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Highlights

Life Cycle and Actors' Roles

Expatriation in the United States

Discovering Thoughts, Inventing Future

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Contents of the Issue

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

1. Unveiling the Key Determinants of Self Initiated Expatriation in the United States. *1-15*
2. Conceptual Analysis of Human Resource Management Practice in Bangladesh: Current and Future Challenges. *17-24*
3. Nexus between Idiosyncratic Deals and Employee Innovative Work Behavior: A Moderated Model of Perceived Coworkers' Distributive Justice. *25-37*
4. A Review of Human Resource Management Practices and Organizational Innovation. *39-47*
5. The Life Cycle and Actors' Roles in Select Central European Biopharmaceutical Entrepreneurial Ecosystems – Results from a Multi-Perspective Survey. *49-60*
6. Entrepreneurship: Pioneering the Transformation of Modern Business Strategy. *61-69*

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

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Unveiling the Key Determinants of Self Initiated Expatriation in the United States

By Osman Yussuf
Grambling State University

Abstract- Self-Initiated Expatriates (SIEs) are individuals who independently choose to move to a foreign country, such as the United States, without seeking help from external sources during the relocation process. A US Self-Initiated Expatriate is an individual who autonomously pursues employment or other opportunities in the United States with the objective of establishing permanent residency, without relying on the support of any organization or agency. The objective of this research was to identify key factors related to self-initiated expatriation in the United States. The objective was achieved by conceptualizing the following factors: "Economic Factors," "Professional Development," "Lifestyle," "Cultural Factors," and "Family Factor." The study utilized a quantitative research methodology to investigate five hypotheses with the objective of identifying the factors that contribute to self-initiated expatriation in the United States. The study encompassed data collection within the United States, followed by its application to regression analysis. A sampling frame of 400 was established to ensure a comprehensive coverage of responses. The findings of the study indicate that "Lifestyle" may serve as the primary catalyst for self-initiated expatriation in the United States.

Keywords: *career advancement, personal ıssues, societal norms, familial concerns, self-ınitiated relocation. motivations, united states, expatriation, autonomy, adaptation, decision-making, employment opportunities, migration patterns, cross-cultural experiences.*

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Osman Yussuf

Abstract- Self-Initiated Expatriates (SIEs) are individuals who independently choose to move to a foreign country, such as the United States, without seeking help from external sources during the relocation process. A US Self-Initiated Expatriate is an individual who autonomously pursues employment or other opportunities in the United States with the objective of establishing permanent residency, without relying on the support of any organization or agency. The objective of this research was to identify key factors related to self-initiated expatriation in the United States. The objective was achieved by conceptualizing the following factors: "Economic Factors," "Professional Development," "Lifestyle," "Cultural Factors," and "Family Factor." The study utilized a quantitative research methodology to investigate five hypotheses with the objective of identifying the factors that contribute to self-initiated expatriation in the United States. The study encompassed data collection within the United States, followed by its application to regression analysis. A sampling frame of 400 was established to ensure a comprehensive coverage of responses. The findings of the study indicate that "Lifestyle" may serve as the primary catalyst for self-initiated expatriation in the United States. The discovery holds potential implications across multiple domains, such as economics, professional development, and family-related matters. All of the examined hypotheses are found to be supported. The significance of "lifestyle characteristics" is of utmost importance in the context of self-initiated expatriation. The evidence indicates that the lifestyle linked to self-initiated expatriation has a notable impact on an individual's decision-making process when contemplating a move to the United States for employment reasons. Individuals who choose to independently relocate to the United States are expected to encounter few difficulties in adapting to the American way of life.

Keywords: career advancement, personal ıssues, societal norms, familial concerns, self-ınitiated relocation. motivations, united states, expatriation, autonomy, adaptation, decision-making, employment opportunities, migration patterns, cross-cultural experiences.

I. Introduction

The desire to secure employment that is financially rewarding and to provide financial assistance to one's family are widely shared goals. Based on the research conducted by Tharenou (2015) and Hussain & Deery (2018), the term "Self-Initiated Expatriate" is used to describe an individual who autonomously chooses to move to a foreign country with the intention of pursuing employment prospects. The ongoing process of business globalization is anticipated to continue due to the impact of advancing technology and rising living standards on the global economy. As a result, both organizations and individuals have gained the capacity to discover employment prospects on a worldwide level. There are only three fundamental modes of transportation that exist on a global scale. As per Zhu et al. (2016), the first step entails becoming a member of a foreign branch or partnering with a corporation or government organization. Self-Initiated Ex-patriates (SIEs) are individuals who voluntarily move away from their country of origin with the intention of pursuing employment prospects elsewhere. The first two categories are commonly known as "Expatriates," whereas the third group consists of individuals who have sought refuge in foreign countries as a result of political or social turmoil in their countries of origin. The majority of immigrants originate from developed countries, where both genders have equal opportunities to pursue education and professional pursuits. Moreover, these individuals typically exhibit a high level of motivation, possess a broad range of expertise, and demonstrate well-developed interpersonal abilities. The individuals commonly occupying such positions primarily include departmental directors, high-ranking managers, or executives within medium to large-scale corporations.

Expatriates are individuals who depart from their country of origin to engage in employment opportunities elsewhere. According to Mahmood Aziz et al. (2021), individuals who voluntarily depart are perceived as individuals who are willing to take risks. Self-initiated expatriates opt to pursue employment opportunities in foreign countries. According to Brewster et al. (2019), individuals who voluntarily relocate to foreign countries and contribute to the local community by imparting new skills to the indigenous population are typically lauded. These individuals are commonly referred to as "self-initiated expatriates." Research conducted by Kubovcikova and van Bakel (2022) and Nolan and Liang (2022) suggests that voluntary repatriation is motivated by poor working conditions at home and the prospect of better conditions abroad. The confirmation has been established. Singh et al. (2022) reported that the prospect of improved departure conditions in the destination country motivated them to plan a journey. Both countries have the potential to incentivize the repatriation of skilled labourers.

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The present study focuses on the phenomenon of expatriates residing in their host nations and the process of domesticating their families. The present research endeavours to examine this matter as it is amenable to empirical investigation. When faced with the possibility of diminishing their current status, a self-initiated expatriate is less likely to return home. However, the extent to which foreign individuals have integrated themselves into the local community is variable and may be influenced by factors related to domestication. Does the act of departing a nation entail severing connections with one's loved ones and acquaintances? Experiencing a negative event can lead an independent expatriate to question the compatibility of their beliefs, goals, and aspirations with their new life overseas. Consequently, they may experience dissatisfaction and a desire to repatriate.

The research conducted by Froese (2012) on individuals living outside their native country, commonly referred to as expatriates, is of significant importance. According to Froese's (2012) perspective, expatriates may be motivated to work overseas due to a dearth of career opportunities or an inadequate work-life balance in their home country. The study conducted by Stroppa and Spieß (2011) revealed a positive correlation between personal initiative during an expatriate assignment and job satisfaction. The relationship between workplace efficiency and stress. The study conducted by Andresen and colleagues (2022) incorporates the self-initiated emigrant results reported in 2020. Proactive expatriates are more likely to achieve success due to their possession of greater resources. Self-initiated expatriates benefit from a range of resources, including mentorship, local knowledge and expertise, professional networks, employment opportunities, contingency plans, psychological health, and social connections within the host country. The research conducted by HaakSaheem and colleagues (2022) examined the experiences of women who independently relocated to foreign countries for employment purposes. The employment opportunities available to women were significantly impacted by their nationality and marital status. The careers of women are more significantly influenced by life circumstances and unpredictable occurrences than by deliberate choices. Ashta and Stokes (2022) conducted a study on independent Japanese migrant labourers in India. The results indicate an unacknowledged correlation between conventional Indo-Japanese spiritual practises. Japanese expatriates who are engaged in the study of Buddhism are in the process of establishing a novel moral code. The study indicates that women's professional trajectories are influenced by various factors such as regional, marital, and age-related characteristics, among others. The study conducted by Despotovic et al. (2022) investigates the underlying factors that drive individuals to engage in unplanned foreign travel. The research indicates that autonomous migrants opt to remain in their destination country for a multitude of factors. The present research employs self-determination theory to differentiate between expatriates who relocate overseas independently to enhance their professional prospects and those who prioritise their work responsibilities over their international experiences. Understanding the intentions of employees can aid a company in the processes of recruitment and termination.

The objective of this research is to differentiate individuals who initiate their own relocation to another country from those who do not. Freelancing it is crucial to comprehend that the decision of expatriates to relocate to foreign countries is based on their individual priorities. He will bear the responsibility for any potential failure. Individuals who travel independently have the option to sojourn in a foreign nation for either a brief excursion or an extended period of time, and they possess the ability to relocate to a different country on multiple occasions. This enables individuals to pursue professional development opportunities overseas. Individuals are unrestricted in their potential duration of residency in a foreign nation and will eagerly seize the opportunity to relocate if presented with the choice.

The rest of the paper, except the current portion, consists of the following: This study's conceptualization of variables and evaluation criteria are presented in Section 3, while Section 2 discusses related work associated with this study. Following a discussion of the conceptualization is presented in section 4 along with the justification of the concept, and the study's conclusions and suggestions are provided in Section 5.

II. Related Work

The existing body of research suggests that self-initiated repatriation is predominantly influenced by a combination of factors associated with unfavorable working conditions in the home country and a significant demand for services that are needed beyond one's country of origin (Bjerregaard, 2022; Ramalu & Malik, 2022; Lugar et al., 2022). The primary emphasis of previous scholarly inquiries revolves around the essential requirements that must be met in order for a voluntary repatriation to be successful (Jiang et al., 2022; Zakaria & Yusuf, 2022; Osman, et al., 2022). In a study conducted by Koveshnikov et al. (2022), the objective was to investigate the impact of the host employer's satisfaction with the employee's performance of their psychological contract on political competence and international cooperation. Expatriates who choose to relocate to foreign countries often undergo a period of adaptation in order to familiarize themselves with their new and unfamiliar surroundings. Based on the analysis of interactional adjustment, a statistically significant

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correlation was observed between the two variables. This suggests that there is a positive association between the political competence of self-initiated expatriates and their occupational adjustment. The study also finds that the ability of expatriates to maintain the psychological commitments they make to themselves before leaving has an effect on the relationship between political skills and professional adjustment. The correlation between political competence and psychological contracts is limited, at best.

In their study, Hussain and Zhang (2022) examined expatriates who possess self-sufficiency, placing particular emphasis on the importance of cultural adaptation and individual motivation. The research conducted revealed a notable association between higher levels of innovation, improved social and psychological well-being, and the utilization of innovative problem-solving methods, commonly known as "out of the box" thinking, among self-initiated expatriates who actively seek job prospects abroad. The level of an individual's motivation towards autonomy is directly associated with their tendency to exercise discretionary control and take initiative within the workplace. A negative correlation has been observed between workers' inclination towards autonomy and their creativity. According to research findings, uncontrolled motivation has a restricted influence on expatriates in terms of their work outcomes and self-initiated innovative behaviors. According to Stoermer et al. (2018), it is not obligatory to conduct interviews exclusively with individuals who are native to the target nation. Given the nature of adaptation, it is important to acknowledge that it is a highly personalized process that is both complex and multifarious. In the study conducted by Fu et al. (2017), it was found that the importance of relationships with fellow expatriates stems from their ability to offer practical and emotional support. Moreover, Asif et al. (2020) propose that foreign nationals have the potential to serve as a valuable reservoir of knowledge concerning local norms and regulations.

Based on the findings of Selmer and Lauring's study conducted in 2011, the adaptation to a new work environment can be difficult when there is a substantial convergence of cultural norms between the host and home countries. The given justification is that an inexperienced expatriate might mistakenly believe that certain cultural practices in their host country align with those in their home country. Based on the findings of Halim et al.'s (2018) research, it has been observed that previous international work experience can enhance the adjustment process of expatriates to their new environments and professional roles abroad. Based on their research conducted on foreign academics employed in Malaysia, individuals with previous international work or living experience demonstrated the least susceptibility to culture shock. The authors also emphasize that individuals living in foreign countries may broaden their perspective due to exposure to a different culture, which could help them adjust to new environments when they return home. The research conducted by Alshammari (2012) investigated the adaptation process of academic professionals working as expatriates in Saudi Arabia. The study's findings indicate that there is no observable correlation between prior international experience and job performance. According to the author, a significant factor among the potential contributors is the high proficiency in the Arabic language, as indicated by 81% of the survey participants. Having a strong grasp of the language is a crucial asset in facilitating effective assimilation. Based on the findings of Danisman's 2017 study, it was observed that individuals who formed marital unions with local residents encountered fewer challenges when it came to assimilating into their host country, in contrast to those who did not engage in such unions.

Asif et al. (2020) highlight that proficiency in Arabic appears to be a crucial factor for self-initiated expatriates, despite the significant presence of expatriates in Saudi Arabia. This can be attributed to the insular nature of Saudi society. Acquiring proficiency in the native language is a viable approach for expatriates to initiate the process of adapting to their novel surroundings, although the efficacy of this method is heavily reliant on the specific circumstances. The study conducted by Wechtler et al. (2022) investigates the employment linkages and consequences of self-initiated expatriates and delineates four primary classifications. This discourse centers on the viewpoints of business travellers, young professionals, individuals undergoing transitions, and those who solely depend on the benevolence of strangers during their travels. According to Danisman's (2017) assertion, acquiring proficiency in the local language can facilitate community integration and enhance employment opportunities. The argument put forth by the author posits that expatriate academics who have maintained their proficiency in their native language possess a competitive advantage. Merchant et al. (2022) conducted a comprehensive investigation into the subjective well-being of Nigerian individuals who voluntarily migrated to Germany, employing a multi-faceted approach. The aforementioned results underscore the significance of non-tangible factors in cultivating a perception of contentment among individuals undertaking overseas missions.

Richardson and Wong (2018) postulated that the indigenous language of the host nation exerts a substantial impact. Scholars have demonstrated that proficiency in the local language enhances both occupational and societal assimilation, based on their investigation of migrant labourers in Malaysia. Halim et al. (2018) conducted research which suggests that acquiring proficiency in the language does not significantly affect the ability of expatriates to adjust to

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the cultural and social norms of Malaysia. The argument posits that the prevalence of English language proficiency among a significant portion of the Malaysian population suggests the likelihood of this assertion. According to Danisman's (2017) research, the support provided by an expat's family and friends in their home country can significantly impact their ability to successfully adjust to their work environment. The speaker proceeds to assert that scholars who independently relocated their families abroad experienced greater levels of contentment in their newly adopted nation. Selmer and Lauring (2011) provide evidence to support the idea that family members are integral to the process of adjustment. Academic: The research findings suggest that professors who chose to marry and integrate their families into their professional lives experienced greater levels of success and productivity in their work. A significant proportion of individuals residing abroad have done so voluntarily. In the event that an individual opts to pursue their education overseas independently, it is likely that they have taken measures to organise their arrangements for the journey, potentially facilitating a seamless adjustment.

The study conducted by Alshahrani (2022) examined the characteristics of company-assigned and expatriate-initiated individuals in Saudi Arabia. According to the study, the "push factor" emerged as the most reliable indicator for determining whether an individual voluntarily relocated overseas or was compelled to do so due to professional obligations. The findings suggest that self-initiated expatriates are more affected by push factors than those who are assigned by their companies. However, both self-initiated and company-assigned expatriates did not derive substantial benefits from the pull-out incentive features. The personal and professional circumstances of an individual, whether voluntary or involuntary, hold greater significance than the reasons behind an expatriate's decision to relocate overseas. The divergent expatriate groups are primarily distinguished by their respective career aspirations. Stoermer et al. (2018) conducted research indicating that expatriates who relocate independently tend to achieve favourable outcomes when they possess a profound sense of cultural affinity towards their host nation. This holds great importance in states that lack cultural diversity. Having an open-minded approach towards novel concepts and viewpoints can prove to be a valuable attribute, not only in professional environments but also in other contexts. A positive outlook, along with adaptability, can confer benefits in the context of societal changes. This may facilitate your transition into your new employment.

III. Conceptualization of the Research

The present study has developed a conceptual framework (refer to Figure 1) consisting of Economic Factors (EF), Professional Development (PD), Family Factors (FF), Lifestyle (LL), and Cultural Factors (CF) as independent variables. The dependent variable in this framework is Self-Initiated Expatriate (SE). The objective of this study is to clarify the motivations of self-initiated expatriates. The independent variables used in this study are derived from the research conducted by Podrug et al. (2014). The concept revolves around individuals who have voluntarily identified themselves as expatriates and have participated in extended periods of employment and living within the United States. These individuals consist of expatriates who relocate to the United States and subsequently secure employment. The objective of this study is to evaluate the impact of five independent variables on Self-Initiated expatriates. The study employs the existing data to determine the influence of the independent variables that are statistically significant for self-initiated expatriates who migrate to the United States. The study included all five independent variables and conducted empirical research to assess their relative effectiveness in understanding the factors that drive individuals to independently migrate abroad.

The person who has knowledge about self-initiated expatriates possesses a thorough understanding of the subject matter. The management's actions are limited by various factors, including the presentation of services and related concerns. The justification for conceptualizing the variables is based on the importance of the management implications linked to a specific sequence requirement for jobs in the United States. In order to achieve a comprehensive evaluation of the various factors involved in assessing self-initiated expatriates, it is essential to perform a detailed analysis of the incorporated components. Therefore, by implementing the operational application of the independent variables as outlined by Podrug et al. (2014), this research can accurately identify the factors related to the impact of self-expatriates in the United States.

1. *Economic Factors (EF):* The economic situation of self-initiated expatriates is considered to be indicative of the economic conditions prevailing in both their country of origin and their destination country. From a pragmatic standpoint, one may conceptualize it as the level of material comfort in a foreign country that an individual is willing to embrace to support their family residing in their country of origin. The extent to which it serves as a primary catalyst or consequence of individuals independently travelling abroad is a topic of contention. The majority of individuals who have emigrated from their countries of origin have

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attributed their decision to the prevailing economic conditions, elevated rates of joblessness, and individual hardships (Alshahrani, 2022). The motivation behind self-initiated expatriation may vary depending on the research conducted. Some studies suggest that economic incentives, such as the pursuit of higher remuneration, may be the primary driver. Conversely, other research indicates that individuals may be primarily motivated by non-economic factors, such as the desire for novel experiences and cultural enrichment. In contrast, self-initiated expatriates exhibit a less discerning attitude towards the reasons for relocating overseas, and are willing to undertake significant life changes for a variety of factors, such as the prospect of improved employment opportunities. According to Suutari and Brewster (2000), there is significant variation in the weight of this factor across individuals and nations. The primary drivers for expatriates to take up employment in a foreign country were discovered to be of an economic nature, encompassing their aspirations to increase their earnings, expand their travel opportunities, widen their perspectives, and advance their careers. The objective of this study was to ascertain the extent to which financial factors influence individuals' voluntary migration from their countries of origin. The rationale behind individuals' independent migration to foreign countries remains ambiguous as financial considerations, although relevant, do not appear to be the sole motivator. Given the circumstances at hand, and with the aim of conducting a more in-depth analysis of the impact of Economic factors on self-initiated expatriates from the United States point of view, this study posits the following hypotheses:

H1: Economic Factors are Associated to USA Self-Initiated Expatriation.

2. *Professional Development (PD):* There is a general consensus that an individual's professional status ought to reflect their ability to progress within their industry subsequent to moving from their country of origin to the destination country. Self-directed expatriates perceive a noticeable improvement in the quality of professional services overseas in comparison to their home country. The afore-mentioned variable can serve as an operational definition for the extent to which an individual can progress in their professional growth. It is conceivable that an individual may be receptive to pursuing employment opportunities overseas as a means of enhancing their social or professional status within their domestic sphere. Moreover, the question of whether the pursuit of professional development is the predominant factor motivating individuals to travel abroad voluntarily remains a subject of debate. Currently, there exist varying perspectives among individuals regarding this matter. The research revealed that self-initiated expatriates, who possess greater autonomy in their decision-making, place a premium on personal growth opportunities and base their acceptance of foreign postings on the proximity of their native countries. As per the findings of a recent research conducted by Al-shahrani (2022). Chwialkowska (2020) identified several factors that are associated with professional development, including motivation, prospects for advancement, acquisition of competencies, and cross-cultural experiences. A significant number of individuals who relocate to foreign countries do so with the intention of improving their employment opportunities. In the contemporary era of globalization, possessing competencies and expertise that are universally applicable has become progressively crucial. Halim et al. (2018) conducted research indicating that self-initiated expatriates exhibit a greater propensity to explore and pursue career opportunities within their host country.

The main objective of individuals relocating to foreign countries was to enhance their professional status, as evidenced by their expectation of superior career opportunities that would facilitate higher earnings, global exposure, and career advancement. The objective of this study is to investigate whether individuals' inclination towards professional development serves as the primary impetus for their voluntary participation in international assignments. The reason for this uncertainty is the lack of knowledge regarding whether individuals who choose to migrate independently prioritize their professional development. This study proposes the formulation of hypotheses in order to conduct a comprehensive analysis of the impact of professional development on self-initiated expatriates from the perspective of the United States. The hypotheses are based on the current circumstances and aim to provide a deeper understanding of the impact of professional development on self-initiated expatriation.

H2: Professional Development is Associated to USA Self-Initiated Expatriation.

3. *Family Factors (FF):* The role of the family in relation to self-initiated expatriation is of utmost importance. According to Danisman's (2017) research, the ability of an expatriate to adjust to a novel work environment may be influenced by the level of contentment experienced by their family members residing in their home country. When contemplating an individual, the family unit is the foremost aspect to be taken into account. The present section will analyses the divergences and convergences pertaining to the family configurations of expatriates'

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country of origin and their destination country. Therefore, the family factors of an individual can be operationally defined as their level of acceptance towards the family structural system of both the host country and their country of origin. The primary driving factor behind individuals' voluntary decisions to relocate overseas is a subject of contention, with some arguing that the longing to be in closer proximity to family members is the determining factor. Cerdin (2013) posits that the impetus to migrate can be attributed to an individual's aspiration to depart from their native culture and the predicaments they have faced within their homeland. The act of departing from one's place of origin and customary cultural practices. Individuals who opt to migrate abroad independently frequently engage in discussions with their family members residing in their country of origin prior to undertaking any significant life-altering decisions. According to these authors, the role of family is crucial in determining the decision of independent learning and development, as it has the capacity to either promote or hinder the same. Considerable effort is invested in the production of this type of artistic expression. Consequently, a considerable number of scholars are directing their research towards families who choose to relocate overseas (Nolan & Liang, 2022).

Danis-man (2017) has identified a challenge associated with relocating from one's family and adapting to a new way of life in a foreign country, which is a lack of proficiency in the local language of the host nation. This can be particularly difficult when surrounded by unfamiliar people. The objective of this study is to investigate the potential correlation between the motivations of self-initiated expatriates for relocating and their level of acceptance towards the family structure of the host country. The primary aim of this investigation was to ascertain whether individuals' autonomous decisions to migrate abroad are influenced by their close familial connections. The reason for this uncertainty lies in the ambiguity surrounding the extent to which family factors serve as the primary impetus for self-initiated emigration. Although undoubtedly a salient factor, it is not a universal determinant. To conduct a more comprehensive look at the impact of family dynamics on self-initiated expatriation in the United States, the ensuing hypothesis has been formulated.

H3: Family Factors are Associated to USA Self-Initiated Expatriation

4. *Lifestyle (LL):* The self-initiated expatriate status of an individual is believed to be manifested in their selection of a foreign location for residence and employment. If an individual perceives that the culture of the host country is a compatible match, they may be motivated to seek employment opportunities in that location. The independent decision-making of expatriates to relocate abroad is of utmost importance for their professional and personal development. The present investigation employs the term "lifestyle" to denote the extent to which an individual can uphold their habitual way of living despite inhabiting a foreign country. Individuals contemplating employment opportunities abroad may have concerns regarding their ability to assimilate into the indigenous customs and lifestyle. The topic of discussion pertains to the causal relationship between an individual's lifestyle and its impact on the decision to undertake voluntary international migration. This matter is currently under debate within academic circles. Previous research has identified organisational recognition and a strong sense of calling as significant factors contributing to international migration (Alshahrani, 2022). Certain individuals are inclined to relocate abroad due to the significant cultural or societal contrasts between their country of origin and the intended destination, which serves as a driving force behind their decision to emigrate. Usually, individuals opt for a nation based on its agreeable weather conditions and advanced physical and organisational structures. According to Zakaria and Yusuf (2022), emigrants tend to select their destination based on the various benefits that the place provides, if they have the freedom to do so.

Factors pertaining to the lifestyle of expatriates, including their objectives and level of cultural assimilation with indigenous practises. Considering the significance of this issue, it may serve as a determining element in the decision-making process of accepting an overseas employment opportunity. The primary objective of the research was to investigate and validate whether an individual's lifestyle choices serve as the primary impetus for their choice to relocate overseas. Although lifestyle factors hold undeniable importance, they are not frequently conspicuous as the primary driving force behind an individual's voluntary decision to relocate overseas. In order to undertake an in-depth investigation of the influence of lifestyle on self-initiated expatriation in the United States, the following hypothesis has been developed:

H4: Lifestyle is Associated to USA Self-Initiated Expatriation.

5. *Cultural Factors (CF):* The cultural element is intended to serve as a depiction of the cultural context in both the expatriates' country of origin and the country they have elected to reside in during their overseas stay. In essence, it can be operationally defined as the extent to which an individual exhibits a willingness to integrate into the cultural norms and values of the host country in order to facilitate the advancement of their home

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country. The influence of culture on individual decisions to travel internationally independently remains uncertain as to whether it is a causal factor or a consequential outcome. Numerous individuals are driven to depart from their country of origin due to their inherent curiosity and eagerness to acquire knowledge regarding the diverse cultures and societies of the world. One of the major motivating factors for individuals to engage in international projects is the opportunity to gain exposure to diverse cultures. According to Shenkar's (2001) research, it is common for individuals who relocate independently to foreign countries to actively search for communities that share similar cultural values and beliefs. The influence of cultural disparities is a significant determinant in the decision-making process of individuals opting to migrate from their country of origin. This exhibit showcases a contemplation of the societal and cultural influences that individuals cite as motivating their emigration from their country of origin. According to Carr et al. (2005), there exists a cultural motivational factor that attracts individuals to a specific host location. This concept is akin to Cerdin's (2013) proposed component that pertains to the geographical host site of an assignment. Delivering high-quality services necessitates taking into account cultural factors and making an effort to embrace or internalise the client's perspective. The phenomenon of culture shock among expatriates has been extensively explored in various scholarly works, including books and articles authored by Danisman (2017), Halim et al. (2018), Zakaria and Yusuf (2022), and Nolan and Liang (2022). Consistent with prior scholarship, this study determined that cultural characteristics play a role in determining whether self-initiated emigration is the primary motive, and it revealed that female individuals who undertake independent migration exhibit greater adaptability to novel surroundings than their male counterparts. Previous research has potentially mischaracterized the extent to which cultural factors serve as the primary impetus for voluntary emigration, based on our current understanding.

In order to undertake a more thorough examination of the influence of cultural variables on self-initiated expatriation in the United States, the following hypothesis has been posited:

H5: Cultural Factors are Associated to USA Self-Initiated Expatriation.

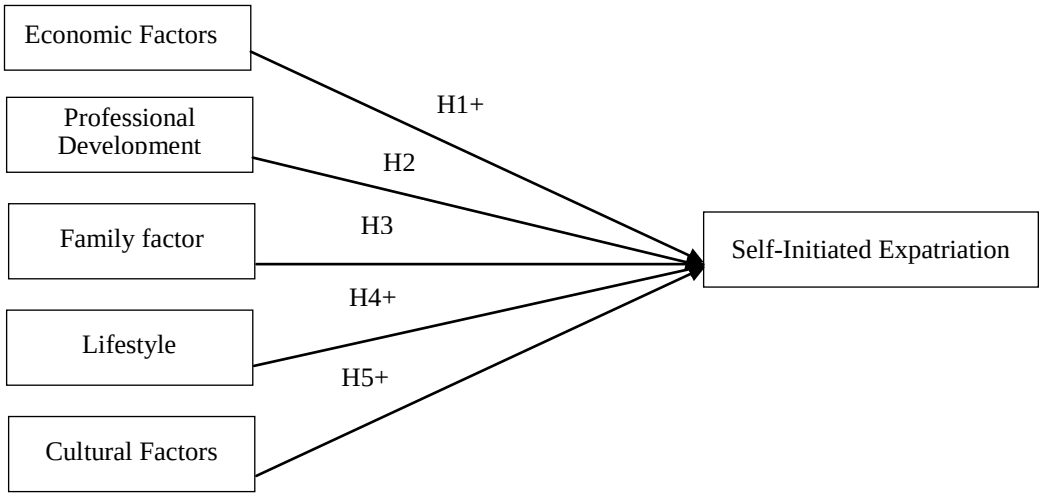

Figure 1: The Proposed Conceptual Framework

IV. Research Methodology

The current study utilizes a quantitative methodology, specifically employing survey question-naires for the purpose of evaluation. The selection of this methodology is based on the subjective nature of the assessment, where each individual subject is required to provide their own distinct perspective (Snyder, 2019; Zhang et al., 2023).

a) Research Population, Sampling and Sample Frame

The objective of this study is to examine individuals who initially traveled to the United States with the intention of returning to their home country but later chose to stay in order to pursue personal, cultural, and career develop-ment opportunities, without a specific timeframe for their return. The scope of this research is focused on individuals who are currently living in the United States but are not citizens of the country. Specifically, it includes those who have started working after arriving in the United States. These individuals are immigrants who come to the United States and then find employment, showcasing their dedication to advancing their professional goals.

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The sampling procedure was developed to consider the varied abilities of respondents in addressing important issues related to employment in the United States. The current study utilizes a sampling strategy that integrates aspects of both random and purposive sampling techniques. A sampling frame consisting of 400 units was established in order to achieve a comprehensive coverage of responses.

b) Research Instruments for Data Collections

Preliminary study to test the validity of the first formulated research instrument has been carried out. The final stages of the preliminary study on self-initiated expatriate evaluation involved the implementation of instrumentation and data collection preparation. Questionnaires are the primary tools utilized for data collection. The study identified six key variables, namely Economic Factors (EF), Professional Development (PD), Family Factors (FF), Lifestyle (LL), Cultural Factors (CF), and Self-Initiated Expatriate (SE), from which scaled items or questions were derived. The questions have not been adapted. They were constructed from the beginning. The present research utilized prior literature and preliminary investigation as a basis for formulating inquiries, which were subsequently employed to develop the questionnaires. The rationale behind the development of the scaled items within the proposed factors is based on the premise that "Self-Initiated Expatriate (SE)" is believed to be influenced by five additional variables. Consequently, by utilizing the responses obtained from these items, the study can examine the extent to which the five independent variables can serve as instruments for identifying self-initiated expatriates. Following the formulation of the questions, a pre-test was conducted and subsequently, the questions were finalized based on certain recommendations. However, it should be noted that certain aspects of the aforementioned inquiries were utilized in the two preceding exploratory investigations. Nevertheless, the concerns brought forth in this particular scholarly endeavor were not previously taken into account. Influence-type the questions in this study employ Likert scales consisting of five response options, ranging from "1: no influence" to "5: high influence."

The instrumentation and preparation of data collection were conducted as integral components of the final stages of the two preliminary studies on self-initiated expatriate assessment. Questionnaires are the primary tools employed for data collection. The present study identifies six key variables, namely Economic Factors (EF), Professional Development (PD), Family Factors (FF), Lifestyle (LL), Cultural Factors (CF), and Self-Initiated Expatriate (SE), from which scaled items or questions were derived. The questions have not been adapted. They were developed from the beginning. The present research utilized prior literature and preliminary investigation to establish the basis for formulating the questionnaires. The rationale behind the development of the scaled items within the proposed factors is rooted in the understanding that "Self-Initiated Expatriate (SE)" is a construct that is influenced by five additional variables. Thus, by utilizing the responses obtained from these items, the study can examine how the five independent variables may serve as instruments for identifying self-initiated expatriates. Following the formulation of the questions, a pre-test was conducted and subsequently, the questions were revised based on certain recommendations. Nevertheless, certain aspects of the aforementioned inquiries were utilized in the preceding two preliminary investigations, although the matters addressed in this particular research endeavor were not previously taken into account. Influence-type the questions are evaluated using Likert scales consisting of five (5) response options, ranging from (1) indicating no influence to (5) indicating high influence.

c) Scale Items Reliability

The reliability of the scaled items was assessed through a validation test. A pilot test was conducted prior to the validation process. Several responses were received. The reliability assessment indicates that the scaled items are sufficiently suitable for the purpose of data gathering. The utilisation of a metric known as Cronbach's alpha was employed in this study, which is one of the commonly used benchmarking tools for assessing the dependability of scaled items. The present study did not employ a summated approach to combined and aggregate questions under each factor. The calculations of Cronbach's alpha involve the use of 26 items. The eventual attainment of a value of 0.934 is evidenced in Table 1. The aforementioned statement indicates that the construct reliability levels are deemed satisfactory, thereby making them appropriate for the purpose of collecting data in a reasonable manner. Moreover, it was discovered that the correlations between items ranged from 0.498 to 0.812, suggesting that there is no lack of significant correlation among them and the correlation are not too high. Consequently, this led to favorable levels of Internal Consistency.

Table I: Reliability Test Result of the Pilot Study Instruments

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	No. of Items
.934	.936	26

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d) Data Collection

The data collection technique utilized was solely dependent on online platforms. The survey instrument was developed and implemented using the Google Docs platform. The recruitment of participants was conducted through various networking strategies. The exercise endured for a period of time. Following that, the gathering of responses was observed to occur in two distinct phases. The study's conclusive phase yielded a total of 121 responses. This is sufficient for analysis in light of the self-initiated expatriate distributions in the United States.

Following the completion of the final data collection, an exploratory factor analysis (EFA) was conducted. Exploratory Factor Analysis (EFA) is a valuable method for researchers and practitioners across diverse fields, as it aids in identifying the fundamental constructs or factors that elucidate the interrelationships among a set of observed variables. The utilization of principal component analysis was employed to ascertain the appropriate quantity of factors to retain, as well as the constituent items within each factor. Out of the 26 items initially developed and validated for data collection as independent variables, the EFA analysis conducted at the outset of treatment on the 121 collected data points resulted in a reduction to 13 items deemed suitable for analysis. Therefore, Table 2 displays the analysis of the results obtained from the exploratory factor analysis (EFA). Despite the limited number of items contained within the factor of "Professional Development (PD)," it can still be deemed valuable. This is supported by the notion that constructs with a smaller number of items, including one or two, can be subjected to analysis based on their measurement properties (Hair et al., 2011, p.140).

Table 2: The Final Loading of the Items Component Matrix

Rotated Component Matrix[a]					
	Component				
	1	2	3	4	5
FF4	.861				
FF5	.806				
FF3	.767				
FF2	.703				
LS2		.833			
LS3		.797			
LS4		.724			
EF2			.900		
EF6			.875		
EF1			.871		
EF5			.703		
PD4				.853	
PD5				.821	
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 5 iterations.					

Based on the factors loading of the items, obtained from the result of the EFA (see Table 2) which are all above 0.70, this has established that they are fit for an analysis for the testing of the hypothesis formulated. However, it could be seen that all the items associated to cultural factors has been eliminated for the fact that their factors loading is below the minimum threshold (0.7) (see Figure 2). Research recommends that the loadings of indicators ought to fall within the range of .70 and exhibit statistical significance at .05 or lower, which is equivalent to a t-statistic of ± 1.96. According to Hair et al. (2019), values falling within the range of .70 and higher can be rationalized.

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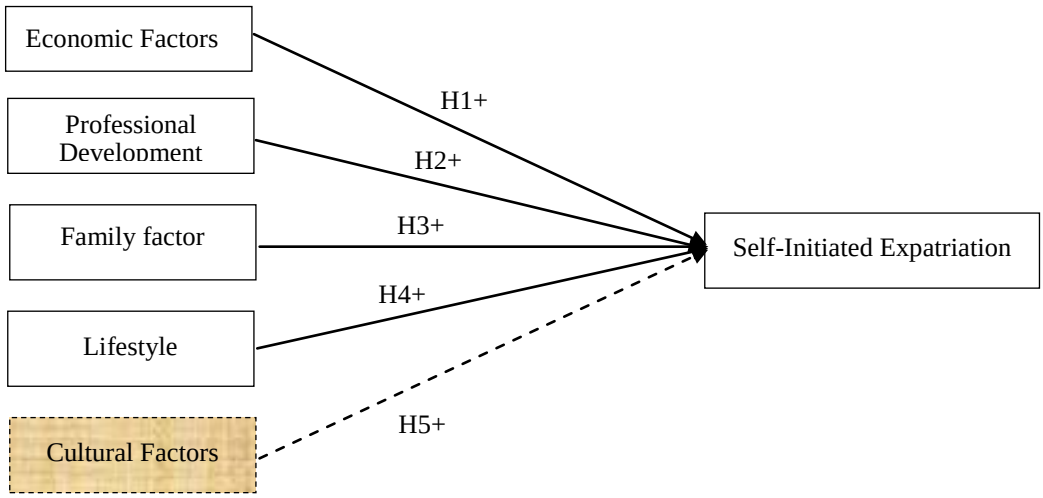

Figure 2: The Final Research Model after EFA

V. Data Analysis and Presentation of the Results

The selection of an appropriate analytical approach is contingent upon the underlying hypotheses and characteristics of the data. The objective of this study is to analyze the primary factors that impact self-initiated expatriation in the United States. Given the current circumstances, two analytical measures were evaluated, namely descriptive and inferential statistical analyses. The aim of this study is to conduct a descriptive analysis of the current situation of Self-Initiated Expatriate individuals in the United States of America. The objective of this study is to examine the viewpoints of research participants regarding the concerns and obstacles associated with Self-Initiated Expatriation. Additionally, the proposed model will employ inferential analysis to determine the magnitude of the conceptualized variables. The purpose of the inferential analysis procedure is to examine and evaluate the validity of the hypotheses that have been formulated.

a) Demographic Profile of the Respondents

The study achieved a balanced gender distribution with 51% of respondents identifying as female. This allows for appropriate dissemination of findings within each gender category. Moreover, a majority of 71% of the participants fall within the age range of 17 to 24 years. This implies that the majority of individuals are in the stage of job-seeking and may possess a willingness to relocate. The primary area of employment for 90% of the respondents is in the field of skilled labor. Therefore, this implies that individuals who pursue employment opportunities overseas are predominantly those possessing specialized skills. The preponderance of participants, comprising 31% of the sample, reported a work experience ranging from 1 to 3 years in the field(s) of skilled labor. The duration of time spent working has increased to 9 years, as per the distribution. Therefore, this suggests that they have a willingness to persist indefinitely. Approximately 70% of the survey participants expressed contentment with their current employment. Approximately 27% of individuals maintain a neutral stance, while a mere 3% express dissatisfaction; however, the latter group feels compelled to remain in their current situation.

b) Analysis of the Relationship among the Variables and Hypothesis Testing

The study generated mean scores for the variables Economic Factors (EF), Professional Development (PD), Family Factors (FF), and Lifestyle (LL) as they pertain to the independent variables, and Self-Initiated Expatriate (SE) as the dependent variable. Table 3 presents the outcome of the correlation analysis conducted among them. The Pearson's (r) correlation coefficient values for the variables assessing Self-Initiated Expatriation range from $r = 0.498$ to $r = 0.812$. The correlation coefficient (r) of 0.812 indicates a strong positive correlation between Self-Initiated Expatriation and Professional Development. This suggests a robust and noteworthy correlation between the two variables, which is also favorable. All of the correlations between the variables exhibit a high degree of strength and statistical significance, with the exception of one.

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Table 3: Correlation Analysis among Selection of Expatriates Variables and Expatriate Success

Correlations						
		Self_Initiated_Expatriate	Economic_Factor	Professional_Development	Lifestyle	Family_Factor
Self_Initiated_Expatriate	Pearson Correlation	1	.733**	.812**	.782**	.721**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	121	121	121	121	121
Economic_Factor	Pearson Correlation	.733**	1	.668**	.534**	.609**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	121	121	121	121	121
Professional_Development	Pearson Correlation	.812**	.668**	1	.668**	.653**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	121	121	121	121	121
Lifestyle	Pearson Correlation	.782**	.534**	.668**	1	.498**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	121	121	121	121	121
Family_Factor	Pearson Correlation	.721**	.609**	.653**	.498**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	121	121	121	121	121
**. Correlation is significant at the 0.01 level (2 tailed).						

The findings of the bivariate multilinear regression analysis, as presented in Table 4, reveal that all of the independent variables are significantly contributing to Self-Initiated Expatriation. The coefficient results indicate that lifestyle is the strongest contributor (Beta = .37, p = .00 at .05 alpha level) to Self-Initiated Expatriation. This proposition posits that lifestyle exerts a significant impact on the occurrence of self-initiated expatriation within the United States. Self-initiated expatriates exhibit a willingness to adapt to the lifestyle in the United States.

Table 4: The Regression Analysis among the Variables

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.139	.768		1.482	.141
	Economic_Factor	.171	.043	.214	3.963	.000
	Professional_Development	.238	.055	.272	4.354	.000
	Lifestyle	.334	.046	.372	7.192	.000
	Family_Factor	.181	.042	.227	4.300	.000
a. Dependent Variable: Self_Initiated_Expatriate						

According to the model's summary, the coefficients for the entire model have a value of 0.913, while the R^2 value is 0.833 and the adjusted R^2 value is 0.827. Both of these numbers can be found in the table below (See Table 5). This provides evidence that the model is suitable, and the predictions that it generates demonstrate a high degree of appropriateness in terms of the model's ability to predict at the highest level.

Table 5: The Model Summary of the Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.913[a]	.833	.827	1.40082
a. Predictors: (Constant), Family_Factor, Lifestyle, Economic_Factor, Professional_Development				

VI. Principal Findings and Implication of the Research

The present study makes a scholarly contribution by constructing a conceptual framework, formulating and testing hypothesis and presented the result (see Table 6).

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Table 6: Hypothesis Result for the Relationships among the Variables

Hypothesis	Correlation Analysis (Pearson's *r*)	Regression Analysis	Decision
H1 Economic Factors are associated to USA Self-Initiated expatriation.	There is positive significant relationship, with a Pearson's *r* (.733), p< .01.	Economic Factorsis a significant predictor of the USA self-initiated expatriation as it explains by (Beta = .241, p = .00 at .05 alpha level)	Supported
H2 *Professional Development*is associated to USA Self-Initiated expatriation.	There is positive significant relationship, with a Pearson's *r* (.812), p< .01.	*Professional Development* is a significant predictor of the USA self-initiated expatriation as it explains by (Beta = .272, p = .00 at .05 alpha level)	Supported
H3 *Family Factors*are associated to USA Self-Initiated expatriation.	There is positive significant relationship, with a Pearson's *r* (.712), p< .01.	*Family Factors* is a significant predictor of the USA self-initiated expatriation as it explains by (Beta = .272, p = .00 at .05 alpha level)	Supported
H4 *Lifestyle is* associated to USA Self-Initiated expatriation.	There is positive significant relationship, with a Pearson's *r* (.782), p< .01.	Lifestyle is a significant predictor of the USA self-initiated expatriation as it explains by (Beta = .372, p = .00 at .05 alpha level)	Supported

All of the hypotheses that were generated were put to the test, and the outcomes of those tests, when analyzed, provided evidence in favor of the hypotheses. The implication of this statement is that there exists a correlation between self-initiated expatriates and a variety of characteristics like job satisfaction, economic determinants of retention, professional progress, lifestyle, and familial issues that are typically connected with expatriation. The methodology for explaining things places an emphasis on performing an in-depth analysis to uncover the underlying elements that motivate people to travel independently to the United States of America.

The present study has provided evidence that the "five elements" utilised in prior research can be construed in a manner that impacts the "Self-Initiated Expatriate." Consequently, the research postulated the correlation between them and subsequently provided a rationale for the plausibility of the interaction expounded in the suggested concept. All individuals who took part in the survey are either professionals who relocated abroad voluntarily in search of employment opportunities or individuals who relocated abroad for educational or other reasons prior to securing professional employment. The individual may have deduced that, notwithstanding their comprehensive instruction and experience, potential employers in their country of origin may exhibit disinterest in employing them, or that the remuneration they could anticipate receiving in their destination country would be significantly greater. Consequently, it is logical that a significant number of individuals opt to venture overseas in pursuit of employment opportunities. Likewise, the individuals' competencies impede their pursuit of higher-paying employment opportunities that align with their credentials within the receiving nation. The reason for this is attributed to a reduction in demand for their particular set of skills (Chwialkowska, 2020). Hence, it can be inferred that each participant derives their main earnings from the skilled labour sector. The present research employed the five incentives for assuming the role of a self-initiated expatriate as delineated by Podrug et al. (2020).

The implications of the findings of this study suggest that economic circumstances in the United States play a crucial role in an individual's job-seeking success. Specifically, individuals residing in the United States who identify as self-initiated expatriates believe that the economic growth in their home country lags behind that of the United States, which is considered to be the best in the world. Hence, the condition of the American economy has a bearing on the employment opportunities available to individuals. Moreover, it has been disclosed that the probability of securing employment is influenced by the robustness of the United States' economy in comparison to that of other nations. According to the findings of this study, the presence of highly skilled individuals, regardless of their origin, is imperative for the prosperity of the United States' economy.

The study suggests that there is a correlation between professional development and career progression. This study sheds light on the significance of an individual's level of expertise in determining their employment opportunities in the United States.

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However, this does not solely imply the availability of higher-paying professional jobs, but also encompasses the necessary competencies to effectively execute the assigned tasks. A skilled job is defined as work that necessitates specific knowledge or abilities, which can be obtained through education and skills initiatives. These initiatives are more effective when they are connected with the labour market. At present, there exists a significant juncture in the outcome, wherein a favourable association can be observed between aptitude and proficiency, leading to their elevated worth in the job market of the United States. The assessment of one's own performance as a self-initiated expatriate is a consequential outcome. Additionally, the significance of prior experience cannot be overstated.

The study's findings suggest that family-related factors play a significant role in the decision-making process of self-initiated expatriates. Specifically, the study highlights the impact of the decision to remain in the United States on the social hierarchy of the expatriate's family, which is a crucial consideration for many individuals. The aforementioned observation was made on the premise that the hierarchical arrangement within the family unit ought to adhere to the legal framework of the United States, notwithstanding any disparities that may exist between the prescribed rights and those that are customary in the family's country of origin. The study has indicated that individuals have observed the impact of American culture on their family dynamics. To achieve complete assimilation into American society, it is advisable for individuals to adhere to the customary standards of the conventional American household. Residing in the United States can result in strain on the familial framework of individuals, subsequently impacting their development and the dynamics of interpersonal connections. The research findings indicate that kin members perceive a diminishment in the affective ties they share with their sibling who migrated and commenced employment in the United States, owing to the structural composition of American households. The study's implications pertain to the degree of emotional distance or proximity experienced by individuals towards their family members residing in their country of origin, which is influenced by the extent to which their family has successfully adapted to life in the host nation.

The most significant determinant of self-initiated expatriation in the United States has been identified as "Lifestyle." This matter pertains to the notion that employment in the United States necessitates a particular way of life, encompassing the assimilation of fundamental aspects of American culture. Stated differently, if a self-initiated expatriate perceives that they possess the capability to maintain a lifestyle in the United States that is harmoniously aligned with their professional pursuits, this is likely to have a favourable impact on their employment. Moreover, it is believed that the lifestyle in the United States is the only way for individuals to maintain a high level of well-being. Additionally, the study acknowledges that the lifestyle in the United States facilitates the effective fulfilment of occupational duties. The American lifestyle has facilitated the pursuit of personal interests by individuals outside of their regular work hours. Furthermore, the lifestyle assessment confirmed that the income generated will be sufficient to cover the cost of living in the United States throughout one's career.

VII. Conclusion

The use of a scoring mechanism is essential for assessing an expatriate's performance against a predetermined benchmark. Unfortunately, there is a lack of attention from scholars towards the challenges faced by self-initiated expatriates. These scholars aim to support communities in addressing issues related to avoidance, adaptation, and the factors that influence self-initiated expatriates in finding employment, as well as the specific qualifications required for such opportunities. The objective of this study is to establish a framework for the identification of key factors that contribute to the facilitation of expatriation in the United States. The findings of this study indicate that lifestyle factors have a substantial influence on self-initiated expatriation from the United States. This implies that an individual's lifestyle influences their overall way of life. The research focuses on differentiating between self-initiated expatriation and involuntary or forced expatriation, highlighting its importance. The former is distinguished by circumstances that are outside of the individual's control, whereas self-initiated expatriation is a conscious decision made by the individual, typically motivated by factors such as employment opportunities, a longing for a different lifestyle, or a spirit of adventure. The study's findings suggest that self-initiated expatriates typically have a higher degree of autonomy when it comes to making decisions about their relocation. Additionally, they tend to have a longer timeframe to prepare for the transition. Individuals who engage in international relocation may have different expectations and motivations depending on whether they are sent abroad by their employer or compelled to leave their home country due to political or economic instability. The research findings suggest that self-initiated expatriation presents individuals with new experiences and opportunities, although it may also come with certain challenges. The process of acclimating to a new culture, language, and way of life often requires individuals to adapt and can evoke feelings of isolation and longing for the familiar. However, those individuals who are inclined to face challenges may discover that self-initiated expatriation can be a rewarding and transformative experience.

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Conceptual Analysis of Human Resource Management Practice in Bangladesh: Current and Future Challenges

By Ausafur Rahman

Abstract- This paper presents a conceptual analysis of Human Resource Management (HRM) practices in Bangladesh, focusing on the current challenges faced by organizations and potential future challenges. HRM plays a vital role in managing human capital and ensuring organizational success. In the context of Bangladesh, a developing country with a growing economy, understanding the unique challenges and opportunities faced by HRM practices is crucial.

The current challenges facing HRM in Bangladesh are discussed in detail. These challenges encompass issues such as talent acquisition and retention, skill gaps, employee engagement, diversity and inclusion, and compliance with labor laws. The analysis explores the impact of these challenges on organizational performance and highlights potential strategies to address them effectively.

Furthermore, the paper identifies potential future challenges that HRM in Bangladesh may face. These challenges include adapting to changing workforce demographics, leveraging emerging technologies, managing remote and flexible work arrangements, and aligning HRM practices with sustainable development goals. The analysis emphasizes the need for HRM practitioners and policymakers to anticipate and proactively respond to these challenges to ensure the effectiveness and competitiveness of organizations in the future.

Keywords: *HRM practices, challenges, talent management, employee engagement, diversity, emerging technologies, sustainable development.*

GJMBR-A Classification: *LCC: HD58.7*



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The conceptual analysis concludes by emphasizing the importance of strategic HRM practices in Bangladesh to drive organizational success. It underscores the need for continuous learning and development, promoting a culture of innovation, nurturing talent, and enhancing employee well-being. By addressing the current and future challenges, organizations can build robust HRM systems that contribute to the sustainable growth and development of Bangladesh's economy.

This study will relate to the HRM department where Human Resource Management is a very important area to work on the past, present and future perspectives. The study will be conducted based on "Small and Medium Enterprise" in evaluating different aspects and criteria related to companies of Human Resource practice. This report will give a detailed idea of how I have practiced Human Resource Management in small and medium enterprises.

Keywords: HRM practices, challenges, talent management, employee engagement, diversity, emerging technologies, sustainable development.

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Chapter 01: Introduction

a) Introduction

Human Resource Management (HRM) plays a crucial role in organizations by overseeing the management of human capital and ensuring the alignment of workforce strategies with organizational goals. In the context of Bangladesh, a country experiencing significant economic growth and industrial development, the practice of HRM faces both current and future challenges. Conducting a conceptual analysis of HRM practice in Bangladesh allows us to delve into the underlying principles, theories, and approaches that shape the management of the workforce in this unique setting.

The current state of HRM practice in Bangladesh presents several challenges that HR professionals must navigate. These challenges include effectively managing a diverse workforce, addressing skill gaps and limited skills development opportunities, ensuring employee engagement and retention, complying with labor laws and regulations, and embracing technological advancements. Understanding these challenges provides valuable insights into the intricacies of HRM in Bangladesh and allows for the identification of strategies to overcome them.

However, the current state of HRM practices is far below the level Bangladesh needs to achieve. As a result of the fact that most companies are family owned and controlled by members of the family, human resources activities tend to be viewed as nothing more than an owner's wish. As a result, these organizations require HRM practices that are both systematic and efficient to remain competitive globally and to meet the changing needs of the economy. In contrast, in a situation in which employers are governed by crony capitalism or family, they do not yet realize, nor are they convinced, that it would be in their best interest to adopt HRM practices that are systematic and effective. Empirical research on HRM in Bangladesh is still rare, and only a few studies have been published, usually on specific issues of HRM practices, in recognized and credible journals. In the end, the current study could pioneer an understanding of the present, past and future of HRM in Bangladesh, which would be incredibly helpful to researchers, academics, students,

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policymakers and business executives. However, this study should encourage new generation, Bangladesh entrepreneurs and corporate managers to enhance systematic HRM practices and, thus, gain a competitive advantage from the country's available human resources.

b) Objective of the Study

The main purpose of the study is to formulate the status of research conducted so far on human resource practices in Bangladesh to the past, present, and future perspectives. The present study has followed the specific objectives:

- This paper presents the findings of the studies conducted to date on human resource practices in Bangladesh.
- To identify the research gaps concerning HRM practice in Bangladesh.
- The purpose of this paper is to provide some guidance for future research on HRM practices in Bangladesh.

c) The Aim of the Study

- To investigate the theoretical foundations and conceptual underpinnings of HRM and their relevance to the Bangladeshi context.
- To examine the current practices of HRM in Bangladesh, including talent acquisition, recruitment, training and development, performance management, compensation and benefits, and employee relations.
- To identify the key challenges faced by HRM practitioners in Bangladesh in effectively implementing HRM practices.
- To explore the influence of cultural, social, economic, and legal factors on HRM practices in Bangladesh.
- To analyze the potential future challenges that may arise in HRM practices in Bangladesh, considering factors such as technological advancements, globalization, demographic changes, and evolving employment relationships.
- To provide recommendations and strategies for HRM practitioners, organizations, and policymakers to address the identified challenges and enhance the effectiveness of HRM practices in Bangladesh.

d) Research Questions

- What are the key principles and theoretical frameworks of HRM, and how are they currently practiced in Bangladesh?
- What are the primary challenges faced by HRM practitioners in Bangladesh in terms of talent acquisition and recruitment?
- How do HRM practices in Bangladesh address employee training and development needs, and what challenges are associated with these practices?
- What are the current challenges in employee performance management and motivation in the context of HRM in Bangladesh?

Chapter-02: Literature Review

a) Literature Review of the Study

Conceptual analysis of Human Resource Management (HRM) practice in Bangladesh provides a comprehensive understanding of the current and future challenges faced by HR professionals in the country. This literature review highlights key scholarly works that shed light on these challenges, offering insights into the unique context of HRM in Bangladesh.

This literature review aims to provide a conceptual analysis of the practice of Human Resource Management (HRM) in Bangladesh, focusing on the current challenges faced by organizations and the potential future challenges. The study highlights the unique characteristics of the Bangladeshi context and explores how they shape HRM practices. By examining existing literature, the review identifies key themes and areas of concern, offering insights into the evolving nature of HRM in Bangladesh and its implications for organizations operating in this country. The findings emphasize the need for proactive strategies to address the challenges and ensure effective HRM practices aligned with the country's economic and social realities.

This literature review provides a comprehensive analysis of the current and future challenges faced by HRM practitioners in Bangladesh. By highlighting the specific issues relevant to the country's context, organizations can develop proactive strategies to address these challenges and foster effective HRM practices. It also calls for further research to explore emerging trends and evaluate the effectiveness of strategies implemented to overcome the identified challenges.

It explores the unique characteristics of the Bangladeshi context and their impact on HRM practices. By reviewing existing literature, this study identifies key themes and areas of concern, providing insights into the evolving nature of HRM in Bangladesh and its implications for organizations. The findings emphasize the need for proactive strategies to address challenges and ensure effective HRM practices aligned with the country's economic and social realities.

Overall, the literature emphasizes the importance of addressing the challenges faced by HR professionals in Bangladesh's unique context. It underscores the need for inclusive diversity management, skills development programs, employee engagement initiatives, compliance with labor laws, and the integration of technology. Moreover, it highlights the anticipation of future challenges, such as changing

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workforce dynamics and the need for future-oriented HRM practices. This literature review provides a foundation for understanding the conceptual analysis of HRM practice in Bangladesh, guiding future research and informing HRM strategies in the country.

b) Challenges of HRM Practices

There are three major challenges of HRM practice, such as,

i. *Change Management*

Due to the fact that this is generally not the focus of HR professional development and training, change management represents a particular challenge for personnel managers. In addition, the WFPMA finds that "this may also explain why HR is cited as the foremost issue as they continue to help businesses advance."

ii. *Leadership Development*

Second in importance to human resource management, leadership development needs to be a strategic priority. It is expected of HR professionals to provide the structure, processes, tools, and points of view necessary to make the best selection and develop the future leaders of the organization.

iii. *HR Effectiveness Measurement*

This profession must also be able to measure results both in terms of transaction management and positive impact on business. The next section reports that survey respondents believe a critical issue for HR is organizational effectiveness - supporting HR's role as a strategic partner to management.

c) Conceptual Analysis of Human Resource Management Practice in Bangladesh: Current and Future Challenges.

1. *Introduction:* Human Resource Management (HRM) plays a vital role in the success and growth of organizations. It encompasses various functions, including recruitment, selection, training, performance management, and employee relations. This conceptual analysis aims to examine the current state of HRM practices in Bangladesh and identify the challenges it faces presently and in the future.
2. *Current HRM Practices in Bangladesh:* Recruitment and Selection: Organizations in Bangladesh typically follow traditional methods of recruitment and selection, such as newspaper advertisements and word-of-mouth referrals. However, with the growing influence of technology, online job portals and social media platforms are gaining popularity for sourcing talent.

Training and Development: Many organizations in Bangladesh have recognized the importance of employee training and development. However, there is still a need for a more structured and systematic approach to training, including identifying skill gaps, designing relevant programs, and measuring training effectiveness.

3. *Performance Management:* Performance appraisal systems are commonly used in organizations in Bangladesh. However, there is often a lack of objectivity and transparency in the evaluation process, leading to subjective judgments and bias. Organizations need to adopt more robust performance management systems based on clear criteria and regular feedback.
4. *Employee Engagement and Motivation:* Building a motivated and engaged workforce remains a challenge in Bangladesh. Factors such as limited career development opportunities, inadequate compensation and benefits, and poor work-life balance contribute to low employee satisfaction. Organizations need to focus on creating a positive work culture and implementing employee recognition programs.
5. *Legal Compliance:* Adhering to labor laws and regulations is a significant challenge for HRM in Bangladesh. Ensuring compliance with minimum wage laws, health and safety standards, and working hour's regulations requires continuous monitoring and proactive measures from HR professionals.
6. *Future Challenges in HRM Practices in Bangladesh:* Technological Advancements: As technology continues to advance, HRM practices in Bangladesh need to adapt accordingly. This includes leveraging HR analytics, automation, and artificial intelligence for processes like recruitment, performance management, and employee engagement. HR professionals must acquire digital skills to effectively utilize these technological advancements.
7. *Talent Acquisition and Retention:* The war for talent is intensifying, and organizations in Bangladesh face challenges in attracting and retaining skilled employees. HRM needs to adopt proactive strategies to attract top talent, including employer branding, flexible work arrangements, and competitive compensation packages.
8. *Leadership Development:* Developing effective leaders is crucial for the long-term success of organizations. HRM in Bangladesh should focus on identifying high-potential employees and providing them with targeted leadership development programs. This includes mentoring, coaching, and succession planning to ensure a pipeline of capable leaders.
9. *Diversity and Inclusion:* Promoting diversity and inclusion in the workplace is gaining recognition as a critical aspect of HRM. Bangladesh, with its diverse workforce, needs to implement policies and practices that ensure equal opportunities for

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individuals from different backgrounds and identities.

10. *Changing Workforce Expectations:* The expectations and preferences of the workforce are evolving, especially among the younger generation. HRM needs to adapt to changing work patterns, such as remote work and flexible schedules, to attract and retain talent. Additionally, creating a positive work environment that promotes work-life balance and employee well-being is crucial.
11. *Conclusion:* Human Resource Management practices in Bangladesh are evolving but still face several challenges. The future of HRM will require embracing technological advancements, focusing on talent acquisition and retention, developing effective leaders, promoting diversity and inclusion, and meeting the changing expectations of the workforce. By addressing these challenges proactively, organizations in Bangladesh can enhance their HRM practices and contribute to their overall success.

d) Current HRM Practices at Private Sector in Bangladesh

i. *Recruitment and Selection Practices in Private Sector Organization*

Owners and managers in the private sector consider employee recruitment and selection a personal matter and use informal recruitment methods. A public organization is not required by law to advertise job openings in the press or to maintain a formal recruitment and selection process. As and when they deem it necessary, they recruit and appoint those they deem suitable after careful consideration. It is common for owners/managers to fulfill their social obligations to support kin and relatives over qualifications and skills. It is essential, however, that the business considers the requests of influential political leaders and other groups in order to effectively run its operations. Obtaining business loans, obtaining permissions from government offices, maintaining security of business sites, and other unnecessary difficulties may be made difficult if these steps are not taken.

It is common for private sector organizations to recruit relatives for top positions. As a result, promotions, transfers, and benefits are influenced by social relations and personal relationships. Occasionally, private sector organizations advertise in newspapers, but only for positions requiring higher-level technical competencies that cannot be filled by friends and family. Additionally, these employers tend to avoid formal rules when recruiting because they perceive them as a threat to their power.

ii. *Training and Development Practice in Private Sector Organization*

Human resource training has not yet escaped its forgotten position in the private sector organizations in Bangladesh, have not yet realized the need for training and development actions for both employees and managers (Absar, Arman & Nejati, 2014; Mia and Hossain, 2014). In an economy with a large surplus of labor, Training initiatives are seen as an expense rather than an investment for the organization. Development, and in private sector organizations there is little systematic training Employee development practices. In general, training is considered the responsibility of employees, although some companies, especially pharmaceutical companies businesses, are beginning to understand its importance. Industrial and educational establishments do not relevant and therefore the industry has no influence on the development of the course, curriculum or other pedagogical processes in educational and training institutions (Mahmood & Akhter, 2011). Most unions are busy negotiating and resolve labor disputes and have little or no time or energy to organize worker training programs (Mahmood, 2008). As a result, training programs that exist have not proven to be relevant or useful to the industry. Other an important issue is determining priorities in terms of skills development. This problem remains unresolved as policymakers and civil society representatives are divided on whether to emphasize technical education or general education (ILO, 2013).

iii. *Pay Structuring and Job Grading in Private Sector Organization*

The wage structure in the formal private sector follows two main procedures. Industries in where there is no collective bargaining, because it does not exist unions, use the minimum wage, while unions use corporate-level collective bargaining agreement. Due to the degree of private sector development, most local private sector organizations have not have developed a formal or institutionalized compensation structure for their employees. With the exception of some large organizations, employee compensation or wages are determined on the basis of arbitrarily (e.g., through personalized indemnity contracts), and not by any structure or level (Chowdhury & amp; Mahmood, 2012).

Salary structure in general Private sector organizations share some similarities with public sector organizations. Usually there is one executive compensation structure and another for non-executive employees. In the absence of legal and state obligations regulation, management unilaterally design executive compensation structure workers. Hardly any local private sector organizations follow suit executive compensation structure. Usually the head of the organization decide on executive salary after discussing positions with department heads. Compensation structure for non-executive employees determined through consultation and negotiation with collective bargaining representatives (CBAs), and typically includes 8-12 pay scales/levels, depending on the organization HR policy and ABC-manager negotiation

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organization HR policy and ABC-manager negotiation results. Although blue-collar workers and white-collar remuneration is included in a unified remuneration structure, the difference in the types of employees is obvious in the salary structure of the different categories organization (Mia & amp; Hossain, 2014).

e) Future Challenges of HRM Practices at Private Sector in Bangladesh.

In Bangladesh, women's participation in the formal labor market used to be non-existent. However, this scenario is changing rapidly with the rapid industrialization of clothing, electronics and other labor-intensive industries. Bangladesh is now is seen as a product supplier to multinational companies in the apparel, electronics, pharmaceutical and other labor-intensive industries, and employers are blamed for labor exploitation and unethical HRM practices. Bangladesh is far behind conditions for the realization of equal employment opportunities and inclusive employment practices (ILO, 2013). People with disabilities, women and ethnic minorities still deprived of job opportunities. HR managers are facing a big problem difficulty adapting to diversity and inclusion management issues, because requires changes in employment policies, such as those working hours, health and safety measures, statutory maternity leave, work-life balance, kindergarten, etc. (Boden, 2014). Considering that as a Contracting Party of the ILO conventions, there may be laws and regulations to deal with question, the implementation of these laws is a difficult task in a traditionally conservative country a hierarchical, male-dominated society.

The legal landscape in Bangladesh is seen by some as an obstacle to referral the latest HRM practices. For example, organizations cannot do any restructuring or downsizing without union approval. Much of the public sector organizations are overstaffed and suffer huge losses in operations every year. However, union leaders rarely support any form of restructuring, because of this can lead to job loss for union members. Likewise, organizations should use practice flexible employment to meet the needs of seasonal workers. However, labor laws in Bangladesh make it difficult for organizations hire a part-time employee or modify a full-time employment contract fixed position to temporary or auxiliary position.

Chapter-03: Methodology

a) Methodology

The purpose of this article is to provide an overview of the current state and future prospects of developing systematic and high-performing human resource management practices in Bangladesh. For this reason, a variety of secondary sources were consulted and materials were reviewed. We consulted articles in academic journals, professional magazines and newspapers on HRM practices in Bangladesh. Our study also incorporated the use of documents published by national and international organizations in order to evaluate the current state of HRM in Bangladesh as well as future challenges. The last step in our research was to visit the websites of public and private organizations in Bangladesh in order to collect information regarding HRM practices in that country.

b) Methodology of the Study

Although the practice of human resource management is necessary to improve organizational performance and competitive advantage (Becker & amp; Huselid 2015), surprisingly, not enough research has been done in this area so far in the Bangladeshi context (Akhter 2015; Mahmood 2004). It is still an unexplored area of research. Therefore, this study aims to fill the gap gaps in existing research. This research will contribute to the advancement of a Theory and practice of HRM. The results of the study will help the public and Bangladesh's private sector industrial enterprises to realize their status practice HRM. It will also help them improve human resource management activities towards create a sustainable competitive advantage based on human resources. The research results will also be useful for scholars, researchers, policy makers and practitioners to realize human resource management practices in a developing country context like Bangladesh. The study emphasizes the following characteristics goal:

1. Monitor the general situation of the application of new human resource management practices in the industrial enterprises in the public sector in Bangladesh.
2. Monitor the general situation of the application of new human resource management practices in the private sector industrial enterprises in Bangladesh.
3. Highlight the policy implications for the overall improvement of HRM practices of public and private sector manufacturers Bangladeshi companies.

c) Qualitative Method

Qualitative method refers to a research approach that emphasizes gathering and interpreting non-numerical data to gain an in-depth understanding of a phenomenon or topic of interest. It is a subjective and exploratory method that focuses on capturing and analyzing rich, descriptive information, often derived from interviews, observations, documents, and open-ended survey responses.

Quantitative research deals with numbers and statistics, whereas qualitative research deals with words and meanings. Quantitative techniques allow you to systematically measure variables and test hypotheses. Qualitative techniques allow you to explore concepts and experiences in more detail.

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d) Quantitative Method

This data is qualitative as it is based on surveys and questionnaires collected from newspapers, reports, books, magazines and websites. Quantitative method refers to a research approach that focuses on collecting and analyzing numerical data to draw statistical inferences and generalize findings to a larger population. It involves systematic measurement, quantification, and statistical analysis of data to address research questions or test hypotheses.

e) Source of Data

- ✓ Web site using into related article.
- ✓ Human resource Management books and Periodicals.
- ✓ Internet, Newspapers and magazines.
- ✓ Human Resource Management policy of the guideline.
- ✓ Operational process.

Chapter-04: Finding

a) Finding

A Study on HRM Practices in Bangladesh

Hr Policy	Average Rate
Welfare Management	5.56
Self-renewal system	7.13
Performance	8.82
Manpower planning	6.55

Especially for subsystems, from the figure above, I can infer that welfare management and manpower planning across HRM operations are significantly different and career manpower is lower. Self-renewal system, performance and manpower planning are very efficient. The graph above also shows the effectiveness of the HR subsystem within the article based on its four parts above. From the graph above, I can conclude that the integration between subsystems is very low and subsystems are not good enough.

b) Managerial Implications of the Conceptual Analysis of Human Resource Management Practice in Bangladesh: Current and Future Challenges

1. *Emphasize Strategic HRM:* Organizations in Bangladesh should recognize the strategic importance of HRM and integrate it into their overall business strategy. HR professionals should be involved in strategic decision-making processes to align HR practices with organizational goals and objectives.
2. *Enhance Recruitment and Selection Processes:* To overcome the challenges in talent acquisition, organizations should adopt a more proactive and strategic approach to recruitment and selection. This includes leveraging online platforms, conducting targeted talent searches, and implementing rigorous selection procedures to attract and retain high-quality candidates.
3. *Strengthen Training and Development Initiatives:* Organizations should invest in comprehensive training and development programs to bridge skill gaps and enhance employee capabilities. This includes identifying training needs, designing tailored programs, and measuring the effectiveness of training interventions. Collaboration with educational institutions and industry-specific training providers can also be beneficial.
4. *Implement Performance Management Systems:* Organizations should establish objective and transparent performance management systems to foster a culture of performance excellence. This involves setting clear performance expectations, providing regular feedback, and linking performance to rewards and career development opportunities. Training managers on performance management principles and techniques is crucial for effective implementation.
5. *Enhance Employee Engagement and Motivation:* Organizations should focus on creating a positive work environment that promotes employee engagement and motivation. This can be achieved by offering competitive compensation and benefits, providing growth and development opportunities, recognizing and rewarding employee achievements, and promoting work-life balance initiatives.

By considering these managerial implications, organizations in Bangladesh can address the current and future challenges in HRM and create a competitive advantage through effective human resource management practices.

c) Theoretical Implications of the Conceptual Analysis of Human Resource Management Practice in Bangladesh: Current and Future Challenges

Advancement of HRM Theory: The conceptual analysis of HRM practices in Bangladesh contributes to the advancement of HRM theory by identifying specific challenges and issues faced in the Bangladeshi context. It adds to the existing body of knowledge by providing insights into the unique cultural, social, and economic factors influencing HRM practices in this context.

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1. *Contextualizing HRM:* The analysis highlights the importance of considering the specific contextual factors when studying HRM practices. It emphasizes the need for HRM theories and models to be adaptable and sensitive to the cultural, legal, and socio-economic aspects of Bangladesh. This understanding contributes to the development of more contextually relevant HRM frameworks.
2. *Linking HRM Practices and Organizational Performance:* The analysis explores the challenges faced by HRM practices in Bangladesh and their potential impact on organizational performance. By examining the relationship between HRM practices and outcomes, it contributes to the theoretical understanding of how effective HRM can influence organizational success, productivity, and employee well-being in this specific context.
3. *Integration of Strategic HRM:* The analysis highlights the importance of integrating HRM with strategic management. It emphasizes the need for HR professionals to be involved in strategic decision-making processes and align HR practices with organizational goals. This integration contributes to the theoretical understanding of strategic HRM and its impact on organizational performance.
4. *Future Research Directions:* The conceptual analysis of HRM practices in Bangladesh identifies current challenges and future trends. It provides a foundation for future research by suggesting areas for further investigation. Researchers can explore specific aspects of HRM practices in Bangladesh, such as the impact of technology on HRM, the role of HRM in promoting diversity and inclusion, or the effectiveness of specific HRM interventions in this context.

By considering these theoretical implications, researchers can expand the theoretical understanding of HRM in the Bangladeshi context and contribute to the broader field of HRM theory and practice.

d) Finding in the Study

- Equal employment opportunities and inclusive employment practices.
- Women's participation in the formal labor market used to be non-existent
- HR managers are facing a big problem difficulty adapting to diversity and inclusion management issues.
- Organizations should use practice flexible employment to meet the needs of seasonal workers.
- Local private sector organizations follow suit executive compensation structure.

Chapter- 05: Conclusion

Conclusion

HRM practice in Bangladesh used to resemble HR management a practice in which the HRM manager's role was limited to administrative and administrative duties as in many other developing and emerging countries, legal issues. Private sector organizations are starting to move the future bodes well for more strategic HRM practices economic development of the country. However, Bangladesh is considered a developing country. The country is still trying different development regimes and lagging behind Conditions for the development of specific institutional arrangements in specific nation-states HRM model (Chowdhury & amp; Mahmood, 2012; Khan, 2013). Future researchers will use the so-called Find best practices and different sets of his modified HRM practices that are effective in the EU Socio-cultural background of Bangladesh.

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Nexus between Idiosyncratic Deals and Employee Innovative Work Behavior: A Moderated Model of Perceived Coworkers' Distributive Justice

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Abstract- Employee innovative work behaviour is a key factor in an organization's survival and competitiveness in the global economy. However, only a few studies examined the impact of antecedents of employee innovative work behavior. Hence, aims to investigate the impact of idiosyncratic deals on employee innovative behavior and the perceived coworker distributive justice's role in this relationship. The conceptual model was empirically tested by collecting data from 113 insurance agents in the Gampaha district in Sri Lanka. The Partial Least Squares technique (PLS), a third-generation structural equation modeling technique (SEM), was used to analyze data in this study. The study's findings revealed a significant impact of idiosyncratic deals on employee innovative work behavior. Perceived coworker distributive justice significantly moderates the impact of idiosyncratic deals on employee innovative work behavior. Hence, this study broadened the theoretical understanding of i-deals, innovative work behaviour, and coworkers' reactions to the organizations.

Keywords: *coworkers distributive justice, idiosyncratic deals, employee innovative work behavior.*

GJMBR-A Classification: *LCC: HD28-70 JEL: M12*

NEXUSBETWEENIDIOSYNCRATICDEALSANDEMPLOYEEINNOVATIVEWORKBEHAVIORAMODERATEDMODELOFPERCEIVEDCOWORKERSDISTRIBUTIVEJUSTICE

Strictly as per the compliance and regulations of:

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Ranasinghe V. R. [α] & Janadari M. P. N. [σ]

Abstract- **Employee innovative work behaviour is a key factor in an organization's survival and competitiveness in the global economy. However, only a few studies examined the impact of antecedents of employee innovative work behavior. Hence, aims to investigate the impact of idiosyncratic deals on employee innovative behavior and the perceived coworker distributive justice's role in this relationship. The conceptual model was empirically tested by collecting data from 113 insurance agents in the Gampaha district in Sri Lanka. The Partial Least Squares technique (PLS), a third-generation structural equation modeling technique (SEM), was used to analyze data in this study. The study's findings revealed a significant impact of idiosyncratic deals on employee innovative work behavior. Perceived coworker distributive justice significantly moderates the impact of idiosyncratic deals on employee innovative work behavior. Hence, this study broadened the theoretical understanding of i-deals, innovative work behaviour, and coworkers' reactions to the organizations.**

Keywords: coworkers distributive justice, idiosyncratic deals, employee innovative work behavior.

I. Introduction

Researchers generally agree that creativity and innovation are based on ideas, which are then developed, supported, and implemented by people (Khaola & Musiiwa, 2021). Recently many scholars highly focused on employee innovative working behavior (IWB) and its antecedents as its increasing organizational competitiveness and survival (Yuan & Woodman, 2010) as it is considered as a key for an organization to survive in the highly volatile market (Bos-Nehles & Veenendaal, 2017).

Many researchers have posited that creativity and innovation are two different concepts (Pieterse, Van Knippenberg, Schippers, & Stam, 2009; Woods, Mustafa, Anderson, & Sayer, 2018). The IWB of an employee is the ability to promote and seek new ideas and attempt to build support for the implementation of these ideas (Singh & Sarkar, 2012). Hence, the IWB of employees is essential for the success of an organization because the organization cannot be innovative without its employees, and innovative behavior is essential for the organization's success in a fast-changing business environment (Abstein & Spieth, 2014).

Even though innovation and innovative working behavior of employees are very important for a particular organization or the whole country, there is a question of whether we pay considerable attention to the employees' innovative working behavior or the country's innovation rate. According to the Global Innovation Index (2022), Sri Lanka is in the 85th position. Even though the country has risen 10 places from 95th last year (2021) to 95th this year and from 101st the year before (2020), this is not where Sri Lanka should be, and our country is underperforming. Moreover, Patents by origin were 353.0 in 2020, down 1 percentage point from the previous year and equivalent to an indicator rank of 60, and in 2021, the global brand value was equal to 1.0 billion USD, a 22 percentage point decrease from the previous year, and corresponded to an indicator rank of 56 (Global Innovation Index, 2022). Further according to the latest Global Competitiveness Report, Germany has attained the status of the world's most innovative economy. US and Switzerland were ranked second and third, respectively. Sri Lanka is ranked 85th (WEF, 2019). Both innovation inputs and outputs were measured by the index. Government fiscal policy, educational policy, and innovation participants were among the innovation inputs. Patents, technology transfers, other R & D rates, and various performances were among the outputs. According to the report, Sri Lanka is falling behind its neighboring countries such as India, Indonesia, and Thailand (WEF, 2019).

Another issue is that 75% of the research was qualitative and conclusive, and they were not focused on determining the current state of employee innovative behavior (Ariyarathna, 2018). In the Sri Lankan context, no research addressing employee innovative behavior in insurance companies has been published. The theoretical justification for the causal relationship

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between I-deals and IWB is hardly ever provided in the body of existing literature. As a result, a thorough investigation of this research topic is required. On the other hand, most companies, including insurance companies, are evolving rapidly, and those organizations need to identify strategies that can enhance innovation.

According to Blau (1964), social exchange theory explains that "anyone who renders rewarding services to another is obligated to discharge this obligation; the second must furnish benefits to the first in turn" (p. 89). The core of social exchange theory is the idea of "reciprocity." Exchanging concepts or items under mutually agreeable terms is referred to as "reciprocity." The recipient of a valuable thing from the other party in this relationship feels obligated to return the favor by giving another valuable thing. Moreover, researchers use distributive justice theory to understand the coworker's reaction, which suggests that people judge the fairness of allocation outcomes depending on the type of resources involved (Bal & Rousseau, 2016). Distributive justice theory argues that organizations must strive toward the equitable or fair distribution of resources.

Balu (1964) stated that I-deals are important for social exchange relationships and reciprocations between employers and employees, and Bal and Rousseau (2016) stated that it is important to study coworkers' reactions to i-deals. Hence, in this study, researchers try to identify the impact of i-deals on IWB and the role of coworkers' support on i-deals and IWB.
Even though most publications have focused on the antecedents of IWB (Luu, 2021; Venketsamy & Lew, 2022; Saether, 2019; Namono et al., 2021; Mubarak et al., 2021; Zuberi & Khattak, 2021), little empirical evidence has been collected about the effects of i-deals on employee innovative work behavior. Except for the study done by Spieglare, Guy, and Geert (2014), which examined the employment relationship which constructs close to i-deals and innovative work behavior, and the study done by Kimwolo (2018), no other known studies available in the current literature. Further current literature on I-deals also focused on i-deals (Hornung, Rousseau & Glaser, 2009; Rousseau, Hornung & Kim, 2009) and employee perception of i-deals by asking employees the type of i-deals they have negotiated with their employer. Moreover, Coworkers are an important group of stakeholders in workplace accommodation situations, especially when accommodations can influence everyone's rewards (Colella, 2001). Even though it has been mentioned coworkers play an important role in i-deals (Rousseau, 2005), there is little research on how coworkers react to them (Lai, Rousseau, & Chang, 2009). More importantly, no study has been conducted on the Insurance sector in Sri Lanka to examine the influence of I-deals on IWB moderated by co-worker distributive justice. Hence, this research aims to identify the impact of i-deals on IWB and the role of coworkers' support on i-deals and IWB.

At the outset of the paper, the researchers introduce the study under section one. Then focused on the literature review in section two. Section three is mainly concerned with hypotheses and conceptual framework. Section four focuses on research methodology. Findings, discussion, and conclusion give in section four. Then, the paper presents the theoretical and practical contribution and finally presents the limitation and direction for future researchers.

II. Statement of the Problem

The question is whether employers or the necessary authorities give more attention to the employees' innovative working behavior or the country's innovation rate, even though innovation and innovative working behavior of employees are very important for a specific organization or the entire country. Sri Lanka is ranked 85th on the Global Innovation Index for 2022. Despite moving up 10 spots from 95th place last year (2021) to 95th place this year and from 101st place the year before (2020), Sri Lanka is still performing below expectations at this level. The most recent Global Competitiveness Report indicates that Germany has become the most innovative economy in the world. Switzerland and the United States came in second and third, respectively. Sri Lanka is positioned 85th (WEF, 2019).

Further, the insurance industry in Sri Lanka is a significant economic contributor as it collected Rs. 209 billion in premiums in 2020, and Rs. 796 billion in assets listed on their balance sheets, and, more importantly, the fundamental social and economic function it serves by assuming the risk of individuals and businesses. Even though insurance penetration increased slightly from the 1.31% recorded in 2019 to 1.41% in 2020, insurance penetration is still low compared to other Asian countries (KPMG, 2021).

Further, little empirical data is available regarding how i-deals affect employees' innovative work behavior. There are currently no other known studies in the literature except those by Spieglare, Guy, and Geert (2014) and Kimwolo (2018), which looked at employment relationships and innovative work behavior. Most publications (Hornung, Rousseau & Glaser, 2009; Rousseau, Hornung & Kim, 2009) have concentrated on the causes and effects of i-deals and employee perception of i-deals.

Moreover, most of the existing research was qualitative and did not aim to assess the state of employee innovation behavior (Ariyarathna, 2018). Nevertheless, as per the best understanding of the researchers no research study has been done to analyze the impact of i-deals on the IWB of the employees moderated by the co-workers' distributive

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justice in the insurance sector in Sri Lanka. On the other hand, most businesses, including insurance companies, are evolving quickly, and those businesses need to find ways to foster innovation.

Hence, the problem addressed through this study was "whether there is an impact of I-deals on employee IWB and how the Perceived Coworkers' Distributive Justice impacts the relationship between I-deals and IWB."

III. Research Questions

1. Is there any impact of I-deals on employee IWB?
2. How does the Perceived Coworkers' Distributive Justice impact the relationship between I-deals and IWB?

IV. Research Objectives

The general objective of this research study is to identify the impact of I-deals on IWB of the insurance agents in the Gampaha district in Sri Lanka.

a) Specific Objectives

- To examine the moderating effect of Co-worker distributive justice on the impact of I-deals on IWB of the insurance agents in the Gampaha district in Sri Lanka.

V. Literature Review

a) Innovative Work Behavior (IWB)

Developing, disseminating, and applying innovative ideas are all components of innovative work behavior, a multistage, interrelated behavioral process (Saether, 2019). Creativity and innovativeness have been identified as important factors for organizational success and performance (Janssen, van de Vliert & West, 2004). Employee IWB is a unique asset that leads the organization to its pinnacle (Sartori, Favretto, & Ceschi, 2013; Wojtczuk Turek & Turek, 2005). Hence, employee IWB is indispensable in daily activities (Herrmann & Felfe, 2013).

Innovative or creative behavior is a research topic that has only received a little scholarly attention (Ali et al., 2019). According to the existing literature, there is an impact on the IWB of employees through several factors such as problem-solving skills, motivation factors, leadership, team relationships (Young, 2012; Janssen, 2004), self-efficacy (Axtell, Holman & Wall, 2006), LMX (Jaussi & Dionne, 2003), climate for innovation (Scott & Bruce, 1994), proactive personality and leader-member exchange (Zuberi & Khattak, 2021), human resource flexibility (Luu, 2021), hope (Namono et al., 2021). Moreover, according to Slåtten, Svensson, and Sværi (2011), organizations should try to promote IWB as organizations want to succeed in the dynamic environment. New ideas and employee ability to take the initiative to generate a competitive advantage via differentiation.

According to de Jong and den Hartog (2010) and Noori, Mazrui and Intan (2017), IWB is employee behavior that leads to increased organizational performance via idea creation and application in producing products, procedures, and processes. Kimwolo (2017) stated that IWB consists of idea generation, promotion, and realization. Idea generation refers to the stage where employees produce new ideas and find friends and assistance surrounding the idea, referred to as idea promoting (Janssen, 2000). Moreover, according to Janssen, idea realization is the development of a prototype that enables individuals and groups to experiment. Further, de Jong and den Hartog (2010) included idea implementation as the final stage of IWB. In idea implementation, employees translate creative ideas into innovative ones. de Jong and den Hartog (2010) argued that the IWB construct is theoretically multi-dimensional and developed a four-factor IWB scale with dimensions: idea exploration, idea generation, idea championing, and implementation of ideas.

Idea exploration includes thinking of new or different ways to look at existing products, services, or processes (Basadur, 2004). Ideas may be generated for new goods, services, or procedures, for entering new markets, for enhancing current work procedures, or, more generally, for finding solutions to problems that have been identified, and this is referred to as idea generation. Idea championship focuses on individuals in informal roles who help realize innovative ideas and push creative concepts beyond organizational barriers (de Jong & den Hartog, 2010). Further idea implementation includes making innovation a part of the day today work processes and modifying them regularly (de Jong & den Hartog, 2010).

b) Idiosyncratic Deals (I-Deals)

i. *Ideals Refer to*

"Voluntary, personalized agreements of a non-standardized nature, negotiated between an individual employee and their employers regarding terms that benefit each party."

(Rousseau et al., 2006, p. 978)

According to Rousseau (2006), i-deals are special employment conditions that employees are bargained for, such as customized duties and individual career opportunities. I-deals are individually negotiated arrangements unique to one employee called an "i-dealer". Rosen et al. (2013) posited that i-deals include special training opportunities and tailored compensation packages. I-deals consist of development, work flexibility (arrangements relevant to working hours), task and work responsibility, arrangements relevant to education, task, and promotions, and financial

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incentives, which consist of arrangements relevant to salary and promotions (Liao et al., 2014). Intrinsically motivating i-deals consist of tasks, responsibilities, and flexibility that strongly relate to attitudinal and behavioral outcomes (Rosen et al., 2013). Hence, they are emotionally attached to the organization (Liao et al., 2014). I-deals are related to organizational commitment, job satisfaction, and voice behavior (Ng & Feldman, 2010; Liao et al., 2014).

"Ex-ante" and "ex-post" are the two forms of i-deals, and they were formed depending on the time they were arranged. 'Ex-ante" refers to i-deals arranged during the recruitment, and ex-post refers to the i-deals arranged in the ongoing employment relationship (Rousseau, 2006).

I-deals differ from other employment relationships in terms of four features. They are heterogeneous, individually negotiated, mutually beneficial, and vary in scope (Rousseau & Kim, 2006). I-deals are heterogeneous even though employees perform similar organizational activities (Arthur & Rousseau, 2001). Hence, they are individually negotiated, as not all employees' requirements are similar. Further, both parties should enjoy the benefit of having i-deals (Horung et al., 2009), and multiple items in the employment contract may be negotiated; hence, ideals vary in scope (Anand et al., 2010).

Further, i-deals benefit employees and the organization (Hornung et al., 2008; Laulié et al., 2019; Taser et al., 2021). For employees, i-deals fulfill the need for customized work arrangements that may facilitate motivation and productivity, while i-deals assist employers in attracting, retaining, or motivating valuable employees, and it facilitates employees to balance work and non-work to obtain more energy to perform (Ryan & Deci, 2000).

ii. *Task and Work Responsibilities*

According to Rosen et al. (2013), task and work responsibilities i-deals refer to employment arrangements negotiated between employee and employer for extra tasks and responsibilities of the job, a task which develops skills, fits the personality, and a position that requires unique abilities brought to the job. This type of i-deals consists of tasks that develop skills that fit with the personality (Rosen et al., 2013); reduce workload i-deals such as shorter workdays and customized work tasks that depend on employee abilities and circumstances (Hornung et al., 2010). These i-deals have exhibited a positive relationship with performance-related attitudes such as affective commitment and job satisfaction (Hornung et al., 2010; Rosen et al., 2013).

iii. *Schedule Flexibility*

Flexibility i-deals refer to employee arrangements when employees negotiate their work schedules, an allowance to attend non-work-related duties outside normal leaves, completion of work outside the main office, and flexible work times (Rosen et al., 2013). Moreover, Kimwolo (2018) stated that these i-deals allow employees to complete the work in progress from the outside of the office (at home) and customize work time. Therefore, flexibility in i-deals reduces work-family conflict as the employees can arrange to finish both work-family matters (Hornung et al., 2010).

iv. *Location Flexibility*

Location flexibility means an arrangement relating to the location. The ability to combine caring responsibilities is ensured by location flexibility (Oostrom & Pennings, 2015). Location flexibility could indicate a lack of work motivation, which could have a negative impact on performance and employability (Rousseau, 2005). For location flexibility i-deals, such an arrangement indicates the employee's willingness to conduct (part of) work outside the office (such as working from home). Having location flexibility i-deals indicates an employee's willingness to engage in efforts outside of regular working hours and locations, which will be reflected in the employee's willingness to be flexible (Kelliher & Anderson, 2010). This flexibility will be transferred to potential other employers, indicating a willingness to conduct work flexibly, which organizations will value. However, it is surprising that location flexibility received less attention as it assists in work-life balance (Rosen et al., 2013).

v. *Financial Incentives*

Financial i-deals consist of financial incentives that meet the employee's needs, compensation arrangements customized for each employee, compensation arrangements tailored for the employee's inherent set of skills, etc. According to Anand et al. (2011), financial i-deals have been associated with employee outcomes such as organizational citizenship behavior. Furthermore, Liao et al. (2014) categorized financial i-deals as things that increase the extrinsic motivation of employees, as they are more economical than social exchange relationships. Previous studies have found that financial i-deals predict employee outcomes positively (Vidyarthi et al., 2014; Spieglare et al., 2014). It was found that financial incentives i-deals were the most significant predictor of innovative work behavior (Kimwolo & Kimosop, 2017).

c) Coworkers' Perception of Distributive Justice

Distributive justice is the perceived fairness of outcomes received (Adams, 1965). Hence, coworkers' perception of distributive justice means the perception of the coworker on the fairness of outcomes received by their workmates. Distributive justice theory argues that organizations should distribute their resources equitably and fairly. According to Lai et al. (2009), i-deals also create inequalities at work by granting different levels of outcomes to or coworker that he or she does not.

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Hence, i-deals consider coworkers as key stakeholders likely to develop judgments on i-deals (Lai et al., 2009; Rousseau, 2005).

According to Adams (1965), equity theory implies that employees have a natural tendency to compare their inputs, such as workload, effort, work hours, and performance, with their work outputs, such as financial and non-financial rewards. Moreover, to ensure that their employer equitably and fairly treats employees, employees compare their inputs and outputs with their coworkers (Carrell & Ditrich, 1978). Rousseau (2005) stated that an i-deal could show this equity balance in the eye of a coworker as it assists in changing the employee's work inputs and/or outputs.

When employees feel that their employers unfairly treat them, they will take activities to restore equity by justifying the inequity psychologically or cognitively or by attempting to alter their inputs and outputs and/or those of others (Skiba & Rosenberg, 2011). For instance, employees can try to decrease their coworker's output by complaining to management or decrease their input by reducing work effort.

d) Theoretical Underpinning Theories

One of the most influential conceptual paradigms for comprehending workplace behavior is social exchange theory (SET). The social exchange process starts when an organizational actor or perpetrator, typically a manager or coworker, treats a target person favorably or unfavorably (Eisenberger, Lynch, Aselage, & Rohdieck, 2004). The target, who is frequently a subordinate or coworker, may respond to the initiating action by engaging in similar behavior, whether good or bad (Eisenberger, Cotterell, & Marvel, 1987). According to social exchange theory, when targets take positive initiating actions, they will typically respond in kind by making more positive or fewer negative responses. Hence, based on the social exchange theory, researchers of this study try to identify the impact of I-deals and innovative work behaviour.

The fairness of outcomes, such as pay and promotion, concerns distributive justice (Colquitt et al., 2001). It exists when results are distributed fairly based on the abilities and contributions of employees (Ozen, 2003). Employees gauge the distribution of an outcome's fairness by contrasting their input-output ratio with that of others. Hence, based on the distributive justice theory, researchers are trying to identify the impact of coworkers' perception of distributive justice on the impact of I-deals on employee innovative work behaviour.

VI. Hypotheses and Conceptual Framework

a) I-deals and Innovative Working Behaviour

IWB is one-way employees contribute to the organization to enhance organizational performance by exploring new ideas, introducing new production methods and delivering services, etc. (Kimwolo, 2018). Employees require motivation to exhibit innovative working behavior, and several ways can use to motivate employees. Extrinsic motivations take the form of development and financial i-deals, and intrinsic motivation may take the form of task and work responsibilities and flexibility i-deals. Task and work responsibilities i-deals positively influence innovative behavior as task and work responsibilities i-deals are intended to develop employees' knowledge, skills, and abilities, leading to creative ideas. Further, task and work responsibilities indicate that the organization recognizes the employee's ability and value (Ho & Kong, 2015). It boosts the employee's confidence in finishing the work and encourages them to put more effort into their work and achieve more innovative results.

Moreover, flexibility i-deals are intended to avoid conflicts in employees' time resources, relieve any role conflicts, arrange their work schedules according to employees' needs, achieve work-family balance, and maximize their work efficiency (Wang et al., 2019). Individuals who devote their energy to resolving work-family conflict may not have time to work and may be unable to put their hearts into creative work (Huang & Chen, 2020). Flexibility i-deals can assist employees in resolving the problem of work-family conflict, relieving the stress of worrying about non-work issues during working hours, transferring limited resources such as time, attention, and energy to the work field, and improving their role performance at work (Kelly et al., 2020) and this creates the atmosphere for innovations.

There is little research on i-deals and innovative work behavior, and these employment arrangements have been studied with other employee outcomes such as organizational citizenship behavior, organizational commitment, etc. According to Spieglare et al. (2014), the relationship between IWB and I-deals has been previously tested in Europe, and customized employment arrangements are visible in those countries. In a few empirical studies on i-deals, researchers have found that employees respond positively when employers offer special arrangements (Horung et al., 2009; Ng & Feldman, 2010; Rosen et al., 2011).

The following hypothesis (H1) is proposed based on the above justification.

H1: There is a significant impact of i-deals on employee innovative working behavior.

b) Moderating Role of Coworker's Perception of Distributive Justice

According to the theory of equity (Adams, 1965), employees have a natural tendency to participate in social comparison by comparing their labor contributions (for example, workload, effort, hours of work, and performance) with their labor results (for example, financial and non-financial rewards). To

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assess whether their employer treats them fairly, employees then compare this entry/exit relationship with their benchmark coworkers (Carrell & Ditrich, 1978).

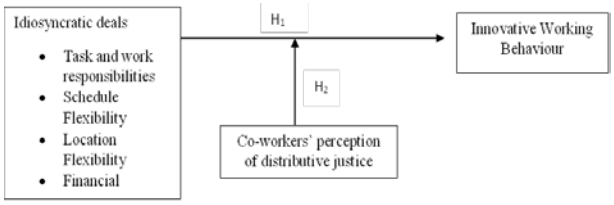
Coworker's side of i-deals has been extensively investigated in both the domain of organizational behavior (Holtz & Harold, 2013) and in business ethics (Shin et al., 2014) by using a distributive justice perspective (Lai et al., 2009). I-deals also create inequalities at work by giving an employee a certain result that their coworkers do not have (Lai et al., 2009). Therefore, agreements of i-deals also involve coworkers as key actors who are likely to develop judgments about the agreement and react accordingly (Lai et al., 2009; Rousseau, 2005).

Furthermore, coworkers' inputs and outputs can be affected when i-deal burdens them with extra work or reduces their chances of achieving desirable results (Greenberg et al., 2004). Consequently, Lai et al. (2009) argued that the more favorable perceptions of fairness could explain why a bond of friendship between the i-dealer and the coworker, as well as a coworker's belief in having the opportunity to obtain a similar agreement in the future, increases the acceptance of an i-deal.

The following hypothesis (H2) is proposed based on the above justification.

H2: Coworkers' perception of distributive justice significantly moderates the impact of idiosyncratic deals on innovative working behavior.

According to the literature review, it was clear that there is an impact of idiosyncratic deals on innovative employee behavior, and coworkers' perception of distributive justice affects the relationship between idiosyncratic deals and employee innovative working behavior. Therefore, the conceptual framework for this study was developed based on the literature (see Figure 3.1).



Source: Author

Figure 1: Conceptual Framework

VII. Methodology

This study was quantitative research based on a positivistic paradigm and followed the deductive approach. This study belongs to the survey strategy as the data is collected using a questionnaire. Further, this was a cross-sectional study since the data was collected and analyzed at one point in a time.

a) *Participants and Procedure*

The populationincluded190 insurance agents in the Gampaha district, Western Province, Sri Lanka. A simple random sampling method was used to gather the primary data for the study. Further, according to Kreicie and Morgan's table, this study focused on collecting data from a sample size of 130. For analysis, 130 self-administrated questionnaires were distributed among insurance agents in the Gampaha district, and the researcher collected 113 responses. Hence, the response rate is 87%.

b) *Measures*

The study focused on three constructs: idiosyncratic deals, coworkers' perception of distributive justice, and innovative working behavior. Already validated questionnaires were to measure these constructs (de Jong & den Hartog, 2010; Rosen et al., 2013; Niehoff & Moorman, 1993). The questionnaire for measuring task and work responsibility (α = .83), schedule flexibility (α = .78), location flexibility (α = .89), and financial (α = .86) was a standard one that was originally developed by Rosen et al. (2013). It consisted of 16 items. The questionnaire for measuring IWB was originally developed by de Jong and den Hartog (2010). It consisted of 09 items. Coworkers' perception of distributive justice was measured using a scale developed by Niehoff and Moorman (1993). It consists of five items that assess the fairness of different work outcomes, such as pay level, work schedule, workload, and job responsibility. The questionnaire was divided into four parts and used a 7-point Likert scale (1 = strongly disagree, 7= strongly agree) for all sections except the demographic section.

c) *Analytical Strategy*

The Partial Least Squares technique (PLS), a third-generation structural equation modeling technique (SEM), was used to analyze data in this study. The demographic data of the respondents was described using SPSS version 26. Smart PLS was used to test the measurement and structural models.

Data were screened for appropriateness for use in the main analysis prior to statistical analysis. This was accomplished by looking for data entry errors, missing data, and outliers and identifying that data were appropriate for the main analysis.

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d) Pilot Study

The researchers carried out a pilot study using 30 responses before distributing the questionnaire to the sample to validate the measurement scale of the study, and the findings of the pilot study revealed that all the Composite Reliability and Cronbach's Alpha values were greater than the threshold level.

VIII. Analysis of the Measurement Model

a) Internal Consistency Reliability

Reliability in SMART PLS is assessed through Cronbach's Alpha, Composite Reliability and validity measures through convergent and discriminant validity. Cronbach's Alpha, Composite Reliability, and AVE are shown in Table 1. All the Composite Reliability and Cronbach's Alpha values were greater than the threshold level, indicating an acceptable level of convergent validity and internal consistency reliability for all constructs.

Table 1: Internal Consistency Reliability and Convergent Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
CPDJ	0.859	0.9	0.648
IDSD	0.938	0.945	0.518
IWB	0.965	0.97	0.782

Cronbach's alpha and composite reliability are the most commonly used methods for estimating internal consistency reliability in SEM (Hair et al., 2011), and the cut-off value of both Cronbach's alpha and composite reliability is 0.70. (Salkind, 2010). According to table 01, Cronbach's Alpha value of co-workers' perception of distributive justice is 0.859, idiosyncratic deals is 0.938, and Innovative wording beaviour is 0.965. On the other hand, the composite reliability of the constructs of Co-workers' perception of distributive justice, Idiosyncratic deals, and Innovative wording beaviour is 0.9, 0.945, and 0.97, respectively. Accordingly, all three constructs satisfied Cronbach's alpha and composite reliability threshold.

b) Convergent Validity

When items in a specific measure converge to represent the underlying construct, convergent validity is established. The mean squared loadings of each indicator associated with a construct are used to calculate the AVE. Convergent validity is established statistically when the Average Variance Extracted (AVE) is greater than 0.50 (Hair et al., 2011). According to table 01, the AVE values of all three constructs are higher than the threshold value of 0.5 and satisfy the required condition of convergent validity.

c) Discriminant Validity

The Fornell and Larcker Criterion states that discriminant validity is established if the Sq. The root of AVE for a specific construct exceeds its correlation with all other constructs (Hair et al., 2016). The discriminant validity (Fornell and Larcker) results for the model constructs are shown in Table 2. The correlation values were higher than the square root of AVE. As a result, the results met the criteria for discriminant validity.

Table 2: Discriminant Validity (Fornell and Larcker Criterion)

	CPDJ	IDSD	IWB
CPDJ	**0.805**		
IDSD	0.785	**0.72**	
IWB	0.643	0.652	**0.884**

Heterotrait-Monotrait (HTMT) Ratio is also used to test the discriminant validity. Henseler et al. (2015) propose a threshold value of 0.90, and HTMT value greater than 0.90 indicates a lack of discriminant validity. According to table 3, all the values are below 0.9, satisfying the HTMT criteria.

Table 3: Discriminant Validity (HTMT)

	CPDJ	IDSD	IWB
CPDJ			
IDSD	0.851		
IWB	0.687	0.651	

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Cross loadings is another technique used to measure discriminant validity, and it states that a specific item should have higher loadings on its parent construct than other constructs in the study (Sarstedt, Ringle & Hair, 2021). The data of this study ensures discriminant validity as items have higher loadings on their parent constructs than others.

d) Analysis of The Structural Model

The structural model was used to test the hypotheses and assess the model's explanatory power. The model's explanatory power could be assessed using the coefficient of determination (R2) and the level of significance in the path coefficients. According to the data analysis, the R^2 value of IWB was 0.549 (55%), which means that a 55% change in idiosyncratic deals can be attributed to innovative working behavior. Endogenous latent variable R2 values of 0.75, 0.50, or 0.25 in structural models can be described as substantial, moderate, or weak, respectively (Hair et al., 2011). Hence, the R^2 value of IWB was at a moderate level.

e) Assessment of Direct Relationships

The first and second hypotheses were tested using bootstrapping, and the researcher used a structured bootstrap procedure to assess the significance of the paths (Hair et al., 2011). Accordingly, a complete bootstrapping was done in a 500-subsample setting. It was a two-tailed test done at the ninety-five percent (95%) ($p < 0.05$) confidence level. The result of the direct relationship is depicted in table 4. Figure 2 shows the results of the PLS algorithm.

Table 4: Hypotheses Testing – Direct Relationships

Hypotheses	Path coefficient (β)	T Statistics	p-value	Decision
H1 -IDSD -> IWB	0.245	2.302	0.022	Supported

According to the data analysis, idiosyncratic deals significantly impactemployees' innovative working behavior with a weak effect size ($\beta = 0.245$). Hence, H_1 is supported.

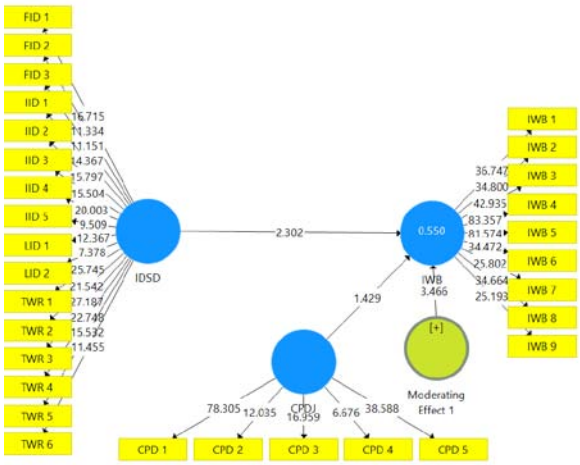

Figure 2: Final Measurement Model

f) Assessment of the Indirect Relationship

The results of the moderating effect of the coworkers' perception of distributive justice on the impact of idiosyncratic deals and innovative working behaviour are outlined in table 5.

Table 5: Hypothesis Testing – Indirect Relationship

Hypotheses	Path coefficient (β)	T Statistics	p-value	Decision
H2 - IDSD*CPDJ -> IWB	-0.351	3.466	0.001	Supported

Table 5 shows a significant moderating effect at a ninety-five percent (95%) ($p < 0.05$) confidence level on the relationship between idiosyncratic deals and employee innovative working behavior. Therefore, hypothesis 2 (H_2) is accepted.

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IX. Discussion of Findings and Conclusion

The main purpose of this study is to identify the impact of i-deals on IWB and the role of coworkers' support on i-deals and IWB. According to Kimwolo (2018), IWB is one way to enhance organizational performance. To enhance the innovative working behavior of the employees, they need to be motivated. Extrinsic motivations take the form of development and financial i-deals, and intrinsic motivation may take the form of task and work responsibilities and flexibility i-deals. According to studies done by Spieglare et al. (2014); Horung et al. (2009); Ng and Feldman (2010), and Rosen et al. (2011) identified that employees responded positively when employers offered special employment arrangements. Moreover, as per Casper and Buffardi (2004) and Eisenberger et al. (2001), employees try to pay back the employer for their valuable contributions to the employees, which strengthens their relationship. Further, Kimwolo (2017) stated that there is a significant relationship between i-deals and IWB. The current study's findings also revealed a significant impact of i-deals on employee innovative working behavior ($\beta = 0.245$, $p = 0.028$), supporting H1, and the study's findings resonate with the existing literature.

According to the study findings, coworkers' perception of distributive justice significantly moderates the impact of idiosyncratic deals on innovative working behavior ($\beta = -0.351$, $p = 0.001$). This indicates that coworkers' perception of distributive justice negatively impacts the relationship between idiosyncratic deals and innovative working behavior. The finding coincided with the existing literature. According to Holtz and Harold (2013) and Shin et al. (2014), the coworker's side of i-deals has been extensively investigated using a distributive justice perspective in organizational behavior and business ethics. Furthermore, coworkers' inputs and outputs can be affected when i-deal burdens them with extra work or reduces their chances of achieving desirable results (Greenberg et al., 2004).

Hence, employers must pay close attention to how to improve the employment contracts between the employee and employer for additional tasks and responsibilities of the job, a task that develops skills that fits the personality, and a position that calls for special abilities brought to the job. Further, organizations need to encourage employees' flexible work schedules, an allowance to attend non-work-related duties outside normal leaves, completion of work outside the main office, and flexible work times. More importantly, employers should focus on financial incentives that meet the employee's needs and customize compensation arrangements tailored to the employee's inherent skills, as these enhance the innovative work behaviour of the organization's employees.

X. Theoretical and Managerial Implications

This study is important on theoretical grounds as a dearth of research deals with i-deals and IWB in both the Sri Lankan and global contexts. Researchers have used social exchange theory to study the relationship between ideals and employee innovative work behavior and distributive justice theory to understand coworkers' reactions to i-deals. Hence, this study broadened the theoretical understanding of i-deals, IWB, and coworkers' reactions to the organizations. Therefore, the findings assist in getting an understanding for the managers of the organizations about coworkers' reactions to i-deals and the strategies that can use to enhance the i-deals and IWB of the employees. And employees can get an idea of how much their coworker's perception of distributive justice is important for their performance.

Except for the study done by Spieglare et al. (2014), which examined the employment relationship which constructs close to i-deals and innovative work behavior, and the study done by Kimwolo (2018), no other known studies are available in the current literature. Most publications have focused on the antecedents and consequences of i-deals (Hornung et al., 2009; Rousseau et al., 2009). Moreover, it has been mentioned coworkers play an important role in i-deals (Rousseau, 2005). There is little research on how coworkers react to them (Lai et al., 2009). Hence this study is important as the findings fill the existing literature gap to a certain extent. The study findings have identified a significant moderation effect of coworkers' perception of distributive justice on the impact of I-deals and IWB. However, this moderation effect is negative, and it indicates that the impact of I-deals on IWB weaken by the coworker's perception of distributive justice. Hence it gives a clue to the employers in the organizations that they need to handle I-deals for each employee depending on their contribution to the organization. Therefore, the managers in insurance sector organizations can take necessary steps to enhance the IWB of the employees and the performance of the whole organization. And this opens a door for future researchers to test the antecedents and decedents of the coworker's perception of distributive justice.

XI. Limitations and Directions for Future Research

Researchers have identified several limitations in this study. The generalization of the results in this study is questionable as this study is limited only to the insurance agents in the Gampaha district, Sri Lanka. Hence, the results may not be exactly applicable to other industries. Further, future researchers can conduct

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a cross-national research study as it can provide more generalized findings in this area. However, future researchers can examine this conceptual model in another industry to have more generalized findings. The study's cross-sectional nature is another limitation, as the results can be changed over time. Hence, future researchers can focus on a longitudinal study to observe and identify the behavioral changes of the employees of the organizations.

Moreover, this study reveals that coworkers' perception of distributive justice negatively moderates the impact of I-deals on innovative work behaviour. Hence, future researchers can examine antecedents for this kind of relationship. Finally, since there are few studies on i-deals, future researchers can examine the effect of i-deals on different employee outcomes.

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A Review of Human Resource Management Practices and Organizational Innovation

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Abstract- The purpose of this study is to examine the role of human resource management practices on organizational innovation. This study is examined through the lens of Dynamic capability Theory. The methodological approach of this study is a review of literature to identify determinants of organizational innovation. Furthermore, this study ventures into an in-depth analysis of each determinant from which propositions are formulated. Findings of this study show that human resources practices consisting of organizational restructuring, organizational culture, job redesign, managerial leadership and human resource planning are key practices associated with organizational innovation. Thus, this study argues that to confront the challenges associated with the ever-evolving nature of the external environment, top management must use HRM practices to support and drive organizational innovation. So, apart from developing employee competencies and commitment, human resource management contributes to driving organizational innovation. This study extends the literature by supporting the notion of dynamic capabilities theory that innovative driven human resource practices enable regeneration and the creation of new firm's resources. This study is limited by only assessing the role of human resource practices in innovation driven organizational innovation.

Keywords: *human resource practices; organizational innovation, human resource planning, organizational culture, job design, and organizational design.*

GJMBR-A Classification: *LCC: HD58.7*



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A Review of Human Resource Management Practices and Organizational Innovation

Ibrahim Tanko Gampine [α] & Montpellier France [σ]

Abstract- The purpose of this study is to examine the role of human resource management practices on organizational innovation. This study is examined through the lens of Dynamic capability Theory. The methodological approach of this study is a review of literature to identify determinants of organizational innovation. Furthermore, this study ventures into an in-depth analysis of each determinant from which propositions are formulated. Findings of this study show that human resources practices consisting of organizational restructuring, organizational culture, job redesign, managerial leadership and human resource planning are key practices associated with organizational innovation. Thus, this study argues that to confront the challenges associated with the ever-evolving nature of the external environment, top management must use HRM practices to support and drive organizational innovation. So, apart from developing employee competencies and commitment, human resource management contributes to driving organizational innovation. This study extends the literature by supporting the notion of dynamic capabilities theory that innovative driven human resource practices enable regeneration and the creation of new firm's resources. This study is limited by only assessing the role of human resource practices in innovation driven organizational innovation.

Keywords: human resource practices; organizational innovation, human resource planning, organizational culture, job design, and organizational design.

I. Introduction

Globalization, competition, and depletion of resources have inflicted increasing pressure on corporations to optimize resources and account for its utilization. Hence, different domains of management such as human resource, finance, marketing, and strategy have developed principles, models, and good practices to aid in explaining the link between these functions and organizational performance. Early studies in human resource have identified and measured the value of high-performance system (HPWS). These practices aim at developing employee competencies. Later studies were interested at developing employee commitment and they are known as commitment HRM practices (CHRMP). Much of the existing literature examined the link between either commitment HRM practices or high-performance work system and organizational performance. But few studies have linked these practices to organization innovation. However, with the complexity and dynamic nature of the business environment, to survive firms need to maintain certain degree of equilibrium with their environmental context. The internal phenomenon involving the initiation of changes in processes, products, structure, and value systems to respond to the shift in the environmental context is referred to innovation. The concept of innovation has become key for organizational competitive advantage. This study is important as it seeks to contribute to the literature by examining the link between human resource practices and organizational innovation. This study examines practices literature on organizational innovation. Studies on organizational innovation have identified organizational restructuring, job redesign, organizational culture, and managerial leadership askey determinants of organizational innovation (Hsiao and Chang, 2011; Lewis and Moultrie; 2006; Lam, 2004). These determinants are practices of human resource management.

Meanwhile, the role of human resource management in organizational innovation has not received the needed attention (Lam, 2004; Hage, 1999). Also, Crossan and Apaydin (2010) indicate that innovation studies must consider different aspects of organizational innovation. So, to contribute to research in the field of human resource and firm's innovation, this study first seeks at examining the role of each human resource practices on organizational innovation. Secondly, this study aims at proposing a rebundling of these practices in driven organizational innovation. Thus, the rational question posed by this study is do HRM practices contribute at driving organizational innovation? To answer to this principal research questions, this study reviews the literature to identify the key determinants of organizational innovation as outlined in the literature and further reviews them individually. They are organizational restructuring, job redesign, organizational culture, human resource planning and managerial leadership. This study is theoretical in nature; the methodological approach is a review of literature in organization innovation. Furthermore, identified determinants of organizational innovation are further reviewed with formulations of related propositions. This study will contribute to empirical research by proposing a bundle of human

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resource practices that can drive organizational innovation. Thus, this study argues that human resource management practices are not only limited at developing organizational competencies and employee commitment as reported in the existing literature but contribute to driving organizational innovation.

II. Literature Review

The review of this literature revolves around the following practices namely organizational restructuring, job redesign, organizational culture, human resource planning and managerial leadership. The justification for the selection of these variables is that they have been identified in the literature as determinants driving organizational innovation. So, this study individually reviews each of this concept and formulate a proposition.

a) Organizational Innovation

Today the concept of innovation remains an area of interest in research. However, this notion of innovation continues to be complex, multidisciplinary, and multilevel in nature. Agarwala (2003) adopted the definition of Demanpour (1991) who defines innovation as an introduction of new products, equipment, programs, processes, and systems. Also, De leede and Looise (2005) refer to innovation as an attempt to gain competitive advantage through planned and radical modification of existing products, processes, and the organization. Besides, Som (2008) defines innovative HRM practices as an outcome of deliberate attempts to adapt employee skills, behavior, and interactions because of changing business conditions. Organizational innovation is the source of competitive advantages.

Three key ideas unite research paradigm in organizational innovation. They are the agreements on key determinants linked to organizational innovation. The first stream of studies found leadership as key factor in organizational innovation (Heilmann et al, 2018; Hsiao and Chang; 2011; Crossan and Apaydin, 2010; de Leede and Looise, 2005;). For instance, Crossan and Apaydin (2010) consider leadership as a higher-level determinant that supports organization innovation. Leadership creates vision, develops, motivates, and inspires followers. This creates commitment that supports organizational innovation. The second stream found organizational design as a key determinant (Hage, 1999; Lewis and Moultrie; 2006). This stream specifically reports that organic structure positively impacts organizational innovation (Razavi and Atternezhad, 2013). The third stream found organizational value systems, culture, and climate as determinants of organizational innovation (Crossan and Apaydin, 2010; Lam, 2004; Seeck and Diehl (2016). Innovation is driven by organizational innovative capabilities and process capacity (Crossan and Apaydin, 2010).

However, it can be noticed that the three key determinants represent four (4) main practices in the field of human resource management namely leadership; organizational culture, organizational structure, and job design. Leadership is a managerial lever in the field of human resource management. Some researchers have included leadership items in studies examining the link between HRM practices and organizational performance (de Leede and Looise, 2005; Heilmann et al, 2018). The concept of organizational design involves two (2) core HRM practices which are organizational and job design. The idea of organizational values systems represents corporate culture which is another core practice that falls under the scope of HRM practices. The human resource planning is linked to change management in the literature but based on its strategic and future-oriented focus it is has been added to the identified determinants. HR planning has been found to be popular in the event where firms are compelled to initiate some changes in response to changes in the environmental context (Agarwala, 2003).

b) Managerial Leadership

Managerial leadership is a behavior, and a determinant to organizational innovation. Leadership is defined as the ability to influence task objectives and strategies, commitment, and compliance in performing jobs, an ability to influence group maintenance, to identify and influence organizational culture (Yulk, 1989). For instance, Bowen and Ostroff (2004) note that a firm with an effective leadership can foster strong relationships, creates an enabling environment which can support firm's performance. Also, Pijoan and Plane (2020) have highlighted the importance of leadership in organizations and the increasing interests it arouses in both practice and theory. Wang et al (2011) note that a leader articulates vision, makes use of communication, shows benevolence and monitors operations. Yulk (1989) explains that leaders employ a variety of influence tactics such as rational persuasion, exchange of benefits, pressure tactics, inspirational appeal, ingratiation, consultation, and appeal to authority among others and select the one that is appropriate to a particular situation that they find themselves in.

Furthermore, Kotter (2001) explains that leadership is about how to cope with changes. He distinguishes leadership from management, he notes that management consists of planning, budgeting, staffing, organizing, control and problem-solving whereas leadership involves setting direction, aligning resources, and inspiring and motivating subordinates. He cautions that the argument is not to debate about which one is better than the other but to consider them

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as distinct but complementary systems of actions. Also, Topping (2002) discusses that the core of managerial leadership is to create an enabling environment where people can learn and challenge themselves and learn how to learn and work as a team. He concludes that to be an effective managerial leader one must be skillful in coaching, teaching, and mentoring, that managerial leadership is key to organizational effectiveness.

Also, Wang et al (2011) examine CEO's leadership behaviors and their impact on firm performance. They identified two main leadership behaviors which are task-focused, and relationship oriented. They tested their model with data collected from 739 respondents made up of middle level managers and their supervisors among 125 firms. The findings reveal that CEOs that are task oriented directly impact a firm's performance while relationship focused behavior indirectly impacts performance through the mediating effects of employee attitudes. In a related study, Thomas (1988) examines the impact of leadership on firm's performance. Data from large UK retail firms support that leadership makes a difference in performance. Allner (2008) also emphasizes that poor managerial leadership creates a poor organizational climate, low morale, distrust among subordinates, lack of teamwork, lack of consensus and shared goals, and low productivity. Based on the above literature, we propose that:

Proposition 1: Managerial leadership positively impact organizational innovation.

c) Organizational Structure Redesign

The importance of organizational structure in the implementation of corporate strategy is confirmed in many studies. For instance, classical theories assume that it is an unavoidable part in the design of an organization and circumventing it will lead to failure. Fayol summed up the concept of organizational structure in terms of unity of command and direction, limited span of control, supervision, division of work, chain of command and coordination. Taylor and Weber are among the pioneers who promoted the importance of organizational structure. Other studies such as Lawrence and Lorsch (1967) and Burns and Stalker (1994) have all contributed to showing how organizational structure affects innovation and to an extent firm's performance. Most of these studies examined organizational structure in a context of a dynamic environment. Hunter (2015) defines organizational structure as a network of reports and relationships which can be centralized, specialized, formalized or a combination of them. Its aim is to meet the information processing needs of interpersonal and intra-organizational relationships. Child (1972) defines organizational structure as the allocation of roles and the administrative mechanism for controlling and integrating work activities.

Many studies have reported that redesigning of organizational structure is vital for organizational survival. Burns and Stalker (1994) noted that mechanistic structure survives in a stable environment and organistic in the dynamic environment. They report that stable environmental conditions require less change whilst dynamic environments require high changes to organizational structure. As far as Lawrence and Lorsch (1967) are concerned, they study six organizations with different organizational structures operating in the same environmental conditions. They advocate for a leadership capable of providing direction for the design of organizational structure that can integrate teams, departments, communication flows, conflict resolution mechanisms to meet the demand of the dynamic environment. Damanpour and Gopalakrishnan (1998) conceived an organization as an open system which constantly needs to establish equilibrium with its external environment by adapting its organizational strategies, processes, and structure. They stated that different environmental conditions require different organizational structures that support innovation and affect the bottom line of a business. They conclude that different organizational conditions create a need for different innovations. Based on the above literature, we propose that:

Proposition 2: Organizational restructuring positively impacts organizational innovation.

d) Human Resource Planning

Human resource planning is not a common practice just like other practices overseen by supervisors and middle level managers. HR planning is strategic in nature and requires the consideration of both internal and external factors. Studies have recognized the role of HR planning in creating a fit between a firm's external environment, firm strategic objectives, and human resource strategic objectives (Mansaray, 2019; Khera and Gulati, 2012; Pamela and Worlu, 2017). HR planning role is to enable firms gain insights into the current and future human resource needs of a firm. Human resource planning is the process of forecasting the human resource needs of a firm, it involves carrying out of demand and supply analysis. Aslam et al (2013) state that human resource planning aligns critical HRM success factors to the strategic business objectives of a firm. Pamela et al (2017) view human resource planning as a strategic oriented and forecasting activity. Most studies linking HR planning to organizational performance have recognized it as critical to a firm's survival. For example, Maina and Kwasira (2015) argue that HR planning is critical for the success of every organization. They investigated the poor performance of public service

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organizations and identified the inability of firms in attracting and retaining best talents within the sector.

Lam and Schaubroeck (1989) declare that if business initiatives of firms such as growth, merger, customer satisfaction, are not linked to HRM practices, there is a likelihood of disconnection between the required capabilities and those possessed by a firm. This situation cannegatively affect organizational performance. They emphasize that despite the strategic importance of HR planning, many firms do not engage in the practice. They advocate top management to consider the strategic role of HR planning in facilitating change. Besides, Khera and Gulati (2012) discuss that the human resource requirements of every organization is changing due to the dynamic nature of its external environment. They pointed out that without aligning business strategy to HR planning strategy, firms can experience understaffing or overstaffing problems which will affect organizational performance. In a study involving 127 respondents from 7 IT companies, they reported that HR planning significantly impacts firm's performance. Based on the above literature, we propose that:

Proposition 3: Human resource planning positively impacts organizational innovation.

e) Organizational Cultures

Organizational culture is an important enabler of organizational innovation (Hage, 1999). The same as a national culture, organizational culture aims at harmonizing the shared values, thinking and the practices of an organization. Again, like a national culture, organizational culture is evolutionary in response to changes in the external environment. As a result, firms must develop their culture to support new strategies brought about by changes in the dynamic environment. Schein (1985) as cited by (Martinez et al, 2015) defines organizational culture as a way of life established by a particular group of people as they learn to cope with problems of their internal and external environments. Also, Agolla (2018) refers to organizational culture as a glue that binds people together. He remarks that an innovative culture is the one that allows a certain degree of complexity, failure, opposing views and recognizes people for experimenting with new ideas. Byles et al (1991) distinguish between strong and weak culture. They explain that strong cultures identify underlying micro and macro factors and incorporate them into their strategies. Furthermore, Ahmad (2012) discusses that organizational culture is a vital part of the management system that shapes employee behavior, attitudes, motivation, and values.

Also, Marcoulides and Heck (1993) distinguish three (3) different interrelated dimensions of organizational culture. There are the value system, collective and individual beliefs of people working in the firm, sociocultural dimension which are the combination of its structure, strategies, policies, and practices. Also, Nadezda and Jozef (2010) discuss that a company culture can help promote creativity, it enhances a firm's presence in the markets. They caution that the absence of strong culture can serve as an obstacle to organizational innovation. Hao and Yazdani Fard (2015) explain that a positive culture creates an enabling environment where employees are happy to contribute to organizational performance. It gives a sense of belonging and enhances employee commitment to stay and work as part of a team. Swanson and Holton (2001) remarks that the role of organizational culture is to enable change management. They conceptualize it as a mental model of shared beliefs about how the organization should function. Byles et al (1991) opine that only strong culture impacts a firm's performance, but it can be an obstacle during a change management process. Whereas weak culture negatively affects performance as it does not provide the necessary direction and cohesiveness needed to formulate a strategy. Based on the above literature, we propose that:

Proposition 4: Organizational culture positively impacts organizational innovation.

f) Work Design

Job design is one of the HRM practices that has received less attention in research. Job design is a determinant of organizational innovation. Morgeson and Humphrey (2006) define job design as a creation, modification of job composition, content, structure, and the context within which the job is to be performed. Redesigning job is necessary in the event of radical changes in a firm operating environment. Job design is characterized by increase in productivity, jobs standardization, simplification of tasks, assigning related tasks to an individual worker and increasing control and supervision. Later studies emphasize the importance of job characteristics such as challenging job, responsibility, recognition, achievement, advancement, and personal growth which need to be considered in the design of work (Herzberg's motivation theory). Besides, Cullinane et al (2013) linked mechanistic job design to industrial engineering and the motivational to organizational psychology which focuse on improving employee motivation. They reported changes of jobs within jobs during the emergence of lean manufacturing. Davis (2010) investigated changes in the USA labor environment and reported a shift from manufacturing to service-oriented economy, outsourcing which led to reorganization of jobs. He remarks that the content of jobs is increasingly changing and constituting a threat to jobholders.

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Besides, Osterman (2010) studies the interaction between trends and job design. He explains that development in the labor markets in terms of technological advancement, changes in power relationships between employees and their organizations, growing diversity, the growth of the low wage sector among others require a different conception of work. Also, Kilduff and Brass (2010) examine the role of social networks in the design of jobs. They point out that social dimensions have been ignored in the design of job models. They note that work related outcome is influenced by the relationships with jobs within the workplace, this affects job satisfaction, career outcome and facilitate group performance. They advise managers to enrich the social aspect by establishing a culture that encourages divergent views and creates a problem-solving team. They conclude that job design should include the social dimension to the design of jobs. Also, Morgeson and Humphrey (2006) examine job design characteristics as outlined by Hackman and Oldham. They collected data from 540 respondents holding 243 different jobs. The findings revealed that both task variety, significance and knowledge predict satisfaction. The results also show social support incrementally increase satisfaction beyond motivational work characteristics. Based on the above literature, we propose that:

Proposition 5: Work design positively impacts organizational innovation.

g) Theoretical and Conceptual Framework

The phenomenon under observation is examined through the lens of dynamic capability theory. This theory assumes that to survive and achieve competitive advantage, firms must be able to renew, create and reconfigure their resources to meet the demand of the time. Wang, and Ahmad (2007) define dynamic capabilities as the behavioral orientation in integrating, reconfiguring, renewing, and recreating resources and capabilities, and more importantly upgrading organizational core capabilities in response to changes in the external environment. Also, Luo (2000) notes that capability upgrading is vital for enabling the renewal of resources to maintain competitive advantage. Teece and Pisano (1994) define dynamic capabilities as sources of competitive advantages. They explain that the dynamic infers the ever-changing nature of the external environment and that capabilities refer to the role of strategic management in renewing, creating, or re-bundling of resources in the changing environment. Based on the above review of the literature, this study considers innovative driven HRM practices as the adaptive capability that drives organizational innovation. It consists of managerial leadership, organizational restructuring, corporate culture, job design and human resource planning.

So, based on the review of the literature and the underpinning theory, this study identified and use five (5) main practices to develop the conceptual model that explains the phenomenon under observation. The practices are managerial leadership, organizational restructuring, HR planning, organizational culture, and job design. Adom et al (2018) state that the conceptual framework outlines the key constructs of a study. Bordage (2009) refers to a conceptual framework as a reflection of a researcher's thinking about a problem, it can emanate from theories, models, or best practices. HRM practices are used as independent variables, and organizational innovation as a dependent variable. This study also assumes that the examined HRM practices drive organizational innovation. Below is the summary of formulated propositions:

1. Managerial leadership positively impacts organizational innovation.
2. Organizational restructuring positively impacts organizational innovation.
3. Organizational design positively impacts organizational innovation.
4. Organizational culture positively impacts organizational innovation.
5. HR planning positively impacts organizational innovation.

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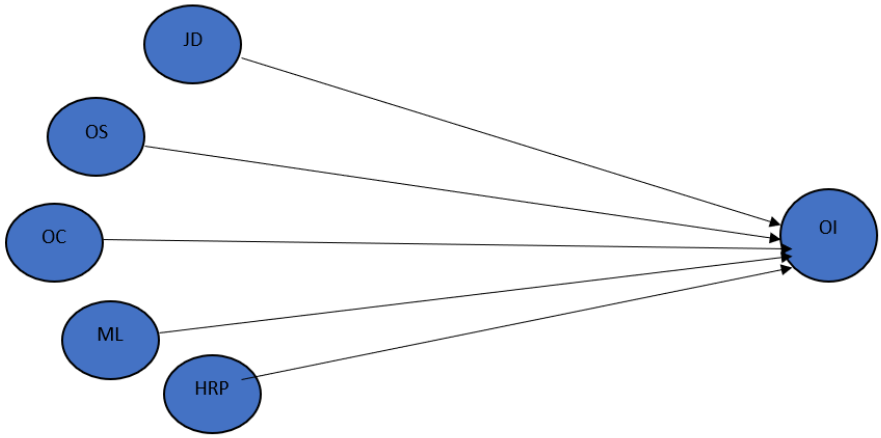

Note: HRP: Human Resource Planning; JD: Job Design; OC: Organizational Culture; ML: Managerial Leadership; OS: Organizational Structure.

Figure 1: The Conceptual Model of the Phenomenon under Observation

III. Discussions and Interpretations

First, this study aims at exploring the role of innovation driven HRM practices on organizational innovation. Specifically, this study seeks to examine the impact of each human resource practices on organizational innovation. First, it proposes that managerial leadership positively impacts organizational innovation. The literature indicates that managerial leadership is key for organizational innovation. Studies have shown that leadership set direction, motivate teams, formulates strategies, and initiates necessary changes for organizational innovation (Crossan and Apaydin, 2010; Kotter, 2002; Topping, 2002). Lack of effective leadership can cause the failure of an entire organization. The ERON and the recent Adani Group scandal are examples of cases to showcase how ineffective leadership can be costive. A firm's reputation and its financial standing can evaporate in a twinkle of an eye because of poor leadership. Secondly, this study proposes that organizational restructuring drives firm's innovation. Studies have emphasized the key role organizational structuring play in adapting a firm to its environmental context (Burns and Stalker, 1991; Razavi and Atternezhad, 2013). Firms need to maintain equilibrium with changes occurring externally otherwise, they are likely to become disconnected to the reality of the industry and lose their competitiveness.

Thirdly, this study proposes that human resource planning impacts organizational innovation. HR planning is a future oriented practice that takes account of present and future human resources needs of an organization. It accounts not only for quantity but also for quality and the right deployment of talents at the right time and place. Changes within and outside of a firm necessitate changes in the workforce strategy otherwise the organization will likely face an over or under staffing; this can be costly. Without aligning business strategy to human resource strategy, firms can be confronted with staffing problems (Khera and Gulati, 2012). Fourthly, this study proposes that organizational culture impacts organizational innovation. Studies have revealed that organizational value systems positively impact organizational innovation (Hague, 1999; Agolla, 2018). Finally, this study proposes that job redesign impacts firm's innovation. Many studies have indicated a reconfiguration of jobs after major changes in the environmental context. For instance, Davis (2010) reported changes in jobs after a shift of the USA economy from manufacturing to service industry. Recently, the emergence of COVID19 has changed the nature of jobs with the emergence of teleworking.

A major external event can affect organizations and necessitate changes in production processes, service delivery, a new business model, new way of communication with internal and external stakeholders. The solutions to this type of organizational challenges are to deploy an integrative HRM strategy. The high-performance practices will cater for the competencies needs of the new changes while the commitment human resource practices will develop the motivation and the employee's commitment required to confront the changes brought about by the external event. However, the proposed HRM driven practices will drive organizational innovation in the following ways. First, organizational restructuring practices will redress the required changes in reporting relations. Secondly, organizational redesign will take care of conception of new jobs or modifying the existing ones to suit the new demands. Thirdly, organizational culture will address

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changes required in employees' behaviors and attitudes. Fourthly, the human resource planning will handle the current and future human resource needs of the firm in terms of quantity and quality thereby supporting organizational changes. Finally, the managerial leadership is the corner stone of these practices. It is not just a personality but a behavior that turns the other wheels (practices) within a firm. Leadership formulates the vision, inspires, and gain the commitment of employees to rally around a vision. À leader identify and optimizes resources, capitalizes on business opportunities, and mitigates organizational threats. A leader assesses the capability of teams and of its individual members so that he knows how to utilize them in the pursuit of the organizational goal. Integrating and deploying these practices as a bundle will not only drive organizational innovation but positively impacts organizational performance.

IV. Theoretical and Managerial Implications

This study contributes to both theories and practices. Theoretically, this study contributes to research by revealing that the importance of human resource management is not limited to employee competencies and commitment development but includes the driving of organizational innovation. This study also contributes to research by proposing a bundle of HRM practices which are innovation driven. This study extends the literature by supporting the notion of dynamic capabilities theory in a sense that innovative driven human resource practices enable not the regeneration but the creation of new firm's resources. The managerial implication of this study is that to enhance organizational adaptive capacity, top management must mobilize firm's capabilities and most importantly firm's adaptive capacity. This includes the deployment of innovation driven human resource management practices consisting of restructuring a firm, redesigning jobs, redefining organizational culture, reformulating workforce strategy and manning firms with managers who possess leadership qualities.

V. Limitations and Conclusions

This study is not left without limitation. The limitation is the conceptual nature of this work. It only reviews the literature but didn't collect empirical data to validate the formulated propositions. The findings of this study assume that adopting an innovative human resource-based strategy which is internally and externally aligned, organization innovation can always be a success and a catalyst for superior organizational performance. The scope of this study is limited in assessing the role of human resource practices in organizational innovation. In conclusion, this study argues that using these practices as a bundle can yield higher effect on organizational innovation. Therefore, to drive organizational innovation, firms must mobilize and integrate these practices. This study maintains that the human resources management plays a critical role in the survival and success of every organization. Successful organizational innovation can reinforce overall organizational performance. The HRM aids in the development of employee's competencies and commitment but it also enables organizational innovation. Thus, top management must deploy commitment, competencies and innovation enabled HRM practices for superior economic outcomes. Future studies seeking to validate this study model must examine the impact of each practice on organizational innovation. Furthermore, they can examine them as a bundle and investigate their impact on firm's innovation. Finally, future studies should empirically test the impact of each set of practices namely high performance, commitment HRM practices and innovation-driven practices to see which one contributes more to organizational innovation.

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The Life Cycle and Actors' Roles in Select Central European Biopharmaceutical Entrepreneurial Ecosystems–Results from a Multi-Perspective Survey

By Dave Williams

Abstract- The study seeks to show the life cycle, ranking of actors' roles, and access to actors and other environmental factors effect on various biopharmaceutical entrepreneurial ecosystems in Central Europe from the perspective of the various actors within the ecosystems. The study finds several interesting results. First, the majority of actors view their ecosystem to be in the growth stage of the life cycle. Second, the majority of actors perceive their ecosystem as developing via existing actors. Third, there is some variation among the ecosystems in terms of which actors played the most important roles in developing the ecosystem, with those in academia playing the highest role. Yet, all actors are perceived as playing a role in the development of the ecosystem by most, suggesting the additive nature of ecosystem development.

GJMBR-A Classification: *LCC code: QH301-705.5*

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I. Introduction

It has been said that few things in life occur in isolation. This undoubtedly is the case with the development of new drugs and therapeutics. This process occurs in a highly complex web of interactions among dependent actors and other factors- in what has become known as an *entrepreneurial ecosystem*. From a historical standpoint, business studies related to drug discovery and development aspects have focused mainly on individuals (e.g., Zucker & Darby, 1996), firms (e.g., Audretsch, 2001), and costs (e.g., DiMasi, Grabowski, & Hansen, 2016). More recently in this industry, business, economics, and regional studies have examined the interaction between a limited number of actors, primarily the interaction between academia and venture capital in what is known as cluster or bio-cluster studies (e.g., Powell, et al., 2002; Williams & Pouder, 2020). Few studies have examined this industry from a wider, ecosystem view (Vlaisavljevec, et al., 2020).

Given this limited perspective, the present study seeks to begin to describe the life cycle, ranking of the various actors, and other environmental aspects of different entrepreneurial ecosystems engaged in drug discovery and development in several regions of Austria, Germany, Italy, and Switzerland. These 4 countries are chosen as they are all top 15 exporters of biopharmaceutical products and within proximity of each other. In addition to the entrepreneurial ecosystem works, literature is borrowed from the cluster, systems of innovation, innovation ecosystem, and open innovation streams, noting that there is a paucity of literature describing the life cycle and other specific attributes of ecosystems (Audretsch et al., 2021; de Vasconcelos Gomes, 2018). The literature shows that numerous types of actors are involved with the creation of this technology and regional development (Lecocq & Van Looy, 2016), and that firms in lesser quality ecosystems are more likely to fail (Vedula & Kim, 2019). Yet we know little about how entrepreneurial ecosystems develop and their stages (Cantner et al., 2021). To address this deficiency, results are presented from a survey given to multiple types of actors or stakeholders. The survey seeks to address 5 basic questions: 1) At what stage of the life cycle is the ecosystem in; 2) How has the region developed to its current life cycle stage; 3) How important are the roles played by the various actors;4) How would one rank order the roles played by the various actors; and 5) How has access to actors and other environmental factors affected the development of the ecosystem. This first step should assist regions, organizations, and scholars in their understanding of the multiple ways to create, maintain, and re-energize entrepreneurial ecosystems and further economic competitiveness.

II. The Ecosystem Literature

The biological ecosystem metaphor recently has been borrowed and adapted by scholars in various research settings such as business, entrepreneurship, innovation, knowledge, and strategy (e.g., Adner, 2006; Clarysse et al., 2014; Kapoor & Lee, 2013; Mason & Brown, 2014; Spigel, 2017). Each of these research settings has related but different scopes and objectives related to ecosystems (Pilinkienė & Mačiulis, 2014). The business ecosystem literature is primarily related to examining a single actor, network, or platform (Weber & Hine, 2015). The purpose of which is to show the interconnectedness among commercial firms and how it

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generates customer value (Clarysse, et al., 2014; Radinger-Peer, et al, 2018).

The ecosystem literature also is associated with the economic geography literature on systems of innovation. This literature includes the national innovation systems (Mercan and Goktas, 2011; Pilinkienė, & Mačiulis, 2014) and its regional innovation system counterpart (e.g., Cooke, Uranga, & Etxebarria, 1997).Both the national and regional innovation system literatures see systems of organizations and actors interacting to shape the innovativeness of an economy (Bramwell, Hepburn, & Wolfe, 2012). Regional innovation systems, specifically, refer to the networks and institutions linking knowledge producing hubs such as universities and public research labs with innovative firms within a region (Acs et al., 2017). In this regard, it is similar also to research on clusters (e.g., Porter, 1998). Much of the cluster work has focused on the relationship between knowledge and capital.

Expanding the work on clusters, the innovation ecosystem literature incorporates the global, networked economy and additional interdependent actors (Durst & Poutanen, 2013; Rubens et al, 2011). Similar to the present study, the innovation ecosystem literature describes the collective, interdependent collaborative efforts of a diverse set of actors whose purpose is innovation (Dedehayir, Mäkinen, & Ortt, 2018). In this stream, the focus is on the firm and its linkages. Scholars, however, are only now beginning to examine the theoretical tenets and boundaries of innovation ecosystems (Oh et al., 2016; Ritala & Almpanopoulou, 2017), with questions related to innovation ecosystem building and innovation ecosystem life cycle remaing as gaps in the literature (de Vasconcelos Gomes et al., 2018) which is similar to the entrepreneurship ecosystem literature (Auerswald and Dani, 2017).

Innovation ecosystem thinking also is closely related to what is considered open innovation (Durst & Poutanen, 2013). Building upon work in open innovation, scholars have of late used the dimensions of academia, government, industry, and society-in what is known as the quadruple helix—to describe the next generation of ecosystems. The use of helices in the open innovation literature has expanded over time from the double helix (academia and industry-similar to the regional innovation systems and bio-cluster research), to the triple helix (academy, industry, and government), to the now developing quadruple helix literature, with the role or input of society into various aspects of innovation being an emerging dimension. It can be extrapolated from this that an ecosystem perspective views the helices (i.e., actors and other factors) as additive, with each area adding value to development and prosperity of the ecosystem.

As innovation has long been associated with entrepreneurship (e.g., Schumpeter, 1942), scholars have recently applied the ecosystem metaphor to the entrepreneurial setting. Stam and Spiegel (2016:1) define an entrepreneurial ecosystem as "a set of interdependent actors and factors coordinated in such a way that they enable productive entrepreneurship within a particular territory." Here, the focus is on networks and linkages to external factors that boost entrepreneurship (Auerswald and Dani, 2017), with the entrepreneurship ecosystem creating environments that nurture and maintain entrepreneurship in all of its forms- from start-ups to corporate entrepreneurship (Isenberg, 2010). Yet, similar to the early general entrepreneurship literature which equates entrepreneurship with start-up firms (Isenberg, 2016), the entrepreneurial ecosystem literature has mainly examined emerging ecosystems driven by start-up entrepreneurial firms (Stam, 2015). The present study examines both emerging and established firms and entrepreneurial ecosystems.

The entrepreneurship ecosystem literature also at times seeks to span the gap between the regional systems of innovation approach and entrepreneurial studies (Stam and Spiegel, 2016), with most studies examining successful ecosystems to identify best practices (Spigel & Harrison, 2018). We know little about the additive value of the various actors and other factors. The current study expands the ecosystem literature by examining multiple biopharmaceutical entrepreneurial ecosystems' life cycle, actors' ranking and rank ordering, and access to actors and environmental factors via survey responses from triple helix actors seeking to begin to quantify the actors and other factors roles. This is important as entrepreneurial ecosystems differ across regions and countries (Isenberg, 2011; Jung et al., 2017), with few studies examining multiple entrepreneurial ecosystems or taking into consideration which formal and informal institutions (actors) matter (Alvedalen and Boschma, 2017).

III. Methodology

An electronic survey was sent to 601 actors involved with the biopharmaceutical industry in the Central European regions surrounding the cities of Basel, Graz, Innsbruck, Lausanne, Milan, Munich, Rome, Salzburg, Vienna, and Zurich. The actors were asked questions related to the development of the *biopharmaceutical* industry within their region, with the biopharmaceutical industry being described as the biotechnology and/or pharmaceutical industries which-ever best describes their region. These actors included those who worked in academia, biotechnology firms, consulting firms, contract manufacturing organizations, contract research organizations, financial organizations (both venture capital and non-venture capital-organizations), government agencies, hospitals, in-cubators and accelerators, industry trade associations, pharmaceutical firms, regional development agencies, and suppliers. The survey was given between the dates

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of April 15 and September 30, 2020, with multiple follow-up email requests to complete the survey sent during this time. It should be noted that this was during the Covid pandemic, which was a hectic time for those involved with this industry. Names and email addresses were obtained via an Internet search, relying heavily upon contact lists provided within regional and national industry trade associations' websites. Additionally, multiple industry trade associations and other individuals posted information about the survey and/or otherwise forwarded the survey to various actors with knowledge of the industry and regions. Individuals in regions not solicited provided responses and these responses are included herein. The email recipients were given the option of taking the survey in either the English, German or Italian language, with the emails themselves sent in these languages at times. Anonymous summary results were sent to the participants at its completion. Communications were had with several actors before, during, and after the survey to discuss the survey's purpose, questions, and results, with suggestions incorporated herein.

IV. Results

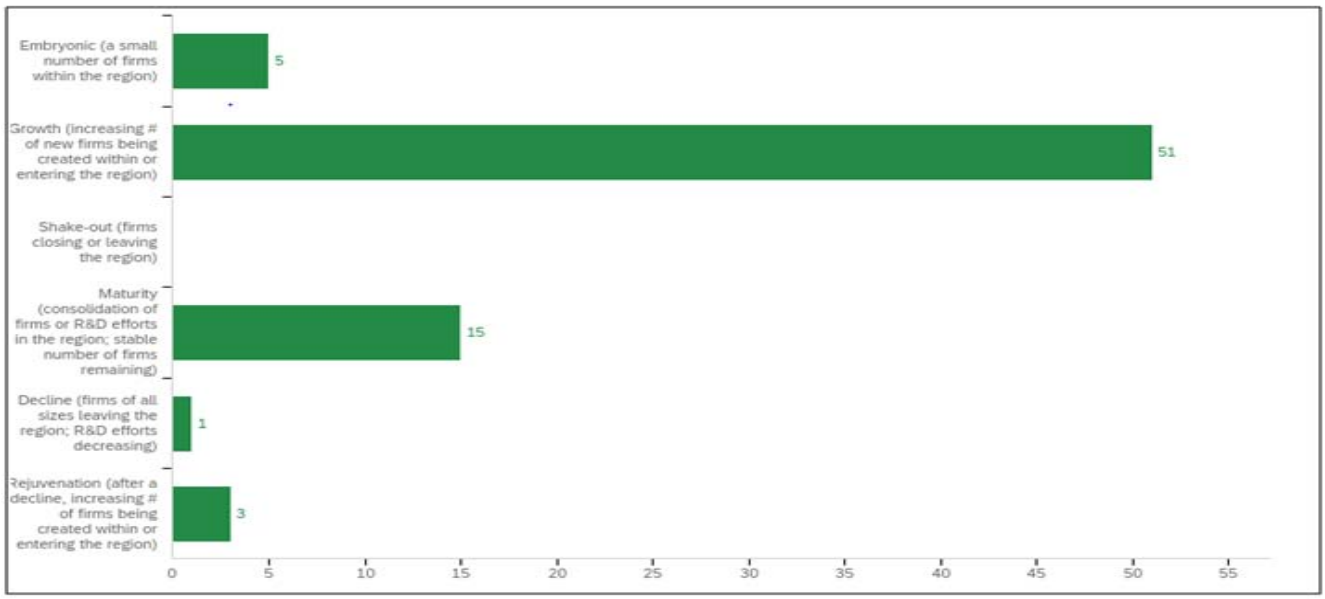
0f the 601 email surveys sent, 102 respondents began the survey (17 percent) and 74 respondents completed the survey (12 percent), although at times respondents skipped questions. Of those who began the survey, they include: 15 percent from Basel; 7 percent from Graz; 7 percent from Innsbruck; 9 percent from Lausanne; 5 percent from Milan; 11 percent from Munich; 1 percent from Rome; 1 percent from Salzburg; 24 percent from Vienna; 9 percent from Zürich and 9 percent from other regions. As respondents forwarded the survey to individuals outside of the above regions who in turn completed the survey, (limited) results from these regions are provided as well. Overall, the results represent individuals from academia (16 percent); biopharmaceutical firms (8 percent); biotechnology firms (23 percent); consulting firms (5 percent); contract research organizations (14 percent); government agencies (5 percent); industry trade associations (4 percent); pharmaceutical firms (3 percent); suppliers (3 percent) and others (19 percent). Fifty-seven percent of the respondents replied that they had worked in their region for more than 10 years.

The results below are shown in the aggregate (i.e., all regions combined) and separated into the various ecosystems. This is done to enable to reader to quickly grasp the similarities and differences of the regions compared to the whole.

a) Life Cycle

The survey asked: *"Related to the biopharmaceutical industry, what life cycle stage would you say that your region currently is in: embryonic (a small number of firms within the region); growth (increasing # of new firms being created within or entering the region); shake-out (firms closing or leaving the region); maturity (consolidation of firms or R & D efforts in the region; stable # of firms remaining); decline (firms of all sizes leaving the region; R & D efforts decreasing); or rejuvenation (after a decline, increasing number of firms being created within or entering the region).*

Figure 1 shows the overall results for all regions combined. Overall, 68 percent viewed their region as in the growth stage and 20 percent viewed their region within the maturity stage.



N=78

Figure 1: Life Cycle of All Ecosystems Combined

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Table 1 shows the results as a percentage of respondents by region. A few areas of note are: 1) The majority view their region as in the growth stage; 2) Contrasted with this, 60 percent of Innsbruck and Milan respondents view their region as in the maturity stage of its life cycle; 3) No respondent's view their region as being in the shake-out stage; and 4) Although, most respondents in Vienna view that the industry is in the growth stage, several respondents also view it in either the maturity or rejuvenation stage.

Table 1: Regional Life Cycle as a Percentage of Regional Responses

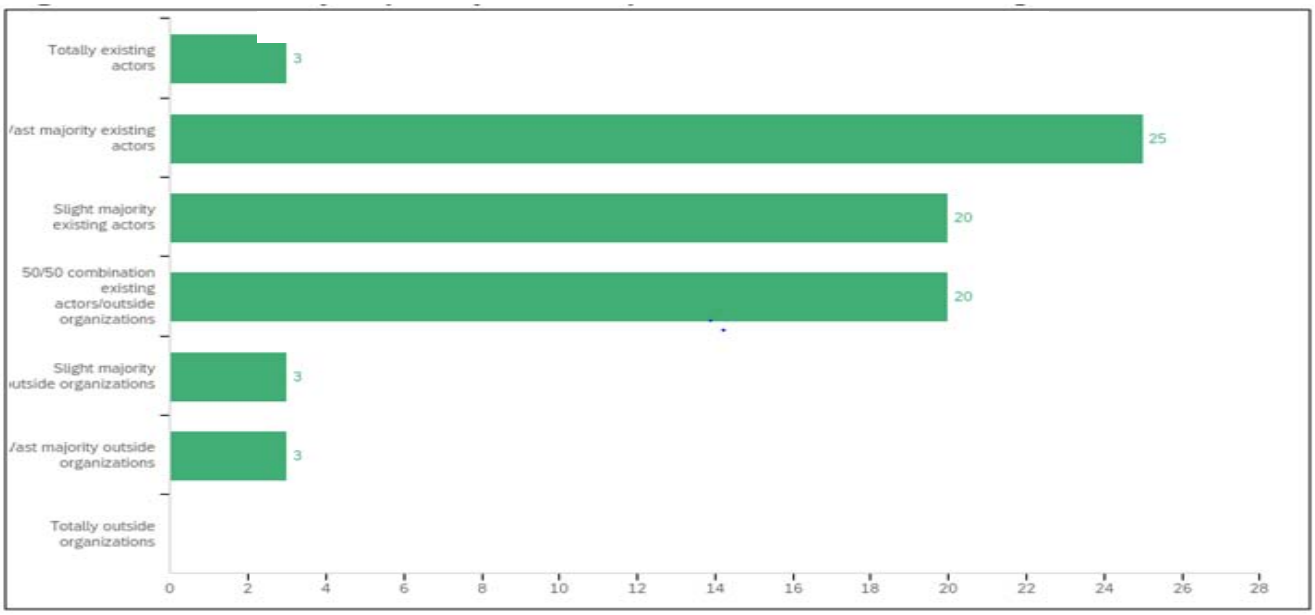
	Embryonic	Growth	Shake-out	Maturity	Decline	Rejuvenation
Basel (11)	0	72,7	0	18,2	0	9,1
Dortman (1)	0	100	0	0	0	0
Graz (5)	20	60	0	20	0	0
Habach (1)	0	100	0	0	0	0
Innsbruck (5)	20	20	0	60	0	0
Lausanne (7)	0	85,7	0	14,3	0	0
Milan (5)	0	20	0	60	20	0
Munich (8)	0	87,5	0	12,5	0	0
Rome (1)	0	100	0	0	0	0
Salzburg (1)	0	0	0	100	0	0
Solothurn (1)	100	0	0	0	0	0
Toulouse (1)	0	100	0	0	0	0
Valais (1)	0	100	0	0	0	0
Vienna (18)	0	77,8	0	11,1	0	11,1
Wurzburg (1)	100	0	0	0	0	0
Zurich (8)	12,5	75	0	12,5	0	0

N=75; Number in Parentheses Represents Number of Respondents Per Ecosystem

b) How the Region Developed

The survey asked: "*Would you say that your region developed primarily from: totally existing actors; vast majority existing actors; slight majority existing actors;50/50 combination existing actors/outside organizations; slight majority outside organizations; vast majority of outside organizations; totally outside organizations.*"

Figure 2 shows the overall results for all regions combined. Overall, almost 65 percent of respondents viewed their region developing via existing actors in some form. Twenty-seven percent said that the region developed by way of a 50/50 combination of existing actors and outside organizations. Of note, only 8 percent of all respondents viewed their region developing via a slight majority or vast majority of outside organizations.



N=74

Figure 2: How the Life Cycle of All Ecosystems Combined Developed

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Table 2 shows how the region primarily developed on a percentage basis. Here one can see that the majority of respondents for most regions viewed the development of their region coming about by way of mainly existing actors

Table 2: How Region Developed as a Percentage of Responses

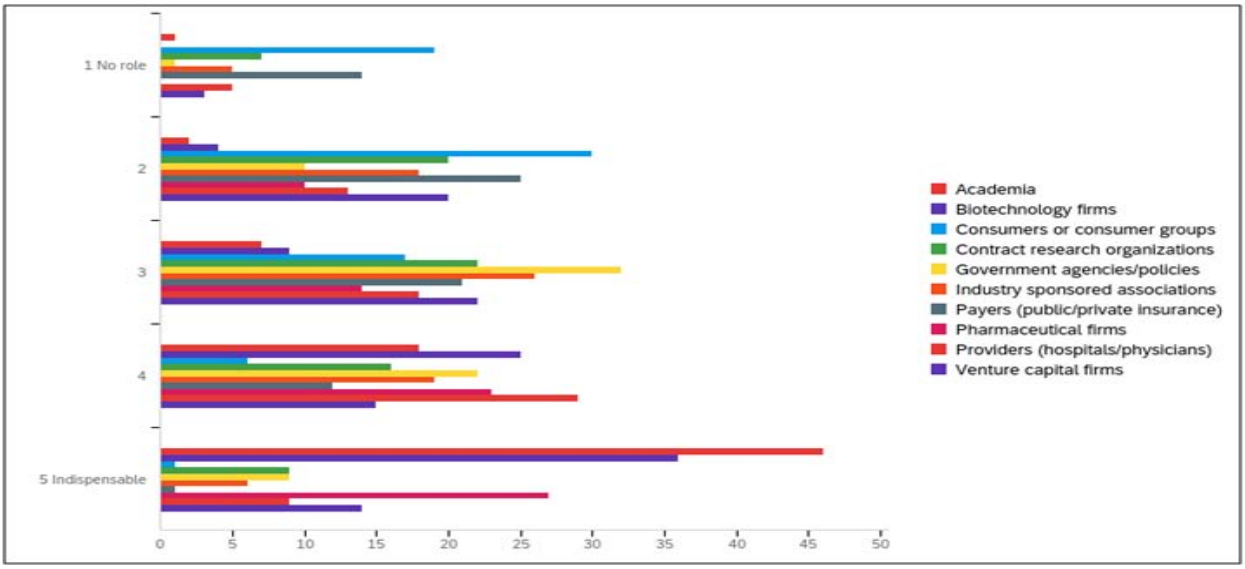
	Totally Existing Actors	Vast Majority Existing Actors	Slight Majority Existing Actors	50/50 Existing Actors/Outside Organizations	Slight Majority Outside Organizations	Vast Majority Outside Organizations	Totally Outside Organizations
Basel (11)	9,1	54,6	18,2	9,1	0	9,1	0
Dortman (1)	0	0	0	100	0	0	0
Graz (5)	20	0	60	0	20	0	0
Habach (1)	0	0	0	100	0	0	0
Innsbruck (5)	20	0	60	20	0	0	0
Lausanne (7)	0	28,6	14,3	57,1	0	0	0
Milan (4)	0	50	50	0	0	0	0
Munich (8)	0	0	50	50	0	0	0
Rome (1)	0	100	0	0	0	0	0
Salzburg (1)	0	0	0	0	100	0	0
Solothurn (1)	0	100	0	0	0	0	0
Toulouse (1)	0	100	0	0	0	0	0
Valais (1)	0	100	0	0	0	0	0
Vienna (18)	0	33,3	27,8	27,8	5,6	5,6	0
Wurzburg (1)	0	100	0	0	0	0	0
Zurich (8)	0	57,1	0	28,6	0	14,3	0

N=74; Number in Parentheses Represents Number of Respondents Per Ecosystem

c) Actors Role Rank

The survey asked: "*Rank the actors' role played in developing the biopharmaceutical industry in your region (1= no role; 5=indispensable role).*

Figure 3 shows the overall results of this categorization for all regions combined. Two areas stand out. First, a little over 25 percent say consumers and consumer groups have had no role in the development of the region, with about 19 percent saying that payers have had no role. This is noteworthy as the open innovation literature has been expanded (via the quadruple helix) to include consumers or consumer groups (e.g. society). On the opposite end, over 62 percent of respondents say that academia played an indispensable role in the development of the region, while almost 49 percent say that biotechnology firms have played an indispensable role in the development of the region. Interestingly, when respondents from academia and biotechnology firms are excluded (results not shown), the results do not change dramatically (i.e., about 58 percent view academia and about 47 percent view biotechnology firms as indispensable).



N=74

Figure 3: Actors Role Rank All Ecosystems Combined

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In Table 3, means are used to show the relative importance of the role of each actor (i.e., 1= no role; 5=indispensable). Several areas are noteworthy. In Basel, almost 91 percent thought pharmaceutical firms were indispensible with the remainder viewing them as important ("4"). In Graz, 80 percent thought academia was indispensable, while 60 percent ranked venture capital firms as less important ("2"). In Innsbruck, 100 percent thought consumers or consumer groups played no role. In Lausanne, almost 86 percent thought academia was indispensable. In Milan, 50 percent viewed pharmaceutical firms as indispensable, while 50 percent thought venture capital firms played no role. In Munich, nearly 88 percent thought academia and 50 percent thought biotechnology firms were indispensable. Almost 90 percent thought academia and 61 percent viewed biotechnology firms as indispensable in Vienna. In Zurich, 71 percent viewed biotechnology firms and 57 percent thought academia was indispensable.

Table 3: Actors Role Rank (Means)

	Academia	Biotech Firms	Con-sumers	CROs	Gov't Agencies/ Policies	Industry Sponsor Assoc	Payers	Pharma Firms	Providers	VC Firms
Basel (11)	3,7	4,0	2,0	2,8	2,9	2,8	2,6	4,9	3,3	3,2
Dortman (1)	5,0	5,0	3,0	4,0	3,0	2,0	3,0	4,0	3,0	4,0
Graz (5)	4,8	4,0	2,6	3,6	3,8	3,0	2,5	2,8	3,8	2,4
Habach (1)	5,0	5,0	3,0	5,0	3,0	5,0	3,0	4,0	4,0	4,0
Innsbruck (5)	4,0	3,4	1,0	2,4	2,8	1,8	2,2	3,8	3,2	2,6
Lausanne (7)	4,9	4,6	2,4	3,0	4,1	3,6	2,4	3,9	4,0	3,7
Milan (4)	3,8	3,0	2,0	4,0	3,5	3,5	2,0	4,3	4,3	2,3
Munich (8)	4,9	4,4	2,3	2,8	3,6	3,1	1,9	2,9	3,0	3,6
Rome (1)	4,0	5,0	4,0	3,0	4,0	5,0	4,0	5,0	5,0	2,0
Salzburg (1)	5,0	5,0	3,0	5,0	4,0	4,0	3,0	4,0	2,0	3,0
Solothurn (1)	3,0	4,0	2,0	3,0	2,0	2,0	4,0	2,0	2,0	4,0
Toulouse (1)	4,0	3,0	3,0	2,0	3,0	3,0	3,0	4,0	4,0	2,0
Valais (1)	2,0	5,0	4,0	5,0	2,0	3,0	2,0	5,0	2,0	2,0
Vienna (18)	4,7	4,6	2,2	3,0	3,7	3,1	2,9	4,1	2,7	3,2
Wurzburg (1)	5,0	3,0	1,0	1,0	4,0	2,0	1,0	2,0	5,0	2,0
Zurich (7)	4,6	4,6	1,9	2,4	2,7	3,1	1,7	3,9	3,7	4,1

N=74; Number in Parentheses Represents Number of Respondents Per Ecosystem

d) Rank Order of Actors Role

The survey asked: "*Rank order which actors played a role in developing the biopharmaceutical industry in your region (1 = highest role; 10 = lowest role)"*

Figure 4 shows the rank order mean results for all regions combined—smallest bar is top ranking with there being 10 actors. Similar to Figure 3, academia and biotechnology firms are the top organizations overall which have played a role in the development of the ecosystems, with consumers and payers playing the least role. This remains true if we exclude respondents from academia and biotechnology firms (results not shown). For overall respondents, academia was the top category almost 56 percent of the time for all ecosystems' respondents combined. Pharmaceutical firms were ranked in the top category 25 percent of the time with biotechnology firms ranked in the top category only 10 percent of the time. However, biotechnology firms were in the second spot nearly 52 percent of the time. Consumers or consumer groups were in the last category (10) almost 40 percent of the time.

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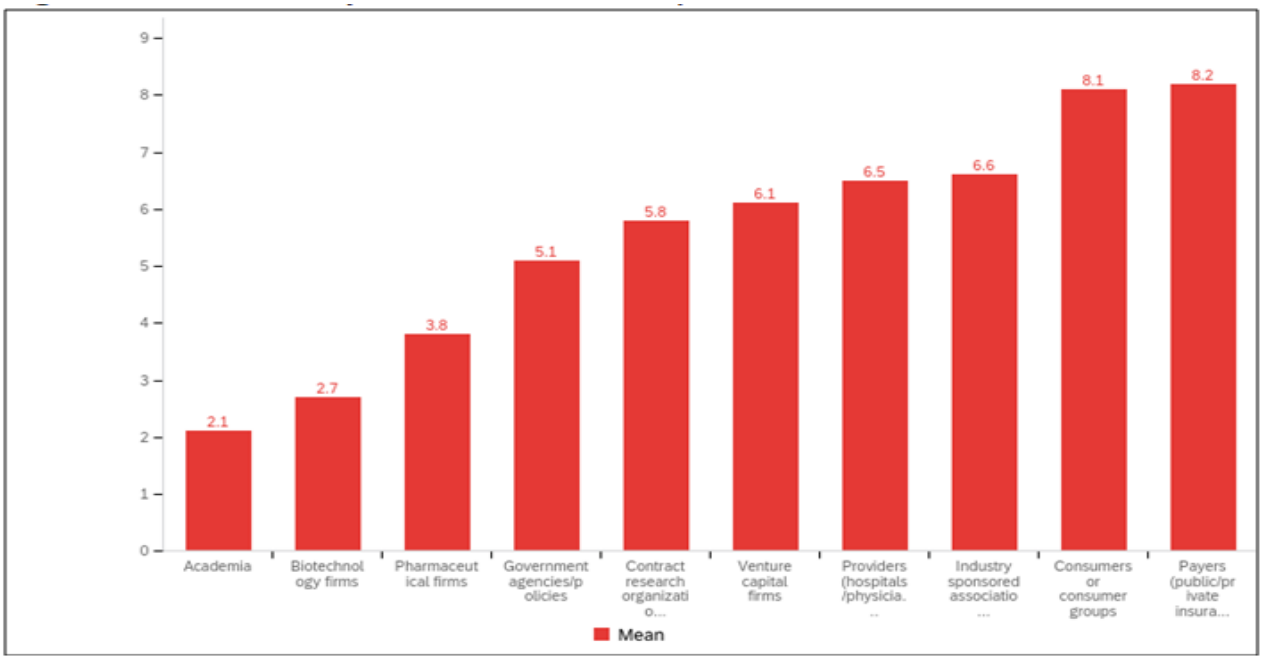

N=68

Figure 4: Rank Order of Actors Role All Ecosystems Combined

Table 4 shows the rank order results by region. The rank ordering is based on each ecosystem respondents' means. Similar to Figure 4, academia was rated the top spot by 10 out of 15 (67 percent) responding ecosystems. Biotechnology firms were ranked likewise as being in the second spot 67 percent of the time. Five ecosystems (Basel, Innsbruck, Milan, Rome, and Valais) ranked pharmaceutical firms as the most important influence on the development of their ecosystem. Innsbruck respondents lists both academia and pharmaceutical firms tied for the top spot.

Table 4: Rank Ordering of Actors Roles in Developing Ecosystem

	Academia	Biotech Firms	Consumers	CROs	Gov't Agencies/ Policies	Industry Sponsor Assoc	Payers	Pharma Firms	Providers	VC Firms
Basel (11)	3	2	9	8	5	6	10	1	7	4
Dortman (1)	1	2	10	5	6	8	9	3	7	4
Graz (5)	1	2	9	3	4	7	8	6	5	10
Habach (1)	1	2	10	4	8	5	9	3	6	7
Innsbruck (5)	1	3	10	5	7	9	8	1	4	6
Lausanne (7)	1	2	10	8	3	7	9	4	6	5
Milan (4)	3	4	8	5	6	9	10	1	2	7
Munich (8)	1	2	6	4	3	7	9	5	10	8
Rome (1)	5	6	8	9	2	7	3	1	4	10
Salzburg (1)	1	2	9	3	4	7	10	5	8	6
Solothurn (1)	10	3	8	7	4	5	1	6	9	2
Toulouse (0)	-	-	-	-	-	-	-	-	-	-
Valais (1)	3	2	5	4	8	6	9	1	10	7
Vienna (18)	1	2	9	5	4	6	8	3	10	7
Wurzburg (1)	1	5	9	8	3	4	10	7	2	6
Zurich (7)	1	2	9	6	7	8	10	3	5	4

N=73; Number in Parentheses Represents Number of Respondents Per Ecosystem

e) Ranking Access and Environment

The survey asks: *"Rank the importance of the following related to the development of the biopharmaceutical industry within your region (1=Non-important; 5=Indispensable)."*

Figure 5 illustrates the overall importance of access and environmental factors for all ecosystems combined. Of note, nearly 78 percent of all respondents said that access to qualified personnel was an indispensable factor in the development of the ecosystem. Similar to our previous rankings on academia, almost 64 percent perceived that access to research universities were indispensable. Notably, and contrary to our previous findings, about 53 percent of

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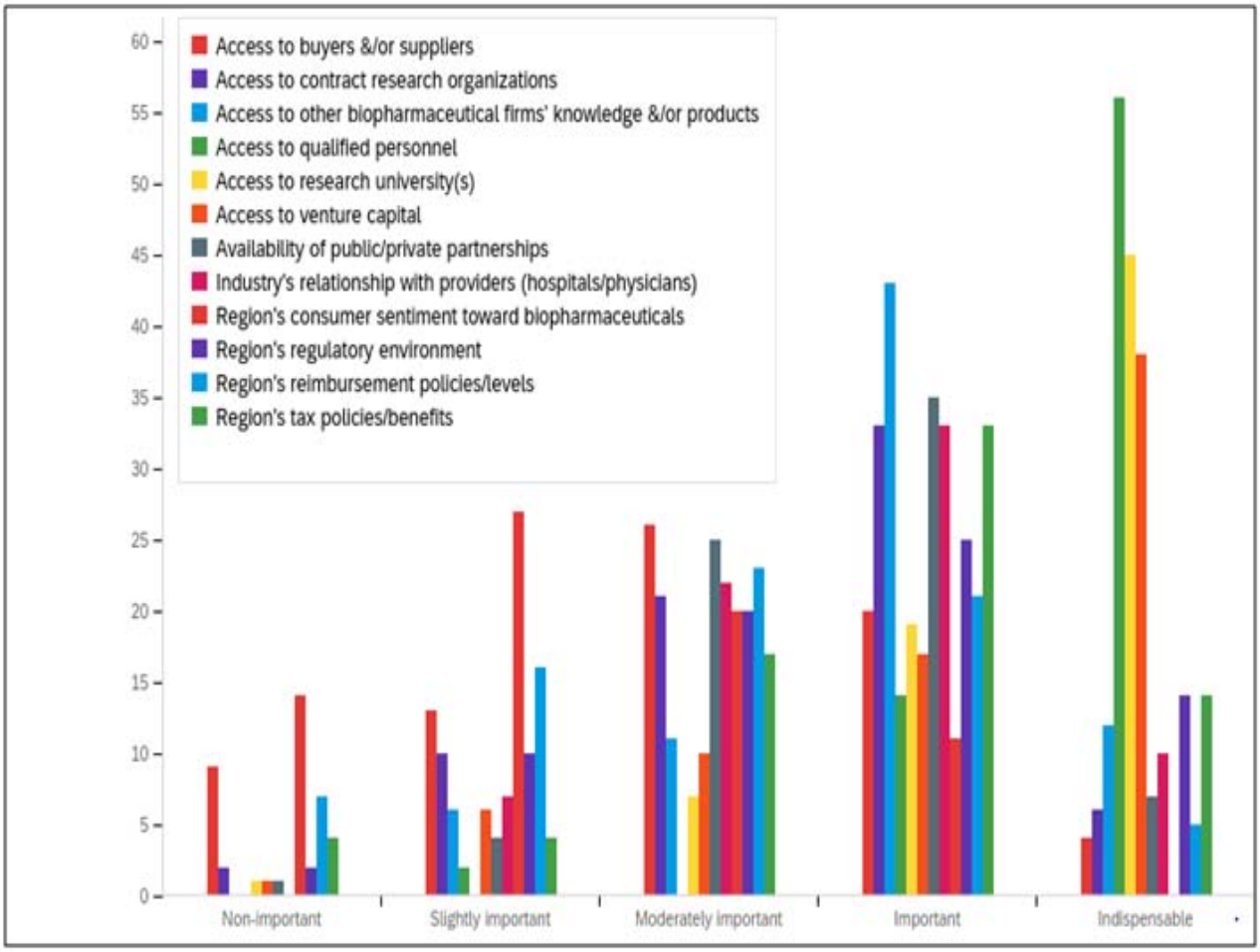
the respondents stated that access to venture capital was indispensable, with an additional 24 percent finding access to venture capital important. Keeping with this study's previous trends, almost 57 percent of respondents noted that the region's consumer sentiment toward biopharmaceuticals was either slightly or not important.



N=72

Figure 5: Ranking Access and Environment All Ecosystems Combined

Table 5 shows the ranking related to access and environmental factors by each ecosystem per the means of their respondents. Access to qualified personnel and access to research universities were the top factors leading the individual ecosystems. It should be mentioned that in all areas examining rankings that from an ecosystem perspective even if an actor or other factor played a slight role, this may be considered valuable. This is to say that an actor or other factor may be additive in the sense that it enhances the environment for innovation.

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Table 5: Ranking Access and Environmental Factors by Ecosystem (Means)

	Access to Buyers/ Suppliers	Access to CROs	Access to Other Biopharma Firms' Knowledge & Products	Access to Qualified Personnel	Access to Rsearch Universities	Access to Venture Capital	Availability of Public/Private Partnerships	Relationship with Providers	Consumer Sentiment	Regulatory Environment	Reimbursement Policies/Levels	Tax Policies/ Benefits
Basel (11)	2,9	2,9	3,5	5,0	4,0	3,7	3,5	3,6	2,7	3,6	2,8	4,0
Dortman (1)	5,0	3,0	4,0	5,0	5,0	5,0	3,0	4,0	4,0	3,0	3,0	4,0
Graz (5)	2,2	4,2	3,8	4,8	5,0	4,2	3,6	3,4	2,0	3,6	2,8	3,2
Habach (1)	3,0	5,0	5,0	5,0	5,0	4,0	4,0	4,0	3,0	5,0	4,0	4,0
Innsbruck (5)	2,2	3,4	3,0	4,6	4,2	4,0	3,2	4,2	2,0	3,8	3,0	3,6
Lausanne (7)	3,6	3,3	4,0	5,0	4,7	4,6	4,0	3,9	2,7	3,4	2,7	4,4
Milan (4)	3,5	3,5	3,0	3,3	4,3	2,8	3,0	3,5	1,8	3,0	2,8	2,8
Munich (8)	2,4	3,6	4,1	4,7	4,7	4,7	3,9	3,3	1,7	3,1	2,4	3,0
Rome (1)	4,0	4,0	5,0	5,0	5,0	3,0	4,0	4,0	3,0	4,0	5,0	5,0
Salzburg (1)	4,0	4,0	4,0	5,0	5,0	5,0	4,0	4,0	3,0	4,0	4,0	3,0
Solothurn (1)	4,0	4,0	4,0	5,0	3,0	5,0	3,0	4,0	3,0	2,0	3,0	4,0
Toulouse (0)	-	-	-	-	-	-	-	-	-	-	-	-
Valais (1)	2,0	5,0	5,0	5,0	1,0	4,0	4,0	4,0	4,0	5,0	4,0	5,0
Vienna (18)	2,7	3,4	4,2	4,7	4,7	4,3	3,7	3,5	2,6	3,8	3,4	3,8
Wurzburg (1)	2,0	2,0	3,0	4,0	5,0	5,0	4,0	4,0	1,0	1,0	1,0	1,0
Zurich (7)	3,7	3,3	3,6	4,7	4,6	4,3	3,3	3,7	2,1	3,6	3,1	3,7

N=72; Number in Parentheses Represents Number of Respondents Per Ecosystem

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V. Discussion, Limitations, and Areas of Further Research

The study seeks to show the life cycle, ranking of actors' roles, and access to actors and other environmental factors effect on various bio-pharmaceutical entrepreneurial ecosystems in Central Europe from the perspective of the various actors within the ecosystems. The study finds several interesting results. First, the majority of actors view their ecosystem to be in the growth stage of the life cycle. This is noteworthy as several regions (such as Basel) have been engaged in the pharmaceutical industry for one hundred years or more. Second, the majority of actors perceive their ecosystem as developing via existing actors. This is to say that sufficient numbers of outside actors entering the ecosystem are not perceived as generating the growth within the ecosystem. The growth also may be due to existing actors creating firms, selling these firms to existing corporations, and then raising additional funds to start a second (or third, etc.) firm. This may be both a form of serial entrepreneurship and/or creative construction (Agarwal, et al., 2007) at work. Third, there is some variation among the ecosystems in terms of which actors played the most important roles in developing the ecosystem. For example, as one might expect, pharmaceutical firms in Basel are perceived as the most important. This contrasts with two-thirds of the other ecosystems which rank order academia as the most important actor. Nevertheless, one should not lose sight that there may be an additive nature for the ecosystem to all actors and factors that have played even the slightest role-re-enforcing Isenberg's (2016) implicit view that the focus is not merely on the entrepreneur in an entrepreneurial ecosystem.

The perception that most of the growth is coming from existing actors may be of interest to regional developers and policy makers. This is to say that certain government policies (e.g., tax considerations to attract new entrants), which the actors rank toward the middle of all factors, may not be creating the boost as intended. Additionally, big pharmaceutical firms may be continuing to consolidate their innovative activities into a handful of regions (Gautam & Pam, 2016). It also may point to Isenberg's (2011: 8) assertion that regions should focus on what they do well or in his words "cultivate their own." The perception related to government policy is true regardless of which of the above tables one examines. Opposite of this may be that funding of research via academia is creating the growth. This may be evidenced by the majority of actors rank ordering of the academy as the top influencer of ecosystem development. Just as biotechnology has been viewed for decades as an opportunity to complement, if not supplant, the more traditional pharmaceutical market, so too are universities seen as a mechanism for regions to "catch up" with other more established biopharmaceutical regions (Youtie & Shapira, 2008). Much more fined grained research is needed on this area, especially as it relates to research and educational capacity within each ecosystem. For example, we do not know if the indispensable role of academia is not also an expression of a need for more academic research and development.

Previous studies on biopharmaceutical ecosystems have somewhat treated the regions in a homogenous manner. Results from this study show that there is variation among the ecosystems. One could extrapolate from the results and loosely group ecosystems around regions that were influenced by pharmaceutical firms (e.g., Basel, Innsbruck, Milan, Rome, and Valais) compared with those that were influenced by the academy and biotechnology firms (e.g., Graz, Lausanne, Munich, Vienna, and Zurich). Yet, even these groupings do not belie the fact that of those ecosystems that rank pharmaceutical firms as the top influencer, 4 of the 5 of these ecosystems also rank order academia and biotechnology firms within the top 3 most important actors.

The perception of the role of venture capital is important as it in part varies from other studies. Researchers often speak to venture capital's crucial role in the development of bio-clusters, especially in the United States. Yet, as shown in Table 3 for most ecosystems within this study it is viewed as playing a middle of the road role. This may be due to1) a lack of venture capital in some regions; 2) other types of organizations (e.g., pharmaceutical firms, government) taking over part or all of the role of venture capital;3) the region developing due to existing firms using internal monies to fund innovation; or 4) the global nature of venture capital whereby firms rely on funding coming from outside of their region. Figure 4 and Table 5 findings, which relates to *access* in the development of the region, seem to suggest that in the future access to venture capital may affect the growth of many of the ecosystems, especially those without access to other forms of capital. More research is needed to understand both the reason for this perception and its effect on the growth and performance of the ecosystem.

Consumers and payers were found across the board to have little effect on ecosystem development. This may be due to the global nature of drug discovery and development-meaning that organizations were not merely creating drugs and therapeutics for regional use only. Yet, it is interesting that consumers appear to have little voice into what types of industrial development is occurring in their region. This may be especially noteworthy for regions where pharmaceutical firms have a long history and have played a prominent role in the development of the region overall.

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The major limitation of the survey is the small number of respondents, with some regions having very few respondents at all. This limitation is lessened to a small degree by seeking feedback of results by respondents which are incorporated into this paper. Another limitation is the study requested input from financial organizations (e.g. venture capital and non-venture firms) but did not receive any responses. Nor did the study seek to include input from consumers or consumer groups. This may have affected the perceived role of venture capital and consumers somewhat. However, it should be noted as reported above that when the responses from those in academia and biotechnology firms were excluded their status did not change.

This study examines the life cycle, actors' role, and other factors' contribution to the development of biopharmaceutical entrepreneurial ecosystems in select Central European regions. More research is needed in areas such as what factors are hindering growth, how do resource dependencies such as human and financial capital affect the ecosystem, how has the ecosystem changed over time, how have the actors sought to shape the ecosystem, and how do other industries or ecosystems (e.g., medical technology, electronics) within the region affect the biopharmaceutical entrepreneurial ecosystem. In light of our findings related to the importance of academia, more research is needed related to the research and educational capacities of regions. Nevertheless, it is a first step toward quantifying and answering questions related to the who, what, and how of the development of these ecosystems. The study should be of interest to scholars and all actors involved in the development of biopharmaceutical entrepreneurial ecosystems.

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Entrepreneurship: Pioneering the Transformation of Modern Business Strategy

By Ripan Das

Executive Summary- This article delves into the enormous effect that entrepreneurial spirit has on modern company strategy. This article provides an in-depth look at some of the most important facets of entrepreneurship, including its origins, disruptive nature, technology developments, customer-centric approaches, collaborative ecosystems, risk management, scaling, and lessons from successful entrepreneurs. Entrepreneurship has reshaped the way businesses operate by stimulating innovation, testing the status quo of established industries, and opening up fresh sales channels. Steve Jobs, Jeff Bezos, Elon Musk, Sara Blakely, and Mark Zuckerberg are just a few examples of successful entrepreneurs who have transformed their respective sectors by a combination of consumer focus, technological innovation, resourcefulness, and resilience. This article provides a glimpse into the future of entrepreneurship and company strategy by highlighting rising themes. Key drivers of entrepreneurship are innovation enabled by technology, as well as sustainability, globalisation, collaboration, and adaptability. Entrepreneurs may generate good change, create value, and deal with the uncertainties of today's difficult business climate by capitalising on these trends.

Keywords: *entrepreneurship, modern business strategy, transformation, innovation, disruption, technology, customer-centric, collaboration, risk management, resilience, scaling, growth, agility, sustainability, social impact, globalization, ecosystems, successful entre-preneurs.*

GJMBR-A Classification: *LCC code: HD30.28*



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Executive Summary- This article delves into the enormous effect that entrepreneurial spirit has on modern company strategy. This article provides an in-depth look at some of the most important facets of entrepreneurship, including its origins, disruptive nature, technology developments, customer-centric approaches, collaborative ecosystems, risk management, scaling, and lessons from successful entrepreneurs. Entrepreneurship has reshaped the way businesses operate by stimulating innovation, testing the status quo of established industries, and opening up fresh sales channels. Steve Jobs, Jeff Bezos, Elon Musk, Sara Blakely, and Mark Zuckerberg are just a few examples of successful entrepreneurs who have transformed their respective sectors by a combination of consumer focus, technological innovation, resourcefulness, and resilience. This article provides a glimpse into the future of entrepreneurship and company strategy by highlighting rising themes. Key drivers of entrepreneurship are innovation enabled by technology, as well as sustainability, globalisation, collaboration, and adaptability. Entrepreneurs may generate good change, create value, and deal with the uncertainties of today's difficult business climate by capitalising on these trends. The article finishes by stressing the value of an entrepreneurial frame of mind and approach, no matter the size or nature of the business. Innovation, flexibility, and a focus on the client base are cornerstones of a successful business strategy. Growth, profit, and social impact can all be fuelled by instilling a spirit of entrepreneurship inside an organisation and learning from its founders' mistakes and successes.

In conclusion, the article shows that entrepreneurship is driving the change in today's corporate strategy. It emphasises the importance of entrepreneurs in changing the corporate world through innovative strategies, cutting-edge technologies, a focus on customers, teamwork, smart risk management, and rapid expansion. Companies can adapt to new circumstances and become market leaders by encouraging an entrepreneurial mindset among their employees.

Keywords: entrepreneurship, modern business strategy, transformation, innovation, disruption, technology, customer-centric, collaboration, risk management, resilience, scaling, growth, agility, sustainability, social impact, globalization, ecosystems, successful entrepreneurs.

I. Introduction

Modern company strategy, innovation, and ground-breaking shifts in the corporate environment owe a great deal to the contributions of entrepreneurs. Entrepreneurship, by virtue of its inherent flexibility and adaptability, has upended established methods of doing business and ushered in a new era of innovative strategic planning (Adner, 2017). In this article, the author examines the importance of entrepreneurship and how its fluid nature has reshaped the conventional methods of doing business. Entrepreneurs drive innovation in the modern economy through their drive, imagination, and foresight. They have a special knack for spotting openings, coming up with game-changing concepts, and quickly putting them into practise. Entrepreneurs create a climate favourable to game-changing ideas by driving innovation, challenging status quo assumptions, and successfully navigating uncertainty. Entrepreneurship has a significant effect on established methods of doing business (Adner, 2017). Entrepreneurs are driving disruption and offering new ways of doing business in industries previously dominated by huge businesses. Their responsiveness to shifting consumer preferences has a trickle-down impact on more established companies because of their agility and responsiveness to market changes (Blank, 2013). Entrepreneurship fosters a mind-set that is receptive to novelty, growth, and change. Entrepreneurs are changing the way businesses are run by privileging adaptability and spontaneity over tradition and routine. Inspiring established organisations to reconsider their tactics and infuse entrepreneurial ideals into their strategy is a significant part of entrepreneurship's transformative impact (Bower & Christensen, 1995).

In this essay, we'll look at the many facets of entrepreneurship that have contributed to the development of cutting-edge approaches to doing business. We will explore the essential aspects that create the transformative role of entrepreneurship in the business world, including disruptive technology, customer-centric approaches, cooperation, risk management, and scaling. Insights and motivation for todays and tomorrow's entrepreneurs, executives, and business leaders can be uncovered by analysing the role that entrepreneurship plays in reinventing business strategy.

II. Evolution of Entrepreneurship

Dating back centuries, entrepreneurship has been crucial in propelling innovation and creating contemporary approaches to doing business. This chapter examines the origins of business

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independence, its relevance to economic history, and the pioneering businesspeople that have shaped modern management theory (Chesbrough, 2003). Entrepreneurs have always been in the vanguard of economic and social advancement, shaking up established industries and spawning entirely new ones (Christensen, 1997). The Industrial Revolution, which occurred in the 18th and 19th centuries, was a watershed moment in the development of entrepreneurship. The inventions of people like James Watt and Eli Whitney sparked a new era of industrial innovation and entrepreneurship. As mass production and factories became more common, more people were able to start their own businesses and become financially independent (Christensen, 1997). Henry Ford's foresight and innovation in the early 20th century ushered in the assembly line, which lowered production costs and made automobiles accessible to more people. Ford's revolutionary production processes also influenced marketing and distribution strategies, serving as a model for future entrepreneurs who would dare to shake up the status quo (Gupta, Guha & Jain, 2019). A new breed of entrepreneurs has emerged as a result of the digital revolution, and they have altered company strategies all across the world. Entrepreneurs like Apple Inc.'s Steve Jobs rethought the consumer electronics market by developing and releasing groundbreaking devices like the iPhone and iPad. Jobs's focus on the user experience and design aesthetics led companies across industries to adopt a more customer-centric approach to business (Gupta, Guha & Jain, 2019). Jeff Bezos, the founder of Amazon, is another successful businessman. Bezos introduced e-commerce to the masses, which caused a major shift in the retail industry. He drove Amazon to become one of the most valuable firms in the world by prioritising customer pleasure, maintaining a culture of constant innovation, and making strategic acquisitions (Gupta, Guha & Jain, 2019). Bezos's business acumen demonstrated the value of adapting to new technologies and using data-driven insights to guide decision making.

In addition, the rise of social media platforms like Facebook and Twitter (created by Mark Zuckerberg and Jack Dorsey, respectively) has altered methods of outreach and interaction with consumers (Gupta, Guha & Jain, 2019). These networks have given business owners new ways to connect with potential customers, leading to the development of ground-breaking marketing campaigns.

III. Disruption and Agility

Traditional sectors have been disrupted by entrepreneurship, which has forced corporations to adapt to new realities and altered the course of modern corporate strategy. This section explores how new business models and approaches are shaking up traditional sectors, and why businesses need to be nimble and adaptable to survive (Eisenmann, 2013).

Entrepreneurs are admired for their ability to spot unrealized profits and to question the status quo. They cause a commotion in well-established markets by offering new products, services, or business models, making the conventional methods of doing business obsolete. Companies like Uber and Airbnb, which leverage technology to establish user-friendly platforms connecting consumers with service providers, are two prime examples of how disruption may occur in traditionally static industries (Fader & Toms, 2018). Traditional cab services and hotels have had to change their business models in response to these market disruptors.

Entrepreneurship's disruptive effects are not limited to a single sector. It has a multiplicative effect on economic and social norms. Internet retailing behemoths like Amazon have altered shopping habits, posing a serious threat to traditional stores and altering the nature of the supply chain (Fader & Toms, 2018). The rise of DTC brands, made possible by digital platforms, has changed the retail industry's power dynamic as entrepreneurs' experiment with new ways to reach consumers.

Due to the ever-shifting nature of the business world, adaptability and quickness are now essential qualities in a company's business strategy. Entrepreneurs, by definition, have the ability to respond rapidly to changes in the marketplace (Gulati, Nohria & Wohlgezogen, 2010). As a result, they are able to quickly adapt to shifting market conditions, consumer preferences, and technology developments because they view change as an opportunity rather than a danger. The ability to quickly try new things and make adjustments lets business owners keep one step ahead of the competition (Gulati, Nohria & Wohlgezogen, 2010).

Agility is especially valued in the technology sector, as early adopters of new technologies can provide firms a significant advantage (Gulati, Nohria & Wohlgezogen, 2010). By placing a premium on electric vehicles and autonomous driving technologies, companies like Tesla, led by Elon Musk, have shaken up the automotive sector. Their agility in responding to change has put them ahead of more established automakers, who now find themselves playing catch-up. Modern corporate strategies also heavily emphasise adaptability. Entrepreneurs understand the importance of flexibility in today's dynamic commercial landscape. Because of their adaptability, they are able to seize opportunities as they arise, modify their business strategies, and break into new markets (Gulati, Nohria & Wohlgezogen, 2010). It also helps individuals deal with setbacks and unexpected difficulties. Entrepreneurs build resiliency and a thirst for learning in their teams by

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modelling these traits themselves and encouraging their employees to do the same.

IV. Embracing Technology and Innovation

Technology and innovation have become crucial success factors for start-ups and entrepreneurs, fuelling the development of novel business models and approaches that are shaping the evolution of contemporary industry (Gupta, Guha & Jain, 2019). Disruptive business models can be created with the use of technology and innovation, which are discussed in this section.

Entrepreneurs that are open to new ideas and technologies have a leg up in today's cutthroat marketplace. They use cutting-edge innovation to fill voids in the market or disrupt established markets with game-changing products (Gupta, Guha & Jain, 2019). To compete with more established businesses, entrepreneurs need tools that may help them scale their operations.

Digital platforms and e-commerce are two areas where technology has had a revolutionary impact. Jack Ma's Alibaba is just one example of a tech-enabled company that brings together customers and vendors all over the world. Entrepreneurs can save money on middlemen and expand their consumer base by conducting business only through digital channels. Because of this shift, shopping habits and business practises have shifted dramatically.

New doors have opened up for business owners thanks to developments in areas like artificial intelligence (AI), machine learning, and big data analytics (Gupta, Guha & Jain, 2019). These tools let young businesses sift through mountains of data, learn more about their customers, and tailor their services to each individual. For instance, Netflix uses AI algorithms to provide its users with suggestions for content they might like. Artificial intelligence (AI) and machine learning (ML) are being used by startups across sectors to streamline processes, automate repetitive tasks, and create new and exciting goods and services.

Technology is used by entrepreneurs in the development of novel company concepts and approaches. Startups have used technology to disrupt established sectors, as evidenced by the emergence of the sharing economy spearheaded by companies like Uber and Airbnb (Haines & McKinlay, 2018). These businesses have revolutionised the transportation and lodging industries by empowering individuals to earn money off of their unused assets, such as cars or spare rooms, and providing services to end users through smartphone apps and internet platforms (Haines & McKinlay, 2018).

The rise of technology and online shopping has also bolstered the direct-to-consumer (D2C) business model. By cutting out the middleman and selling directly to consumers, D2C firms may forge meaningful connections with their target demographic, amass actionable insights, and provide highly customised service (Haines & McKinlay, 2018). Warby Parker, an eyeglasses startup, used technology to its advantage and disrupted the industry by selling trendy glasses directly to consumers at low prices, cutting out the middleman (Haines & McKinlay, 2018).

In conclusion, technological advancement and creative problem solving are crucial to corporate innovation and entrepreneurship success in the present day. Entrepreneurs who are willing to embrace technology will have a leg up on the competition and be in a better position to develop game-changing company models and tactics (Homburg, Jozić & Kuehnl, 2017). Startups may better meet customer demands, streamline internal processes, and create more customised user experiences by taking advantage of cutting-edge technologies. Entrepreneurship and company strategy will be increasingly influenced by technological advancements in the future.

V. Customer-Centric Approach

There has been a major shift in the focus of successful businesses in recent years, from internal processes to the consumer. This chapter delves into the increasing significance of customer insight, illuminating the ways in which successful business owners put an emphasis on customer-centric strategies.

In the past, businesses relied on product-centric tactics, where they made and sold items without fully comprehending the demands of their target market. However, there has been a paradigm shift towards prioritising the needs of the customer as a result of the proliferation of startups (Homburg, Jozić & Kuehnl, 2017). Delivering value to clients and creating good relationships with them is essential for long-term success. To succeed, entrepreneurs must take a customer-centric strategy, placing a premium on listening to and responding to client feedback. They put in lots of effort to find out what consumers really want by performing market research, customer surveys, and data analysis (Iansiti & Levien, 2004). By amassing this information, business owners may better shape their offerings to satisfy consumers.

The customer-focused philosophy is best shown by Apple Inc. Apple, under Steve Jobs's leadership, has always been well attuned to its customers' wants and needs. The iPod, iPhone, and iPad were all game-changers in their respective fields because of Apple's customer-first design philosophy (Kane et al., 2018). Apple's success shows how companies may thrive when its founders put an emphasis on their customers.

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Entrepreneurs also use technology to monitor client reactions in real time and adjust their products and services accordingly. Entrepreneurs can interact with clients and get feedback to improve their offerings using social media, online reviews, and other direct communication channels (Kane et al., 2018). With this method, businesses may quickly adapt to meet the needs of their customers and stay ahead of the competition.

In addition, business owners understand the significance of establishing trustworthy relationships with customers through the provision of individualised services. Entrepreneurs can meet the unique requirements of their clientele by cultivating a thorough familiarity with those clients' preferences (Kane et al., 2018). Personalised styling services like Stitch Fix use data and algorithms to provide customers with unique garment recommendations, which improves their overall buying experience.

The customer-first methodology encompasses not just product growth but also marketing and support. Entrepreneurs put their money where their mouths are by constructing effective customer service infrastructure and using digital channels to interact with their clientele (Kuratko, Hornsby & Covin, 2014). Business owners who pay attention to their customers' comments are better able to address their concerns, fix any problems quickly, and win their loyalty for the long haul. Customer-centricity is now the dominant company approach. The ability to provide goods, services, and experiences that actually engage with one's target audience gives an entrepreneur a significant competitive advantage (Kuratko, Hornsby & Covin, 2014). Successful business owners in today's competitive environment understand that customer focus is the key to establishing lasting relationships, inspiring brand loyalty, and fuelling long-term expansion.

VI. Collaboration and Ecosystems

Collaboration and ecosystem thinking have become increasingly popular in the world of contemporary enterprise. The increasing significance of partnerships, networks, and ecosystems in driving the transformation of corporate strategy is discussed, as are the contributions these constructs make to entrepreneurial success (McCraw, 2007).

Today's business owners understand that they must work together if they want to achieve lasting success. Strategic alliances, the development of networks, and active participation in ecosystems that include several parties are all part of collaborative approaches. As a result, business strategy among entrepreneurs has shifted dramatically from being developed in isolation to being developed through teamwork.

Collaborative entrepreneurship relies heavily on the formation of strategic alliances. Entrepreneurs form partnerships with other businesses, groups, or individuals in order to pool their resources and take advantage of synergies (Osterwalder & Pigneur, 2010). Joint ventures, co-marketing arrangements, and supplier connections are all examples of the types of partnerships that can be formed. Entrepreneurs may speed up innovation and generate possibilities for each other by collaborating in order to share knowledge, cut costs, and enter new markets. For instance, because to their collaboration, Nike and Apple were able to create Nike+ technology, which integrates digital fitness tracking with footwear (Teece, 2020).

Successful business owners understand the importance of networking. In a network, you can find people who share your interests, as well as professionals in your field and possible clients. Entrepreneurs can increase their resources, find guidance, and broaden their influence through their network participation (Teece, 2020). Startup accelerators and incubators are two examples of entrepreneurial networks that provide a supportive setting for business owners to gain knowledge, make connections, and gain access to capital.

However, ecosystems are more than the sum of their parts, including any and all collaborations and networks. Entrepreneurs, consumers, suppliers, and even competitors are all interconnected parts of a larger ecosystem that must work together. Ecosystems are dynamic and interdependent, which encourages teamwork and new ideas. Entrepreneurs can produce value and lead the change of business strategies by comprehending and using ecosystem dynamics. Apple's App Store is a shining illustration of ecosystem thinking in action. Apple's App Store serves as a hub for the app industry, bringing together programmers, users, and ancillary service providers (Wadhwa & Salkever, 2018). Because of this environment, a thriving community of app developers has emerged, allowing startups to access a vast audience and turn that audience into paying customers. By fostering the ecosystem, Apple has made sure that everyone involved benefits.

In addition, ecosystems can give business owners entry to a plethora of opportunities, including capital, talent, and markets. For instance, innovation hubs and technology clusters facilitate cooperation, information exchange, and the germination of new ideas by bringing together entrepreneurs, investors, academics, and government agencies (Wadhwa & Salkever, 2018). Successful examples of entrepreneurial ecosystems include Silicon Valley in the United States and Shenzhen in China.

Collaborative methods and ecosystem thinking are now fundamental to successful business practises. By increasing access to resources, stimulating

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innovation, and broadening market reach, partnerships, networks, and ecosystems help revolutionise corporate strategy. Entrepreneurs that value teamwork and ecosystem dynamics are better able to deal with the challenges of today's business environment, propel innovation, and secure long-term success.

VII. Risk Management and Resilience

In addition to seeking out and implementing novel ideas, entrepreneurs must also manage risks and incorporate resiliency into their operations. This section examines the ways in which entrepreneurs deal with uncertainty and danger, focusing on the methods they use to control risk. Market fluctuations, new technologies, regulatory hurdles, and intense competition are just some of the dangers that entrepreneurs face in today's ever-changing business climate (Wadhwa & Salkever, 2018). To maintain their businesses' long-term health and growth, successful entrepreneurs know they must successfully manage and mitigate such risks.

Proactive risk management is a crucial tactic used by entrepreneurs. Entrepreneurs don't shy away from taking calculated risks since they know the hazards they face. After conducting in-depth risk assessments, they devise plans to close the discovered security holes. Entrepreneurs can lessen the possibility of failure and mitigate its effects by aggressively managing risks (West & Mace, 2010). Entrepreneurs are also aware of the importance of resilience in surviving and succeeding in challenging situations. A resilient organisation is one that can bounce back rapidly from setbacks and thrive in the face of novel circumstances. By incorporating a culture of innovation and a focus on flexibility into their business plans, entrepreneurs increase their companies' resilience (West & Mace, 2010).

Diversifying one's clientele and sources of income is a strategy frequently used by entrepreneurs. It's safer for business owners to diversify their revenue streams rather than relying on any one product line or customer demographic. Elon Musk's businesses (Tesla, SpaceX, and SolarCity) are illustrative of a diversified portfolio because they cover multiple industries and hence mitigate the effects of losses in any one area. Successful business owners also put effort into expanding their networks of contacts, which can be relied on for support in times of crisis (Wirtz & Lovelock, 2016). Entrepreneurs can gain access to the skills, networks, and experiences of others through the cultivation of partnerships, collaborations, and mentorships. These groups allow business owners to bounce ideas off of one another and learn from the achievements and setbacks of their peers (Wirtz & Lovelock, 2016).

In addition, entrepreneurs see learning and change as constants in their lives. As a result of keeping up with developments in their field, they are able to foresee possible threats and adjust their plans accordingly. With this kind of thinking, business owners can confidently adjust to shifting conditions and embrace emerging chances. Eric Ries' popularised lean start-up model places an emphasis on iterative and experimental product development, allowing business owners to test hypotheses, gain valuable feedback, and adjust course as needed (Wirtz & Lovelock, 2016). Successful business owners also use a solid financial base as a risk management approach. They focus on fiscal discipline by keeping a tight eye on cash flow and keeping expenses in check. Strong financial footing allows business owners to take advantage of development possibilities while also weathering the inevitable storms.

Entrepreneurs deal with the issues of risk and resilience in company strategy through the use of proactive risk management methods, the institutionalisation of a resilient culture, and the deployment of a wide range of tactics for dealing with uncertainty (Wirtz & Lovelock, 2016). In order to survive and thrive in volatile and uncertain markets, entrepreneurs should reduce their exposure to risk by adopting strategies such as adaptability, diversity, ongoing education, and sound financial management.

VIII. Scaling and Growth

Taking a business from a promising beginning to a sustainable, fast expanding business is a major milestone in any entrepreneur's path. This chapter delves into the methods and tools used by entrepreneurs to expand their businesses, as well as the implications scaling has on business strategy and the difficulties inherent in rapid expansion.

Entrepreneurs frequently optimise core parts of their company models in order to effectively scale their companies (Adner, 2017). They find models for doing business that can increase exponentially while yet being efficient. Entrepreneurs may extend their user base without correspondingly increasing costs using subscription-based models like those utilised by Netflix and Spotify. Entrepreneurs often place a premium on developing repeatable procedures that can accommodate expansion. They set up scalable supply chains, automate monotonous operations, and invest in IT infrastructure. Business owners can efficiently meet rising volumes while keeping quality constant by simplifying their operations (Adner, 2017). In addition, business owners recognise the value of investing in human capital and constructing effective teams as a means to expanding their operations. They bring in talented workers who are invested in the company's success and who share its goals. In order to facilitate growth, successful entrepreneurs build a company culture that reflects their core beliefs. Companies like

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Google and Facebook have been able to rapidly expand their operations by creating an environment that rewards creativity and teamwork among employees.

Entrepreneurs frequently look for investment capital and business alliances from outside sources in order to expand their operations (Gupta, Guha & Jain, 2019). They get the money they need to expand through venture capital, angel investors, or crowdfunding. Access to resources, knowledge, and market reach can be gained through strategic alliances like joint ventures or collaborations with well-established companies (Gupta, Guha & Jain, 2019). For instance, the synergy between Uber and Spotify meant that passengers could listen to their preferred music while they rode which boosted consumer satisfaction and ultimately boosted business for both firms. The business strategy can be drastically altered by scaling. Growing businesses often necessitate adjustments in approach to take advantage of broader customer bases, expand into new geographic regions, or broaden their product lines (Gupta, Guha & Jain, 2019). They analyse the market to look for untapped markets, new developments, and competitive advantages. The ability to adapt quickly to changing market conditions and changing circumstances is essential for entrepreneurs as they face the challenges of scaling their businesses.

Scaling, however, is not without its difficulties. Rapid expansion can put a burden on tools, infrastructure, and people (Haines & McKinlay, 2018). The success of a business hinges on the ability of its founders to meet rising demand, keep their cash flow stable, and keep their customers happy. Managing the complexity and ambiguity that comes with expansion also calls for strong leadership and decisive action at the scaling level (Gupta, Guha & Jain, 2019). In addition, as their businesses grow, entrepreneurs must battle the temptation to lose their pioneering drive and nimbleness. Bureaucracy and hierarchy tend to slow down innovation and decision-making in large organisations. Entrepreneurs need to create a work environment where people feel safe taking chances and are trusted to implement their own ideas.

Scaling a venture is a pivotal stage of entrepreneurship that calls for careful preparation, the enhancement of business models, and the development of systems that can accommodate growth (Haines & McKinlay, 2018). Entrepreneurs use a wide range of tactics, such as streamlining processes, recruiting top employees, building strong networks, and acquiring capital (Haines & McKinlay, 2018). But there are difficulties in expanding, such as dealing with limited resources and keeping an entrepreneurial spirit. To sustain growth and achieve long-term success, successful entrepreneurs adjust their strategy, cultivate a culture of innovation, and make sound decisions.

IX. Lessons from Successful Entrepreneurs

The transformative influence of entrepreneurship on business strategy can be better understood by studying the experiences of successful entrepreneurs. Insights and lessons that can be applied to other entrepreneurial endeavours are extracted from case studies of prominent entrepreneurs.

Apple co-founder and visionary Steve Jobs revolutionised a number of different fields with his company. Jobs stressed the need of customer-centric design, with an emphasis on providing cutting-edge and intuitive products (Haines & McKinlay, 2018). Through his vision and leadership, Apple has become one of the world's most valuable corporations by market capitalization. The importance of customer insight in formulating business strategy is highlighted.

Jeff Bezos, Amazon's founder, revolutionised the shopping experience by creating a service that puts the needs of its customers first. Bezos persistently pursued growth over the long term, pouring money into the company's physical and digital infrastructure and its ability to provide goods and services to customers. By prioritising innovation and flexibility, he helped Amazon grow into new markets and eventually become the largest online retailer in the world (Haines & McKinlay, 2018). Bezos's story teaches us that in order to succeed in today's competitive, fast-paced business world, we must be willing to embrace change and adapt quickly.

Elon Musk, Tesla's founder, is responsible for a paradigm shift in the auto industry with his innovative use of electric automobiles and renewable energy. Musk's ambitious vision and resolve to hasten the world's shift to sustainable energy have been driving forces in Tesla's success. By investing in cutting-edge technology and instituting a system of vertical integration for production, he upended conventional business practises (Homburg, Jozić & Kuehnl, 2017). The most important takeaway is the value of setting lofty goals and going against the grain of conventional wisdom in order to revolutionise one's business approach.

Sara Blakely, the founder of Spanx, created a thriving shapewear business by responding to a gap in the market and using cutting-edge design and advertising to attract customers. Business strategies need to be driven by entrepreneurial tenacity and resourcefulness, as evidenced by Blakely's doggedness, innovation, and ability to disrupt the lingerie sector without considerable resources.

Mark Zuckerberg's invention of Facebook revolutionised online communication and social networking on a global scale. The constant innovation and adaptation of Facebook is largely due to Zuckerberg's insistence on user participation and data-driven decision making. The takeaway is the

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significance of data analytics, user behaviour knowledge, and market awareness in guiding business strategy.

Several important takeaways and insights can be gleaned from these case studies:

- The wants and preferences of your customers should be your company's top priority.
- The corporate world is always evolving, therefore you need to be willing to change with it.
- Try new things and aim high to make a difference in your business.
- Develop the tenacity and ingenuity necessary to succeed as an entrepreneur.
- Use statistics and user feedback to guide your choices.
- Create an environment where employees feel safe taking risks and contributing new ideas.

The teachings here are applicable to every type of entrepreneurial endeavour. Aspiring business owners might learn from the practises of those who have come before them by analysing the methods employed by the most successful entrepreneurs.

X. Future Outlook

Future company strategy is likely to be heavily influenced by the ever-developing field of entrepreneurship. Insights on the future of entrepreneurship and its impact on the evolution of corporate strategy are discussed here.

- *Innovation Fueled by Technology:* Technology will continue to be a primary catalyst for new business ventures, spurring innovation and shaking up established markets. Technological breakthroughs in areas like AI, blockchain, the IoT, and robots will provide fresh opportunities for business owners to develop ground-breaking products and services. Autonomous vehicles and smart cities, for instance, are revolutionising the transportation industry, while the growth of decentralised finance (DeFi) and non-fungible tokens (NFTs) is altering the financial environment (Homburg, Jozić & Kuehnl, 2017). Successful company leaders of the future will be those who recognise the potential in new technologies and take steps to implement them.

Entrepreneurs and company strategies will need to put more emphasis on sustainability and social impact in the future. Entrepreneurs who place a premium on environmental and social responsibility will have an edge in today's market, as consumers are increasingly looking for ethical and sustainable options (Kane et al., 2015). Patagonia and TOMS Shoes are just two examples of companies that have found success by prioritising environmental responsibility and social good in their operations. The role of entrepreneurs in generating new solutions to serious global concerns like climate change and inequality will become increasingly important as these problems become increasingly urgent.

Because of globalisation and the expansion of markets, entrepreneurship is gradually becoming a worldwide phenomenon. Thanks to technological progress and the availability of worldwide markets, business owners can expand their operations to serve a wider range of customers and grow on a global scale. E-commerce websites like Shopify and Amazon, for instance, have contributed to the expansion of small businesses around the world. Business owners who expand into new regions will need to refine their approaches to accommodate local customs, laws, and consumer tastes.

The future of entrepreneurship and company strategy will be shaped in large part by the practises of collaboration and open innovation. Entrepreneurs understand the importance of collaboration, co-creation, and information sharing in propelling innovation. Emerging as powerful venues for entrepreneur collaboration and resource sharing are collaborative ecosystems, incubators, and accelerators. By working together, business owners can gain access to new areas of knowledge, broaden their professional horizons, and tap into the collective wisdom of their employees. The success of open-source projects like Linux and WordPress shows how teamwork can propel new ideas forward.

For entrepreneurs and company strategies, agility and resilience are becoming increasingly important in today's uncertain and volatile world. Long-term performance will be determined by the ability to quickly adjust to shifting market conditions, accept ambiguity, and exploit opportunities. In order to successfully navigate and mitigate risks, entrepreneurs must cultivate an environment that rewards quick thinking and experimentation. Methodologies like lean startup and agile project management will remain useful for entrepreneurs operating in ever-changing markets.

Entrepreneurship has tremendous potential to influence future business practises. Entrepreneurial endeavours will continue to be influenced by emerging trends like technology-driven innovation, sustainability, globalisation, cooperation, and agility. Business leaders and industry disruptors will emerge from the ranks of entrepreneurs who recognise the significance of these shifts and use them to their advantage.

XI. Conclusion

The spirit of entrepreneurship has become a driving factor in the development of innovative approaches to doing business. In this post, we have looked at how entrepreneurship can affect corporate strategy from a variety of angles. It is clear that entrepreneurship has redefined the way businesses

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operate and thrive in today's dynamic and competitive landscape, from the historical context and influential entrepreneurs to disruptive forces, technological advancements, customer-centric approaches, collaborative ecosystems, risk management, scaling, and lessons from successful entrepreneurs. It would be difficult to exaggerate the impact that entrepreneurship has had on the development of contemporary company strategy. Innovation, rethinking established practises, and tapping into untapped markets are all things to which entrepreneurs have long contributed. They've proven that putting the consumer first, using data and technology, working together, and taking calculated risks can lead to success. Entrepreneurs, through their dogged pursuit of expansion and their agility in the face of change, have transformed conventional business structures and established new norms for their fields.

Future business ownership has even more potential and promise. Entrepreneurial efforts will continue to be fueled by technological innovation, but sustainability and social impact will play an increasingly important role. As a result of globalisation, business owners will have easier access to new markets, and the collaborative and open innovation that results from this will lead to the co-creation of game-changing solutions. To successfully deal with uncertainty and seize opportunities, entrepreneurs will need to be agile and resilient. The spirit of entrepreneurship is not confined to new ventures of any size. It's an approach and a set of procedures that any company, no matter how big or little, in any sector, may implement. Businesses can better position themselves for long-term success in today's dynamic business environment by adopting the guiding principles and lessons of entrepreneurship, which emphasise creativity, flexibility, and a focus on customers. When we consider the revolutionary effect that entrepreneurship has had on the way businesses are run today, we see that entrepreneurs are the primary forces behind positive social and economic transformation. The business landscape is changing as a result of their innovative approaches to addressing market gaps, challenging long-standing industries, and capitalising on new opportunities.

To sum up, entrepreneurship is leading the road towards a paradigm shift in how businesses approach their operations today. Businesses can succeed in today's complex environment and stay ahead of the curve by embracing the dynamism of entrepreneurship, making use of technology and innovation, focusing on customers, encouraging teamwork, taking calculated risks, and seeking long-term growth. Businesses, economies, and communities will continue to thrive because of the pioneering mindset of their leaders.

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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



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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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



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Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

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

INDEX

A

Agility · 49, 50, 55, 56
Amenable · 2
Antecedents · 14, 15, 22,

C

Cohesiveness · 30
Confer · 4

D

Deliberate · 2, 28

E

Emanate · 31
Extrinsic · 17, 26

H

Helices · 37
Hierarchical · 2, 10

I

Idiosyncratic · 14, 19, 20,
Inadequate · 2, 8
Incentivize · 2
Incubators · 52, 55

M

Metaphor · 36, 37, 47
Mitigates · 33

N

Negotiated · 15, 16, 17

O

Obligated · 15

R

Reciprocity · 15, 24
Remuneration · 5, 1, 10

S

Solely · 3, 1, 2

T

Tactics · 28, 49, 51, 53, 54
Therapeutics · 36, 46
Trajectories · 2, 3, 5





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