foreign entrepreneurs are shown in Table 2. The index value of a specific factor shows the extent of its influence on the ability of foreigners to set up profitable businesses in China. Higher index values suggest that a factor has stronger impact on the outcome meanwhile a lower index value suggests relatively weaker impact of that factor.

In order to give meaning and allow for a sort of measurement the calculation of the theoretical best and worst value is necessary. It will also facilitate the estimation of the coefficient of similarity. The theoretical best value (TBV) of the permanent index value, equation 8, is obtained by making the inheritance of the subfactors have the best possible value (in this case 9).

$$\text{Theoretical best value for major factors} = \begin{pmatrix} 9 & 5 & 5 & 5 \\ 5 & 9 & 5 & 5 \\ 5 & 5 & 9 & 5 \\ 5 & 5 & 5 & 9 \end{pmatrix} = 33\ 336 \quad (8)$$

Meaning the highest possible value of any major factor hypothetically is 33 336.

The theoretical worst value (TWV) of the permanent index value, equation 9, is obtained by making the inheritance of the subfactors have the worst possible value, in this case 1.

$$\text{Theoretical worst value for all the factors} = \begin{pmatrix} 1 & 5 & 5 & 5 \\ 5 & 1 & 5 & 5 \\ 5 & 5 & 1 & 5 \\ 5 & 5 & 5 & 1 \end{pmatrix} = 6\ 776 \quad (9)$$

Meaning the lowest possible value of any major factor hypothetically is 6 776.

The coefficient of similarity on the three most important factors was computed. The co-efficient of similarity with best value of a factor connotes the intensity of that factor with the success of foreign entrepreneurs in China Mainland. It is calculated in equation 10, to find how critical these success factors are in comparison to each other as follows:

$$K'_{si} = \frac{W_{ij} - C_{ij}}{Wij - B_{ij}} \quad (10)$$

Where

Bij is the best theoretical value

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Cij is the permanent index value
Wij is the theoretical worst value
K'si is the co-efficient of similarity compared with the worst value

K_{si} for Funding factor = 6776−18878/ 6776−33336 = 0.46 (10a)

K_{si} for Demographics factor = 6776−18195/6776−33336 = 0.43 (10b)

K_{si} the Government Policy = 6776−15887/6776−33336 = 0.34 (10c)

Measured on a scale of 0-1, a smaller value shows a weaker intensity of the relationship while a higher value shows a stronger one. This implies that the intensity of the factor Fu, equation 10a, is more critical (K_{si}=0.46) to the success of foreign entrepreneurs than that of demographics (K_{is}=0.43) although the degree should be noted as small.

Most of the variables presented index values that are closer to the best value than the worst value indicating that the level of influence the factors chosen is above average and their influence on the business outcomes of foreign entrepreneurs is significant.

VI. Findings and Discussion

The CSF index of $8.17x10^{20}$ out of a possible $4.11x10^{22}$ shows how important the factors chosen for this study are to the success of foreign-owned businesses setting up shop in China Mainland. The critical success index value is closer to the best value than the worst value also indicating the factors chosen have a significant though not absolute influence on the success of foreign entrepreneurs.

The most critical success factor for foreign entrepreneurs in China is determined to be Funding (Fu: PI= 18 878), confirming earlier studies (Blachman, 2018; Bo, 2019). Some of the most lucrative foreign owned businesses are actually technology companies which have a tremendous amount of government support in terms of capital and preferential treatment (Bo, 2019; Deloitte, 2017). This result is replicated in the coefficient of similarity (K_{si} =0.46). Access to financial capital is therefore the most critical success factor that influences the activity of foreign entrepreneurs in China. While self-organized entrepreneurship is common amongst foreign entrepreneurs in China, (Deloitte, 2017) notes that should a venture be started without at least 1 million RMB, this startup runs the risk of hemorrhaging cash and failing with 3-5 years. This means financial resources are extremely crucial for foreign entrepreneurs because they cannot easily attain loans and credit instruments from Chinese banks and institutions.

The next most important factor is are the Demographic profile of the country (DG: PI= 18 195) followed by the Government Policies (GP: PI= 15 887). These results stand to back the trends that have been observed by (Goodman, 2008) who described the lucrative large population and wealthy upper- and middle-class consumers that make China such an alluring market to capture. China's population is largely modernized now and has been described as being tech-savvy. Understanding the populations dynamic wants, needs and expectations for products, services and organizational conduct and policies will make firms more attractive to consumers and gain them an advantage over others. And this integration of the Chinese style of service and product delivery, must not be just on face value, it must run throughout the organization, because in China, culture matters (Stoermer, Hildisch, Froese, & Tung, 2016).The central government's recent policies to boost international trade through the BRI and domestic innovative companies also shows how national strategy is bringing about opportunities for foreign entrepreneurs. This supports (Woetzel et al., 2014)who states that the 'most powerful shaping forces' in the business sector in China are government policies and the attractiveness of a huge wealthy population.

One crucial interdependency brought out in this study was that Funding, which has the highest index value, is actually a result of government policies. According to (Deloitte, 2017), government efforts to develop certain geographic regions is the driving force behind funding for foreign entrepreneurs in certain cities and industries including agriculture, software and integrated circuit industries, transfer of technology and environmental enterprises. Even non-government income sources for entrepreneurs such as crowdfunding, venture capital and private equity are all heavily regulated by the central government and state controlled financial institutions. It is only through Government policy that Funding can be attained. This means Government Policy, which drives Funding, is the most crucial factor.

The factors with the lowest index values, Market Competition (13 306) and Business relations (11 256) have little yet still significant influence on the success of foreign entrepreneurs. As more Chinese companies build strong brands that can rival foreign companies, the market has slowly been leveled out, making an almost fair chance to any entrepreneur to capture their customers, if only they can maintain an exceptional level of. Furthermore, market competition has been leveled out over the years and foreign firms have lost that asset of foreignness (Ikegami et al., 2017). Now, product and service quality must appeal to consumers more than other brands to gain a competitive advantage, which requires foreign firms to better understand the market

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demographic and serve them better. Meanwhile as much of China's business is conducted via the internet and business trading platforms, the versatility of personal relations is slightly diminished and the absence therefore may not be detrimental to business dealings. Therefore, in this digital age, the role of guanxi and social capital still exists but is less and less apparent.

a) Practical Implications

The authors expect this research to inform on the critical success factors and to explore the exact nature of these factors and their interdependencies. It is clear that not all aspects of the economy or institutional framework have the same amount of influence on the business environment. Looking back, the main contribution of the paper was to find out market entry for foreigners in China remained difficult. With Funding and Government policies coming out on top, it is imperial that entrepreneurs align their businesses, innovations and creations according to ongoing national strategies and policies. This can help not only to receive special considerations, build much needed vertical ties but will also avoid unpredictable and sudden policy changes that may work against the entrepreneurs. Much of the government strategies for business and entrepreneurs is available publicly sometimes in English but mostly in Chinese. Aspiring and current entrepreneurs looking to enter or further penetrate the Chinese market are encouraged to use this research to better understand their options and gain competitive advantage, meanwhile not taking the CSFs into considerations may hinder growth of their ventures.

Decision-makers and entrepreneurs can get direction from the findings stated here and frame informed plans and business tactics to consider these factors. These critical success factors are not only helpful for identifying the best course of action but also to help choose the industries to enter as well as how best to ameliorate current business practices. As China becomes a battleground where innovative entrepreneurs fight for market share, entrepreneurs should build highly specialized skills and products and services that can rival not only domestic offerings but also other foreign counterparts. The Government Policies are geared towards recruiting top tier talent while Funding and Demographics will be drawn towards new products and brands that exhibit exquisite craftsmanship in quality, design, offering and delivery. Entrepreneurs who need Funding, that is technology entrepreneurs and self-organized entrepreneurs must enter the STEM fields to benefit from tax holidays and business incubation and acceleration programs. They must also choose cities that can offer them skilled talent and access to other government funded programs and VCs. In summary, there are countless opportunities that have been offered to foreign entrepreneurs and in this paper an outline of what factors can be exploited to take full advantage of these opportunities are explained.

VII. Conclusions

Notwithstanding its impressive economic development, China is still a transitional economy, as it is arguably still moving from a position were few market supporting institutions existed. Thus, it may still be problematic to apply management approaches from advanced Western countries in China. Most foreigners in China yearn to capitalize on the enabling business environment to actualize their business ideas by building new companies or enterprises, but obstacles constrain them daily. Despite the challenges, there are other major success factors promoting foreign entrepreneurship. Perhaps the challenges are not what to expect but the persistent efforts by entrepreneurs to rise out of all odds through the success factors. The findings of the study have revealed numerous factors influencing the foreign entrepreneurial front. These factors seem to be cutting across all forms of entrepreneurship. Finally, what are the critical success factors for foreign entrepreneurs doing business in China? Evidence from literature and established entrepreneurs (experts' opinion) points to the government policies of China, funding opportunities and demographic make-up of the population present the strongest influences.

Therefore, to create a genuine enterprise in China and enhancing the influencing factors of foreign entrepreneurs, new and growing businesses need to consider government policies on entrepreneurship, access to finance and the demographic structure of the populace. Particularly, Government policies actively promoted new and growing entrepreneurial firms with funding for new and growing companies that focus on prioritized portfolios. Entrepreneurs can carefully navigate these factors to get the niche market they can flourish in. Within these factors it was found that establishing startups in government supported and funded industries such a technology, targeting products for upper- and middle-class consumers, locating within 1st and 2nd tier cities and taking advantage of online business will give foreign entrepreneurs the greatest opportunities.

a) Limitations and areas for further study

This study outlined 20 factors that influence the entrepreneur's establishment in China. China has one of the biggest economies and has much potentials for foreign entrepreneurs as such it makes it significant for research study of this kind. It is entirely possible that there are other factors that were not accounted for, because the experience of each entrepreneur is different. Future research may consider more subfactors and major factors, subsystems that can consider more factors and develop a more comprehensive model. The use of GTMA in this study shows the efficacy of

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combinatorial mathematics in understanding complex social issues. Going further, research can make us of simulation models such and agent-based modelling or systems dynamic to better understand the behavioral patterns of foreign entrepreneurs in China, and add to the research on transnational entrepreneurs.

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c) Funding Source
None

d) Competing Interests
Authors have no conflict of interests to declare

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Mediating Role of Coaching on the Relationship between Compensation Job Involvement and Feedback on Employee Productivity

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Abstract- The paper reviews the mediating role of coaching on the connection among compensation, job involvement and feedback and employee productivity. The researchers use the quantitative technique of data collection for the study. The population for the study is the workers of Federal University Dutse, Jigawa State Nigeria. Researchers employs the non-probability sampling technique and random sampling. For the purpose of this study, the sample size is 306 workers of the University. Researcher utilized the survey method for collecting the required information needed with instrument of questionnaire. The outcomes obtained indicates that there is positive connection between the construct under investigation and employee productivity with the inclusion of coaching as the mediating variable.

Keywords: *compensation, job involvement, feedback, coaching, employee productivity.*

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Mediating Role of Coaching on the Relationship between Compensation Job Involvement and Feedback on Employee Productivity

Adamu Babale [α], Dr. Siti Mariam Abdullah [σ], Adamu Aliyu Tijjani [ρ], Wasilu Suleiman [ω] & Akindele, Jamiu Adeniyi [¥]

Abstract- The paper reviews the mediating role of coaching on the connection among compensation, job involvement and feedback and employee productivity. The researchers use the quantitative technique of data collection for the study. The population for the study is the workers of Federal University Dutse, Jigawa State Nigeria. Researchers employs the non-probability sampling technique and random sampling. For the purpose of this study, the sample size is 306 workers of the University. Researcher utilized the survey method for collecting the required information needed with instrument of questionnaire. The outcomes obtained indicates that there is positive connection between the construct under investigation and employee productivity with the inclusion of coaching as the mediating variable. Of all the hypotheses tested in the research, all are accepted with the exception of coaching and job involvement on employee productivity in Federal University Dutse, Jigawa State Nigeria. The implication for the research is to incorporate coaching as a strategy by the University for better employee productivity.

Keywords: compensation, job involvement, feedback, coaching, employee productivity.

I. Introduction

The developmental needs of an employee differ in context as 'one size fits all' model of progress is continually unsuitable. Along these lines, coaching has the possible perspective to give an adaptable, responsive as well as good developmental system that can used to help a rising number of staff inside the association than the standard kinds of instructing typically practiced in association (Jiang, Men, 2017). In recent years, there has been growing concern that employees are taking greater responsibilities to do with their growth, which is anti-developmental in nature (Jena, Pradhan & Panigrahy, 2018). If employees decided to embark on that suicidal mission, then the role of coaches may be undermined as each employee need the support, advice and constant touch with his coach for possible feedback. This will make them achieve their developmental objectives because coaches are there to guide and protect them against flaws and flagrant misuse of opportunities (Jena et al., 2018). Employees require different types of training to enhance their capacities with a view to motivate them and perform wonderfully on the job, hence increasing their performance and enhancing responsibilities and the resultant effect is productivity and job satisfaction(Jiang, Men, 2017). Coaching emphasizes on specific work issues and cultivating in it job satisfaction capable of enhancing job performance, which can be mainstream to applicable facets of effort. Coaches ideally advance direct instruction, support and renders much attention to a staff, which fits with their own time schedule and purposes, and objectives, distinct to some types of preparing exercises; coaching truly do frequently offer enduring help for self-improvement and advancement (Grant, 2014).

a) *Objectives of the Research*

1. To examine the relationship between compensation and employee productivity
2. To examine the relationship between job involvement and employee productivity
3. To examine the relationship between feedback and employee productivity
4. To examine if coaching mediate the relationship between compensation and employee productivity
5. To examine if coaching mediate the relationship between job involvement and employee productivity
6. To examine if coaching mediates the relationship between feedback and employee productivity

b) *Review of Literature*

The prospective of coaching in the office to increase performance and productivity of employee has consequently produced growing concern as of late, not simply in relations to social change but rather for different components fit for upgrading representative execution advancement. The intrigue produced by

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training has far outperformed that of the enthusiasm for tutoring in contemporary time, for instance, as exhibited by significantly higher number of scans for "instructing" as against "coaching" through the web index utilizing Google since 2003 has expanded enormously (Grant, 2014). Coaching in organizations has likewise gotten a lift as of late and turned out to be more mainstream as it draws a boundless range of individuals in different field of trade, business and scholastic condition. Numerous invested individuals attempt to discover with a view to investigate the vital utilization of training in small scale and large-scale terms, consequently resultant to connecting it to hierarchical ethos and initiative elegance and by the idea of the progressions essential to react to varying pattern in financial circumstances

Coaching is typically perceived as an apparatus to reinforce astuteness in authority change designs and activities (Gallucci, Van Lare, Yoon, & Boatright, 2010)). Coaching is likewise known for "empowering activity or intervention" for the sole drive of "encouraging or potentially helping employees to enhance their performance in different ghost of life, and to support their sensitive effectiveness, singular advance and specific development" (Gelaidan, Al Harbi, & Al Swidi, 2018). Gelaidan et al (2018) are of the view that consistency of impalpable solidarity crosswise over depictions of coaching independent of the market part as the territory of center (i.e., executive coach, work environment coach, life coach) or the focal point of the action (i.e., association, gathering as well as person). They additionally relate the activities of capable coaching to existing practices of HRD, taking note of that the strategies of the previous to that of the last are incredibly related (i.e., student focused, experiential, self-coordinated).

It is basic to in any case, separate amongst coaching and mentoring being that the terms can be utilize conversely. Now and then, it can be utilized as a part of blend with the other. Coaching includes solid, objective arranged, concentrated and one-on-one help. While mentoring is generally an unswerving persevering contact, in which a high-positioning staff underpins the individual and expert improvement of a lesser colleague (Gelaidan et al., 2018). Coaching then again perhaps gave formally or casually, inside by utilizing on the current limit or by an outside individual who is viewed as a specialist, or by peers. Nevertheless, the greater part of the administration outside individuals as coaching by interior staff that usually offer coaching in an institution like FUD and companions are unexploited as a technique for initiative advancement (Gelaidan, Ahmad, 2013). Subsequently, a large portion of the literary works on leadership coaching vested much consideration on sourcing for official coach from outside. Along these lines the writing demonstrates a significant and confirmed connection between executive coaching and individual performance, self-adequacy, authoritative duty and execution, administration, and compromise (Gelaidan, Ahmad, 2013).

Evidence abounds that there is an increased emphasis and efforts to attach more responsibilities to managers and supervisors in human resources policies and actions with a view to carry along staff under their control to make them to be more proactive capable of enhancing their performance and improve productivity in the end (Haider, Rasli, Akhtar, Yusoff, Malik, Aamir, Arif, & Tariq, 2015)

The new approach is to decentralize the tasks given to each subordinate. This is made possible if the core responsibilities is broaden to incorporate new paradigm of coaching which has the ability to devolve powers from to start with line supervision from customary obligations of observing and managing to an arrangement of considerably more execution based situated errands (Bhattachayya, Jena, & Pradhan, 2019). This can properly be accomplished if the focal point of the organization is to recognize, evaluate, and build up the abilities of subordinates and adjust their execution to the vital objectives of the organization (Haider et al., 2015; Gunu, Oladepo, 2014). One of the obvious way to deal with execution change inside the association is for the seniors develop policies and programs capable of enhancing close relationship between the supervisor and the supervisee in a form of organized and tailored guideline and direction to representatives with regard to worker day-by-day work. This illustration in the form of activity may generally mean an informal training. And in more elaborate form can be referred to as coaching, which the literature tries to give meaning as an unstructured, developmental process and procedure where by supervisors give one-on-one input and direction to staff charge in cognizance the culmination area to improve their execution (Grant, 2014). Instructing has relative points of interest over formal preparing in light of the fact that it is significantly more affordable and simpler to oversee as it has the boldness to blend with associates and all the more steadily fits the present need with regards to progressing learning and ceaseless change with regards to firm-particular working environment procedures and advances.

However, in the real work setting, superiors may likely join individualized instructing with parcel of different techniques to enhance execution. The only problem the superiors may encounter in this circumstance is that of little or no control to the existing human resources policies, which may hinder them to manipulate and effect any changes for the better. However, they might have little command over other HR arrangements that has to do with enlistment, determination, or compensation, yet what is settled in part of their expected set of responsibilities is to carter for issues connected with coaching and dealing with the functioning connections and communications among

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the workers working in a respective organization or working in a group setting (Chaudhary, 2019. The tendency is for the supervisors to create an avenue of trust by promoting group dynamics that enhances open communication, interpersonal relationships capable of enhancing and motivating group learning and retention among employees (Gregory, Brodie, Paul, Levy, & Micah 2008). This can simply be achieve by the supervisors if they develop the habit of reinforcing and integrating one-on-one coaching interactions among and between employees.

Coaching has all it takes in its normal parlance to influence individual performance through three different methods thus: the acquisition of job that relates to knowledge, ability and skills; the constant upliftment of staff morale and enhancement of his motivation related component and effort; and finally, inculcate and revive the spirit and process of social learning and cognitive enhancement. Coaching is considered an effective mechanism that promotes skill acquisition because of the constant interactions between the supervisor and staff as close observation and monitoring of behaviours from the superiors can be the order of the day. With this constant interaction, there is every possibility for the coaches to provide constructive feedback and guidelines for improvement (Hamlin, Ellinger, & Beattie, 2008).

Nowadays, organizations are entangled with maximization of profit and to produce optimally without necessarily investing heavily in their human resource, the need to integrate coaching it to the mainstream activities became imperative. Coaching when utilized and applied in its normal parlance will likely solve the problem brain drain and inject into the system fresh ideas capable of generation returns on investment. Coaching when applied properly will ginger employees to work harder by harnessing and capitalizing on the potentials inherent in staff by effecting positive changes the organization requires to improve productivity as well enhancing performance by way of empowering and motivating the staff to do even more with less resource (Arora, Dhole, 2019). The potentials and the monumental advantages of coaching in organizations where academic circle is not left out to effect changes and inject life into workers with a view to improving employee performance cannot be over emphasized. Coaching has received a boost recently not because of trying to change the behaviours of workers but on how best to inculcate a feeling of belonging in the workplace capable of improving performance and attaining productivity. It is important to clarify here that the interest and the attention coaching have recently far outweigh that of mentoring which is evident in the number of google searches the former received as against the latter since 2003 (Hamlin et al., 2008).

Coaching has not been only recognized in few organizations but has received a boost in a variety of circles and has become popular in both academia, commerce, business and host of others. Many researches try to take interest in applying coaching as a strategy of training both at micro and macro level, which try to link organization dynamics and leadership style to the way and manner in which coaching is applied in practical terms. This when pursued vigorously will hitherto bring the needed changes required in order to answer both social, monetary and political circumstances confronting associations. Hierarchical coaching could likewise be seen as a corporate system intended to saddle and boost the potentials inherent in an employee. This in essence represents a way and manner in which corporate governance tries to search for ways and solution for successful management strategy that give rise to adequate management by objective, total quality assurance and host of others. (Hamlin et al., 2008).

Many authors are of the firm believe that though coaching being new in the context of organization settings tend to replace many forms of training circles as it is fast ascending and trying to reach climax though what is required is to produce evidence-based researches and approaches that can make coaching sustainable and more accessible in its own entirety. The extent to which the coaching curve relationship lasted depends largely on how much and of what magnitude the investment expended on coaching and in return what is likely the reciprocal gesture in terms of literature that is qualitative in nature is vested in the organizations more especially the corporate organizations.

Productivity of organizations stands the chance of improving if coaching has been adopted to reinforce training. By doing that will not only guarantee capacity enhancement but an opportunity to learn new trade and methods of doing things in the organization which will make them perform wonderfully on the job thereby improving the capacity of the worker and also that of the organization as well. Many research conducted especially in the developed world try to establish positivity in respect of coaching and employee productivity (Authors, 2019). The way is to appraise and understand the nature of coaching and how does it impacted on worker's productivity thereby reinforcing the earlier stand on how to achieve favorable impact on organisational culture and performance. Evidence based research substantially increases at a faster rate (Heslin, Vande, & Latham, 2006). The scenario generated an intense argument in organizational context for the need to evaluate coaching relationships and the likely interventions to reinforce existing studies (Blessing White, 2009). Additionally, the design of coaching in a corporate world is influenced by the need to utilize the potential of workers that will improve the performance of staff and ultimately increase organizational productivity. The hypothetical deduction of coaching may be linked to other individual accomplishment and advancement

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where coaching writing expressly presented significant idea on the meaning of instructing both explicitly and relevantly (Heslin et al., 2006).

Coaching abilities is acquiring conspicuousness of late and turned into a focal piece of the current representatives working in an establishment. Chief executives who should be the bosses of subordinate staff are supposed to be capable and experienced, to have the option to mentor their laborers towards further developed commitment, remaining safe exclusively, lifting staff feeling of confidence and to work with individual and hierarchical change (Harter, Schmidt, Agrawal, & Plowmann, 2013).

Compensation structure commonly affects worker productivity. Precisely when associations separate the significance of preparing and prepared because of the training they enjoined in and reward them actually organized delegates, by then the labor force will be charged up towards passing on those aptitudes. As shown by Expectation Theory, Agent inspiration increments when basic awards are given to those specialists who practically exchange what they learnt (Harter et al., 2013).

There is a relationship among preparing and improvement of staff with the redesign of benefit structures (Eisenhardt, 2018; Authors, 2019). Despite the way that the labor force who don't take hands on preparing have, unimportant threats to help expansion in compensation. Preparing of labor force on an exceptionally essential level redesigns the advantage of financially forestalled females and from guaranteeing oppressed people, besides ponders explored that preparation and improvement don't show obvious effect on the remuneration of actually selected delegates or recently employed staff (Eisenhardt, 2018). Several factors have been perceived as affecting the viability of workers. They meld administrative elements, experts' flourishing, specialists' inspiration, and social correspondence related with the age technique. Impact of compensation on representative productivity could be areas of strength for remarkably several establishments (Eisenberger, Malone, & Presson, 2016). Incredible compensation for laborers will have the ability to fortify the ascent of new considerations and agents' headway. With such countless from delegates, it would be amazingly important for the organization. In an equivalent study, (Eisenberger et al., 2016) found that the nearness of a conventional compensation of agents will make the quality of laborers in like manner incredible.

There is aoptimistic connection among job involvement and productivity as a frail association can exist among job involvement and employee productivity because of some different factors. In addition, job involvement is straightforwardly and in a roundabout way influenced by these factors and productivity is naturally influenced by the activity involvement (Dixit, Bhati, 2012). Workers who are focused on their activity assignments, they have abnormal state of occupation inclusion and there is an extremely helpful connection between work contribution and execution. Research thinks about demonstrate that there is not an impulse that the workforce who is more dedicated to the activity is likewise anticipated and hopeful to remain in the working place for the long period. Such sort of labor force is more compelling and helpful for the association when stood out from the labor force who isn't genuinely devoted to the association and stays in the association for eternity. At long last, this depiction ends up on these words that activity inclusion upgrades worker responsibility and such sort of representatives put additional execution. To put it plainly, worker duty fills in as an impetus for the rapport among job involvement and productivity (Dixit, Bhati, 2012). As indicated by Farotimi (2010) job involvement describes how much representatives are occupied with, or engrossed with their employments and how much an individual perceives with his activity. It is likewise depicted as how much work is perceived to be the noteworthy factor in satisfying some need of a worker. Association additionally demonstrates that significance of work is the mental self-portrait of a worker. In this manner, involvement is fundamentally induced by the perusing of a worker about his own photo of life. In addition, after that by the hierarchical characteristics and employment qualities. This suggests job involvement is that authoritative disposition which tells that how much a worker mentally relates to the business association and the amount one trusts that his work is imperative and develops his confidence (Fu, & Deshpande, 2014).

Job involvement has been isolated into two separate methodologies. To start with, approach is seen as a singular qualification variable where work commitment is acknowledged to happen when the responsibility for requirements, characteristics or individual credits impact individuals to end up lovely much associated with their occupations. The second approach considers work contribution as a response to specific work circumstance peculiarity (Garbi, Sultii, 2004), Job involvement, work responsibility, and representative employment execution are among the most examined territories in authoritative conduct and human asset administration look into. Promote they included that activity contribution has been a standout amongst the most valuable instruments utilized for expanding worker profitability by enhancing representative association and duty. Then again, work contribution is identified with representatives' observation that how the activity happens in singular life. As much as an individual is emphatically impacted by his activity, the status and achievement will naturally expand (Hafer, Martin, 2006). This implies it likewise makes the importance of proprietorship inside workers who are engaged with choices concerning their activity

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and its related exercises. Research has demonstrated the significance of occupation association with worker duty. This obviously uncovers those associations that have work contribution culture; their representatives are more dedicated with association than those associations who do not include their representatives (Hanaysha, 2015).

Feedback is an essential wellspring of instructing people in the feeling of expelling impediments they look in transmitting their exercises with a view to fulfilling the objectives which was bestowed on them in their workplace (Evans, 2013). Without appropriate feedback, people and the associations cannot build up the standard required which in the end could meet the streamlined goals. Representatives' reactions then again tend to hand supportive over killing undesired practices particular to them as well as fit for handling information traversed it, which can make strong suggestions appropriate to the improvement of the staff, and setting them up for higher anticipated responsibilities (Hanisah, Melaka, & Jody, 2011). Today future, supervisors might be the subordinates of the present chiefs. They will one day transform into directors themselves, if their way is clarified and without any snag that may likely square their direction. Input goes about as an extension between workers' non-palatable conditions and administration reaction to it. In instructive foundations like the FUD where this examination is embraced, understudies have a tendency to use criticism remembering the ultimate objective to explain their substance and stresses of important subjects. Furthermore, criticism is generally given to the understudies from their educators, which guarantees them of whether their approach is in consonance with a specific, or study is as exact and applicable or they are going amiss from genuine idea (Gregory, Brodie, Paul, Levy, & Micah 2008).

II. Theoretical Framework

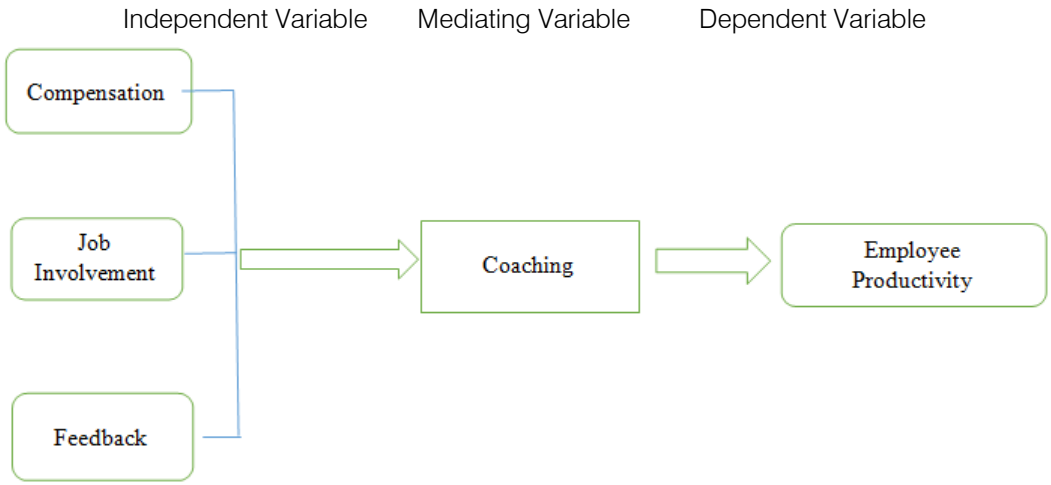


Figure 1: Research Model

Figure 1.1 above shows that the independent variables are compensation, job involvement and feedback while simultaneously workers productivity is the dependent variable. The intervening variable is coaching that will intercede the relationship between the dependent and independent variables. A mix of these components that is oneself decision and the reliant components are fabricated, and hypotheses are figured and made considering the previous works, yet the proposed model will be tried from here on out.

In the literature review, it has been contended that coaching affects various variables like compensation, job involvement and feedback on representative efficiency. Authoritative execution in the end depends on worker yield and coaching is an instrument to improve representative efficiency (Bharti, Rangnekar, 2019). The going with speculative framework has been intended to portray an association among the independent variable and employee productivity, within the sight of mediating variable. Coaching is making a positive relationship on representative efficiency. These characteristics of coaching foster help its impetus as per those exploration associations whose contemplations and examinations turn round the regard time of social event through sensible and right utilization of all classes of resources, and the most fundamental out of the various available resources are the workers.

Associations all over the planet who are working with the prospect of constant development in respect of their representative development and efficiency, by then there is the need to arrange such activities that can clean the specialists' abilities and can develop their capacities which are expected at the workplace, (Jayasundera, Jayakody, & Jayawardana, 2017).

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Hypotheses

Ha1 There is a significant relationship between compensation and employee productivity

Ha2 There is a significant relationship between job involvement and employee productivity

Ha3 There is a significant relationship between feedback and employee productivity

Ha4 Coaching significantly mediate the relationship between compensation and employee productivity

Ha5 Coaching significantly mediate the relationship between job involvement and employee productivity

Ha6 Coaching significantly mediate the relationship between feedback and employee productivity

III. Methodology

This assessment used quantitative approach. Survey was used as the audit instrument. The Quantitative investigation attempts to find answer to a requesting through evaluation of quantitative data, i.e., the data showed up in figures and numbers (Hayes, Rockwood, 2016) has battled that a quantitative examination method can engage scientists to move toward hands on work without being compelled by any ordained groupings of. In like manner, Hafiz, and Alkali, (2013) got up that the nature free from quantitative examination is the open doorways that it offers experts to connect and gather information unequivocally from their examination people to appreciate as well as consider according to their viewpoints. Then again, close to home examination passes on the uniqueness since it doesn't give end early. It is a significant part of the time, considered an insightful thinking of the load up sciences research (Hafiz, & Alkali, 2013).

The testing technique approach or framework used in the examination is questionnaire using simple random sampling methods on the overall populace of the Federal University Dutse (FUD). The decision of this framework model is a subunit of the general population, since the general population is enormous, testing technique is fundamental and key in this assessment (Krejcie, Morgan, 1970). The confirmation of a get-together of respondents would be made to address the entire population. Data will be collected from the model and the way toward social affair data is known as sampling. The revelations or assessment divulgences will be summarized from the example (Krejcie, Morgan, 1970).

This investigation is depended upon to involve the entire of 306 laborers as test size. This obviously will produce this assessment, as it will address the entire people. A sum of 900 questionnaire would be spread to staff of FUD, Dutse Jigawa State Nigeria with an unequivocal genuine target to satisfy the example size need. With this impact, the fundamental example size essential for this investigation is 306 (Krejcie, Morgan, 1970). Basic irregular testing system would be used as a piece of the survey information procedure, in which the names of the person's individual divisions would be made on somewhat out of papers, tied, drew, revamped and eventually the workplace names would be picked in a subjective way will be seen as (Ahmad, Usop, 2011). In any case, the example estimate was overcome the model made by Krejcie and Morgan (1970). In the current style, the precedent insinuates the employees that may be chosen haphazardly. The table underneath exhibits the Krejcie and Morgan test measure display.

The logical examination fixated on equally both strata of the university. The development was hinged upon the supposition that, this social occasion of laborers inside the legitimate set up comprised the general people where the school turns. The total number of academic staff in the school is 320, while the non-insightful staff including the best organization staff and non-authoritative staff is 1125 burdened with commitment of approach utilization and making sure that work in the school propels without any problem. The total people of the workers in the Federal University Dutse is around One Thousand Four Hundred and Fourty Five (FUD, 2014).

Table 3.1: Sample Size

N	S
1000	278
1100	285
1200	291
1300	297
1400	302
1500	306
1600	310
1700	313

Key: N=Population, S=Sample

Source: Adopted from Krejcie and Morgan (1970)

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In view of the Krejcie and Morgan model, the population of this study under investigation is 1445. In this way, the sample size estimate that can be utilized as a part of this study is 306. In this way, in attempting to abstain from having not as much as the required sample size, this examination would utilize 900 set of questionnaires and dispersed them to 900 employees in FUD, Jigawa Nigeria, whom are for the most part under the service of the FUD (Hafiz, Shaari, 2013). The 900 respondents would be totally looked over the entire population that had been recognized. In this way studying the sample size would make headway to speak and represents the entire population of the study ((Hafiz, Shaari, 2013).

IV. Method of Data Analysis

a) Questionnaire Data Analysis

Kothari (2008) breaking down the collected information would empower and illuminate better comprehension as for acknowledging whether to help or unsupported the outcome (speculations). Inferential and clear and assessments would be utilized to investigate, unravel or enlighten the affiliations that were rose out of the crude data.

b) Inferential Measurements

Inferential statistics is worried about generalizing from the population sample ((Ahmad, Usop, 2011). As such, inferential statistics is utilized as a part of deciding the connections between the mediating variable, independent variables and the dependent variable in view of the hypotheses testing. In any case, the exploration utilizes diverse inferential figures, that incorporates Pearson Correlation coefficient and Multiple Regression Analysis and through Structural Equation Model-Smart PLS. Structural Equation Model (SEM)is a quantifiable or factual models that attempt to clear up and find the associations that exist among various research factors. It choose and reviews the differing factors interrelationships imparted in a movement of simultaneous conditions that are predictable to a plan conditions in of different backslide (Ramaya, 2013).

c) The PLS-SEM Analysis

Smart PLS is like a regression analysis; the principle distinction being in regression analysis one tests one condition at any given moment while in SEM numerous conditions are tried all the while. This method of investigation is known as the second era examination while SPSS is known as the first era examination (Ramaya, 2013). The objective of SEM-PLS (Partial Least (SEM) is to expand and clarify the varieties of the endogenous latent construct.

Moreover, this investigation utilized PLS-SEM with a specific end goal to assess its theoretical research display utilizing the product application PLS-SEM (Ramaya, 2013). At the end of the day, it places higher accentuation on inspecting the connections in view of bestowed learning from the writing. Accordingly, the use of PLS SEM is connected in finding out the outcomes for this research.

In PLS analysis, the means are to assess the outer model or the extent model and the basic model. Extent or measurement model manages the procedures of deciding the decency of the measures. Along these lines, the two primary criteria in PLS analysis that are utilized as a part of surveying the measurement model are reliability and validity (Ramaya, 2013). As it were, the measurement models were evaluated by construct internal consistency, item reliability and validity. Consequently, the decision to utilize Smart PLS-SEM as the numeric always for assessing the planned study hypotheses is because of the accompanying motives. It manages exploratory investigations, PLS manages non-parametric information, i.e., it doesn't require ordinary disseminated input information and last yet not the slightest PLS-SEM can be utilized and connected to a multifaceted examination operational reckoning model with a large number of constructs and or variables (Gelaidan, Ahmad, 2013).

In PLS analysis, be that as it may, the predictive power of a specific research model is assessed by the R squared (R2) estimations of the inert or endogenous factors, and in addition deciding the institutionalized way coefficient for every one of the connection between exogenous factors and endogenous factors. Then, the value of R2 is translated in a comparable way as those got from multiple regression analysis. Thus, the value of R2 demonstrates the amount of variation in the construct that can be comprehended and clarified by the research model (Gelaidan, Ahmad, 2013).

V. Descriptive Analysis of Constructs

This study applied the general statistical description to examine its variables through the specific use of standard deviation, statistical mean values, minimum, and maximum for all the predictors of the independent, mediating, and dependent variables. Table 4.3 displayed the results of the descriptive statistical values on which all the constructs are measured on a five-point Likert scale.

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Table 4.3: Descriptive Analysis of the Constructs

Construct	N	Mean	Standard Deviation	Minimum	Maximum
Compensation	583	3.91	0.553	2.60	4.90
Job involvement	583	3.91	0.609	1.60	5.00
Feedback	583	3.90	0.479	2.14	4.86
Coaching	583	3.93	0.597	2.07	5.00
Employee Productivity	583	3.85	0.713	2.08	5.00

Source: Field survey

The descriptive statistics for the constructs revealed that the statistical mean value of 3.91 for compensation was similar to the statistical mean value of 3.91 for job involvement. Moreover, the descriptive analysis for the construct of feedback shows that it has the statistical mean value of 3.90 as compared with the coaching, which has the statistical mean value of 3.93. The statistical mean score of employee productivity of 3.85 is relatively lower than the mean score of all other three remaining variables.

a) Measurement Scale of the Research Variables

The analysis of the measurement scale as well as the types of research variables used in the current study is of paramount importance. Thus, scale is viewed as a necessary tool used in quantitative research for distinguishing respondents (individual) on the basis of how they differ from one another in using some selected variables (Gelaidan, Ahmad, 2013). In effect, the four major types of measurement scales that have been identified and are widely used in recent research are ordinal, nominal, interval, and ratio.

Table 4.4: Descriptive Analysis of the Measurement Scale Types

Variables	Types of Scale
Demographic	Nominal
Compensation	Ordinal
Job involvement	Ordinal
Feedback	Ordinal
Coaching	Ordinal
Employee Productivity	Ordinal

b) Validity and Reliability of the Constructs

Convergence and discriminant validity seeks to establish a level of agreement between the concept of the theory and a particular research instrument by ensuring that its attributes in the measurement scales are well represented (Cohen, Manion, & Morrison, 2007). Thus, the convergent validity is identified by assessing the loadings, composite reliability as well as average variance extracted (Cohen et al. 2007). Furthermore, convergence validity is achieved when all the measures that are expected to reflect a construct are correlated.In other words, the legitimacy of a specific factual estimation scale is joined when values are > 0.7, > 0.7, and > 0.5 for loadings, composite reliability, and average variance extracted respectively. So, values above these stated points are considered to have enough convergence of validity (Cohen et al., 2007).

In the current review, every one of the things have surpassed the suggested edge values for loadings, normal difference removed and composite reliability or unwavering quality (> 0.7, >0.7 and > 0.5) on their particular develops. Particularly, items A5, A6, A10, C1, C2, C4, D1, D2, D7, D8 and E12 which were dispensed with for having a low stacking. Table 4.5 presents the loadings, average variance removed, and composite dependability of this review.

Table 4.5: Results of Measurement Model

CONSTRUCTS	ITEMS	LOADINGS	AVE	CR
COMPENSATION	A1	0.751694	0.679988	0.936780
	A2	0.856613		
	A3	0.875734		
	A4	0.772489		
	A7	0.856613		

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	A8	0.875734		
	A9	0.772489		
JOB INVOLVEMENT	B1	0.348479	0.590890	0.866586
	B2	0.948530		
	B3	0.626540		
	B4	0.948530		
	B5	0.807653		
FEEDBACK	C3	0.744344	0.552881	0.821823
	C5	0.728727		
	C6	0.914895		
	C7	0.884167		
COACHING	D3	0.879389	0.743230	0.966372
	D4	0.918178		
	D5	0.847132		
	D6	0.655957		
	D9	0.879389		
	D10	0.918178		
	D11	0.847132		
	D12	0.879389		
	D13	0.918178		
	D14	0.847132		
EMPLOYEE PRO.	E1	0.815088	0.741620	0.969264
	E2	0.889443		
	E3	0.866066		
	E4	0.815088		
	E5	0.889443		
	E6	0.866066		
	E7	0.815088		
	E8	0.889443		
	E9	0.866066		
	E10	0.889443		
	E11	0.866066		

Note: CR = Composite Reliability, AVE = Average Variance Extracted

Result of the AVE computations with coefficients, which show that accomplishment of united legitimacy for every one of the constructs, are introduced in Table 4.5. Gaining by the above results, it was clearly adequate to certify that the markers identify their constructs, consequently, achieving convergence validity.

Discriminant validity maybe keen on uncovering regardless of whether the factual measures are really related. For deciding the discriminant validity, the AVE's square roots are determined for each build (Ramaya, 2013). Moreover, the determined square roots for the coefficient of AVE are then shown in the slanting pivot inside the connection network. To accomplish great discriminant legitimacy, nonetheless, the squared AVE worth ought to be higher than relationship gauges (Cohen et al., 2007).

The consequences of the discriminant validity of the broke down builds of this study are displayed in Table 4.6. Subsequently, all the determined AVE square roots for the basic builds are more prominent than the corner-to-corner components in the comparing sections and lines, consequently, discriminant validity is laid out.

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Table 4.6: Discriminant Validity

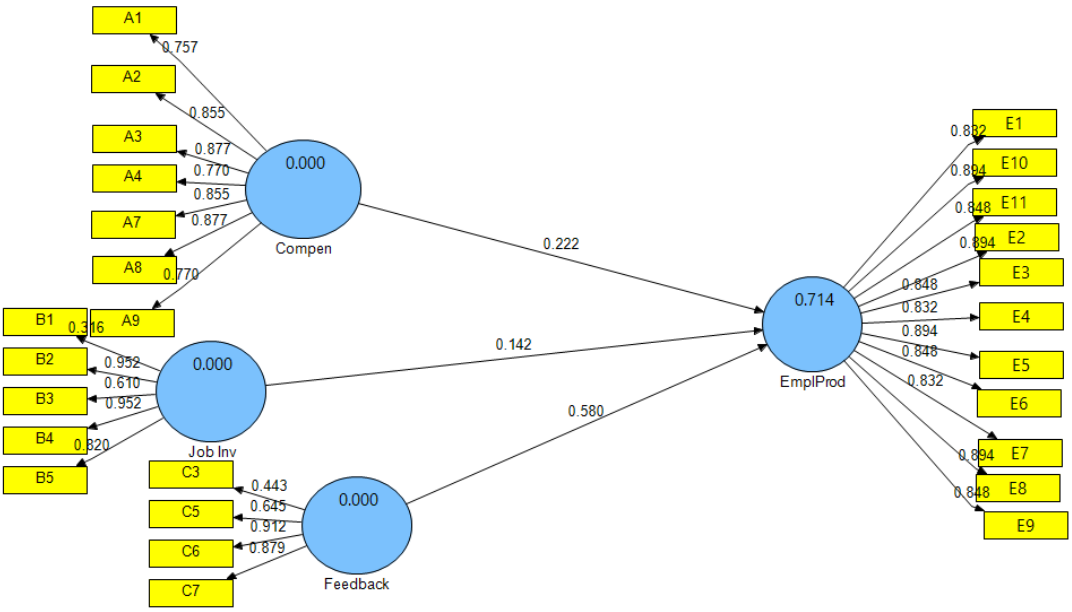
Constructs	Compensation	Job Involv.	Feedback	Coaching	Emp Produc.
Compensation	**0.862**				
Job Involv.	0.389	**0.9481**			
Feedback	0.566	0.824	**0.860**		
Coaching	0.488	0.887	0.835	**0.952**	
Empl. Produc.	0.550	0.705	0.651	0.836	**0.949**

Source: Researcher's Original Construction

Generally, the results depicted in Tables 4.5 and 4.6 demonstrate that measures for all the five constructs including compensation, job involvement, feedback, and coaching and employee productivity have validly measured their constructs based on the estimation of their statistical significance and parameters.

c) Findings of the Direct Effects (analysis)

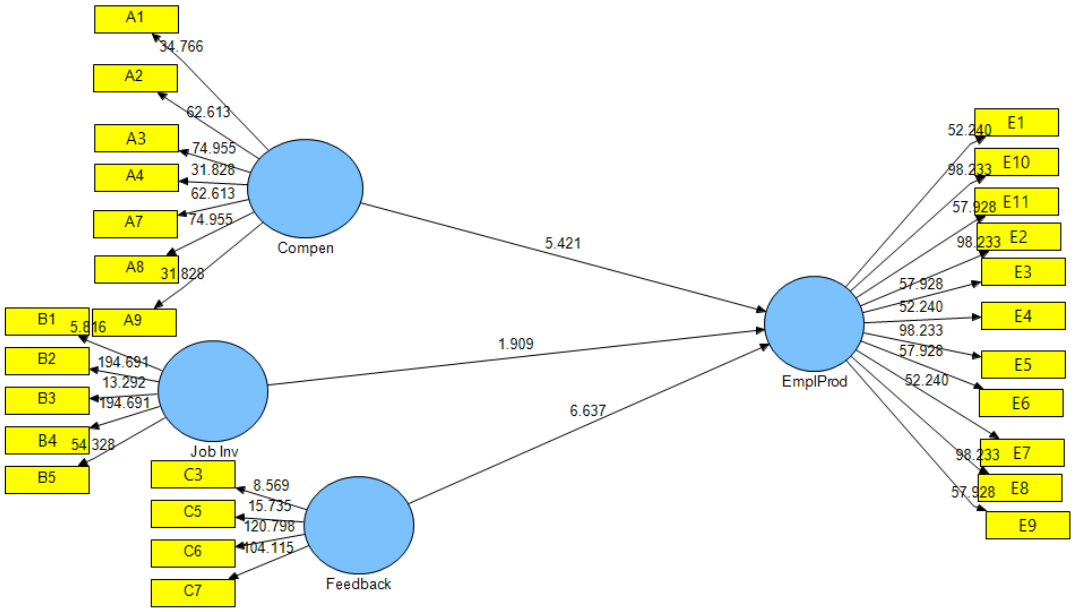
The objectives of this study can be accomplished by testing the earlier formulated hypotheses of the study with relevant statistical tools in order to understand the main direct relationship effects within the constructs. The present study is concerned with exploring the outcome of the direct effect model via analyses of the relationships between compensation, job involvement and feedback on employee productivity at different levels of an educational institution in Nigeria. PLS-SEM model path analyses were conducted to determine such relationships. The result of the PLS-SEM algorithm and bootstrap for testing the direct relationship of compensation, job involvement and feedback on employee productivity were presented in Figure 4.1 and Figure 4.2.



Source: Field survey

Figure 4.2: PLS-SEM Algorithm for the Direct Relationship of Factors of Compensation, Job Involvement and Feedback on Employee Productivity

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Source: Field survey

Figure 4.3: PLS-SEM Bootstrap for the Direct Relationship of Factors of Compensation, Job Involvement and Feedback on Employee Productivity

d) Compensation and Employee Productivity

The specific objective one was to investigate the relationship between compensation and employee productivity. This objective was aimed at determining whether the compensation directly raises employee productivity.

Ha1: There is a significant relationship between compensation and employee productivity

The researcher wanted to know if there was existence of any relationship between compensation and employee productivity, the independent variable was compensation whereas the dependent variable was employee productivity, which were both measured on the ordinal scale variable. Thus, the appropriate statistical test to respond to the hypothesis was PLS-SEM path model technique. Primer examinations were performed to guarantee no infringement of the suppositions of linearity.

The consequence of the PLS-SEM bootstrap uncovered that the Beta value for the connections among compensation and employee productivity was β=0.222, p=0.000. Conversely, the upsides of Beta, T-measurements, and P values for the connections between independent variable (i.e., compensation) and the dependent variable (i.e., employee productivity) were β= 0.222; t=5.421; p< 0.05. In this manner, every one of the qualities for such connections surpassed 1.96 at 0.05 certainty levels utilizing two tail tests (dependable guideline). Generally, Speculation Ha1 was acknowledged or accepted. Besides, the outcome demonstrated that the degree to which representatives are compensated by the organization decidedly connected with worker productivity in the work environment. Table 4.9 showed the consequence of testing the impact of compensation remuneration and employee productivity.

Table 4.7: PLS-SEM Path Model Analysis Result of Compensation and Employee Productivity

Independent Variable	Std Beta	Std Error	T-Value
Compensation	0.222	0.041	5.421**

Source: Field survey
*Note: **p< 0.05, *p< 0.05*

Table 4.7 demonstrated that there was a positive relationship between the two factors (β= 0.222; t=5.421; p< 0.05). In this manner, the alternate hypothesis was accepted. This study establishes support for the immediate impact of remuneration and representative efficiency. Such consequence of positive connection coefficient between the two factors shows that the consistency of compensation of the workers will lead them to further develop their productivity continually.

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e) Job Involvement and Employee Productivity

Research objective 2 was to look at the connection between job involvement and employee productivity. This goal was pointed toward deciding if the job involvement factors straightforwardly raise employee productivity.

Ha2: There is a significant relationship between job involvement and employee productivity

The researcher, in any case, is curious as to whether any relationship exists between job involvement and employee productivity, the independent variable was job involvement while the dependent variable was employee productivity, which were both measured on the ordinal scale variable. Hence, the appropriate quantitative statistical analysis to respond to the stated hypothesis was PLS-SEM path model technique. However, preliminary analyses were conducted to make sure that no violation of the assumption linearity.

The result of the PLS-SEM bootstrap disclosed that the Beta value for the connection among job involvement and employee productivity was β= 0.142; p=0.000. However, the values of Beta, T-statistics, and P values for the connection among independent variable (i.e., job involvement) and the dependent variable (i.e. employee productivity) were β= 0.142; t=1990; p< 0.05. Therefore, all the values for such relationships are greater than 1.96 at 0.05 confidence levels using two tail tests (rule of thumb). Substantially, Hypothesis Ha2 was accepted. Moreover, the result means that the degree to which employees are associated with doing their day-to-day work decidedly impacted their productivity in their work environments. Table 4.10 showed the aftereffect of testing the impact of job involvement and employee productivity.

Table 4.8: PLS-SEM path model Analysis Result of job Involvement and Employee Productivity

Independent Variable	Std Beta	Std Error	T-Value
Job Involvement	0.142	0.072	1.990**

Source: Field survey
*Note: **p< 0.05, *p< 0.01*

Accordingly, the Table 4.8 showed that there was a correlation among the two tested variables (β= 0.142; t=1.990; p< 0.05. Consequently, the second alternate Hypothesis was accepted. The result of this study reinforced the direct effect of job involvement on employee productivity. Specifically, such result pointed out that there was positive correlation between the two related variables. In other words, the employees' strong dependence on involvement in the job will precede them to increase as well as improve productivity for the organizations.

f) Feedback and Employee Productivity

Research objective 3 of this study was to examine the connection between feedback and employee productivity. The purpose of developing this objective was to find out whether or not the components of feedback directly raise employees' productivity.

Ha3: There is a significant relationship between feedback and employee productivity at different levels of the educational institution

The researcher wanted to know if there was existence of any relationship between feedback and employee productivity, the independent variable was feedback while the dependent variable was employee productivity, which were both measured on the ordinal scale variable. Thus, the appropriate statistical test to respond to the hypothesis was PLS-SEM path model coefficient. Primer investigations were performed to guarantee no infringement of the suppositions of linearity. The result for PLS-SEM bootstrap revealed that the Beta worth for the associations among feedback and employee productivity was β= 0.580; p=0.000. Consequently, the results of Beta, T-statistics, and P values for the relations among independent variable (i.e., feedback) and the dependent variable (i.e., employee productivity) were β= 0.580; t=6.637; p< 0.05. To this effect, all the ideals for such associations are above 1.96 at 0.05 confidence levels using two tail tests (rule of thumb). Essentially, Hypothesis Ha3 was accepted. In addition, the result demonstrated the degree to which workers are provided with feedback would facilitate and positively affects their productivity in their place of work. Table 4.9 exhibits the result of testing the effect of feedback on employee productivity.

Table 4.9: PLS-SEM Path Model Analysis Result of Feedback and Employee Productivity

Independent Variable	Std Beta	Std Error	T-Value
Feedback	0.580	0.085	6.637**

Source: Field survey
*Note: **p< 0.05, *p< 0.01*

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Table 4.9 indicated that there was a constructive connection among the two variables (β= 0.580; t=6.637; p< 0.05). Hence, the third alternate Hypothesis was accepted. As expected, this study found support for the direct effect of feedback on employee productivity. Such result of optimistic link coefficient between the two variables shows that the feedback of employees would result in improving their productivity level.

g) Findings of Mediation Effects (analysis)

A circuitous impact is the total of both immediate and roundabout impacts of two specific examination develops. The investigation of the intercession test is directed to see if the mediating variable can significantly influence the independent variable on a dependent variable (Ramaya, 2013).

Curiously, the PLS-SEM procedure is reasonable for testing and breaking down complex multivariate roundabout impacts' models (like those in the current review) through bootstrap. In PLS-SEM examination, bootstrapping addresses a more careful computation of measures (Creswell, 2008). Hence, Bootstrap and Sobel test are the methods and strategies that were utilized in this review to survey and assess the statistical significance of important way coefficients.

Despite the fact that, PLS-SEM has a way examination office, which all the while test both immediate and roundabout, models like some other mediation investigation procedures (Creswell, 2008), there is yet no specific avenue for testing mediating models concurrently.

In actuality, the PLS-SEM strategy has no settled proper rules for testing the degree of mediation impacts. Subsequently, PLS-SEM strategy just gives rules to deciding if the mediation exist among specific factors, further clarifications about whether the mediation is full or fractional remaining parts unsettled. Nonetheless, the PLS-SEM strategy has been viewed as extraordinarily proper method for directing mediation study (Hair, Hult, Ringle, & Sarstedt, 2017).

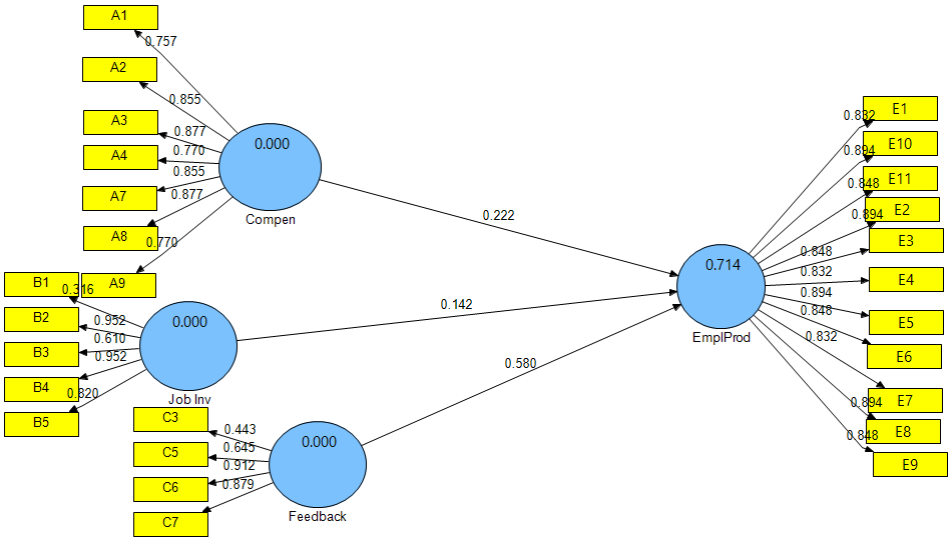
Mediation significance level, unambiguously, is learned by running the Sobel test number crunch cruncher for the bootstrapped ways upsides of the independent variable to mediator [Beta (β)], mediator to dependent variable [Beta (β)], independent variable to mediator (Standard Error), and mediator to dependent variable (Standard Error). Furthermore, in PLS-SEM, computation of bootstrap mediation is supposed to be laid out assuming the T-statistics and Sobel Test Statistics have an absolute value ≥ 1.96 at 0.05 confidence levels utilizing two tail test or ≥ 1.64 at 0.05 significance level utilizing one-tail test (Creswell, 2008).

Table 4.10: Result of the Mediating Role of Coaching on Compensation, Job Involvement and Employee Productivity

Paths	Compensation → Coaching → Employee Productivity	Job Involvement → Coaching → Employee Productivity	Feedback → Coaching → Employee Productivity
Direct without Mediation	0.222	0.142	0.580
Direct with Mediation	0.176	0.069	-0.027
Independent Variable to Mediator (**Beta (β)**)	0.069	0.090	0.817
Mediator to Dependent Variable (**Beta (β)**)	0.740	0.740	0.740
Independent Variable to Mediator (**Standard Error**)	0.019	0.048	0.050
Mediator to Dependent Variable (**Standard Error**)	0.024	0.024	0.024
T-Statistics (**T-value**)	3.945**	0.947	10.323**
Sobel Test Statistics	3.606	1.871	14.437
Two tailed Probability (**P-value**)	0.000	0.061	0.000

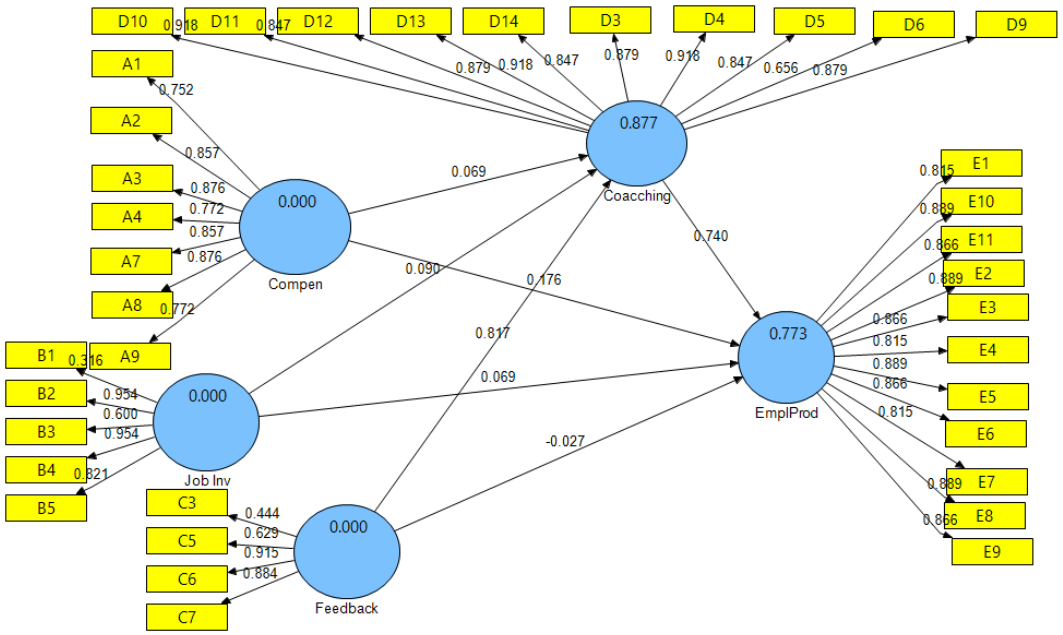
Source: Field survey
Note: Values are calculated using PLS bootstrapping routine with 603 cases and 5000 samples.

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Source: Field survey

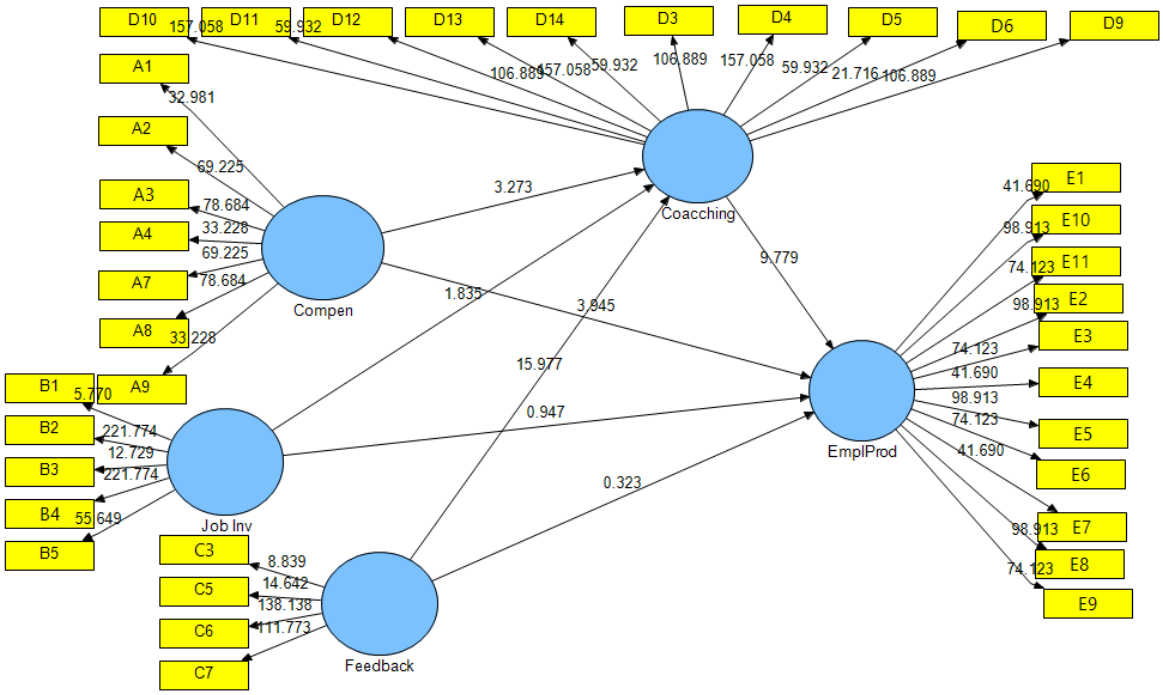
Figure 4.4: PLS-SEM Algorithm for the Direct Relationship of Compensation, Job Involvement, Feedback and Employee Productivity



Source: Field survey

Figure 4.5: PLS-SEM Algorithm for the Mediation Role of Coaching on Compensation, Job Involvement, Feedback on Employee Productivity

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Source: Field survey

Figure 4.6: PLS-SEM Bootstrap for the Mediation Role of Coaching on Compensation, Job Involvement, Feedback on Employee Productivity

h) Compensation, Coaching, and Employee Productivity

Research objective 4 of this study was to examine if coaching mediates the relationship between compensation and employee productivity. Specifically, this research objective was constructed based on unmasking the extent to which the elements of coaching may indirectly raise the employees' impact of compensation to the organization in productivity. The underlying variable was measured on the ordinal scale level of measurement. Thus, the appropriate statistical tool to respond to the hypothesis was PLS-SEM path coefficient analysis.

Ha4: Coaching significantly mediate the relationship between compensation and employee productivity in the educational institution

The result of the PLS-SEM bootstrap for testing the mediation role of coaching on compensation and employee productivity is presented in Table 4.12, Figure 4.4, Figure 4.5, and Figure 4.6.

The consequence of the PLS-SEM bootstrap revealed that the Beta value for the connections between independent variable (i.e., compensation) and the dependent variable (i.e., employee productivity) was β=0.176, p=0.000. In contrast, the values of Beta, T-statistics, and P values for the relationships between independent variable (i.e., compensation), mediating variable (i.e., coaching) and the dependent variable (i.e., employee productivity) were β=0.176; t=3.945, p=0.000 (p<0.05). Accordingly, every one of the qualities for such connections surpassed 1.96 at 0.05 confidence levels utilizing two tail tests (rule of thumb).

Besides, for the strength of the mediator, the integration of coaching (β=0.176, p=0.000) demonstrated that there was a positive mediation connection among compensation and employee productivity constructs. In any case, preceding the consideration of coaching into the examination (β=0.222, p=0.000) was viewed as altogether corresponded with employee productivity. Impliedly, the strength of the connection among compensation and employee productivity has been diminished after the incorporation of coaching however the T-Statistics and Sobel Test Statistics actually stay critical (t=3.945; Sobel Test Statistics=3.606; p=0.000) which are more prominent than 1.96. As far as logical power, the consideration of coaching had made sense of difference in dependent variable. Thus, genuinely, this study uncovered that coaching somewhat mediates the connection among compensation and employee productivity in the institution.

In view of the above expressed factual places, Speculation Ha4 was acknowledged. Furthermore, the general outcomes mean that the degree to which employee of an organization are furnished with compensation would equip them to be burning in coaching which would in this manner work on their productivity.

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i) Job Involvement, Coaching and Employee Productivity

Research objective 5 of this study was to observe if coaching mediates the connection between job involvement and employee productivity. Categorically, this research objective was formed based on uncovering the degree on which the elements of coaching may indirectly raise the employees' extent of job involvement in employee productivity. The understudy variable was measured on the ordinal scale level of measurement. Thus, the appropriate statistical tool to respond to the hypothesis was PLS-SEM path coefficient analysis.

Ha5: Coaching significantly mediate the relationship between job involvement and employee productivity

The consequence of the PLS-SEM bootstrap for testing the mediation job of coaching on job involvement and employee productivity is introduced in Table 4.12, Figure 4.4, Figure 4.5, and Figure 4.6.

The consequence of the PLS-SEM bootstrap uncovered that the Beta value for the connections between independent variable (i.e., job involvement) and the dependent variable (i.e., employee productivity) was β=0.069. Contrariwise, the Beta value, T-statistics, and P values for the relationships between independent variable (i.e., job involvement), mediating variable (i.e., coaching) and the dependent variable (i.e., employee productivity) were β=0.069; t=0.947; p=0.07 (p<0.05). In this way, every one of the qualities for such affiliation are beneath 1.96 at 0.05 confidence levels utilizing two tail tests (rule of thumb).

All the more in this way, for the strength of the mediator, the consideration of coaching (β=0.069) showed that there was no positive mediation connection between job involvement and employee productivity constructs. All the more in this way, before the consideration of coaching into the examination (β=0.142, p=0.061) was viewed as non-significantly connected with employee Impliedly, the strength of the connection between job involvement and employee productivity has not been essentially diminished after the incorporation of coaching and the T-statistics stay unimportant (t=0.947) which is under 1.96. As far as illustrative power, the consideration of coaching had made sense of difference in dependent variable. Consequently, this investigation discovered that coaching doesn't mediate the connection between job involvement and employee productivity.

In light of the above expressed statistical exploration, notwithstanding, Hypothesis Ha5 neglected to be acknowledged or accepted.

Moreover, the outcomes mean that the degree to which workers are engaged with their positions may not equipped them to be burning in coaching towards their productivity improvement. All in all, the outcome uncovered that degree of job involvement by staff probably won't be converted into expanded worker productivity coaching among workers.

j) Feedback, Coaching and Employee Productivity

Ha6: Coaching significantly mediate the relationship between feedback and employee productivity in the educational institution

The aftereffect of the PLS-SEM bootstrap for testing the mediation effect of coaching on compensation and employee productivity is introduced in Table 4.12, Figure 4.4, Figure 4.5, and Figure 4.6.

The outcome of the PLS-SEM bootstrap uncovered that the Beta incentive for the associations between independent variable (i.e., feedback) and the dependent variable (i.e., employee productivity) was β=0.176, p=0.000. Conversely, the figures of Beta, T-statistics, and P values for the connections among independent variable (i.e., feedback), mediating variable (i.e., coaching) and the dependent variable (i.e., employee productivity) were β=0.270; t=10.323, p=0.000 (p<0.05). Accordingly, every one of the qualities for such connections surpassed 1.96 at 0.05 confidence levels utilizing two tail tests (rule of thumb).Besides, for the strength of the mediator, the consideration of coaching (β=0.270, p=0.000) showed that there was a positive mediation affiliation among feedback and employee productivity constructs. Be that as it may, preceding the incorporation of coaching into the investigation (β=0.580, p=0.000) was viewed as fundamentally connected with employee productivity. Impliedly, the strength of the connection among feedback and employee productivity has been diminished after the consideration of coaching however the T-Statistics and Sobel Test Measurements actually stay huge (t=10.323; Sobel Test Statistics=14.437; p=0.000) which are more prominent than 1.96. As far as logical power, the consideration of coaching had made sense of fluctuation in dependent variable. Thus, measurably, this study uncovered that coaching to some degree mediates the connection among feedback and employee productivity in the organization. In light of the above expressed factual places, Hypothesis Ha6 was acknowledged. Furthermore, the general outcomes connote that the degree to which staff are given feedback would equip them to be envious in coaching which would consequently work on their productivity.

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Table 4.11: Summary of the Results of the Hypotheses Tested

Hypothesis	Statements	Type of Test	Decision
H_a1	There is a significant relationship between compensation and employee productivity	PLS-SEM path model	Accepted
H_a2	There is a significant relationship between job involvement and employee productivity	PLS-SEM path model	Accepted
H_a3	There is a significant relationship between feedback and employee productivity at different levels of the educational institution	PLS-SEM path model	Accepted
H_a4	Coaching significantly mediate the relationship between compensation and employee productivity in the educational institution	PLS-SEM path model	Accepted
H_a5	Coaching significantly mediate the relationship between job involvement and employee productivity	PLS-SEM bootstrap and Sobel Test	Not Accepted
H_a6	Coaching significantly mediate the relationship between feedback and employee productivity	PLS-SEM bootstrap and Sobel Test	Accepted

Source: Researcher's Original Construction

VI. Implications of the Research

First and foremost, the present study only examined few predictors of factors of compensation, job involvement and feedback but excluded other predictors in the hypothesized model. The omission of some important predictor variables in this research might limit our general comprehension of the variables that impact coaching and employee productivity. In this way, future examination needs to research different variables like strengthening, cooperation and designation like locus of control, mental capacity, scruples, inspiration, nervousness, self-viability, authoritative criticism, and occupation fulfillment as well as other workplace factors, for example, the board support, hierarchical help, and concert criticism (Hamlin et al., 2006; Hanaysha, 2015; Ahmad, &Usop, 2011; Heslin, 2010; Spector, 2006; Evans, 2013, & Authors, 2019). The inclusion of these significant factors in later examinations could give an elbowroom in grasping about the impacts of coaching on employee productivity.

Furthermore, the current review is restricted as it just viewed as the impact of coaching as a mediator. There is the requirement for integrating moderating and mediating the factors of compensation, job involvement and feedback and employee productivity associations have been established. For example, future review can look at the chance of utilizing other fundamental factors, for example, inspiration to learn, profession arranging, and job satisfaction comparable to employee productivity as a moderating or mediating variable between dependent and independent variables (Hoboubi, Choobineh, Kamari Ghanavati, Keshavarzi, & Akbar Hosseini, 2017). This in essence can bring about a better understanding of how best employees can be productive.

Thirdly, this study zeroed in essentially in surveying the element of coaching outcome and result from the employee productivity viewpoints. In any case, the ongoing review couldn't frame and analyze the impact of compensation, job involvement and feedback on different elements of coaching results, for example, representative work performance and learning responses (Hoboubi et al., 2017). These might have confined the commitment of this review. Imminent examination ought to consolidate those elements of coaching results in their models. Fourthly, the current review utilized a cross-sectional plan to gather information which doesn't catch the formative issues and doesn't permit causal connections to be produced using the factors of interest and populace. Thus, in future a longitudinal examination configuration should be utilized in looking at the constructs at various moments to affirm or discredit the consequences of this review. Hayes, and Rockwood, (2016). referenced that researchers ought to involve longitudinal information to decide causal connections to diminish the inclination of common method variance. A longitudinal exploration configuration might assist future researchers with gathering more information on the factors of interest at various moments.

Fifthly, the respondents of the current review were drawn from workers of a single university in Nigeria. This introduced rather a restricted extent of the review and restricted generaliz ability as it depended on just workers of FUD, Jigawa State, Nigeria. In like manner, extra exploration work is expected to extend the size of the populace by taking view of different

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respondents from the remaining universities in the nation along with consolidate not only public sector workers but organized private sector which will until now build the generalizability of these examination discoveries.

Lastly, the review featured a portion of the difficulties that confronted workers while attempting to use the KSAs learned in the course of enhancing worker's productivity in their place of assignment. This demonstrates an expansive limit in furnishing a way forward on managing those difficulties. Thus, future researchers ought to propose a method for dealing with especially difficult times to deal with these challenges.

VII. Conclusion

The objective of the present study was to examine the connection among compensation, job involvement feedback on employee productivity at different levels of an educational institution in Nigeria and the mediating role of coaching. In this regard, the study hypothesized that the extent of compensation, job involvement and feedback significantly affect employees' level of productivity. Moreover, this study tested coaching as a mediator of the relationship between compensation, job involvement and feedback and employee productivity. Furthermore, this study explored some of the challenges facing employee in attaining productivity.

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A Bibliometric Analysis: Higher Educational Institutions Role in Social Entrepreneurship

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Abstract- The purpose of this paper is to explore awareness of social entrepreneurship and to determine what is needed to create more graduate social entrepreneurs. Many colleges have begun to offer social entrepreneurship courses in order to increase the employability of recent graduates while providing students with entrepreneurial skills that are necessary when they enter the workforce. Social entrepreneurship in higher education can enable students build more networks with many social entrepreneurs as the university provides them platform for developing their skills and networks. Even, government encouraged that graduates engage in entrepreneurship activities in order to lower the unemployment rate. Although the body of knowledge in this topic has grown steadily, it still needs a critical evaluation to guide future researchers. The main aim of this paper is to present an outline of the current state of research on role of social entrepreneurship in higher educational institutions as well as the academic establishment of this area.

Keywords: *social entrepreneurship, higher educational institutions.*

GJMBR-A Classification: *DDC Code: 658.42 LCC Code: HD2346.U5*



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A Bibliometric Analysis: Higher Educational Institutions Role in Social Entrepreneurship

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Abstract- The purpose of this paper is to explore awareness of social entrepreneurship and to determine what is needed to create more graduate social entrepreneurs. Many colleges have begun to offer social entrepreneurship courses in order to increase the employability of recent graduates while providing students with entrepreneurial skills that are necessary when they enter the workforce. Social entrepreneurship in higher education can enable students build more networks with many social entrepreneurs as the university provides them platform for developing their skills and networks. Even, government encouraged that graduates engage in entrepreneurship activities in order to lower the unemployment rate. Although the body of knowledge in this topic has grown steadily, it still needs a critical evaluation to guide future researchers. The main aim of this paper is to present an outline of the current state of research on role of social entrepreneurship in higher educational institutions as well as the academic establishment of this area. Bibliometrics will be used to examine publishing patterns, the most influential articles and journals. Using "Dimensions" software this article furthermore provides a ranking of the 25 most cited academic contributions in social entrepreneurship. Social implications of this paper are to promote a more socially aware, sustainable economy. Organizations must engage with the country's universities to improve the curriculum and the way students are taught in order to build a more socially aware, sustainable economy. This research aims on the theoretical framework that if graduates are made aware of the notion of social entrepreneurship, acknowledge its function and relevance in society and believe they have the potential to start a new business after graduation.

Keywords: social entrepreneurship, higher educational institutions.

I. Introduction

Higher education is going through a great deal of change worldwide. The world pandemic because of Covid-19 has highlighted the importance of active engagement by its citizens and social innovation by all public, private, and governmental actors. The catalyst for social change and innovation is to ensure and sustain an economy that benefits everyone in society. One response to these challenges is the development of the entrepreneurial university model, which adds a strong third mission to Higher Education Institutions (HEI's) (Stolze, 2021).

Social innovation has been receiving growing attention from policy makers, international institutions, non-governmental organizations, researchers and the business sector around the world. Despite a growing belief that social innovation represents one of the key solutions to solving current societal problems, the field of social innovation research in higher education institutions (HEIs) provides disparate discussions of this phenomenon. This situation severely impedes the advancement of social innovation practice and research in its policy area. Communities are expecting the HEIs to actively engage with them and take responsibility by transferring their competence to the direct local context to stimulate social innovation and sustainable development. One of the greatest challenges faced by higher education institutions is the effective management of their efforts to solving societal problems, such as the sustainable development goals (SDGs), in an increasingly complex and competitive global environment. This environment evolved dynamically to include numerous aspects that HEIs should carefully consider (Whittle & Rampton, 2020):

1. Cooperation with actors from surrounding ecosystem for the transfer of knowledge and talents.
2. Cooperation on innovative pedagogies that empower academics and students as social innovators and change makers.
3. Uptake of digitalization, empowering the further transition to knowledge- and digitally driven universities; and
4. Development of digital and entrepreneurial skills among academics, researchers and students.

Need for New Roles for Higher Education Institutions: The 2020 global pandemic began a period of enormous change and created unparalleled societal challenges. Many HEI's had to embrace digital technology in order to meet its obligations to students. Teaching remotely becomes the norm for HEI's. It transformed the whole concept of education and placed enormous emphasis on community wellbeing and engagement.

Sustainability has made inroads into HEIs, with only few universities implementing it holistically (Menon & Suresh, 2020). Initiatives adopted by institutions have been successful in incorporating sustainability in education, research, campus operations and outreach programs (Menon & Suresh, 2020) Experiences of community partners with higher education qualifications highlight the importance of the third level education providers in promoting social justice, recognizing that community challenges are not confined to a lack of

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material resources, but a dearth of knowledge about the local resource (Machimana et al., 020). Universities can partner with communities to address critical twenty-first century challenges and LaDuca et al. (2020) reflected on an innovative initiatives mat provided for trans disciplinary community engagement in pursuit of social justice.

Core Arguments, Themes, and Issues Addressed: In an increasingly complex and rapidly changing world, discussions about how best to educate and prepare graduates for the new challenges of the twenty-first century abound. Knowledge Alliances between HEIs and businesses which aim to foster innovation, entrepreneurship, creativity, employability, knowledge exchange and/or multi-disciplinary teaching, learning and research are therefore becoming increasingly necessary and relevant. The changing nature of contemporary society highlights that social issues are often highly complex and multi-faceted. As we enter an era where cooperative and creative skills, competencies and attitudes are recognized as significant in responding to societal challenges, developing graduates capable of operating effectively in multi-disciplinary and inter-disciplinary environments is critical. The challenge of equipping students with relevant skills and knowledge in the future employment markets can only be achieved by working globally and collaboratively and learning from the wide variety of partners and their networks about the various ways to prepare graduates across disciplines. Higher education includes a set of systematized knowledge and practical skills, which allow solving theoretical and practical problems on a professional profile, using and creatively developing modern achievements of science, technology and culture. Consequently, higher education aims to ensure that their graduates, by realizing their acquired knowledge in the process of working life, benefit society and the State as a whole, ensuring its constant development.

To draw possible solutions to the complex challenges mentioned above, the core themes discussed below include:

1. Introduction of the spheres of influence for enhancing social innovation in higher education and the varied facets of social innovation in HEIs.
2. Contribution of the higher education institutions in fostering the development of the social innovation ecosystem.
3. Uptake of digitalization in higher education institutions as a driver of social oriented innovations.
4. Development of a social innovation competence framework meant to educate entrepreneurs to go internationally.
5. Discussion of higher education practices for social innovation and sustainable development.
6. Introduction of a higher education social enterprise program that advances understanding of social entrepreneurship and social enterprise development in higher education.
7. Discussion of the dimensions of societal impact of research produced by HEIs and introduction of a framework for managing research with societal impact in HEIs.
8. Discussion of the role of HEIs in creating socially responsible innovations.
9. Analysis of how responsible research and innovation activities are understood by regional stakeholders, particularly regarding how the roles of different actors are constituted, and how different actors facilitate social innovation.
10. Introduction of a co-creation platform developed on a quadruple helix framework for solving week social challenges.
11. Analysis of social innovations emerging from academic nursing-community partnerships.
12. Discussion of social innovation in HEIs from a Disability Studies perspective.
13. Analysis of the possibilities of using financial instruments such as social impact bonds for additional funding of higher education institutions.

Questions Raised and Solutions provided by following research questions emerge:

1. How to develop students to become the next generation of 'innovators' prepared to create, collaborate and navigate the world's complexities (Der Zwaan, 2017)?
2. How can HEIs equip their students (and other learners) with the knowledge and skills necessary to engage with and respond to twenty-first century challenges and opportunities?
3. How can various stakeholders (academia, private and public sector institutions and end-users) be more actively engaged in developing changes in education to support multi-disciplinary education?
4. How to boost the HEIs' ability to translate research results into the economy and civil society?
5. How to foster digitally facilitated social innovation collaboration?

The overall research questions that incorporate the above are two-fold: What is the HEIs' role in creating social change, transformation and impact? And how to strengthen the HEIs' social innovation efforts in order to be sustainable?

Answers provided below include:

1. Identifying conditions for innovation in academic settings to produce socially relevant outcomes.
2. Insights about how HEIs promote social innovation and suggests how the present system can be improved.

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3. Understanding the capacity of the HEIs in fostering community-based learning that leads to social change and inclusion.
4. Exploring digital challenges in HEIs and social innovation opportunities from digital transformation in HEIs.
5. Highlighting the key role that the HEIs play in production of research with societal impact.
6. Discussing higher education practices for social innovation and development, stressing the importance of a multidisciplinary approach.
7. Presenting innovative pedagogies that empower students as social innovators and change makers.
8. Debating the potential of social innovation in higher education from a user-led, inclusive and participatory perspective related to disability studies.
9. Examining the co-creation platform concept aimed at improving the wellbeing of those in the most vulnerable positions through co-creating societal innovations, services, and capacity building.
10. Outlining the crossing points of the quadruple-helix model and the priority guidelines for the development of scientific research and innovations with societal impact.
11. Exploring the peculiarities of social impact bonds and the possibilities of their application in higher education for additional funding of HEIs.

Many authors have performed bibliometric analysis to determine the trends in the Role of Higher Educational Institutions for building Social Entrepreneur. The study checked the most research producing journal in the field of Social Entrepreneurship, highly cited articles, most research producing countries, famous authors, and research area. Campos et al. (2018) argued that organization distinguishes staff with behavior and social skills among all Social Entrepreneurship is consider as most important, thus bibliometric technique used to find research trend of Social Entrepreneurship in the field of management and leadership by obtaining data from Web of Science

In the light of previous studies conducted on Social Entrepreneurship, there is a chance to track and identify the current development in the field of Social Entrepreneurship, using highly relevant keywords from the most reliable worldwide abstracting and indexing database that is Dimensions. Current study took the opportunity to fill the missing gap and present analysis by visualization of statistics.

The main objective of the study was to amalgamate the state-of-the-art research on Social Entrepreneurship; current study collected published articles data from the software Dimensions during the year 2013-2022. The study result explains under such perspective: yearly growth of publishing articles on Social Entrepreneurship, most influential countries, articles, authors, institutions &research journals patterns. The current aim of the study is to identify and evaluate Social Entrepreneurship publishing patterns and trends from the Year 2013-2022 by considering the most productive authors, countries, organizations, key journals patterns.

The following research questions have been considered to answer the research objective:

1. What are the publishing trends in Social Entrepreneurship from 2013-2022?
2. What are the top Social Entrepreneurship research publishing journals?
3. Which of the authors, journals, and organizations are most productive in Social Entrepreneurship?

II. Methodology

Bibliometric Analysis is a statistical investigation tool, deal with a quantitative approach (Makar & Trost, 2018) (Wallace & Van Fleet, 2012) which access the trend of literally working on a particular field and conclude the research outcomes (Blakeman, 2018). The bibliometric method has been adopted and widely used by different fields of knowledge, mostly used by the medical science field (Hart & Perlis, 2021). WOS is one of the biggest world-renowned databases, famous for providing abstracting and indexing services; universities around the world acknowledge their researchers to publish in WOS indexed journals (Diem &Wolter, 2013). Data retrieved from software Dimensions, employed title search "Higher Educational Institutions" AND "Social Entrepreneurship" and it generates 2181 academic records. The data was retrieved and download on July 02, 2022, refine by document type which consists of (i) article, (ii) proceeding paper, (iii) review, (iv) book chapter The bibliometric research study presents network analysis, publishing trend, most productive author, journals, and countries (Su et al., 2019), author keyword, countries collaboration by utilizing HistCite, Bibexcel, Scientopy, biblioshiny and VOS viewer software, for the literature published during 2013-2022.

The quantitative approach gives the opportunity to statistically analyze the structure of Social Entrepreneurship literature and draw a conclusion by the interconnection of various items with attributes, co-citation, and country collaboration. The research study depicts the publication growth throughout 2000-2020, top research producing countries, institutions, journals, highly cited articles, authors and countries (Islam et al., 2021; Rajeswari et al., 2021).

a) Data Source and Search Strategy

The data from software Dimensions was retrieved on July 02, 2022, as a result of a search query; the database provides 2181 bibliographic records. A four-phase search and selection criteria were framed in Figure 1 (Khan et al., 2020).

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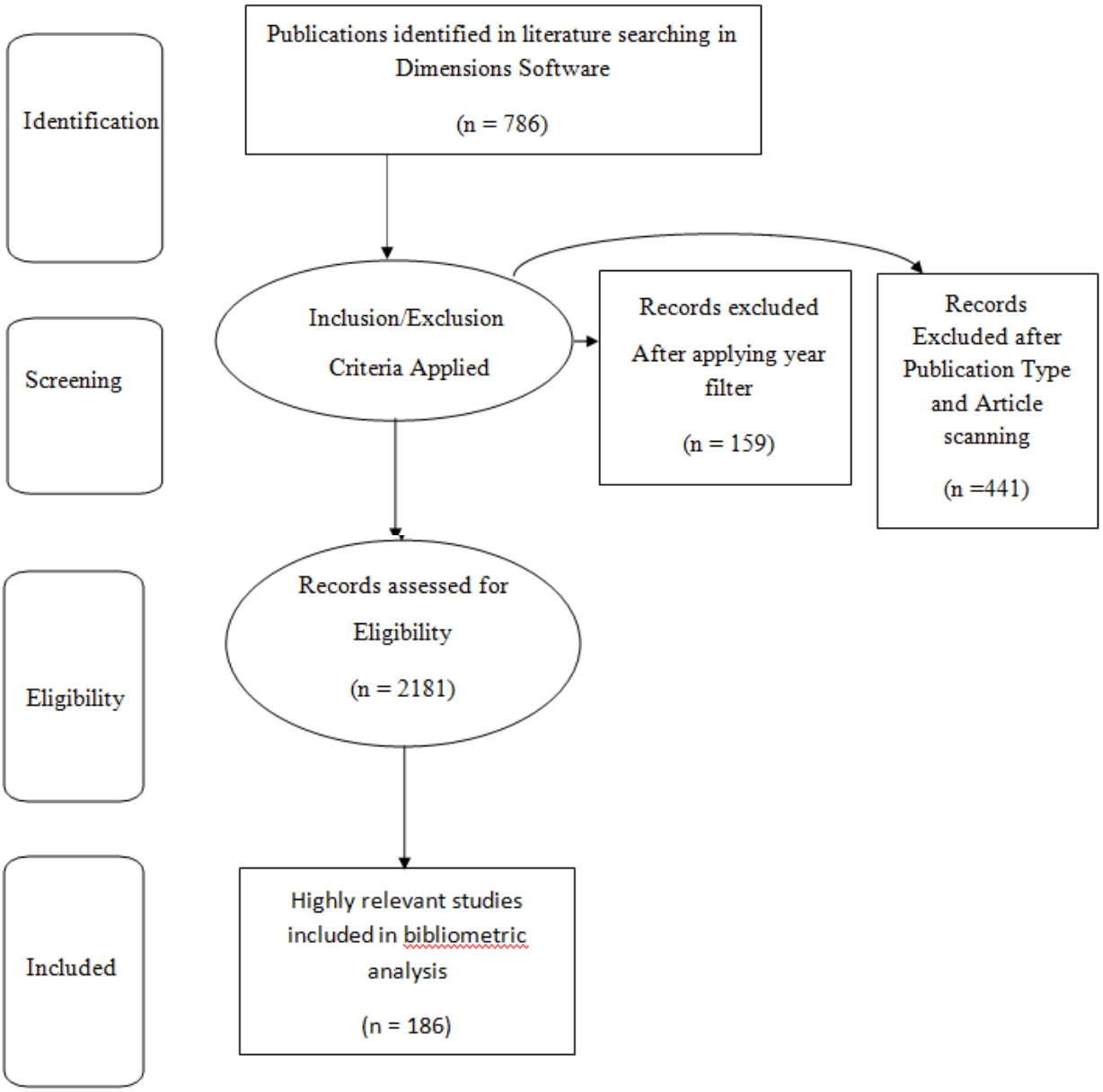


Fig. 1: Four-phase flow diagram of data extraction and filtration process of Social Entrepreneurship

III. Data Analysis

This session provides a comprehensive analysis of the bibliometric study. After sort-out, each record and screening of each bibliometric record by reading title and abstract, 186 unique records verified used for current studies.

a) Total Publication Growth trend

Figure 2 illustrates year-wise research publication and citation on Social Entrepreneurship from 2013-2022. The research publishing trend indicates a significantly increasing from 2014 till 2021 with little fluctuation where the boom in publication on Social Entrepreneurship has been observed from 2013 to 2022. The most research productive year on Social Entrepreneurship was 2021 in which 50 research documents were published. The citation count is variant with highest received in 2021 and lowest receive in 2014.

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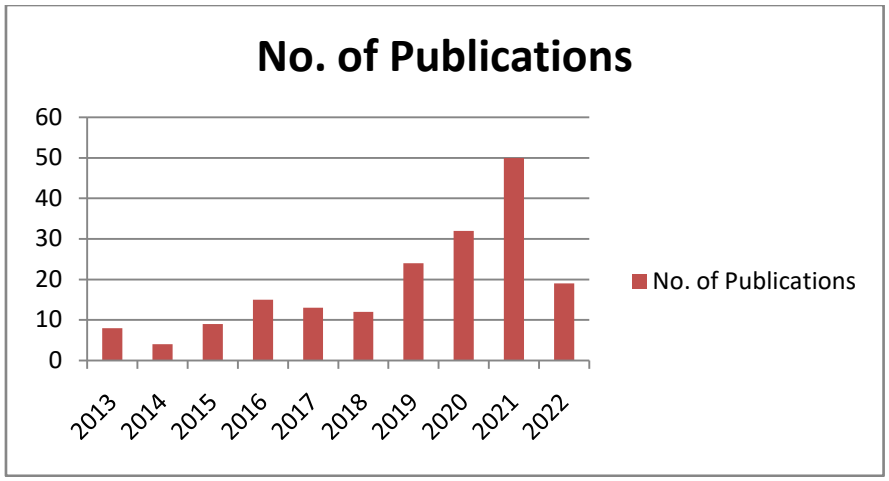


Fig. 2: Social Entrepreneurship Publication and citations trend from the Year 2013-2022

b) Top publishing countries

The top research producing countries in the field of Social Entrepreneurship enlisted in table 1. United States of America (USA) is the only country that has over 24 publications. The USA is the most research producing county with 157 publications and 254 citations followed by Russia contributed 19 with 39 citations. India stands at the sixth level of the list with only 10 publications with 77 citations.

Table 1: Top Publishing Countries

Country Name	Total Documents	Citations	Total link Strength
United States	24	254	27
Russia	19	39	0
China	16	96	6
Pakistan	13	202	7
United kingdom	11	115	7
India	10	77	4
Malaysia	7	90	5
Canada	6	96	2
Spain	6	109	9
Italy	5	65	9
South Africa	5	19	0
Ukraine	5	7	1
Australia	3	69	4
Finland	3	81	4
France	3	34	0
Mexico	3	45	0
Norway	3	14	2
Saudi Arabia	3	8	3
south Korea	3	35	8
Sweden	3	119	2
Taiwan	3	18	1

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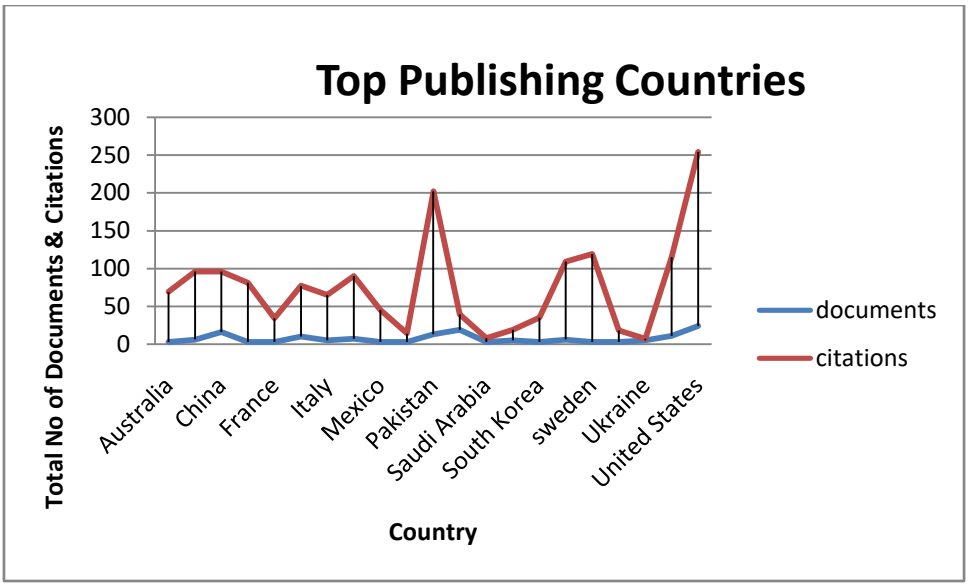


Fig. 3: Top Publishing Countries

c) *Most Research contributing Institutions*

The top research contributing organizations the field of Social Entrepreneurship shown in table 2 which indicated that Institute of Management Technology, India is at top and the only university published over 03 research publication (n=03) and received citations 57 followed by University of Salen to produced 03 publications and received 45 citations. Open University in The Netherlands received highest citations 94 and University of Massachusetts Dartmouth received the lowest citation impact.

Table 2: Top Research Contributing Institutions

Organization	Documents	Citations	Total link strength
Open University in The Netherlands	2	94	0
Murdoch University	2	65	0
University of Malaya	2	65	1
Institute of Management Technology	3	57	1
University of Salento	3	51	0
Monterrey Institute of Technology and Higher Education	3	45	0
Comsats University Islamabad	2	35	0
Makerere University	2	25	4
Montpellier Business School	2	25	0
University of Jos	2	25	4
University of Southampton	2	25	4
The University of Texas at Dallas	2	22	0
Karakoram International University	2	21	0
Zhejiang University	2	17	1
National University of Malaysia	2	16	2
Saint Mary's University	2	13	0
Taras Shevchenko National University of Kyiv	2	5	1
Tulane University	2	5	0
University of Bradford	2	5	0
University of Technology Malaysia	2	4	0
University of Massachusetts Dartmouth	2	2	0

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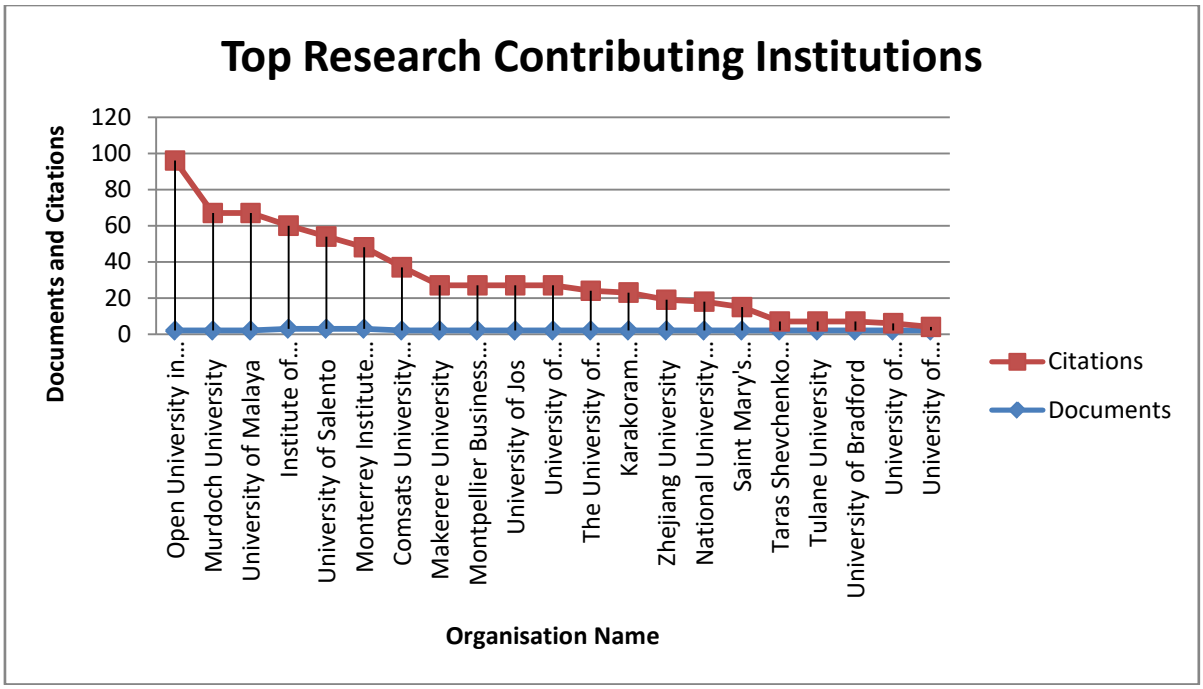
Organization	Documents	Citations
Open University in The Netherlands	2	94
Murdoch University	2	65
University of Malaya	2	65
Institute of Management Technology	3	57
University of Salento	3	51
Monterrey Institute of Technology and Higher Education	3	45
Comsats University Islamabad	2	35
Makerere University	2	25
Montpellier Business School	2	25
University of Jos	2	25
University of Southampton	2	25
The University of Texas at Dallas	2	22
Karakoram International University	2	21
Zhejiang University	2	17
National University of Malaysia	2	16
Saint Mary's University	2	13
Taras Shevchenko National University of Kyiv	2	5
Tulane University	2	5
University of Bradford	2	5
University of Technology Malaysia	2	4
University of Massachusetts Dartmouth	2	2

d) Highly Cited Articles on Social Entrepreneurship

Table 3 compiled a list of the Research Articles on Social Entrepreneurship. It can be observed from table No. 3 that all articles received more than 5 citations.

The top Source Journal is Sustainability, entitled 'Insights for Shaping Entrepreneurship Education: Evidence from the European Entrepreneurship Centers' by Ndou, Valentina; Secundo, Giustina; Schiuma, Giovanni; Passiante, Giuseppina published in International Journal of Entrepreneurial Behaviour & Research in the year 2018 received 30 citations and followed by article of Entrepreneurship Education and Sustainable Development Goals: A literature Review and a Closer Look at Fragile States and Technology-Enabled Approaches (2019) in International Small Business Journal Researching Entrepreneurship with 29 citations.

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e) Highly Cited Articles on Social Entrepreneurship

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Table 3: Most Global Cited Documents on Social Entrepreneurship

Source	Documents	Citations	Total link Strength
Sustainability	9	143	5
Education + Training	5	104	1
Journal of Cleaner Production	3	90	0
The International Journal of Management Education	5	76	1
Entrepreneurship and Regional Development	2	43	0
International Journal of Entrepreneurial Behaviour& Research	3	42	1
Social Enterprise Journal	3	35	3
Frontiers in Psychology	6	34	1
Cogent Business & Management	2	25	0
Journal of Global Entrepreneurship Research	2	25	0
Journal of Innovation And Entrepreneurship	2	24	0
Studies in Higher Education	2	23	0
Gender In Management an International Journal	2	22	0
Journal of Business Research	2	15	0
Ieee Access	2	14	0
Journal of Small Business And Enterprise Development	2	9	0
Procedia - Social And Behavioral Sciences	2	8	0
Higher Education Quarterly	3	7	0
Public Administration Review	2	7	0
International Journal of Educational Management	2	5	0
International Small Business Journal Researching Entrepreneurship	2	5	0

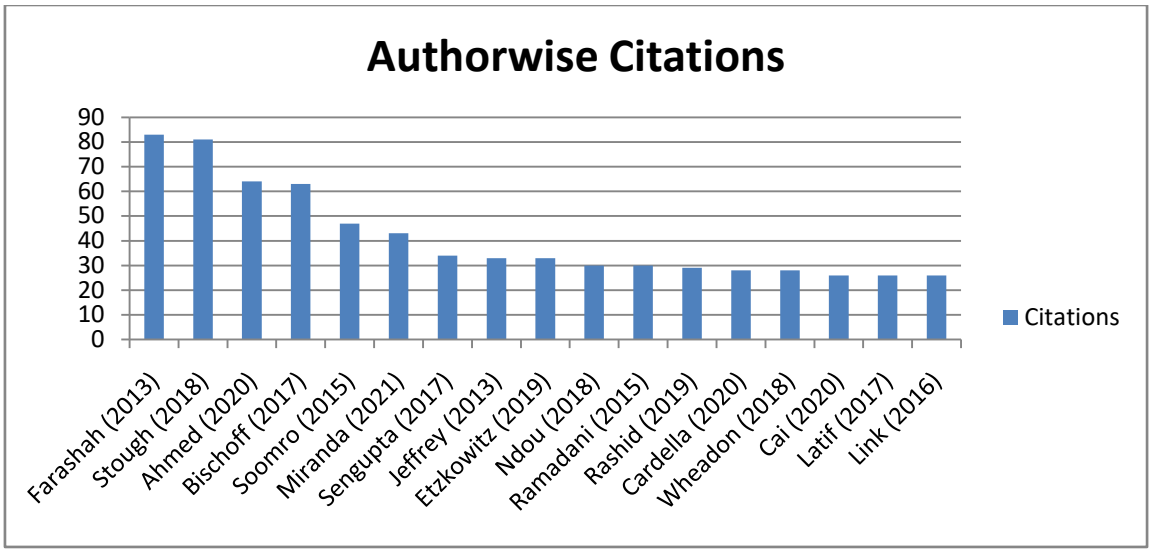
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f) Most productive authors and their affiliation

The list of most productive authors in Social Entrepreneurship is compiled in Table 4. The author Farashah (2013) affiliated with UmeÃ¥ University, Sweden emerged as a top author with 83 total citations.

Table 4: Author wise Publication of Articles on Social Entrepreneurship

S.No.	Document (Author Wise)	Citations	Links
1	Farashah (2013)	83	0
2	Stough (2018)	81	0
3	Ahmed (2020)	64	1
4	Bischoff (2017)	63	6
5	Soomro (2015)	47	0
6	Miranda (2021)	43	0
7	Sengupta (2017)	34	2
8	Jeffrey (2013)	33	0
9	Etzkowitz (2019)	33	1
10	Ndou (2018)	30	3
11	Ramadani (2015)	30	0
12	Rashid (2019)	29	1
13	Cardella (2020)	28	0
14	Wheadon (2018)	28	0
15	Cai (2020)	26	1
16	Latif (2017)	26	0
17	Link (2016)	26	0



IV. Conclusions and Recommendations

Higher education providers are expected to encourage the members of their wider scientific and academic community to promote conversations amongst communities, governments, and businesses, at local, regional, national, or international level, leading to various opportunities for active community engagement, educational change, and social innovation. These areas, where social innovations can take place in higher education and priorities should be as follows:

Governance and Networking: For social innovation to happen there is a need for new, overarching, and connected governance structures, with distinctive, intercorrelated roles and responsibilities. Also, HEI's need to ensure that social and community engagement is endorsed and there is a social integration strategy in place.

Teaching and Learning: Engagement as a key element of institutional teaching and learning strategies needs to be embedded. HEI's need to ensure that all educational programmes leading to an award embed the concept of social community. This will assist in strengthening the

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concept of innovation that can lend itself to developing communities and help to foster an equitable society.

Social and Community Engagement: HEI's should take responsibility to devise new methods to engage with communities to meet societal needs and demands. It is essential that the higher education institute bridges the gap with the local community and enriches development through education, focused research, volunteering, and activities specific to their region. Higher education students should be given opportunities for national and international engagement so that the learning environment is aligned with enterprise and the wider community. This would also assist in meeting social and economic objectives.

Cooperation and collaboration: HEI's should bring together capabilities of its staff and students to work collaboratively with local communities, businesses, industry leaders, to achieve sustainable outcomes for their mutual benefit. They need to support social, cultural, and economic development as identified by Conrad (2015).

Funding: Funding streams will vary across Europe. Inherent in any funding mechanism is the investment that provides and sustains equal access and also embraces diversity. Sustainable funding for teaching, leaning, research, and community engagement with different opportunities can lead to promote interdisciplinary research whilst identifying benefits for the community. Creative sources of funding, such as social impact bonds, are needed to create academic carrier incitements to engage in collaborative teaching, learning and research with the surrounding society for social innovations. Funding needs to be part of the wider discourse with governments focusing on a wider social policy strategy that discusses and addresses issues of hardship across society.

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Bridging the Gap between Strategic Planning and SMEs Performance: Role of External Business Environment

By Ismaheel Adewumi Raji & Amidu Lawal
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Abstract- Given the fact that strategic planning takes a central position in firm's operational activities, particularly in a rapidly changing business environment, but research into circumstance under which key strategic planning elements enhance firm performance is lacking in the extant literature. As a result, this study investigates the moderating role of external business environment in strategic planning elements-SMEs performance relationship. A survey research design was used via self-administered questionnaire with a view to collecting data from 497 registered SMEs operating in Lagos- Nigeria. The sample was chosen using a simple random sampling technique Data was analysed by SPSS and Partial Least Square- Structural Equation Modelling (PLS-SEM via PLS3). Findings revealed that significant positive relationships exist between strategy formulation, strategy implementation and SMEs performance. Findings further revealed that external business environment moderated the relationship between strategy implementation and SMEs performance. The implications, limitations and suggestions for future research were also discussed.

Keywords: strategic planning; strategy formulation; strategy implementation; external business environment and SMEs.

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Bridging the Gap between Strategic Planning and SMEs Performance: Role of External Business Environment

Ismaheel Adewumi Raji [α] & Amidu Lawal [σ]

Abstract- Given the fact that strategic planning takes a central position in firm's operational activities, particularly in a rapidly changing business environment, but research into circumstance under which key strategic planning elements enhance firm performance is lacking in the extant literature. As a result, this study investigates the moderating role of external business environment in strategic planning elements-SMEs performance relationship. A survey research design was used via self-administered questionnaire with a view to collecting data from 497 registered SMEs operating in Lagos- Nigeria. The sample was chosen using a simple random sampling technique Data was analysed by SPSS and Partial Least Square- Structural Equation Modelling (PLS-SEM via PLS3). Findings revealed that significant positive relationships exist between strategy formulation, strategy implementation and SMEs performance. Findings further revealed that external business environment moderated the relationship between strategy implementation and SMEs performance. The implications, limitations and suggestions for future research were also discussed.

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I. Introduction

Small and medium-scale enterprises (SMEs) are critical to the economic growth and development of both developing and developed countries. It is estimated that 90% of private firms are SMEs, and that they account for more than 60% of total employment and more than 50% of GDP in emerging economies (World Bank, 2018; United Nations and Industrial Development Organization [UNIDO], 2016; Organisation for Economic Co-operation and Development [OECD], 2017). However, the contributions of SMEs to African economic growth are somewhat low, particularly in Nigeria, where employment and GDP rates are steadily declining (Asu, 2019). According to a recent report from the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) for 2021, Nigerian SMEs are currently in critical condition, which has been exacerbated by the COVID-19 pandemic. As a result, SMEs' managers must respond strategically in order to keep their businesses from collapsing while also providing them with a competitive advantage.

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However, SMEs in African economies are characterised by low performance and high failure rate (Donkor, Donkor and Kwarteng, 2018; Majama and Magang, 2017). The low performance and high failure of African SMEs have been attributed to a variety of factors, including a lack of strategic orientation and planning, insufficient government support, lack of access to finance, environmental factors, lack of managerial capabilities, and government policies, among others (Agabi, 2015; Ezekiel, Glory, and Alfred, 2016; Ahmad, Rahman, Rajendran, and Halim, 2020). Quite a number of business management experts argue that, despite the presence of many of these factors, some SMEs still record abysmal performance as a result of ineffective strategic planning (Majama and Magang, 2017) and a competitive business environment (Ibidunni, Ogundana and Okonkwo, 2021). As the business environment becomes more volatile, including stiff competition, strategic planning takes centrepoint and becomes increasingly important in business management (Wheelen and Hunger, 2012).

Anyieni (2014) and Emeka (2015) assert that organizations that use strategic planning are better able to overcome uncertainties and survive in a volatile business environment, and they are also more likely to perform well. According to studies (e.g., Donkor, et al., 2018; Jayawarna and Dissanayake, 2019), one of the major reasons for the failure of SMEs in developing countries is their inability to successfully practice strategic management in their businesses. AlQershia (2021) also revealed that without adequate strategic planning, SMEs may not survive the current economic situation.

In addition, a substantial number of research have pointed out that SMEs sector has witnessed minimal adaptation of strategic planning and the few that adopted strategic planning adopt informal and unstructured strategic planning (Awale, Namusonge and Warren, 2016; Magaisa, Matipira and Kanhai, 2014). Nonetheless, studies (such as Dubihlela and Sandada, 2014; Magaisa et al., 2014; Sandada, Pooe and Dhurup, 2014) are of the view that research on these SMEs still remains scarce despite the importance and immense contribution of the sector to the economy. Muhoho (2016) posits that it has become imperative for more

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studies to be conducted to understand the relationship between strategic planning and performance of SMEs.

Despite extensive research on strategic planning, the question of whether strategic planning affects organizational performance remains inconclusive (Chaib Lababidi, Lababidi, Colak and Dayan, 2020). Some studies (e.g., Arasa and K'obonyo, 2012; Auka and Langat, 2016; Donkor et al., 2018; Kornelius, Supratikno, Bernarto and Widjaja, 2021; Otieno, et al., 2017; Sandada, et al., 2014) have found a significant positive relationship between strategic planning and firm performance, whereas others have found no significant relationship (Ajonbadi, Otokiti and Adebayo, 2016; Gica and Negrusa, 2011). As a result, the inconsistency of the empirical findings does not compel a conclusion about the relationship between strategic planning and firm performance.

There is also debate in the literature about whether strategic planning is unidimensional or multidimensional, as well as its operationalization (Phillips and Moutinho, 2014; Rudd, Greenley, Beatson, and Lings, 2008). This current study attempts to address this issue by looking at strategic planning from a multidimensional perspective, utilizing strategy formulation and implementation, which appears to be lacking in the context strategic planning process of SMEs. Another point of contention is the choice of performance measures for evaluating firm performance. For example, researchers (e.g., Elbanna, 2012; Phillips and Moutinho, 2014; Rudd et al., 2008) have observed that most research in the planning-performance domain focuses primarily on assessing performance through financial measures, limiting the complete understanding of performance. As a result, this study conceptualized firm performance through the four balanced scorecard measurement perspectives, namely, financial perspective, internal business perspective, learning perspective, and customer perspective (Elbanna, 2012; Kaplan and Norton, 1992).

Furthermore, most existing studies on strategic planning and firm performance focus on larger organizations and the general business context, particularly in developed countries (Koufopoulos, Logoudis and Pastra, 2005; Pollanen, Abdel-Maksoud, Elbanna and Mahama, 2017; Pucci, Nosi and Zanni, 2017). However, due to contextual differences in culture, economic policies, and legal environments, the findings may not be applicable to developing countries. More importantly, it has been argued that strategic planning may not always improve firm performance in the absence of proper environmental analysis (Makinde and Asikhia, 2017). This is due to the increasingly complex, dynamic, and competitive environment in which today's businesses operate. According to Ajonbadi et al. (2016), strategic planning may not be successful in the absence of an intervening variable. As a result, the current study incorporates the external business environment as a moderating factor in the relationship between strategic planning and the performance of SMEs.

II. Literature Review, Hypothesis Development and Theoretical Framework

a) Firm Performance

Firm performance is the most important aspect of an organization because every activity of the organization is geared towards enhancing performance. This why Memon and Tahir (2012) viewed performance as the achievement of valuable outcomes in an organization, such as high returns. According to Awino (2013), organisational success is determined by the high returns the organisation is able to record and the ability to identify performance drivers from the top to the bottom. Firm performance is a firm's ability to achieve the desired outcome as determined by the firm's major shareholders. It is also used to determine whether the actual outcome of an organization is what was intended (Al Qudah, Osman and Safizal, 2014). Smith and Reece (1999) defined business performance as an organization's ability to achieve its desired outcome or result as determined by the company's major shareholders. Wongrassamee, Gardiner, and Simmons (2003) define firm performance as an organization's ability to meet the needs of its employees, customers, and other stakeholders while also meeting its planned business objectives.

However, the performance of a business firm could be measured using the financial and non-financial measures (Taouab and Issor, 2019). The financial measures include measures such as firm profits, earning per share, total shareholder return, returns on assets (ROA), return on sales (ROS), and return of equity (ROE) measures the financial success of a firm. Non-Financial performance measures the non-financial aspects of the firm. This measures focus on issues regarding; market share, efficiency, productivity, innovation, product quality, customer satisfaction, employee turnover, delivery time, waiting time, attainment of strategic objectives, among others (Datar, Kulp, and Lambert, 2001; Ibrahim and Lloyd, 2011; Monday et al., 2015).Looking through the preceding argument, it can be said that the key function of performance measurement is to determine whether or not the organizational strategy is being met.

b) Strategic Planning

Several researchers have argued the need for organizations to engage in strategic planning. One crucial claim of such arguments is that strategic planning creates a link between an organization's objectives, goals, and resources (Mitchelmore and Rowley, 2013; Shah, 2013). The key components of the strategic planning process are about where the

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organisation wants to be, where the organisation is now, how the organization will get there, and what changes will occur in the business environment (Huang, 2006). Correspondingly, Muhammad and Khalique (2014) asserted that the purpose of strategic planning in an organization is to bridge the gap between the organization's current position and its desired future destination.

Suklev and Debarliev (2012) viewed strategic planning as an organisational effort to improve the strength of the organisation in an effective and efficient manner through comparison with competitors, taking the necessary action and focusing on the goals. Studies (such as Desai, 2000; Fraser and Stupak, 2002; Goncalves, 2009) revealed that strategic planning enables organisations to find solutions to problems identified, to understand and cope in the environment in which they operate, to define the organisation objective, and to clarify the ambitious, values, and resources of an organisation. It has also been argued that organisations that practise strategic planning are more likely to achieve high sales growth, high returns on assets, high profitability, and are more likely to survive in a turbulent environment (Raymond, March, St-Pierre, Cadieux and Labelle, 2013; Rosenbusch, Rauch and Bausch (2013). On the other hand, Norman and Thomas (2003) argued that organisations that lack effective strategy will find it difficult to compete and survive in the market environment. In the current study, strategic planning is conceptualized as the process by which an organization defines its strategy or direction and decides how to allocate its resources to achieve strategic goals. The formulation and implementation of strategy are the key elements of strategic planning.

i. *Strategy Formulation*

Strategy formulation refers to the evaluation of the business environment, both internal and external, and the incorporation of the entire result into goals and strategies (Daft, 2012). According to Bogner and Thomas (1993), strategy formulation entails developing strategies by determining the best course of action to achieve organizational goals and objectives. Otieno, et al. (2017) defined strategy formulation as the process of outliningand drawing out appropriate mission, goals and objectives for an organisation. It entails the process of developing the firm's mission, vision, and objective statement.

Meier, Toole, Boyne and Walker (2010) view strategy formulation as a guide to executives in defining the business their firm is in, the ends it seeks and the means it will use to accomplish those ends. Therefore, organisations formulate strategy by firstly defining the mission of their organisation. According to David (1997), strategy formulation includes deciding which business to pursue, how to allocate resources without hostile takeovers and whether to access international markets. This suggests that strategy formulation is the first step to take while drawing out strategy for an organization.

ii. *Strategy Implementation*

Strategy implementation refers to the process of ensuring organisational policies and strategies are translated into performance measures. It entails the total of the activities needed for the effective execution of strategic plans. (Wheelen and Hunger, 2012). Effective strategy implementation ensures that organisation's vision, mission and objective are achieved as planned (Thompson and Strickland, 2003). Strategy implementation means to execute decisions that have resulted in the formulation of strategies. Pearce and Robinson (2008) are of the opinion that when the progress of strategy implementation is being communicated to the stakeholders, it enables them to know whether to take corrective measure or not. Ehlers and Lazenby (2011) viewed strategy implementation as a process of converting strategic plan into series of action task to enable the execution process. It is the process of initiating activities according to plan strategies. Noble (1999) posits that even the strategies that are well formulated may fail to generate superior performance for the organisation if they are not well-implemented. Hence, formulation of strategy is not as important as its implementation.

c) *External Business Environment*

The external environment is that system which consists of external forces that affect business enterprises from outside such as economic, socio-cultural and technology and these environmental factors are beyond the control of the enterprises (Alkali and Abu, 2012; Pearce and Robinson, 2011). For an organisation to commence formulation of strategy, it must first scan the external and internal environment to identify possible opportunities and threat and strengths and weaknesses (Wheelen and Hunger, 2012). External environment according to Pearce and Robinson (2011), consist of those factors that affect business from outside. These include economic dynamics, government policy, political atmosphere, social and cultural values and technology dynamics. In an organizational context, encompasses all existing units existing outside the boundary of organization, yet affect its survival and growth significantly.

Notably, many researchers have prioritized it and attempt to study the general environment using PEST analysis, which includes politics, economics, social and cultural environments, and technological environments (Thompson & Martin, 2010). Schlars expands on the PEST concept by using PESTEL, which includes environmental and legal considerations (Yüksel, 2012). Not only that, but Albert S Humphrey's SWOT analysis has been used to assess the external environment's strengths and weaknesses (Helms & Nixon, 2010). According to Adeoye (2012),

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organizations operate and survive in an external environment that includes the competitor, supplier, economy, customers, technology, government, and communities.

d) Strategy formulation and SME Performance

Emeka et al. (2015) examined the effect of strategy formulation on organisational performance. The study focused on only manufacturing firms and also used employees as it unit of analysis. However, the study found a positive relationship between strategy formulation and firm performance. The researchers concluded that a well formulated strategy will increase the performance of an organisation. The study is in support of the study conducted by Otieno et al. (2017) the effect between strategy formulation on the performance of small and medium size enterprises in Kenya. A sample size of 39 was used for data analysis. The study found strategy formulation to have a positive significant relationship on SMEs performance. They study therefore concluded that a well formulated strategy will help organisations in predicting their performance. Maroa and Muturi (2015) examined a study on the effect of strategy formulation on performance of floriculture firms in Kenya.10 questionnaire were used for final analysis. The findings revealed that strategy formulation have a positive and significant effect on firm performance. Also, Monday et al. (2015) examined the relationship between strategic planning and firm performance. The study focused on selected manufacturing firms in Nigeria and a sample size of 50 was for data analysis. The Findings established that there was a positive and significant relationship between strategy formulation and firm performance. Based on the aforementioned argument, the following hypotheses were suggested:

H1: Strategy formulation has a significant relationship with SMEs performance.

e) Strategy Implementation and SMEs Performance

Few studies have been carried out to examine the relationship between strategy implementation and organisational performance. In Kenya, Njagi and Kombo (2014) examined the effect of strategy implementation on performance of commercial banks. The study found strategy implementation to have a strong relationship with organisational performance. The researchers therefore concluded that organisations must implement strategy effectively in order to compete and survive in the market. These results are similar to the findings of Otieno et al. (2017) who found strategy implementation to have a positive significant relationship on SMEs performance. The study used a sample size of 39 was used for data analysis. The study found strategy implementation to be a key in determining the level to which performance meet the set objectives.

Similarly, Ibrahim, Sulaiman, Kahtani and Abu-Jarad (2012) examined the relationship between strategy implementation and performance of manufacturing firms in Indonesia. 112 questionnaire were used for data analysis. The study found strategy implementation to better firm performance if effectively implemented. Maroa and Muturi (2015) investigated the influence of strategy implementation on performance of floriculture firms in Kenya. The findings established that strategy implementation have a positive and significant effect on firm performance. Monday et al. (2015) explored the relationship between strategy implementation and firm performance. The study focused on selected manufacturing firms in Nigeria and a sample size of 50 was for data analysis. Findings revealed that there was a positive and significant relationship between strategy implementation and firm performance. Drawing upon empirical review of literature, it can be asserted that:

H2: Strategy implementation has a significant relationship with SMEs performance.

f) Moderating Role of External Business Environment

The choice of using external business environment as a moderator in the relationship between strategic planning and SMEs performance is not only based on inconsistencies in the literature and paucity of literatures but also suggestion by previous studies that external business environment could be used as moderator between strategic planning and SME performance. Studies on strategic planning and firm performance literature refer to the suggestions that firms should take into consideration their business environment. Several studies (e.g., Ajonbadi et al., 2016; Asikhia, 2010; Makinde and Asikhia (2017) have associated firm performance with supportive business environment Strategies according to (Dess, Lumpkin and Taylor, 2005) should not be developed in a vacuum. Organisations must respond to their external business environment before developing strategies because external environmental forces are not under the control of the organisations and its industry.

May (2000) argue that firms used the information gathered from the external environment for strategic decision making by reacting quickly to any future threats. The gathering and use of information about an occurrence and trends of a firm's external environment would assist owners/managers to have a deep knowledge of the market in which they operate and also assist them in strategic planning efforts (Lester and Parnell, 2008).

In line with the aforementioned argument and exposition, the following hypotheses were formulated for testing:

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H3: External business environment moderates the relationship between strategy formulation and SME performance

H4: External business environment moderates the relationship between strategy implementation and SME performance

Figure 1

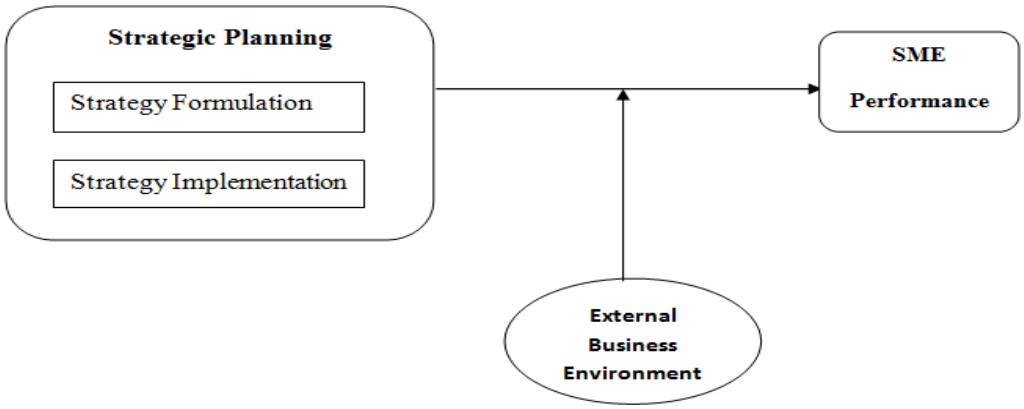


Figure 1: Model of the Study

III. Methodology

a) Research Design

This study used a cross-sectional research design to collect data from respondents all at once. The study's respondents were owners/managers of SMEs in Lagos, Nigeria. The approach, according to Sekaran and Bougie (2013), is less time consuming and cost effective than the longitudinal approach.

b) The Population

There are 8396 registered SMEs (8042 small enterprises and 354 medium scale enterprises) operating in Lagos State, Nigeria.

c) Sample

The study calculated a sample size of 497 based on the target population. This is consistent with Krejcie and Morgan's (1970) and Hair, Hult, Ringle, and Sarstedt's (2014) supposition.

d) Sampling and Data Collection

Data was collected using a self-administered questionnaire between the 3rd and 1st weeks of January 2022. As a result, 497 questionnaires were distributed to owners/managers using a simple random sampling technique, of which 427 were valid, indicating an 86 percent response rate. According to Sekaran (2003), a minimum response rate of 30% is acceptable for a survey of this nature.

e) Measurement

Measurement items were introduced on the basis of a careful literature review. Strategic planning was operationalized as multi-dimensional constructs made up of two dimensions- strategy formulation and implementation. Strategy formulation and implementation measures were adapted from the work of El-Mobayed (2006) as well as Wijetunge and Pushpa kumari (2014) using six and four items respectively. Five items were adapted from the work Abd Aziz, and R. Mahmood (2010) to measure external business environment. On the other hand, performance was operationalized as a single construct made up of two dimensions- financial and non-financial performance. Performance was measured by five items as adapted from the work of Dahlgaard and Ciavolino (2000). All of the items used were anchored on a 5-Likert scale, with 5 indicating "strongly agree" and 1 indicating "strongly disagree."

IV. Data Analysis

The Statistical Package for the Social Sciences (SPSS) and Partial Least Squares-Structural Equation Model (PLS-SEM) were used to analyse data in this study. Specifically, SPSS was used to analyse demographic statistics of respondents while PLS was used for both measurement model (construct reliability and validity) and structural model (path coefficient).

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Respondent profile

Table 1: Demographic Characteristics of Respondents

Characteristics	Frequency	Percentage	Cumulative Percentage
Gender			
Male	299	75.7	75 7
Female	96	24.3	100
Age of Respondents			
18 – 30	31	7.85	7.85
31 – 40	97	24.56	32.41
41 – 50	161	40.76	73.17
51 and Above	106	26.83	100.0
Education	**Frequency**	**Percentage**	**Cumulative Percentage**
SSCE	78	19.75	19.75
ND/NCE	97	24.56	44.31
HND/DEGREE	182	46.08	90.38
Masters/PHD	38	9.62	100.0

Table 1 shows, 75.7 percent of the total respondents are males, while 24.3 percent are females. This may be an indication that SMEs in Lagos state are dominates significantly by males. The total respondents of the study are between the ages of 18 to 30, 24.56 percent are between the ages of 31 to 40, 40.76 percent are between ages 41 to 50, while the remaining 26.83 percent respondents are above 50 years. The study also reveals owner/managers of most SME generally hold some educational qualifications. Majority (46.08 percent) of the total respondents hold a Higher National Diploma (HND) or a degree.

a) Evaluation of the Measurement Model (outer model)

The measurement model explains how each construct is measured, which can be validated by evaluating indicator reliability, internal consistency, and convergent validity (Hair, Hult, Ringle & Sarstedt, 2017). Figure 2 depicts the measurement model.

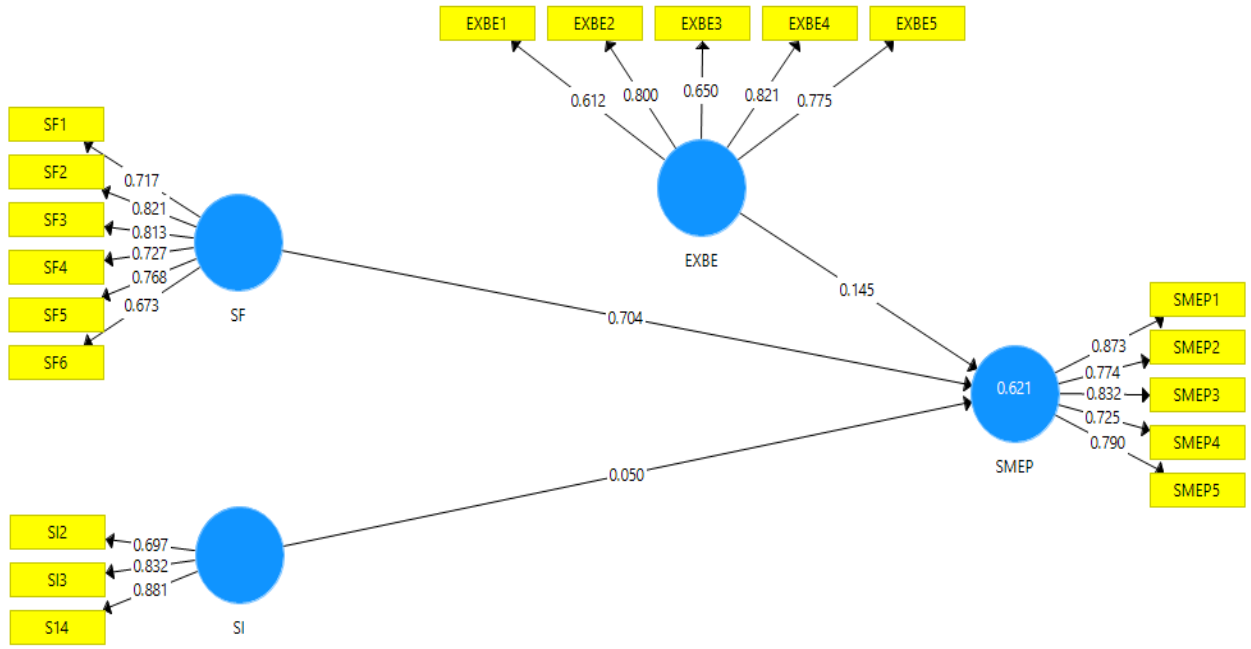


Figure 2: Measurement Model

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Table 2: Reliability and Validity

Constructs	Items	Loadings	CA	CR	AVE
Strategy Formulation	SF1	0.717	0.849	0.888	0.570
	SF2	0.821			
	SF3	0.813			
	SF4	0.727			
	SF5	0.768			
	SF6	0.673			
Strategy Implementation	SI2	0.697	0.742	0.847	0.652
	SI3	0.832			
	S4	0.881			
External Business Environment	EXBE1	0.612	0.785	0.854	0.542
	EXBE2	0.800			
	EXBE3	0.650			
	EXBE4	0.821			
	EXBE5	0.775			
SMEs Performance	SMEP1	0.873	0.859	0.899	0.641
	SMEP2	0.774			
	SMEP3	0.832			
	SMEP4	0.725			
	SMEP5	0.790			

Note: AVE represents Average Variance Extracted; CR represents Composite Reliability; CA represents Cranach's Alpha

Table 3: Discriminant Validity (HTMT criterion)

	EXBE	SF	SI	SMEP
EXBE				
SF	0.363			
SI	0.436	0.570		
SMEP	0.455	0.779	0.513	

Note: SF = Strategy Formulation; SI = Strategy Implementation; EXBE = External Business Environment; SMEP= SMEs Performance

The indicator reliability of each item used in measuring the study's construct is shown in Table 2 and Figure 2. The reliability of indicators in a study defines how satisfactory and dependable items measure a specific construct (Hair, Black, Babin and Anderson, 2010). For indicator reliability to be fulfilled, each construct's items are expected to load between 0.5 and 1 (Hair et al., 2014). As a result, since item loading values range from 0.612 to 0.873, individual indicator reliability has been achieved, as shown in Table 2 and Figure 2.However, it should be noted that only one item (i.e., SI1) representing strategy formulation which fail tofulfil the threshold values were deleted (Hair et al., 2011).

Table 2 also shows the constructs' internal consistency reliability. Internal consistency reliability (construct reliability) examines whether items measuring the same construct have similar scores (Hair et al., 2017). In this study, internal consistency reliability was checked using CR and CA values. The rule is that both CR and CA values should reach at least 0.7 for internal consistency reliability to be attained (Hair et al., 2017; Sekaran, 2003). According to this study, each construct internal consistency reliability is above the threshold value of 0.7. Hence, it can be concluded that internal consistency reliability in this study has been achieved.

It's also critical to evaluate the convergent validity of the study's constructs. The amount at which a measure is positively connected to another measure of a similar construct as determined by AVE analysis has been referred to as convergent validity. According to Hair et al. (2014), AVE should be 0.5 or higher (Hair et al., 2010) for a specific construct to fulfil convergent validity. As a result, the AVE values in as shown in Table 2 are greater than the 0.5 minimum. Therefore, convergent validity of the study's constructs is demonstrated.

To complete the measurement model evaluation, discriminant validity must be estimated. It is the degree to which a construct differs significantly from another set of constructs according to empirical standards. Taking recent research into account, the Fornell-Larcker criterion has been critically examined and found to be ineffective in detecting discriminant validity issues (Henseler, Ringle and Sarstedt, 2015). As a result, the heterotrait-monotrait ratio (HTMT) was used

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in this study to test discriminant validity. Hair et al. (2017) define HTMT as the ratio of between-trait correlations to within-trait correlations, and the HTMT values for all construct pairings in the matrix should be less than 0.90.Table 2 shows that the HTMT values of all construct pairings in the matrix are less than 0.90. (Hair et al., 2017). As a result, the study's construct validity has been established.

b) Structural Model

Following the evaluation of the measurement model, the structural model—the second stage of the inferential analysis—should be run. The essence is to determine the direct impact of strategy formulation and implementation on SMEs performance, including the moderating effect of external business environment.

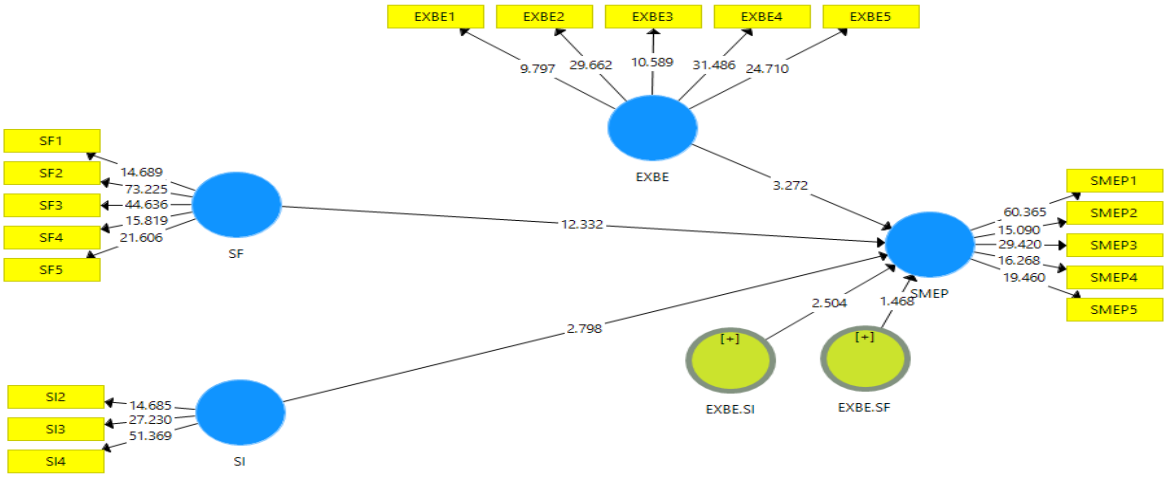


Figure 3: Structural Model

Table 5: Test of Hypotheses

	Beta	STDEV	T Stat	P Values	Confidence Intervals 5%	Confidence Intervals 95%	Decision
Direct Path							
SF->SMEP	0.591	0.046	12.736	0.000*	0.494	0.697	Supported
SI-> SMEP	0.118	0.046	2.546	0.000*	0.016	0.191	Supported
R^2= 0.621							
Moderating Effect							
EXBE*SF->SMEP	0.164	0.141	1.161	0.246	-0.245	0.186	NS
EXBE*SF->SMEP	0.092	0.042	2.147	0.031**	0.007	0.165	Supported

Note: SF = Strategy Formulation; SI = Strategy Implementation; EXBE= External Business Environment; SMEP=SMEs Performance; P value with one asterisk is significant @ < 0.01 while P value with two asterisk is significant @ < 0.05

As shown in Figure 2 and Table 5, the model's R^2 value is 0.621. It denotes that the exogenous latent variables (strategy formulation, strategy implementation and external business environment) explain 26.1% of the variance in the endogenous latent variable (SMEs performance). Furthermore, the direct results (i.e., β = 0.591, t= 12.736, p<0.01) reveal that strategy formulation has a significant relationship with SMEs performance. As a result, the hypothesis stated earlier in this study that a relationship exists between strategy formulation and SMEs performance was supported empirically. Similarly, the results (i.e., β = 0.118, t= 2546, p<0.01) indicated in Table 5 demonstrate that strategy implementation has a significant relationship with SMEs performance.

In terms of the moderation effect, the findings (i.e., β= 0.164, t= 1.161, p>0.05) show that EI does not significantly moderate the relationship between strategy formulation and SMEs performance. However, external business environment significantly moderates the relationship between strategy formulation and SMEs performance based on the findings obtained in Table 5 (i.e., β= 0.118, t= 2.546, p<0.05).

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Table 6: Effect Size of Exogenous variables on Endogenous Variables

Construct	f^2(SMEP)	Effect Size
SF	0.980	Large
SI	0.005	Small
EXBE	0.048	Small

Note: SF = Strategy Formulation; SI = Strategy Implementation; EXBE= External Business Environment; SMEP=SMEs Performance

According to Cohen (1988) and Hair et al. (2013), threshold values of 0.02, 0.15, and 0.35 are commonly used to indicate small, medium, and large effect sizes (f^2) of exogenous variables on endogenous variables. In this case, strategy implementation and external business environment have a small effect size on SMEs Performance, whereas strategy formulation has a large effect size on SMEs Performance.

Table 7: Predictive Relevance of Exogenous Variables

Construct	SSO	SSE	Q^2 = 1-SSE/SSO
Turnover Intention	227.754	153.794	0.325

Note: SSO (sum of squared observations); SSE (sum of squared prediction errors)

The blindfolding result of the reflective endogenous latent variable's cross-validated redundancy (Q^2) is shown in Table 7. As illustrated in the table, the cross-validated redundancy (Q^2) is greater than zero. Therefore, it can be concluded that there is a predictive path in the model of this study (Chin, 1998; Hair et al., 2014; Hayes, 2009).

c) Discussions of findings

The main objective of this study is to examine the moderating role of external business environment in the relationship between strategy formulation, strategy implementation, and performance of SMEs in Nigeria. First,we hypothesised that strategy formulation would have a significant relationship with SMEs performance. Based on the findings of this study, the relationship was found to be positively significant. This result empirically agrees with the findings of previous studies such as Monday et al., (2015); Moroa and Muturi (2015)as well as Otieno et al. (2017) that strategy formulation is key to firm performance especially in a highly competitive market. Firms that gives consideration to strategy formulation are well guided and prepared to take advantage of opportunities that come their ways. As such, they are proactive rather than being reactive.

Second, we hypothesised that a significant relationship exists between strategy implementation and SMEs performance. According to the findings of this study, the hypothesis was supported, confirming that strategy implementation is key predictor of SMEs performance. The finding of this study affirmed the results of previous studies which establish that strategy implementation significantly and positively influences firm performance (Maroa and Muturi, 2015; Ngaji and Kombo, 2014 Sandada et al., 2014). This suggests that firm thatthe implementation of new strategies determines to a large extent sustainability and effectiveness of such a firm. This study therefore serves as a pointer to SMEs to engage in the implementation of previously formulated strategies in order to achieve superior performance.

Third, the hypothesis saying that external environment would moderate the relationship between strategy formulation and SME performance was tested and the results revealed that the moderating role of external environment in the relationship between strategy formulation and SME performance was not significant. The finding does not give us an unwavering stance to conclude that external business environment impact the relationship between strategy formulation and SMEs performance. The fact that the majority of SMEs in Nigeria operate in a turbulent and unsupportive external environment could explain why this finding contradicts our third hypothesis. This suggests that SMEs are facing greater external challenges, despite the fact that they used information gathered from the external business environment to make strategic decisions.

The findings supported our final hypothesis indicating that external environment moderate the relationship between strategy formulation and SME performance. This suggests that that the interaction of strategy formulation with external business environment would strengthen already existing relationship between job satisfaction and SMEs performance. Hence, it is possible to conclude that the conduciveness and receptiveness of external business environment to firm is critical to the effectiveness strategy implemented and in turn enhances SMEs performance.

d) Theoretical Implication

The RBV generally postulates that the performance of firms is largely dependent on the intangible and non-substitutable resources embedded in such firms which may not be able to be implemented by current or potential competitors and also difficult to

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be duplicated (Barney, 1991). Moreover, this study further contributed to the body of knowledge by revalidating the RBV proposition that such resources are the sources of firm performance, and adding empirical evidence on its domain generally. To empirically validate this theory, the impact of strategic planning on firm performance have been empirically proven by a number of researchers (see Arasa & K'Obonyo, 2012; Glaister et al., 2007; Song et al., 2011). Nevertheless, these previous studies have failed to taken into account strategy formulation and implementation as key elements of strategic planning. Consequently, this study addressed this gap by investigating the impact of strategy formulation and implementation on SMEs performance.

Apart from that, the introduction of external business environment as moderator in the model is a key theoretical contribution of this study. Although most previous related studies (e.g., Auka and Langat, 2016;Dubihlela and Sandada 2014; Emeka, 2015; Monday, Akinola, Ologbenla and Aladeraji, 2015; Otieno, et al., 2017) have examined the direct relationship between strategic planning and SMEs performance, literature that have considered introducing a moderator in the model have paid little or no attention to external environment. Meanwhile, external environment of firms is an important consideration for strategic planning to be successful, particularly in a rapidly changing environment.

e) Practical Implications

One of the practical implications of the study is that the study provides owners and management of SMEs on how to improve performance and survive in a turbulent environment as the result of the study shows that the performance of SMEs is positively influenced by strategy formulation, strategy implementation and evaluation and control. The findings of this study will educate owners/managers of SMEs with information on the importance of strategic planning and to improve the application of such strategies to overcome challenges.

Furthermore, the study will assist owners/managers to take more responsibility in reducing uncertainties for the organisation through strategic planning. By this, they can overcome challenges and remain competitive.

V. Conclusion

The success of developed economies can be traced back to the important role that SMEs have played in achieving economic and social development goals such as GDP, poverty alleviation, and job creation, among other things. However, few studies appear to have been conducted on the relationship between strategic planning and SME performance in Nigeria. As a result, the moderating effect of the external business environment in the relationship between strategic planning and performance of SMEs in Nigeria was investigated in this study. It was discovered that strategy formulation and strategy implementation improve the performance of Nigerian SMEs. Similarly, the relationship between strategy implementation and SME performance is moderated by the external business environment.

a) The study's limitations and Suggestions for Future Research

Given that this study used a cross-sectional research approach, making casual inferences from the studied population may be somewhat difficult (Sekaran and Bougie, 2010). Hence, it is encouraged that future studies make use of longitudinal research approach to collect data. Furthermore, because the current study examined the moderating effect of external business environment on strategic planning-relationships, future studies may consider replicating similar research in other sector asides SMEs. Perhaps, such future studies may produce contradictory results or further validate the current study's findings. Finally, future research may consider bothinternal and external factors as intervening variables.

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The Ethical Emotivism of A. J. Ayer and C. L. Stevenson: A Tendentious Explanatory Matrix for Human Homosexual Behaviour

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Abstract- This work is expository, analytic, comparative and evaluative, in its methodology. The objective is to interrogate the emotive ethical theories of A. J. Ayer, and C. L. Stevenson, in relation to the phenomenon of homosexuality, in order to ascertain whether or not the causative factors and justificatory reasons of same-sex tendencies, orientations and behaviours can be adequately accounted for, within the context of the emotive or psychical dimension of the human person. In other words, what is pivotal here is whether or not the emotive ethical theories (non-cognitivism) offer a robust conceptual grid and interpretative framework, for engaging in any demanding and rewarding discourse on the issue of human homosexual behavior. Homosexuality is a romantic, sexual attraction or behavior between members of the same sex or gender.

Keywords: bisexuality, comparative, evaluative, emotivism, human, homosexuality, heterosexuality, study.

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Keywords: bisexuality, comparative, evaluative, emotivism, human, homosexuality, heterosexuality, study.

I. Introduction

To A very large extent, homosexuality presents a paradox for evolutionists who explore the adaptedness of human behavior. If adaptedness is measured by reproductive success, and if homosexual behavior is non-reproductive, then what is its origin? There is little evidence that lineages gain reproductive advantage through offspring care, provided by homosexual members. Therefore, there is little support for the hypothesis that homosexuality is a product of kin selection. [1] Since parents, at times, control children's reproductive decisions and at times encourage children in homosexual behavior, there is some support for the hypothesis of parental manipulation. Support is strongest, however, the in favour of the hypothesis that homosexual behavior comes from individual selection for reciprocal altruism. This is a form of altruism that occurs between unrelated individuals where there will be repayment (or at least the promise of repayment) of the altruistic act in the future.[2]An altruistic behavior can be defined as a behavior that benefits another organism, not closely related, while being apparently detrimental to the organism performing the behavior, the benefit and detriment being defined in terms of contribution to inclusive fitness. In evolutionary biology, reciprocal altruism is a behaviour whereby an organism acts in a manner that temporarily reduces its fitness while increasing another organism's fitness, with the expectation that the other organism will act in a similar manner at a later time.[3] Non-human primates, including the apes, use homosexual behavior in same-sex alliances, but such alliances have not been proven to be relevant in the expanded distribution of human ancestors. [4] Adaptationist explanations do not fully explain sexual behavior in humans, however; social and historical factors also play strong roles.[5]We live in a world where many people judge morality by what they feel; claiming that moral statements are merely expressions of feelings.[6] This is true of the emotivists, who hold that moral statements merely express positive or negative feelings, and are based on personal opinions and values, which are largely arbitrary.[7]

a) *The Emotivism of A. J. Ayer and C. L. Stevenson: Antecedent and Contextual Discourses*

Emotivism as a meta-ethical view, claims that ethical sentences do not express propositions, but

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[1] Jack Mulder (2014) "A Response to Law and McBrayer on Homosexual Activity," *Think* 13 (38):39-42.

[2] Robert L. Trivers, (1971) "The Evolution of Reciprocal Altruism," *The Quarterly Review of Biology*, Vol. 46, No. 1:35-37.

[3] John Finnis (2001) "Reason, Faith and Homosexual Acts," *Catholic Social Science Review* 6:61-63.

[4] John J. Anderson (2013) "The Rhetoric of Homosexual Practice," *Journal of Religious Ethics* 41 (4):601-603.

[5] Timothy F. Murphy (2005) "Gay Science: Assisted Reproductive Technologies and the Sexual Orientation of Children," *Reproductive Biomedicine Online* 10 (Sup. 1):102-103.

[6] Stephen J. Pope (1997) "Scientific and Natural Law Analyses of Homosexuality: A Methodological Study," *Journal of Religious Ethics* 25 (1):89-91.

[7] John Lemos (2000) "The Problems with Emotivism: Reflections on Some MacIntyrean Arguments," *Journal of Philosophical Research* 25:285-287.

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emotional attitudes. Emotivism is form of non-cognitivism or expressivism. It stands in opposition to other forms of non-cognitivism (such as quasi-realism and universal prescriptivism), as well as to all forms of cognitivism (including both moral realism and ethical subjectivism). [8] Admittedly, the emotive theory did not begin with Alfred Julius Ayer, but it was in Ayer and Charles Leslie Stevenson that the theory gained its popularity. Charles Kay Ogden and 1vor Armstrong Richards were the first to propose the theory in their work *The Meaning of Meaning.* [9] They gave the term "good" a purely emotive meaning, since they felt that when one makes an utterance that a thing is good, one is merely evoking a semblance of the same feeling in other people. This concept, it is said, is the subject-matter of ethics although Ogden and Richards claimed that in the purely emotive use of 'good' in ethics, the speaker expresses an attitude and evokes a similar attitude in the listener. A Swedish philosopher, Axel Hagerstrom has been credited as the first to formulate the theory of emotvism in 1911. In one of his lectures: "*On the Truth of Moral propositions,*" he formulated, in outline, the emotive theory with particular reference to the concept of duty. [10] It was in early 20th century that A.J. Ayer proposed his own theory of emotivism. In chapter 6 of his *Language, Truth and Logic*, one finds Ayer's earliest attempts to develop, in some detail, what came to be known as the emotive theory of ethics. Ayer claims that one cannot subject an ethical statement to empirical testing, since ethical statements are mere expressions of our personal preferences: 'For in saying that a certain type of action is right or wrong, is not making factual statement, but merely an expression of certain moral sentiments.' [11] A. J. Ayer's emotivism, originated from the school of *Logical Positivism*, whose proponents wanted to ground knowledge in what could be known through experience, or what was *logically* the case. They believed that anything which could not be verified by logical analysis or through sense-experience was deemed unverifiable. As such, to speak about unverifiable things was simply pointless (or *meaningless).* [12] The cornerstone of their beliefs was the principle of verification. This principle claims that statements about right and wrong are meaningless. They are neither true nor false, because they do not actually state anything.

Like other positivists, Ayer was disturbed by the confusion caused by the improper use of language. In his work: *Language, Truth, and Logic*, he examined and analyzed ethical statements in order to find out their true nature, most especially to know whether they are scientific. In chapter 6 of *Language, Truth and Logic,* entitled: "Critique of Ethics and Theology" Ayer began by saying that judgments of value were "expressions of emotion," when he discussed ethics in particular (as opposed to aesthetics), he abandoned the term 'emotion' and instead used the terms 'sentiment', 'feeling' or 'attitude'. The reason is that some terms, such as 'sentiment', 'feeling', and 'attitude' as subject to moral and ethical qualifications. He argued that ethical judgments express and evoke ethical emotions that are different in kind from non-ethical emotions. [13] Chiefly, Ayer's fundamental claim was that statements could only be meaningful or valuable only if they had factual content. He thought it was possible to differentiate between meaningless and meaningful statements as the latter are either true by definition or, in principle, falsifiable (they could be shown to be true or false). All other statements are disregarded as having no value. Ayer scrutinized ethical statements in order to know whether they were verifiable or factual, and held that the fundamental ethical concepts cannot be analyzed insofar as there is no established criterion for testing their validity. [14] In this chapter, Ayer divides "the ordinary system of ethics" into four classes namely:

1. "Propositions that express definitions of ethical terms, or judgments about the legitimacy or possibility of certain definitions"
2. "Propositions describing the phenomena of moral experience, and their causes"
3. "Exhortations to moral virtue,"
4. "Actual ethical judgments." [15]

Ayer gives particular attention to propositions of the first class, moral judgments, saying that those of the second class belong to science, while those of the third are mere commands, and those of the fourth (which are considered in normative ethics as opposed to meta-ethics) are too concrete for ethical philosophy. Thus, in saying that 'Telling lies is (morally) wrong', the speaker is not asserting any proposition, but only expressing a feeling or attitude of disapproval towards the action of telling lies. Consequently, the presence of an ethical symbol adds nothing to its factual content. The exception to this is C. L. Stevenson, who in his *Facts and Values: Studies in Ethical Analysis* (1963) argues

[8] Kyle Swan (2002) "Emotivism and Deflationary Truth," *Pacific Philosophical Quarterly* 83 (3): 270–272.
[9] Charles Kay Ogden and Ivor Armstrong Richards, (1923) *The Meaning of Meaning* (London: Routledge and Kegan Paul) p. 125.
[10]
[11] Alfred Julius Ayer, "Critique of Ethics and Theology" in Ayer writings in *Philosophy, Language, Truth and Logic*, (Basingstoke: Palgrave Macmillan) p. 110.
[12] Alexander Miller (1998) "Emotivism and the Verification Principle," *Proceedings of the Aristotelian Society* 98 (2):103–105.
[13] Alfred Julius Ayer, *Language, Truth and Logic* (London: Victor Gollanz 1936) p. 103.
[14] Andreas Vrahimis (2020) "Language, Truth, and Logic and the Anglophone Reception of the Vienna Circle," In Adam Tamas Tuboly (ed.), *The Historical and Philosophical Significance of Ayer's Language, Truth and Logic*, (Hampshire: Palgrave) pp. 41-42.
[15] Alfred Julius Ayer, (1952) "Critique of Ethics and Theology," *Language, Truth and Logic* (New York: Dover Publications), p. 77.

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that ethical judgments are truth-apt. In expatiating Ayer's theory of emotivism, Stevenson agreed that ethical statements express the speaker's feelings, but that there exists an element of prescriptivism when uttering moral sentences: 'Your ethical judgment has a quasi-imperative force which, operating through suggestion, and intensified by your tone of voice, readily permits you to begin to influence, to modify someone else's interests.' [16] Statements of fact are either logically necessary (true by definition) or observable. But, moral statements are neither analytically nor synthetically verifiable, so there are no moral facts.In summary, Stevenson's claim is that when one says that an ethical judgment is true, what he is really doing is reaffirming that ethical judgment. His example is as follows: "When Mr. A says "Jones ought not to have done it," and Mr. B replies: "that is true," what is the force of B's reply? Rather obviously he too has said, in abbreviated form, the equivalent of "Jones ought not to have done it." His "that is true" permits him as it were to repeat A's remark, thus expressing an attitude (apart from hypocrisy) that is in agreement with A's."[17]

Stevenson argues that this sense of truth, as reaffirming what others have said, is not an unusual sense of truth, insofar as it is also typical for factual contexts. However, the important point here is that even if Stevenson's considerations are correct and ethical judgments are truth-apt in this sense of truth, it does not make ethical judgments truth-apt in the ordinary (and interesting) sense of truth. [18] The claim that moral language only expresses attitudes seems to imply that there is no contradiction involved in moral disagreement. That is, if one person says: 'Telling lies is (morally) wrong' and another person say: 'Telling lies is not (morally) wrong,' they are not contradicting each other in any way; but only expressing different personal preferences. However, if the emotivist wishes to deny that the two parties have moral disputes, he or she needs to explain why it looks like they do; since they are clearly trying to argue for something, not just expressing their personal preferences. [19] In this regard, Ayer is in agreement with subjectivists in saying that ethical statements are necessarily *related* to individual attitudes, but he says they lack truth-value because they cannot be properly understood as *propositions* about those attitudes. He takes subjectivism to be the thesis that actions are right or good if a person or group of persons approves of it. [20] The subjectivist thinks, according to Ayer, that one can translate statement of value into statements of empirical fact. But, he also thinks that ethical sentences are *expressions,* not *assertions* of approval, because while an assertion of approval may always be accompanied by an expression of approval, expressions can be made without assertions.[21] He used "boredom" as an illustration. For Ayer, "boredom" can be expressed through the stated assertion "1 am bored" or through non-assertions like tone of voice or any other way of communicating various other verbal statements. He holds that such statement like "Homosexuality is wrong" would be a non-propositional sentence that is an expression of disapproval, and thus not equivalent to the proposition: "I disapprove of Homosexuality."[22] Ayer went further to say that ethical discussions are about the facts. Thus, when arguing over homosexuality, contending parties are constantly bringing facts to each other's attention. One person points out how much homosexuals suffer in searching for identity, and another person points out how much more sophisticated it is to legalize gay marriages, and so on. If they both agree on the facts, but still disagree morally, there would be nothing left to discuss.[23]

b) Homosexuality and Moral Standards

Ethics is the practical normative science of the rightness or wrongness of human conduct, as known by natural reason. The subject matter of ethics is human conduct, those actions which are performed consciously and wilfully, and for which one can be held accountable. [24] Ethics also has been defined as that branch of philosophy, moral philosophy, which addresses moral problems and offers the criteria for judgments. It equips us with the tools for critical ethical judgments. [25] Ethics deals with the principle of human behavior, analyzing those elements responsible for our behaviour. It scrutinizes moral questions and offers rational and objective answers to them. Ethics therefore reminds us of the negative consequences of bad action and offers us the approbation that follows good deeds. There is no consensus in ethical opinions regarding how we come to know right and wrong actions. While some thinkers opine that conscience should be used as a moral standard, others claim that it is the consequences

[16] Charles L. Stevenson, *(1907)* "The emotive meaning of ethical terms, "from Darwall S. Mora, Discourseand Practice: Some Philosophical Approaches, *(Oxford: Oxford University Press),* p. 74.
[17] Charles L. Stevenson, (1963) *Facts and Values: Studies in Ethical Analysis,* (New Haven: Yale University Press), pp. 217-218.
[18] Nathan Nobis (2004) "Ayer and Stevenson's Epistemological Emotivisms," *Croatian Journal of Philosophy* 4 (1):59-61.
[19] Giulio Pietroiusti (2022) "Having a Disagreement: Expression, Persuasion and Demand," *Synthese* 200 (1):1-3.
[20] Kyle Swan (2002) "Emotivism and Deflationary Truth," *Pacific Philosophical Quarterly* 83 (3):270–272.
[21] Gunnar Björnsson (2002) "How Emotivism Survives Immoralists, Irrationality, and Depression," *Southern Journal of Philosophy* 40 (3):327-329.
[22] Gunnar Björnsson (2001) "Why Emotivists Love Inconsistency," *Philosophical Studies* 104 (1):81 - 83.
[23] William S. Wilkerson (2009) "Is It a Choice? Sexual Orientation as Interpretation," *Journal of Social Philosophy* 40 (1):97-99.
[24] Austin Fagothiey, *Right and Reason: Ethics in Theory and Practice,* (California: The C.V. Mosby Company, 1953) p. 18. -
[25] Brian F. Chellas (1971) "The Language of Morals," *Journal of Symbolic Logic* 36 (1):180-181.

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of the action, and some others hold unto the dictates of human practical reason (synderesis). The intuitionist school of thought, for example, takes intuition as the moral standard. Intuitionism is an ethical theory which maintains that we know right and wrong actions by intuition. But there is a fundamental problem with these views, they only provide us with opinions which are not necessarily immune from error.[26]

If one person claims that he knows 'by intuition' that homosexuality is morally wrong, another man may also claim to know 'by intuition' that the same action is morally right," thus, leaving us with conflicting intuitions. So, although there is no exclusive or absolute moral standard, a moral standard still remains the foundation for making moral decisions.[27] Despite the fact that homosexual practices have occurred in the ancient world centuries before their appearance in Athens; the substantial body of evidence of ancient homosexuality that is available, in written forms and archaeological findings, comes from the ancient Greek civilization. That the ancient Greeks practiced homosexuality is a pertinent fact to note,[28] especially when one considers the pivotal role that the Greek civilization has played in shaping the western world, which is today on many fronts the pace-setter of the world. The Christian tradition has generally proscribed any and all non-coital genital activities, whether engaged in by couples or individuals, regardless of whether they were of the same or different sex.[29] The Catholic Church's position specifically on homosexuality, developed from the teachings of the Church Fathers, which was in stark contrast to Greek and Roman attitudes towards same-sex relations including the "(usually erotic) homosexual relationship between an adult male and a pubescent or adolescent male," is called pederasty. The modern arguments in favor of homosexuality, have been insufficient to overcome the evidence that homosexual behavior is against divine and natural law, as the Bible and the Church, as well as the wider circle of Jewish and Christian (as well as Muslim) writers, have always held.[30] People have a basic, ethical intuition that certain behaviors are wrong because they are unnatural. We perceive intuitively that the natural sex partner of a human is another human, not an animal. The same reasoning applies to the case of homosexual behavior. The natural sex partner for a man is a woman, and the natural sex partner for a woman is a man. Thus, people have the corresponding intuition concerning homosexuality that they do about bestiality, that it is wrong because it is unnatural.[31] Natural law reasoning is the basis for almost all standard moral intuitions. For example, it is the dignity and value that each human being naturally possesses that makes the needless destruction of human life or infliction of physical and emotional pain immoral. This gives rise to a host of specific moral principles, such as the unacceptability of murder, kidnapping, mutilation, physical and emotional abuse, and so forth.[32] Many homosexuals argue that they have not chosen their condition, but that they were born that way, making homosexual behavior natural for them. But because something was not chosen does not mean it was inborn. Some desires are acquired or strengthened by habituation and conditioning instead of by conscious choice. For example, no one chooses to be an alcoholic, but one can become habituated to alcohol. Just as one can acquire alcoholic desires (by repeatedly becoming intoxicated) without consciously choosing them, so one may acquire homosexual desires (by engaging in homosexual fantasies or behavior) without consciously choosing them.[33]

Since sexual desire is subject to a high degree of cognitive conditioning in humans (there is no biological reason why we find certain scents, forms of dress, or forms of underwear sexually stimulating), it would be most unusual if homosexual desires were not subject to a similar degree of cognitive conditioning. The morality of homosexuality is not a philosophical issue *per se*, but one can use objectivist principles to evaluate the morality of homosexuality in any given situation.[34] The Catholic Church teaches that respect for homosexual persons cannot lead in any way to approval of homosexual behaviour or to legal recognition of homosexual unions. The common good requires that laws recognize, promote and protect marriage as the basis of the family, the primary unit of society. Legal recognition of homosexual unions or placing them on the same level as marriage would mean not only the approval of deviant behaviour, with the consequence of making it a model in present-day society, but would also obscure basic values which belong to the common inheritance of humanity.[35] The Church cannot fail to

[26] Paul Welsh & Mary Warnock (1962) "Ethics since 1900," *Philosophical Review* 71 (3):390.
[27] Philippa Foot (1967) "Theories of Ethics," *Revue Philosophique de la France Et de l'Etranger* 163:220-221.
[28] Nancy Demand & Kenneth James Dover , (1980) "Greek Homosexuality," *American Journal of Philology* 101 (1):121-23
[29] David Newheiser (2015) "Sexuality and Christian Tradition," *Journal of Religious Ethics* 43 (1):122-124.
[30] Michael Benoit (2005) "Conflict between Religious Commitment and Same-Sex Attraction: Possibilities for a Virtuous Response," *Ethics and Behavior* 15 (4):309-311.
[31] John Skalko (2020) "Would Aquinas Support Homosexual Activity If He Were Alive Today?" *Heythrop Journal* 61 (2):275-277.
[32] John D. Kronen & Eric H. Reitan (1999) "Homosexuality, Misogyny, and God's Plan," *Faith and Philosophy*, 16 (2): 213-215.
[33] Raja Halwani, Gary Jaeger, James S. Stramel, Richard Nunan, William S. Wilkerson & Timothy F. Murphy (2008) "What is Gay and Lesbian Philosophy?" *Metaphilosophy* 39 (4-5):433-435.
[34] Howard H. Chiang (2010) "Liberating Sex, Knowing Desire: Scientia Sexualis and Epistemic Turning Points in the History of Sexuality," *History of the Human Sciences* 23 (5):42-44.
[35] Tabea Cornel (2020) "An Even-Handed Debate? The Sexed/Gendered Controversy over Laterality Genes in British Psychology, 1970s–1990s," *History of the Human Sciences* 33 (5):138-140.

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defend these values, for the good of men and women and for the good of society itself. While sexual orientations may not be chosen, in many cases, what behaviors people exhibit in response to their orientations are chosen, and such behaviors can be evaluated morally. A person who by nature, rather than by choice, is more attracted to members of the same sex than the opposite sex, still has the choice to recognize and act in accordance with this fact or to repress or act against it.[36] If a person wishes to achieve happiness and promote his or her life, then he or she must, in a realm as morally important as sex, act in accordance with his or her nature. While many conservatives believe that homosexuality should be outlawed and many liberals believe that homosexuals should be given special rights, objectivism holds that as long as no force is involved, people have the right to do as they please in sexual matters,[37] whether or not their behavior is considered by others to be or is in fact moral. And since individual rights are grounded in the nature of human beings as human beings, homosexuals do not deserve any more or less rights than heterosexuals.[38]

II. Homosexuality: Possible Causes

There is a common belief among liberals that people are born either gay or straight. Conservatives tend to believe that sexual orientation is actually sexual preference, which is chosen by the individual.[39] Until a few years ago, 'sexual orientation' was previously called 'sexual preference.' Most scientists today agree that sexual orientation (including homosexuality and bisexuality) is the result of a combination of environmental, emotional, hormonal, and biological factors. In other words, there are many factors that contribute to a person's sexual orientation.[40] There is no consensus among scientists about the exact reasons that an individual develops a heterosexual, bisexual, gay or lesbian orientation. Although much research has examined the possible genetic, hormonal, developmental, social and cultural influences on sexual orientation, no findings have emerged that permit scientists to conclude that homosexual orientation is determined by any particular factor or set of factors.[41]

a) Genetics and Homosexuality

This notion stem from the belief that the public will become more accepting of homosexuality if they are convinced that it is inborn and immutable. However, a genetic[42] basis to homosexual desire does not prevent homosexuals from choosing not to participate in homosexual activities. Furthermore, when asked if homosexuality was rooted solely in biology, gay gene researcher, Dean Hamer, asserts: "Absolutely not. From twin studies, we already know that half or more of the variability in sexual orientation is not inherited. Our studies try to pinpoint the genetic factors, but not negate the psychosocial factors."[43] Research into the issue of the origins of homosexuality suggests that adoptive brothers are more likely to both be homosexuals than the biological brothers, who share half their genes which suggest that homosexuality is not genetically caused. This suggests that there is no genetic component, but rather an environmental component shared in families[44] Similarly, Dr. Neil Whitehead a research scientist and biochemist from New Zealand and is his wife Briar Whitehead in their book entitled: *My Genes Made Me Do It: A Scientific Look at Sexual Orientation,* argues that there is no genetic determinism with regard to homosexuality:

If homosexuality were significantly influenced by genes, it would appear in every culture, but in twenty-nine of seventy-nine cultures surveyed by Ford and Beach in 1952, homosexuality was rare or absent. It was very rare in the Siriono, even though there were no prohibitions on homosexual relationships in that culture. The researcher observed only one man displaying slight homosexual traits but apparently not sexually involved with another man. Homosexuality appears to be rare among Orthodox Jews, so much so that learned rabbis, the interpreters of Jewish law, usually allowed men to sleep in the same bed, because likelihood of sexual contact was considered negligible. Kinsey also found very low homosexual incidence among Orthodox Jews...This evidence comes from missionaries who commonly spend 25 years of their lives living in one culture, far more than almost any anthropologist....Overall they can be considered as reliable witnesses. For example, in contrast to groups like the Sambia in the New Guinea highlands, where homosexuality was compulsory, only about 2-3 percent of Western Dani (also in the New Guinea highlands) practiced it. However, in another group of Dani who

[36] James McTavish (2014) "Chastity and Homosexuality," *The National Catholic Bioethics Quarterly* 14 (4):637-639.
[37] John J. Anderson (2013) "The Rhetoric of Homosexual Practice," *Journal of Religious Ethics* 41 (4):601-602.
[38] Stephen J. Pope (1997) "Scientific and Natural Law Analyses of Homosexuality: A Methodological Study," *Journal of Religious Ethics* 25 (1):89-91.
[39] Noretta Koertge (ed.) (1981) *The Nature and Causes of Homosexuality: A Philosophic and Scientific Inquiry* (New York: Haworth Press), p. 86.
[40] John Perry (2012) "Vocation and Creation: Beyond the Gentile-Homosexual Analogy," *Journal of Religious Ethics* 40 (2): 388-390.
[41] Yi Jiang, Patricia Costello, Fang Fang, Miner Huang & Sheng He (2006) "A Gender- and Sexual Orientation-Dependent Spatial Attentional Effect of Invisible Images," *Pnas* 103 (45):17048 -17050
[42] MacCulloch M. Irving (1980) "Biological Aspects of Homosexuality," *Journal of Medical Ethics* 6 (3):133-135.
[43] Dean H. Hamer, Stella Hu, Victoria L. Magnuson, Nan Hu, and Angela M. L. Pattatucci (1993) "A Linkage between DNA Markers on the X Chromosome and Male Sexual Orientation," *American Association for the Advancement of Science*, 261(5119), 321–324.
[44] Timothy Hsiao (2021) "If Homosexuality Is Wrong, So Is Contraception," *Philosophia Christi* 23 (2):341-342.

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were genetically related, homosexuality was totally unknown. Missionaries report that when they were translating the Bible into Dani for this group, their tribal assistants, who knew their own culture intimately, were nonplused by references to homosexuality in Romans 1; they did not understand the concept. Another missionary, with the same group for 25 years, overheard many jests and sexually ribald exchanges among the men, but never a single mention of homosexuality in all that time. When Dani went to help with missionary work among the Sambia, they were astounded at some of the homosexual practices they saw for the first time. Although it is always difficult for a foreigner to be completely sure whether a rare and stigmatized behavior exists, it is certainly true that if three such different experiences of homosexuality can occur in groups of people so closely related genetically, genetically enforced homosexuality is an impossibility."[45]

Science has not yet discovered any genetically dictated behavior in humans. So far, genetically dictated behaviors of the "one-gene-one-trait" variety have been found only in very simple organisms. From an understanding of gene structure and function there are no plausible means by which genes could inescapably force homosexual behaviors on a person. [46] No genetically determined human behavior has yet been found. The most closely genetically related behavior yet discovered (mono-amine oxidase deficiency leading to aggression) has shown itself remarkably responsive to counselling. If homosexual behaviours were genetically inherited, it would have bred itself out of the population in only several generations, and would not be around today.[47] This means that gays with no children would not be able to reproduce their genes.In general, geneticists settle for some genetic influence of rather undefined degree, most agreeing that many genes contribute to any particular human behavior. Geneticists, anthropologists, developmental psychologists, sociologists, endocrinologists, neuroanatomists, medical researchers into gender, and twin study researchers are in broad agreement about an infinitesimal(insignificant) role of genetics in homosexuality.[48].However, genes do not make anyone engage in homosexual behavior. There is no genetic determinism, and genetic influence at most is minor.[49] Is this consensus likely to change? Might some major biological link be discovered which could change everything? After all, science is about discovery. For most of these scientific disciplines, the findings have been clearly established from facts that will not change (e.g. the diversity of homosexual practices between and within cultures; the clearly established stages of human development; the over-riding role of upbringing in the ultimate gender choice of people with ambiguous genitalia).[50] But what of future studies of brain micro-structure, or detailed analysis of genes and function? Will they reveal links between brain structure and human behaviours, or behaviours and genetic sequences? Of course that is a huge possibility. New research findings will continue to be published. But, one can safely conclude that even authors wanting to find such links will almost always include the standard scientific caveats that the influence is minor, and that the environment is pivotal.[51] Thus, what can reasonably be said about future researches is that it will enter new fields and come up with new links, but none of them will be definitive.[52] Based on the alleged, though unproven, genetic links to homosexuality, most homosexuals claim that their homosexuality is so much a part of their identity, that they can do nothing about it. In his report, "Homosexuality in America: Exposing the Myths," Richard Howe suggests two major reasons why homosexual activists promote this myth:

1. They would be admitting that there are those in the homosexual community who, after careful thought, have concluded that it is wrong to be homosexual and that it does not lead to personal happiness and fulfillment. Focusing on those homosexuals who want to change continues to emphasize the immorality and personal destructiveness of homosexuality.
2. They would be denying that homosexuality is physically caused. The more the homosexual community can convince the general public that their homosexuality is beyond their control, the more tolerance or even preferential treatment they can gain in public policy."[53]

Quite sim Contrary to the myth stated above, in truth there is no gay gene! Even openly homosexual researchers have come to that conclusion. In 1996, a

[45] Neil and Briar Whitehead, (1999) *My Genes Made Me Do It! - A Scientific Look at Sexual Orientation*, (Los Angeles: Huntington House Publishers), pp. 87-88.
[46] Miranda Lambert (2004) "A Sourcebook for Homosexuality [REVIEW]" *The Classical Review* 54 (2):439-441.
[47] Ellen T. Armour (2010) "Blinding Me with (Queer) Science: Religion, Sexuality, and (Post?) Modernity [REVIEW]" *International Journal for Philosophy of Religion* 68 (1-3):107-109.
[48] John F. Harvey (1996) "Homosexual Orientation & Genetics," *Ethics and Medics* 21 (5):1-2.
[49] Fabrizzio Mc Manus (2012) "The Structure of Explanations and Counter-Explanations of Homosexuality," *Open Journal of Philosophy* 2 (4):235-237.
[50] Charles Weijer, (1996) "Queer Science: The Use and Abuse of Research into Homosexuality," *British Medical Journal*, Volume 313, Issue 7063: 1017.
[51] Damiano Migliorini (2020) "Towards an Ethics of Sexual Differences," *Ricerca Psicoanalitica* 31 (2):161-163.
[52] Dean Bryd, Shirley E. Cox, Jeffery W. Robinson, "The Innate-Immutable Argument Finds No Basis in Science," In *Their own Words: Gay Activists Speak about Science, Morality, and Philosophy*. Available at: http://www.narth.com/docs/innate.html, 30 September 2002. Accessed on October 7, 2022.
[53] Richard G. Howe (1994) "Homosexuality in America: Exposing the Myths," *American Family Association Journal*, Vol. 18, No. 10: 13-15.

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research team of five led by Dean Hamer at the National Cancer Institute released a study that attempted to link homosexuality with a specific region of the X chromosome. Dean Hamer made the statement "…environmental factors play a role. There is not a single master gene that makes people gay."[54] He went on to say, "I don't think we will ever be able to predict who will be gay." A well-known brain study of 1991 by Simon Levay tried to find the differences in the hypothalamuses (a very small portion of the brain) of both homosexual and heterosexual men. Levay, who was one of the researchers and himself a gay activist, offered criticism of his own work: "It's important to stress what I didn't find. I did not prove that homosexuality is genetic, or find a genetic cause for being gay. I didn't show that gay men are born that way, the most common mistake people make in interpreting my work. Nor did I locate a gay center of the brain." Clinical professor of psychiatry at the Albert Einstein School of Medicine and past president of the National Association for Research and Therapy of Homosexuality, Dr. Charles Socarides, argues that since psychologists and ministers have treated homosexuality with success, the genetic cause theory must be suspect.[55]

b) Environment, Nurture and Homosexuality

Environments and nature have been over the years seen by many as the causes of homosexual orientation. In his 1980 work *Overcoming Homo sexuality,* Robert Kronemeyer writes: "With rare exceptions, homosexuality is neither inherited nor the result of some glandular disturbance or the scrambling of genes or chromosomes. Homosexuals are made, not born 'that way.' I firmly believe that homosexuality is a learned response to early painful experiences and that it can be unlearned. For those homosexuals who are unhappy with their life and find effective therapy, it is 'curable."[56] Similarly, in a 1989 *USA Today* article, a San Francisco State University professor of psychology, John DeCecco and the former editor of the 25-volume, *Journal of Homosexuality*, stated, "The idea that people are born into one type of sexual behavior is entirely foolish." Homosexuality is "a behavior, not a condition," and something that some people can and do change, just like they sometimes change other tastes and personality traits."[57]

c) Psychosocial factors and Homosexuality

Psychosocial factors have long been neglected, as causative or determinant regarding homosexual behaviours, but a number of recent studies point to their manifest importance. In particular, childhood and adolescent experiences seem to be determinative of future orientation.[58] Particularly significant are the high proportion of homosexuals who report a distant father-son relation and a feeling of being 'exotic' and separate from their same-sex peers. In addition, as some have suggested, psychosocial factors may turn out to be at the root of the difference between gay and lesbian orientations.[59] In our society, gender non-conforming boys are far more often singled out from the crowd than girls. This singling-out may have the effect of reinforcing their feelings of difference and thus entrenching their orientation. For girls there is not the same degree of singling-out, so orientation is likely to be much more fluid and even superficial.[60] However, science is yet to reach a consensus about the exact reasons that an individual develops a heterosexual, bisexual, gay or lesbian orientation. From various researches conducted in the field of science, many have come to the conclusion that genetic, hormonal, developmental, social and cultural influences on sexual orientation, no findings have emerged that permit scientists to conclude that homosexual orientation is determined by any particular factor or factors.[61]

III. Arguments in Favour of Homosexuality

a) Homosexuals are born Gay

When advocates of pro-gay theology and philosophy assert that people are born gay, they actually go beyond the generally accepted view that genetics and environmental factors *influence* a person's behaviour. They suggest that homosexuality is largely *caused* by a person's genes.[62] This belief which is itself based on the deterministic philosophy of behaviourism, is designed to suggest that what is inborn is (a) natural or normal, (b) unchangeable, (c) allowed or created by God, as with a congenital defect or one's eye colour, and that it is (d) morally legitimate. The logic and implications of this view are as follows: If a person is homosexual because of an inbred homosexual

[54] Peter Copeland and Dean Hamer, *The Science of Desire*, (New York: Simon and Schuster, 1996), p. 76

[55] Matt T. Reed (2001) "Historicizing Inversion: Or, How to Make a Homosexual," *History of the Human Sciences* 14 (4):21-23.

[56] Robert Kronemeyer, *Overcoming Homosexuality,* (New York: Macmillan Publishing Company, 1980), pp. 7-9.

[57] John DeCecco, (1985) "Origins of Sexuality and Homosexuality," *Journal of Homosexuality*, Volume 50. No. 1: 56-57

[58] Richard Burton, (2006) *Causes of Homoxesuality: What Science Tells us,* (Cambridge: Jubilee Centre) p. 21

[59] Jennifer Terry & Michael R. Dietrich (2000) "Book Reviews-an American Obsession: Science, Medicine, and Homosexuality in Modern Society," *History and Philosophy of the Life Sciences* 22 (3):446-448.

[60] William R. Rice, Urban Friberg & Sergey Gavrilets (2013) "Homosexuality via Canalized Sexual Development: A Testing Protocol for a New Epigenetic Model," *Bioessays* 35 (9):764-766.

[61] Peter de Marneffe (2013) "Sexual Freedom and Impersonal Value," *Criminal Law and Philosophy* 7 (3):495-497.

[62] Sonja J. Ellis (2002) "Moral Reasoning and Homosexuality: The Acceptability of Arguments about Lesbian and Gay Issues," *Journal of Moral Education* 31 (4):455-457.

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condition, there is no hope or possibility of change.[63] And because the homosexual cannot change, all aspects of society must change, including education, religion, and law, in favour of the homosexual.[64] Basically, the advocacy is to the effect that not only must homosexuality be accepted as socially legal for homosexuals, it must also be promoted as a normal lifestyle option and, if necessary, the church must be pressured to abandon its alleged moral discrimination against homosexuals seeking church membership.[65]

b) Homosexuality is not a Sin

Over the years some pro-gay advocates have maintained that homosexuals have no choice in the matter of their sexual predisposition towards persons of the same gender. The homosexual condition or orientation, it is argued, is an evidence of the brokenness and "fallenness" of our present world.[66] The condition may be classified with disease (such as alcoholism, or allergies), with handicap (such as congenital blindness), and eccentricity (such as left-handedness). It may even be evil (like sickness or death), but not necessarily sinful (like pride, blasphemy, or murder).[67] Because homosexuals did not choose to be born gay. So, one should not hold any person responsible for her or his sexual *orientation* any more than we hold a person responsible for skin colour (nature).[68] Being a homosexual is not sin, but lustful and inappropriate homosexual activity is sin and therefore, must be avoided. Since it is believed that homosexuals did not chose to be gay, but were born that way, God deserves the credit (or blame) for who or what they are. And since homosexuality is presumably not a sin, but a sinful condition, homosexuals need compassion and acceptance from the church, and other faith communities.[69]

c) Homosexuals are normal and Healthy People

Based on the assumption that homosexuality is inborn, i.e. of genetic origin, advocates argue that homosexuality should be accepted as a natural or normal human condition.[70] They opine that homosexuality is a normal variant of adult sexuality; gay men and lesbians possess the same potential and desire for sustained loving and lasting relationships as heterosexuals, including loving and parenting children.[71] The variation of this argument is that there are homosexuals in every species on the planet. It is a frequent, natural, and regular occurrence; it is both common and highly essential in the lives of a number of species. This covers everything from mammals to crabs and worms.[72] According to them, overwhelming evidence shows that homosexuality is a natural occurrence across nearly all species on the planet. This is not a choice, it is a fact of life. When the facts show us that people are who they are, we should allow them to live full lives as they are.[73]

IV. Objections to Homosexuality

a) Homosexuality is against the natural Law Theory

According to St. Thomas Aquinas, the natural law is "nothing else than the rational creature's participation in the eternal law" (1a-11ae. Q. 94). The eternal law is God's wisdom, inasmuch as it is the directive norm of all movement and action. When God willed to give existence to creatures, He willed to ordain and direct them to an end.[74] Aquinas argues that on the animal level of man's being, man shares certain biological and natural inclinations with other animals. These inclinations for Aquinas include inclinations towards sexual activities and the tendency to take tender care of offspring; because everything naturally loves itself, the result being that everything naturally keeps itself in being, and resists corruption as far as it can.[75] From these inclinations God gave man the injunction to multiply and fill the earth, thereby promoting procreation and tendering of offspring. This means that all other forms of sexual activity or the use of the sexual faculties which exclude the possibility of procreation are morally and naturally wrong, since they go against the natural law. Consequently, homosexuality is contrary to the inclination of nature, and morally wrong.[76]

[63] James Giles (2008) "Sex Hormones and Sexual Desire," *Journal for the Theory of Social Behaviour* 38 (1):45–47.
[64] Carlo Leget & Gerth Olthuis (2007) "Compassion as a Basis for Ethics in Medical Education," *Journal of Medical Ethics* 33 (10):617-620.
[65] Alexander Mckay (1997) "Accommodating Ideological Pluralism in Sexuality Education," *Journal of Moral Education* 26 (3):285-287.
[66] Drucilla Cornell (2007) "The Shadow of Heterosexuality," *Hypatia* 22 (1):229-231.
[67] Raja Halwani, Gary Jaeger, James S. Stramel, Richard Nunan, William S. Wilkerson & Timothy F. Murphy (2008) "What is Gay and Lesbian Philosophy?" *Metaphilosophy* 39 (4-5):433-435.
[68] Larry A. Hickman (1999) "Making the Family Functional: The Case for Legalized Same-Sex Domestic Partnerships," *Philosophy of the Social Sciences* 29 (2):231-233.
[69] Cole Carlton (2004) "Sexual Reorientation Therapy: An Orthodox Perspective," *Christian Bioethics* 10 (2-3):137-140.
[70] Joan Cadden (2013) *Nothing Natural Is Shameful: Sodomy and Science in Late Medieval Europe* (Philadelphia: University of Pennsylvania Press), p. 98.
[71] Joseph Tham (2014) "The Decline of Natural Law Reasoning," *The National Catholic Bioethics Quarterly* 14 (2):245-246.
[72] Timothy Hsiao (2015) "A Defense of the Perverted Faculty Argument against Homosexual Sex," *Heythrop Journal* 56 (5):751-753.
[73] Katinka J. P. Quintelier & Daniel M. T. Fessler (2012) "Varying Versions of Moral Relativism: The Philosophy and Psychology of Normative Relativism," *Biology and Philosophy* 27 (1):95-97.
[74] Anthony Daly (1992) "Aquinas on Disordered Pleasures and Conditions," *The Thomist* 56: 583-584.
[75] Judith Wagner DeCew (1990) "Moral Conflicts and Ethical Relativism," *Ethics* 101 (1):27-29.
[76] Chris Cuomo (2007) "Dignity and the Right to Be Lesbian or Gay," *Philosophical Studies* 132 (1):75-77.

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b) Homosexuality is immoral, whether inborn or acquired

Regarding the assumption that since homosexuality may be natural or inborn (an unproven assertion) it is by that token, morally neutral or legitimate, one might ask? If it can be demonstrated conclusively that adultery, incest, paedophilia, violence, lying are inherited, would anyone be justified in considering them legitimate or neutral? Should the standard for morality be determined by what is inborn?[77] Contrary to this view, homosexuality is still immoral, whether inborn or acquired. An immoral behaviour cannot be legitimized by a quick baptism in the gene pool.[78] Morality is not determined by what is inborn. Those wishing to discover God's moral standards must look to the Bible; the Ten Commandments and God's pre-fall order, rather than the latest discoveries of science regarding the post-fall sinful condition, in order to discover the moral guidelines on whether homosexuality is moral and immoral.[79] From available indications, the leap from *what is* (alleged facts of the homosexual condition) to *what ought to be* (the morality of homosexuality) is too large to make.[80]

c) Marriage serves the common good

Marriage between one man and one woman is recognized as a public institution, with its attendant benefits and responsibilities, precisely because it serves the common good. Marriage offers the State its most *necessary common good,*[81]by bringing children into the world and raising them in a family that includes the love of their mother and father. The State needs people (citizens) in order to flourish. No people, no State. Under the principle of subsidiarity, the common good is better served when mothers and fathers raise their children, not the State.[82]

d) Homosexuality obfuscates the character and purpose of marriage

Extending marriage to same-sex partners will redefine marriage in such a way that marriage will no longer be understood to have a direct relationship to the procreation and education of children, such that bringing children into the world and raising them, will be seen as *extrinsic* rather than *intrinsic* to marriage.[83] Openness to procreation will no longer belong to the very substance and definition of marriage. It will be reduced merely to an option for those couples who happen to want children. Some might argue that if there is an insistence that openness to procreation belongs to the very essence and definition of marriage, then it would also amount to excluding not only same-sex partners from marriage, but infertile heterosexual couples as well.[84] Upon careful examination, this objection is neither valid nor compelling. The sexual activity of an infertile heterosexual couple is intrinsically open to procreation, even though their sexual union cannot result in procreation.[85] The sexual act of an infertile couple is the *kind of act that is open to procreation*; the fact that it cannot lead to procreation is accidental to the act itself. Under normal circumstances (of fecundity), their act would lead to procreation. On the other hand, the sexual act of a same-sex couple is the *kind of act that is never open to procreation.* The non-openness to procreation (regrettably so) *constitutes the substance and definition of the homosexual act.*[86]Thus, one can rationally hold that openness to life is intrinsic to marriage, without excluding infertile couples from marriage. Infertile heterosexual couples engage in the kind of act that leads to procreation, but homosexual couples do not. Hence, redefining marriage to include same-sex partners will consequently remove the essential public purpose of marriage from its definition: that is, the procreation and education of children,[87] thereby destroying the goal of marriage, as a social institution meant for the common good. The argument that the legalization of same-sex marriages will have no harmful impact on heterosexual marriage is, therefore, adjudged to be entirely false.[88] Such a redefinition of marriage will have the necessary effect of reducing all marriages to the status of private relationships with no relation to the common good. This, in turn, renders the public recognition of marriage as an institution utterly superfluous. To render a public institution superfluous is, of course, to undermine and call into question why the state should recognize and support that institution at all.[89]

[77] Harriet E. Baber (2004) "Is Homosexuality Sexuality?" *Theology* 107 (837):169-171.
[78] Joseph A. Diorio (2001) "Sexuality, Difference, and the Ethics of Sex Education," *Journal of Social Philosophy* 32 (3):277–279.
[79] Lara Denis (1999) "Kant on the Wrongness of 'Unnatural' Sex," *History of Philosophy Quarterly* 16 (2): 225-227.
[80] Jim Cotter (1991) "Same-Sex Relationships," *Studies in Christian Ethics* 4 (2):29-31.
[81] Richard D. Mohr (1989) "Gay Studies as Moral Vision," *Educational Theory* 39 (2):121-123.
[82] Robert Charles Lyle (1975) "Deviant Sexual Behaviour: Modification and Assessment," *Journal of Medical Ethics* 1 (4):197-198.
[83] Ben Spiecker (1992) "Sexual Education and Morality," *Journal of Moral Education* 21 (1):67-69.
[84] Yoel Inbar, David A. Pizarro, Joshua Knobe & Paul Bloom (2009) "Disgust Sensitivity Predicts Intuitive Disapproval of Gays," *Emotion* 9 (3): 435– 437.
[85] Sharon Lamb (1997) "Sex Education as Moral Education: Teaching for Pleasure, About Fantasy, and Against Abuse," *Journal of Moral Education* 26 (3):301-303.
[86]Timothy F. Murphy (2013) "Getting Past Nature as a Guide to the Human Sex Ratio," *Bioethics* 27 (4):224-226.
[87] David McPherson (2017) "Traditional Morality and Sacred Values," *Analyse & Kritik* 39 (1):41-43.
[88] Petra Jonvallen (2010) "Sex Differentiation and Body Fat: Local Biologies and Gender Transgressions," *European Journal of Women's Studies* 17 (4):379-38.
[89] Martina Löw (2006) "The Social Construction of Space and Gender," *European Journal of Women's Studies* 13 (2):119-121.

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V. Homosexuality and the Ethical Emotivism of Ayer and Stevenson: an Appraisal

Ayer's emotivism states that moral judgments do not function as statements of fact, but rather as expressions of one's emotions, feelings attitude towards an action. He claims that ethical sentences do not express propositions but emotional attitudes. For him, moral language is meaningless because it is non-verifiable, for Stevenson moral language has no factual nor cognitive content, but only an emotive meaning. For him, moral propositions are neither true nor false; they arenot meaningless, but merely allow us to express our emotions. Following this view, it means that moral judgments and ethical concepts such as good and bad have nothing else but emotive meanings or significations. This is tantamount to relativism and subjectivism.[90] Consequently, the reduction of an ethical issue like Homosexuality to relativistic factors, makes morality a free enterprise (where moral agents are free to institute their individual their personal moral norms or standards of behaviour). Hence, ethically speaking, emotivism is quite untenable. When a person says that an action is bad, he or she is not simply expressing his own personal feelings about that action as Ayer and Stevenson seem to claim. Rather, the person is claiming that there is something in that action which renders it intrinsically bad, morally evil or wrong. One is not just trying to manipulate other people's emotions to endorse such action; rather one is making a factual statement which can be either true or false. In line with this reasoning process, when one says that 'homosexuality is good,' such a claim is factually false because it superlatively negates the objectivity of the moral wrongness of homosexuality. Moral statements therefore are not just expressions of personal feelings, but objective statements of facts about human actions.[91]

The ordinary system of ethics, as elaborated in the works of ethical philosophers, is very far from being a homogeneous whole. Not only is it apt to contain pieces of metaphysics, and analyses of non-ethical concepts: its actual ethical contents are themselves of very different kinds. They may be divided into four main classes.[92] There are, first of all, propositions which express definitions of ethical terms, or judgments about the legitimacy or possibility of certain definitions. Secondly, there are propositions describing the phenomena of moral experience, and their causes. Thirdly, there are exhortations to moral virtue. And lastly, there are actual ethical judgments. It is unfortunately the case that the distinction between these four classes, plain as it seems, is commonly ignored by ethical philosophers, with the result that it is often very difficult to tell from the works of ethicists what it is that they are seeking to discover or prove.[93]The distinction between the expression of feeling and the assertion of feeling is complicated by the fact that the assertion that one has a certain feeling, often accompanies the expression of that feeling, and is indeed a factor in the expression of that feeling. The main objection to the ordinary subjectivist theory is that the validity of ethical judgments is not determined by the nature of their author's feelings.[94] Emotivism claims that moral utterances are neither true nor false but are expressions of emotions or attitudes. It leads to the conclusion that people can disagree only in attitude, not in beliefs. So, people cannot disagree over the moral facts, because there are no moral facts. It *also implies that presenting reasons in support of a moral utterance is a matter of offering non-moral facts that can influence someone's attitude*. It seems that any non-moral facts will do, as long as they affect attitudes. Perhaps the most far-reaching implication of emotivism is that nothing is actually good or bad.[95] There simply are no properties of goodness and badness. There is only the expression of favorable or unfavorable emotions or attitudes toward something. Neither ethical subjectivism nor emotivism provide support for any particular moral standards. They are not systems designed to define or support a particular moral or ideological viewpoint, nor do they provide a foundation for justifying moral standards. The reason for this is that they are not moral systems, they are meta-ethical theories. They are theories about the true nature and origin of morality, not justifications for any particular set of moral standards.[96] Despite early popularity, ethical emotivism is not a popular position today and it is widely considered to be an unduly and unhelpfully simplistic form of Non-Cognitivism. At the psychological level, ethical emotivism is unlikely to feel correct. If one suggests that a certain action is right or wrong, it implies a claim that is true and reflects how one takes the world to be (reflecting a moral belief in one's mind). For instance, one cannot simply boo an action in a rather academic and indirect way. Moral statements are supposed to be truth-apt and descriptive moral judgments.[97] The most telling and obvious objection to

[90] Carl Wellman (1968) "Emotivism and Ethical Objectivity," *American Philosophical Quarterly* 5 (2):90 - 92.
[91] Gunnar Björnsson & Tristram McPherson (2014) "Moral Attitudes for Non-Cognitivists: Solving the Specification Problem," *Mind* 123 (489): 22-25.
[92] Mark van Roojen (2013) "Moral Cognitivism versus Non-Cognitivism," *Stanford Encyclopedia of Philosophy* 2013 (1): 21-23.
[93] Nathan Nobis (2004) "Ayer and Stevenson's Epistemological Emotivisms," *Croatian Journal of Philosophy* 4 (1):59-61.
[94] Uriah Kriegel (2021) "Moral Judgment and the Content-Attitude Distinction," *Philosophical Studies* 179 (4):1135-1137.
[95] Nathan Cofnas (2020) "Are Moral Norms rooted in instincts? The sibling incest taboo as a case study," *Biology and Philosophy* 35 (5): 47-48.
[96] Jeremy Fischer (2020) "Why Are You Proud of That? Cognitivism About "Possessive" Emotions," *Southwest Philosophy Review* 36 (2):87-89.
[97] Frank Hindriks & Hanno Sauer (2020) "The Mark of the Moral:

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ethical emotivism, for many people, is that it simply does not describe what we do when we are making up our mind on moral issues. According to this objection, deciding what we ought to do in a particular situation is different from asking ourselves what we want to do, sorting out our attitudes or engaging in self-persuasion.[98] There are some very serious problems with the theory of ethical emotivism that has essentially impugned on its integrity, in the eyes of contemporary ethical theorists. One of the main problems with ethical emotivism is that it does not seem to be able to give an account of the difference between everyday disapprovals and moral disapprovals.[99] Surely moral judgements mean more to us than just an expression of emotion, and most ethicists suggests that moral judgements are (or absolutely have to be) more than just an expression of our emotion to a particular act.[100] Also, ethical emotivism is entrapped in the 'Frege-Geach problem.' This is a criticism that takes the form of a standard *modus ponens* argument:

1. Torture is wrong.
2. If torture is wrong, then torturing your little brother is wrong.
3. Therefore, torturing your little brother is wrong.[101]

Prima facie, this argument appears to be valid in the sense that the conclusion does follow the premise. However, for emotivism, the argument is 'fallacious.' The emotivist would say that this argument commits the fallacy of equivocation because the expression 'torture is wrong' has a different meaning in the second premise than it does in the first premise. It seems that the statement 'torture is wrong' is asserted and therefore is used to express the disapproval of torture. However in the second premise it follows something completely different altogether, it also seems that if one were to analyze the second premise, one would not state any attitude at all. Thus, each occurrence or torture has a different meaning, and the argument does commit the fallacy of equivocation. But it seems bizarre to draw such a conclusion Why is the argument fallacious? It seems that the fallacy can actually be ascribed to emotivism, because in premise 1 it seems to express an attitude, but in premise 2 it does not. In this regard, it must be pointed out that it cannot express such an attitude even in premise 1. In terms of recommendations, the ethical emotivist needs to replace the evaluative and non-evaluative dichotomywith the evaluative/mixed/empirical trichotomy.[102] Also, the problem of explaining apparent entailment relations involving sentences that do not express beliefs and cannot be either true or false, needs to be adequately addressed.[103] Of course, the emotivists' performative fallacy (has to be addressed) regarding why it is impossible to give the meanings of evaluative words, by specifying the linguistic acts (commanding, recommending, praising, blaming) that utterances of simple evaluative sentences are standardly used to perform.[104]One appealing feature of ethical emotivism is that it may promote a tolerant and accepting attitude towards moral diversity. Hence, according to emotivism, as moral judgments are nothing more than 'pure expressions of feeling,' no one has the right to say their morality is true and another's is false.[105] However, an unappealing feature of ethical emotivism is that it arbitrarily reduces morality to emotions. But, morality cannot be reduced to emotions since our emotions and moral judgments may not always be in agreement with each other.[106] It is a common feature of moral debate that we do not evaluate a moral judgment by its emotional force, but by the reasons that can be given in its support. Homosexuality in humans has been the center of broad discussions and has been widely accepted by many societies in recent times, as a valid alternative to heterosexuality. There are different theories regarding the homosexual behaviour in humans. These theories incorporate chemical, social and personal reasons behind the same sex attractions.[107]There are two main theories as to what causes homosexual attractions. The first theory is that a homosexual orientation is essentially dictated by genetic and/or biological factors. Put simply, some people are "born gay." The second theory is that homosexual attractions develop primarily as a result of psychological and environmental influences and early experiences. Unfortunately, in the public square, the latter theory has appeared to be in decline and the former gaining favor in recent decades.[108]

Beyond the Sentimentalist Turn," *Philosophical Psychology* 33 (4): 569-571.

[98] Daniel Dohrn (2018) "Moral Sentimentalism in Counterfactual Contexts: Moral Properties Are Response-Enabled," *Philosophia* 46 (1):69-71.

[99] Nathan Robert Howard (2018) "Sentimentalism about Moral Understanding," *Ethical Theory and Moral Practice* 21 (5):1065-1068.

[100] Joshua May & Victor Kumar (2018) "Moral Reasoning and Emotion," In Karen Jones, Mark Timmons & Aaron Zimmerman (eds.), *Routledge Handbook on Moral Epistemology* (Oxfordshire: Routledge) pp. 139-140.

[101] Peter Geach, (1960) "Ascriptivism," *The philosophical Review* 69: 2-3.

[102] James Dreier (2009) "Relativism (and Expressivism) and the Problem of Disagreement," *Philosophical Perspectives* 23 (1):79-80.

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VI. Conclusion

Emotivism states that moral judgments do not concern matters of facts, insofar as they do not describe or represent the world in any way, but are simply emotional responses to it, which is why defenders of emotivism usually claim that moral judgments cannot be true or false. Without prejudice to the exercise of human freewill, a quality that humans have as rational beings, the reduction of moral judgments simply to expressions of one's emotions, and feelings is a travesty of human freedom. [109] Hence, if feelings become the rule of morality, then the morality and ethicality of homosexuality become justified on very spurious, selfish and deflationary grounds. Following the hierarchy of human values, human moral consciousness and rationality, homosexuality is morally reprehensible, since it is evidently contrary to the natural order (against the natural law) apart from the fact that it substantially frustrates the procreative finality of the coital union between married couples. [110]

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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

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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.

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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.

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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.



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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



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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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



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Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

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

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

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

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

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

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

Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form 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

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