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An Exploratory Study

Properly Managing Generation Z

Highlights

Motivation and Productivity

Incentives in Modern Workplaces

Discovering Thoughts, Inventing Future

VOLUME 24 ISSUE 5 VERSION 1.0

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Properly Managing Generation Z

By Michael Castro

Abstract- The purpose of this paper was to provide all individuals within leadership roles with an enriched comprehension of properly managing Generation Z. This objective was fulfilled by the researcher conducting investigations on numerous articles and studies conducted by other specialists in the field of supervision and management. The researcher also incorporated past experiences that were exhibited within organizations regarding how to properly manage employees who were considered Generation Z.

Keywords: management, leadership, methods, Generation Z, populations.

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I. Generation-Z

Generation Z or Gen Z for short, were individuals born between 1997 and 2012. The ages range from 12 years old to 27 years of age (Investopedia, 2024). The most ethnically diverse generation of all Americans is Generation Z population. According to a study conducted by the Pew Research Center, the results indicated that 52% were white non-Hispanic, 25% were Hispanic, 14% were black, and 5% were Asian. The remaining 5% consists of a different race or two or more races (Warren, 2024).

Gen Z is considered more socially involved with issues regarding healthcare, mental health, higher education, economic security, civic engagement, race equity, and the environment as per the Annie E. Casey Foundation (2024). This generation makes their education a priority with more than 57% of those between the ages of 18-21 years old enrolled in a two- or four-year college. This generation is also more likely to complete high school compared to other past generations (Warren, 2024).

After reviewing the 21st Annual Transamerica Retirement Survey, the results displayed how Gen Z viewed their financial and retirement status compared to other generations; (Millennials, Gen X, and Baby Boomers). After the pandemic, Gen Z employees stated that their employment status had been affected negatively. Roughly 59%, indicated that a reduction in work hours took place. Compared to 51% of the Millennials/Generation Y population, 39% of the Generation X population, and 30% of the Baby Boomers population (Warren, 2024).

Different data has shown that Generation Z does not prioritize saving for retirement compared to the other generations, Baby Boomers, Generation X, and Millennials respectively in that order. Baby Boomers are closer to retirement compared to the other groups. About 33% of Gen Zers indicated that saving for retirement was a financial priority (Warren, 2024). A study conducted by Transamerica survey; the results indicated that Gen Z barely has any financial security. According to Warren (2024), a survey stated that 50% of Gen Z workers were just getting by to cover regular living expenses (shelter, food, transportation, and healthcare). About 35% stated that they were trying to finish paying their student loans.

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II. Generation-Z and Technology

A study conducted by the Consumer Technology Association found that 86% of the Generation Z population agreed that technology was an essential component of their daily lives. This was significantly higher compared to older generations (Consumer Technology Association, 2024). Jessica Booth, the Director of Market Research states that Gen Z is an example that the future of technology will be mobile. The smartphone ecosystem is going to be positioned for growth. A survey conducted by the Consumer Technology Association indicated that Gen Z possesses an average of 13 technological devices out of 32 products surveyed within their households. They also reported using about 6 different technological products daily and spending roughly 12 hours using them. Gen Z also prefers to use a smartphone as a source for short forms of entertainment, such as social media, blogs, and YouTube (Consumer Technology Association, 2024).

a) *Generation-Z in the Workplace*

Every few years, a new generation enters the workforce. These generations provide their own set of qualities, values, and traits. Today, a large percentage of the workforce is occupied by the Baby Boomers (18.6%), Generation X (34.8%), Millennials/Generation Y (38.6), and finally Generation Z (6.1%) by Purdue Global, 2020. Generation Z is the most diverse in history thus far. They are going to be responsible for shaping the workplace of the future (Sathesh Kumar, 2023).

b) *Change in the Workplace*

Employers will have to know how to effectively manage such a population (e.g. Generation Z). There are different values that this generation possesses compared to past generations. To recruit and retain this population, organizations will have to do the following as per Jeffery-Morrison (2023); promote diversity and inclusion in the workplace. The organization must commit to diversity and inclusion, valuing all of their employee's experiences and perspectives. Companies can also offer flexible work schedules. Generation Z will value flexibility compared to other generations. Offering hybrid work schedules or flextime options can be attractive to this population (Jeffery-Morrison, 2023).

Creating a culture of authenticity is another organizational approach to keep in mind. Allowing your employees to be themselves is important. A work environment that allows employees to be themselves and share ideas is appreciated (Castro, 2024). Lastly, paying attention to the organizational values is a top priority. Making sure that the organizational values are clear and put to practice is vital. This population is likely to select an organization whose values match theirs. If organizations follow these steps, they can attract and retain Generation Z talent (Jeffery-Morrison, 2023). Promoting mental health awareness, improved communication, equal pay, environmental and social responsibility accountability, and encouraging career growth is also highly valued by this generation (Sathesh Kumar, 2023).

c) Leadership Method for Generation Z

The first leadership style that best suits Generation Z is Transformational Leadership. This method allows the leader to inspire the team members through a shared vision, encouraging an environment of personal growth, and also challenging the subordinates to push past their areas of comfort (Dwidienawati & Gandasari, 2018). Transformational leadership fosters a culture of employee independence and ownership. This leadership technique allows the leader to demonstrate creativity and innovation and the leader becomes a role model for their subordinates. They inspire the employees to follow in their footsteps. Generation Z seeks inspiration and forward-thinking leaders who encourage enthusiasm and challenge them to exceed their potential, which is what this leadership style supports. This leadership technique was founded by James V. Downton in 1973 (Bass, 1999).

Servant Leadership is the second leadership style that can obtain the best results with Generation Z. In this type of leadership role, the leader is serving his subordinates. The leader's primary focus is the followers, and the organizational concerns are considered marginal (Waddell, 2003). The leader focuses on the ability of the individuals to succeed and then focuses on the success of the mission (Gandolfi & Stone 2018; Van Dierendonck, 2011). Servant leadership primarily focuses on the growth and well-being of the employees, Generation Z is a population that highly desires personal and professional growth. This technique also focuses on the person compared to the task, something that Generation Z values. The employees are viewed as individuals not just subordinates (Castro, 2023).

III. Conclusion

When it comes to managing employees, it is challenging at times. It is the responsibility of the superior to learn how to adapt and manage each employee. This can result in the utilization of multiple management techniques as well as creating change in the workplace. Generation Z is the new generation in the workplace, that has different views on their employers and society. They are the most diverse generation to date and organizations as well as leaders have to understand that. To keep these employees satisfied and fulfill the vision of the organization, leadership has to accept and understand the values that this generation possesses. As a result, the leadership team within the organization will enhance their ability to make the workplace more appealing for the Generation Z population and other employees as well.

Michael Castro is a full-time Miami-Dade College (North Campus) faculty member. He is also an Adjunct at Johnson and Wales University, Herzing University, MIU City University Miami, and Florida National University. He is the Vice-President of Mental Health of Miami, Inc. Mental Health of Miami, Inc. was established in 2015, by Yahaira Castro and Michael Castro. Michael obtained his Doctorate in Business Administration (Organizational Leadership & Management) from Argosy University in 2015. He also holds a Master's in Business Administration (Organizational Leadership & Entrepreneurship) and a Bachelor of Arts in Business Administration from Carlos Albizu University. Michael is a Floridian, born and raised in Miami, Florida.

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The Impact of Financial and Non-Financial Rewarding System on Employee Motivation and Productivity: Balancing Incentives in Modern Workplaces

By Meri Đula Ercegović, Aspira University of Applied Science, Split, Croatia

Abstract- The paper primarily focuses on *employee motivation* through financial and non-financial rewards as its goal was to help Croatian SME and Start-ups with designing fair and competitive rewarding system. It discusses how financial compensation such as salaries, bonuses, and profit sharing directly influence employee productivity. However, while financial motivation often yields immediate performance boosts, it may have limited long-term effects. Therefore, non-financial rewards, which include job satisfaction, recognition, work-life balance, and professional growth opportunities, play a significant role in sustained employee engagement and overall satisfaction. The research aimed to analyze the balance between financial and non-financial incentives, particularly in changing work environments. The methodology includes a literature review of over 80 scholarly works, focusing on both recent and past studies. The study highlights the complexities in determining the "optimal" combination of financial and non-financial rewards due to the unique needs and aspirations of individual employees.

Keywords: employee motivation, financial rewards, non-financial incentives, productivity, work performance, return on investment.

GJMBR-A Classification: JEL Code: J24

THEIMPACTOFFINANCIALANDNONFINANCIALREWARDINGSYSTEMONEMPLOYEEMOTIVATIONANDPRODUCTIVITYBALANCINGINCENTIVESINMODERNWORKPLACES

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Keywords: employee motivation, financial rewards, non-financial incentives, productivity, work performance, return on investment.

I. Introduction

This professional paper was primarily created for educational and practical purposes to summarize knowledge about financial and non-financial rewards, which are crucial for entrepreneurs who are establishing companies and entering the economic market. Financial and non-financial motivation of employees represent essential aspects of modern human resource management (Bahtijarević-Šiber, 1986; Miahailović and Kovačević, 2002; Doyle, 2004; Spector, 2008; Buntak et al., 2013; Zardet et al. 2021). These two key approaches play a significant role in encouraging employees to perform better, demonstrate greater commitment, and achieve satisfaction in the workplace. Financial motivation encompasses material rewards such as salaries, bonuses, profit shares, and other forms of financial benefits. This dimension of motivation directly affects the economic aspects of employees' lives and often serves as a strong incentive for achieving better results. However, financial motivation can be limited in terms of its long-term impact and is therefore often combined with non-financial elements (Buntak et al., 2013). On the other hand, non-financial motivation is based on psychological and emotional factors. This type of motivation includes aspects such as recognition, job satisfaction, opportunities for professional development, work-life balance, and a positive work environment. Non-financial rewards can have a longer-lasting impact on employee engagement, fostering a sense of belonging and importance within the organization. The combination of financial and non-financial motivation allows organizations to create a comprehensive support system for their workers. It's important to emphasize that each employee has unique needs and aspirations, so the approach to motivation is often individualized. Managing these approaches requires a thoughtful strategy, transparent communication, and continuous monitoring to ensure employee satisfaction and high efficiency. In essence, understanding and applying financial and non-financial motivation of employees becomes a key factor in maintaining productivity, fostering creativity, and building a positive work environment (Brnad, Stilin, and Tomljenović, 2016). Although rewards are one of the primary tools for motivating and satisfying employees- and thus directly related to employee performance and company profit- it is difficult to establish a "golden ratio," or a clear rule regarding the balance between financial and non-financial rewards. Motivation and reward are among the most frequently researched concepts in the field of human resource management (Kovach, 1995; Wiley, 1997; Ramlal 2004; Jambrek, Penić, 2008; Rutherford et al., 2009; Danish, Usman, 2010; Yousaf et al. 2014), but research findings are not always consistent. Although the importance of non-financial rewards has been heavily emphasized, researchers Rynes, Gerhart, and Minette (2024) discovered an interesting phenomenon: employees tend to underestimate the fact that salary (money) is often their biggest motivator, while overestimating the impact of non-financial rewards such as paid vacations, a pleasant work environment, and the like. However, considering the rapidly changing work context due to the COVID-19 pandemic, remote work, online meetings, and similar factors, it is difficult to

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precisely determine the importance of financial versus non-financial rewards in motivating employees or to economically assess the return on investment in these rewards. During the COVID-19 pandemic, organizations were forced to adapt their work environments. Remote work became more common, which has its advantages and disadvantages. While remote work allows employees more flexibility and time with their families, it can also lead to difficulties in communication, information sharing, and task management, making it hard to determine how much this benefit has impacted work performance. Additionally, the loss of jobs and financial insecurity during the pandemic was a significant factor, undoubtedly affecting motivation (Gomes, 2021). While we still await major research regarding changes in the work environment context, this paper will present the results of available recent studies. These mostly pertain to non-European countries, which is more a consequence of publication trends than a disparity in research focus.

II. Methodology

This paper highlights the significance of various types of rewards in employee motivation in the workplace. A review of the literature was conducted using relevant bibliographic databases such as Hrčaksrce, Web of Science, and Google Scholar. The keywords used in the search included "financial rewards," "non-financial rewards," "employee motivation," "recognition for good work," "employee engagement," and "rewards during the COVID pandemic." The included studies investigated the impact of rewards on employee motivation in the workplace. Studies that were not relevant to the research topic or were not available in the selected databases were excluded. The literature search covered both older studies and more recent ones published over the last ten years, with a focus on studies that provided the latest insights and research in the area of employee motivation. A total of over 80 scientific papers, books, and professional journals were reviewed to collect relevant information on the research topic. In the final analysis, 30 scientific papers and professional journals were included, which best met the inclusion criteria. Studies that did not meet the set criteria or were not available for analysis were excluded. Based on the analysis of the collected data, this paper will provide insights into the importance of financial and non-financial rewards in employee motivation, and how recognition for good work can influence employee engagement in the workplace.

III. Research Review

Salopek and Katavic (2019) conducted research aimed at identifying existing forms of motivation and reward and the effectiveness of these methods in a selected company, RIPS (a workshop and candle production company). They noted dissatisfaction among employees with the existing material and non-material compensation and sought to propose a new system of motivation and rewards. Data were collected from secondary sources (literature and document analysis) and primary sources (surveys and interviews). The survey was conducted among 30 employees, while semi-structured interviews were conducted with six department heads. The results showed that the greatest motivators were salary, the regularity of salary payments, good interpersonal relationships, a pleasant work atmosphere, days off, flexible working hours, and job security. Suggestions for improving the reward and motivation system included introducing a variable part of the salary as a reward, flexible working hours, and creating a pleasant work environment. Unfortunately, research data base does not show any more studies from EU but there is a waste number of studies in Asia and Africa so we will present those conclusions. Mokhniuk (2016) explored the effects of financial rewards on employees' motivation. Mokhniuk focused on the connection between financial rewards and work productivity, which is the most observable quantitative indicator of motivation. Mokhniuk discovered that additional payments, bonuses, and stimulating pays positively influence work productivity, while wage level and indexing are not significant motivators. Additionally, the author recommended managers to re-develop the system of financial rewards to motivate workers. She highlighted the importance of proper pay structure and underlined that productivity increases when employees are able to understand which factors influenced their raise. Mokhniuk concluded that it is necessary to consider not only the impact of the wage level on productivity but that it is also important to measure the impact of the wage composition on realization. The results of this research can help managers and other interested parties identify financial incentives that improve work efficiency and provide guidelines for improving the financial reward system. A study by Wanjiru (2017) investigated the impact of financial and non-financial incentives on employee performance at Equity Bank Limited, Kenya. The author emphasized that the success of an organization largely depends on the performance of its employees and explored possible and effective ways to encourage employees to put in extra effort beyond the norm. It is believed that employee behavior is influenced by different types of incentives, making these incentives key tools in motivating employees and have direct connection to their performance. It was considered that traditional financial and non-financial systems were insufficient to meet employee needs, resulting in the loss of good employees. The research aimed to determine whether the incentives offered at Equity Bank would increase employee performance and help the organization achieve its goals. The research objectives were to determine the impact of compensation on employee performance, to assess the impact of incentives on employee performance at Equity Bank, to evaluate the influence of working conditions on employee performance, and finally, to identify the effect of recognition on employee performance at Bank. The target population consisted of 447 employees of Bank with 30% (134 employees) participating in the study. The researcher relied on self-administered questionnaires and conclusions showed that there is a significant and positive relationship between compensation and employee performance, and that working conditions were favorable in the bank, which also contributed to employee performance. It was recommended that the bank establish a recognition system, such as commendations and employee-of-the-month awards, to motivate employees and increase their performance. The author suggested that future research should explore the complex relationship between financial and non-financial incentives and conduct similar research in other commercial banks to identify factors affecting employee performance in banks. Another study by Argyropoulou et al. (2023) explored the impact of financial and non-financial motivators on employee performance in Indonesia. The research aimed to determine the role of motivation in employee performance and its magnitude of influence, both theoretically and practically. A quantitative data collection methodology was used through a questionnaire with 27 closed-ended questions, and data were collected from 150 employees in Indonesia with at least one year of work experience. The results of the study showed a positive relationship between employee motivation and their work performance, confirming previous research and emphasizing the importance of motivation as an effective tool for managers who must deal with challenges in a rapidly changing environment. The main finding of the research was that financial rewards were not statistically significant predictors of work performance, supporting the theory that intrinsic rewards play a more important role in motivational strategies. The study suggested that companies, especially those with a majority of employees aged 18 to 29, should strengthen interpersonal relationships within the company, involve employees in decision-making processes, and provide more opportunities for career development and promotions. The study titled "Impact of Financial and Non-Financial Rewards on Employee Motivation" by Saira et al. (2014) aimed to explore the influence of financial and non-financial rewards on employee motivation in organizations. The research method combined qualitative and quantitative approaches. The survey was conducted at Astro Films (PVT) in Lahore, Pakistan, to gather employee opinions, and semi-structured interviews were conducted to gain further insight into their motivation. The research findings showed that various factors influence employee motivation, which can be categorized into financial and non-financial rewards. While financial rewards are crucial for motivating employees in countries like Pakistan, where high inflation rates affect social status, non-financial rewards are also considered significant. The contribution of this research lies in providing a foundation for understanding the issue of employee motivation in organizations. It also offers solutions for the challenges employees face in their jobs and can guide management in addressing employee motivation issues for the overall benefit of the organization. The study titled "Impact of Non-Financial Rewards on Employee Motivation" by Kumar et al. (2018) aimed to examine the impact of non-financial rewards on employee motivation in various organizations in Bangladesh. The paper highlights the importance of employee motivation for organizational success and points out that motivated employees perform their duties diligently and actively. On the other hand, demotivated employees are likely to put in little or no effort in their work, produce low-quality work, avoid the workplace, and even leave the organization when other opportunities arise. The research results indicate a significant impact of non-financial rewards on employee motivation and a positive correlation between them. This research contributes to understanding the importance of non-financial rewards for employee motivation and can serve as a guideline for organizations to improve their employee motivation practices. The study by Laakso (2012) conducted a case study in an organization to investigate the impact of financial and non-financial rewards on employee motivation. The study highlighted the significant amount of money companies invest in reward programs to motivate and retain employees. However, few human resource managers can justify or measure the effectiveness of these practices. The research aimed to understand how financial and non-financial rewards affect employee motivation within an organization and to provide practical guidelines for improving reward practices. The study showed that motivated employees are more productive, efficient, and willing to work towards achieving organizational goals. It also revealed that different industries and employee groups have different motivating factors. The research used a mixed-method approach, including surveys and semi-structured interviews, to collect data from employees. The findings showed that both financial and non-financial rewards influence employee motivation. While financial rewards are essential especially in third-world countries like Bangladesh, where inflation rates affect social status. But non-financial rewards are also significant. The study suggested that companies align rewards with employee needs and ensure they are relevant and well-communicated. We can conclude that in general, the research emphasized the importance of aligning rewards with organizational goals and addressed the complexity of evaluating the impact of rewards on motivation. The practical implications of the study can help organizations improve their reward practices, thereby enhancing employee motivation, productivity, and engagement. The author Njeri (2014) conducted a study titled "Perceived Relationship Between Non-Financial Rewards and Employee Motivation at Impact Marketing (K) Limited", with the aim of determining the perceived relationship between non-financial rewards and employee motivation in the mentioned company. A case study design was used for the research, and data were collected through a questionnaire focused on the strategic capabilities used by the organization to gain a competitive advantage. The data were analyzed qualitatively using descriptive analysis. The research found that the company had introduced several non-financial incentives to motivate employees and the participants noted that these non-financial incentives significantly motivated them and were very important to them. So, we can conclude that motivating employees is crucial for achieving maximum work performance and overall job satisfaction in any organization. However, not every type of reward given to employees has the same motivating effect. Some rewards, particularly non-financial ones, are more preferred by employees and provide a greater motivational impact. The research confirmed a strong positive correlation between non-financial rewards and employee motivation, suggesting that employers should strive to provide non-financial rewards since their motivational effect is longer-lasting and highly valued by employees, while also being relatively inexpensive, especially in times of limited financial resources. A study by Chi et al. (2023) explored the moderating effects of financial and non-financial rewards on the relationships between transformational leadership, job satisfaction, and work performance. Using questionnaires distributed to employees (N = 331) of private companies in Vietnam, the study examined the mediating effect of job satisfaction on the relationship between transformational leadership (construct described in Bass theory) and work performance. The results showed that transformational leadership significantly influenced job satisfaction, which, in turn, was strongly associated with work performance. Additionally, job satisfaction mediated the relationship between transformational leadership and work performance. Surprisingly, neither financial nor non-financial rewards weakened the relationship between job satisfaction and work performance. However, financial rewards negatively moderated the relationship between transformational leadership and work performance. These findings suggest that combining transformational leadership with financial rewards could be beneficial for managers who aim to motivate employees and improve work performance. The study titled "Financial vs Non-Financial Gifts and Workers' Performance: An Experimental Analysis of Reciprocity in the Workplace", conducted by Thompson (2021), aimed to explore to what extent employees reciprocate with discretionary effort, reflected through higher levels of productivity, after receiving financial or non-financial gifts or rewards. The study also investigated the impact of receiving financial or non-financial rewards on perceived levels of motivation and employee satisfaction and determined the preference for rewards that were considered motivating and satisfying. The study employed an experimental approach, specifically a controlled field experiment in a natural work environment. Quantitative and qualitative data were collected from employees to measure their perceived levels of motivation and job satisfaction. Productivity data were provided by the organization employing the workers to assess the impact of financial or non-financial rewards. Questionnaires with open-ended and Likert-scale questions were distributed using a convenience sampling approach. The main findings of the research showed a significant difference in perceived levels of motivation and job satisfaction among employees after receiving financial or non-financial rewards. It was also found that employees were more productive after receiving a reward, but the level of productivity did not depend on the type of reward, i.e., whether they received a financial or non-financial reward. The research conducted by Shah et al. (2021) aimed to examine the impact of financial and non-financial rewards on employee motivation and commitment in small and medium-sized enterprises (SMEs) in the textile sector in Pakistan. The authors developed a new model to explore the effect of rewards on employee commitment and motivation. Six researchers were engaged to distribute 400 questionnaires, of which 385 completed questionnaires were received. The study results showed that both financial and non-financial rewards affect employee commitment and motivation, and that commitment enhances motivation. Additionally, employee commitment mediated the relationships between (1) non-financial rewards and motivation, and (2) financial rewards and motivation. The findings align with previous research. SMEs in Pakistan generally lack a well-structured human resources department, and decisions regarding rewards are made arbitrarily. Therefore, it is recommended that SMEs develop a rational and unbiased reward policy, balancing financial and non-financial rewards. Mulat (2015) conducted a study to explore the effect of financial and non-financial rewards on employee motivation at Dashen Bank SC. The study aimed to address issues such as employee complaints that reward schemes were not tailored to their needs and the company's reluctance to identify which reward variables most motivated employees. A descriptive approach was used, employing both qualitative and quantitative research designs. Financial and non-financial rewards were treated as independent variables, while motivation was the dependent variable.

A structured questionnaire was used to collect data from 366 employees working in various branches of Dashen Bank in Addis Ababa. The questionnaire measured responses on a five-point Likert scale. Non-probability sampling was used to select the bank areas, and simple random sampling was used to select the respondents in the sample. The study revealed that both financial and non-financial rewards are important for employee motivation at Dashen Bank. While salary was identified as the most motivating factor among financial rewards, pensions were the least motivating. Job security and career advancement were highlighted as highly motivating non-financial factors. The findings suggest that designing effective compensation packages can help motivate competent employees in the banking sector. A study by Albalush and Devesh (2023) aimed to investigate employee motivation and performance in the banking sector of Oman, focusing specifically on how employees are treated, how they are paid, and how they are incentivized. The researchers collected data using a structured questionnaire from 100 employees working in a leading bank in Oman. The results showed that financial motivation factors such as salary, bonuses, health benefits, and housing allowance significantly impact employee performance, highlighting the importance of financial motivation for employees. Additionally, non-financial factors such as appreciation, work-life balance, job security, manager behavior, and working hours also had a significant impact on employee performance. The study found that 89% of employees were motivated by financial incentives, while 76% were motivated by non-financial incentives. These findings emphasize the importance of implementing a motivation scheme directly related to employee productivity in the banking sector in Oman. Wachira et al. (2020) conducted a study to investigate the impact of non-financial compensation on employee motivation. The aim was to understand how non-financial rewards, such as learning opportunities, work-life balance, and career advancement, affect employee motivation and performance. The study, which focused on academic staff at Riara University, found a positive relationship between non-financial rewards and employee performance. Data were collected using a structured questionnaire with closed-ended questions, and the analysis was based on the responses obtained. The study revealed that employees valued non-financial rewards such as permission to pursue further studies, employee training, and access to organizational career planning. Additionally, employees appreciated the free time they could spend with their families, including weekends and holidays. The findings also showed that recognition for good work, opportunities for career advancement, and a balanced workload significantly contributed to employee motivation and performance. The study concluded that non-financial rewards are effective tools for managers to motivate employees, especially in competitive environments. The study by Kosfeld et al. (2016) explored the impact of financial rewards and recognition as motivational factors in the workplace, along with the role of job meaning in this context. The aim of the research was to determine how financial and non-financial incentives influence worker motivation, and how the meaning of the job plays a role in that process. Through an experimental design, the researchers analyzed how different incentives affected worker performance in a factory environment. The study results indicated that providing workers with an increased awareness of the meaning of their work was a powerful tool for enhancing their performance. Compared to financial incentives and recognition, job meaning had almost the same effect on motivation and worker efficiency. These findings suggest that managers might be more effective if they spent more time communicating the importance of workers' tasks, rather than introducing complex reward systems. However, the study also showed that financial incentives increased worker performance in a statistically and economically significant way. While non-monetary incentives were sometimes more effective, financial incentives also worked well and were resilient across different contexts. The study revealed that worker recognition in the form of symbolic rewards had an effect similar to that of job meaning, and that combining job meaning and recognition together did not lead to greater efficiency than their individual effects. These results suggest that both job meaning and recognition operate through the same motivational channel, with substitution effects on performance. This study represents a first step in understanding important contextual dimensions, such as job meaning, and future research should explore additional incentives and contexts, as well as test the robustness of these findings over time and in different environments.

IV. Conclusion

The paper concludes that both financial and non-financial rewards are essential components of an effective employee motivation strategy. Financial incentives, such as salaries, bonuses, and profit sharing, provide immediate motivation and are particularly important in certain economic contexts, especially in environments with high inflation or financial insecurity, which is exactly the Croatian work environment right now. However, financial incentives often fail to sustain long-term employee engagement. Non-financial rewards, on the other hand, such as recognition, job satisfaction, work-life balance, and career development opportunities, have a more profound and lasting impact on employee morale and productivity. These incentives foster a sense of belonging, loyalty, and fulfillment among employees, which leads to sustained performance and higher

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overall satisfaction. The paper emphasizes that organizations should adopt a holistic and tailored approach to reward systems, combining both financial and non-financial elements to meet the diverse needs of their workforce. The optimal balance between these two types of rewards can vary depending on individual employee preferences, job roles, and economic conditions, making it crucial for companies to continuously assess and adapt their motivational strategies to maximize both performance and employee satisfaction. The studies also highlight that the fast-changing work environment has shifted the balance between financial and non-financial rewards. Remote work, flexible schedules, and job security became increasingly significant motivators, reflecting the need for organizations to adapt their reward systems to the evolving needs of employees. Fororganizations to maintain high levels of performance, return on investment and retain talent, it is essential to develop tailored reward systems which remain competitive and fair. So, practical implication for Croatian SME and Start-ups is to build incentive system that resonate with individual employee preferences but is fair paid.

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Managerial Knowledge for Innovation in Argentine Microsmes under the Complexity Paradigma: An Exploratory Study

By González Marín & Migdlys del Carmen

Summary- This article presents the results of an exploratory study carried out by the author in relation to the managerial knowledge that prevails in Argentine microSMEs. In-depth interviews were conducted with six business leaders during the pandemic; in addition to the documentary review, in order to: a) Identify the managerial knowledge of business leaders b) Know the importance of considering Argentine microSMEs and their role as a space for training, construction, transformation, updating and application of knowledge management strategies for innovation and, c) Understanding management knowledge from complexity. The results reflect, based on the judgments issued by the informants, the conception of a management with managerial knowledge, based on the application of change management, through transformational leadership, teamwork, creativity, innovation, planning. strategy, coordination, monitoring, control and strategic direction, agile methodologies, empathy, solidarity, digital transformation, analytical thinking and systemic vision; where, the manager applies and integrates his knowledge, giving rise to a new management concept through innovative practices.

Keywords: managerial knowledge, innovation, complexity, microsmes, argentine.

GJMBR-A Classification: JEL Code: M13, L26, O32

Managerial Knowledge for Innovation in Argentine Microsmes under the Complexity Paradigma: An Exploratory Study

Los Saberes Gerenciales Para La Innovación En Las Micropymes Argentinas Bajo El Paradigma De La Complejidad: Un Estudio Exploratorio

González Marín [α] & Migdlys del Carmen [σ]

Resumen- El presente artículo expone los resultados de un estudio exploratorio realizado por la autora en relación a los saberes gerenciales que prevalece en las micropymes argentinas. Se realizaron entrevistas en profundidad a seis líderes empresariales; además de la revisión documental, a fin de: a) Identificar los saberes gerenciales de los líderes empresariales b) Conocer la importancia de considerar a las micropymes argentinas y su rol como espacio para la formación, construcción, transformación, actualización y aplicación de los saberes gerenciales para la innovación y, c) Entender el saber gerencial desde la complejidad. A partir de los juicios emitidos por los informantes, los resultados reflejan la concepción de una gerencia con un saber gerencial basado en la aplicación de la gestión del cambio, a través del liderazgo transformacional, trabajo en equipo, la creatividad, la innovación, la planificación estratégica, la coordinación, monitoreo, control, direccionamiento estratégico, metodologías ágiles, empatía, solidaridad, transformación digital, pensamiento analítico y visión sistémica; en donde, el gerente aplica e integra sus saberes, dando cabida a una nueva concepción gerencial a través de innovadoras prácticas.

Palabras Clave: saber gerencial; innovación, complejidad, micropymes, argentina.

Summary- This article presents the results of an exploratory study carried out by the author in relation to the managerial knowledge that prevails in Argentine microSMEs. In-depth interviews were conducted with six business leaders during the pandemic; in addition to the documentary review, in order to: a) Identify the managerial knowledge of business leaders b) Know the importance of considering Argentine microSMEs and their role as a space for training, construction, transformation, updating and application of knowledge management strategies for innovation and, c) Understanding management knowledge from complexity. The results reflect, based on the judgments issued by the informants, the conception of a management with managerial knowledge, based on the application of change management, through transformational leadership, teamwork, creativity, innovation, planning. strategy, coordination, monitoring, control and strategic direction, agile methodologies, empathy, solidarity, digital transformation, analytical thinking and systemic vision; where, the manager applies and integrates his knowledge, giving rise to a new management concept through innovative practices.

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I. Introducción

En la presente investigación se destaca la realidad vivida y experimentada por los líderes de las Micropymes durante la Pandemia del COVID-19; originada en el contexto de la realidad empresarial Argentina; conformada por las prácticas, experiencias, vivencias, creencias, valores que las caracterizan y describen. En virtud de ello, las Micropymes se encuentran sumergidas en una realidad cambiante, dinámica, compleja y llena de incertidumbres; en donde, el cambio y dinamismo, es la constante del día a día; siendo éstos cambios originados por variables externas que no se pueden controlar; tales como, políticas gubernamentales, institucionales, sociales, culturales, de salubridad; entre otros.

Conforme a ello, (Prigogine y Stenger; 2004, p. 344), destacan que “la complejidad está aquí unida a la inestabilidad. Significa una disociación profunda-mente inesperada entre la inteligibilidad de un fenómeno y la posibilidad de predecirlo”. En este sentido, la realidad de las Micropymes al estar sumergidas en un entorno dinámico; hace que se transforme en una realidad compleja, conllevando las características de la complejidad y dificultad de predecir el devenir. Al respecto (Morín, 2005, p.101) la conciencia de la complejidad nos hace comprender que no podremos escapar jamás a la incertidumbre y que jamás podremos tener un saber total “la totalidad es la no verdad”

Continúa Morín, (Op.cit.) “estamos condenados al pensamiento incierto, a un pensamiento acribillado de agujeros, a un pensamiento que no tiene ningún fundamento absoluto de certidumbre”. Sin embargo, es relevante destacar que hay situaciones de incertidumbre y situaciones de certidumbre; en donde

(Op.cit.: 92) indica que entre el orden y el desorden de los sistemas complejos, se encuentra la Organización; estableciendo el autor en referencia “la empresa, organismo viviente, se auto-organiza, y realiza su autoproducción. Al mismo tiempo, realiza la auto-eco-organización y la autoeco-producción, la empresa está ubicada en un ambiente exterior que se encuentra, él mismo, integrado en un sistema eco-organizado o ecosistema” (Op.cit.: 72).

No obstante, el autor en referencia, agrega que esta situación de eco-organización es temporal; dado que, el desorden y el orden van a actuar para que se rompa esta organización; más, sin embargo, un orden organizacional puede surgir a partir de un proceso que produce un desorden (turbulencia). En este sentido, (Op.cit.: 93) indica que: la complejidad de la relación orden/desorden/organización surge cuando se constata que fenómenos desordenados son necesarios en ciertas situaciones para la producción de fenómenos organizados que contribuyen al incremento del orden.

Lo anterior, establece la realidad compleja en la que se encuentran sumergidas las Micropymes a nivel mundial, siendo importante considerar a los líderes o gerentes empresariales; ya que, al estar sumergidos en ésta realidad y siendo uno de los involucrados de forma directa, su función o papel dentro de las empresas, sobre todo al estar inmerso en el marco paradigmático emergente ocurrido durante la Pandemia, que demandó un saber gerencial para la innovación por parte del líder en las Micropymes Argentinas.

El estudio se aborda desde una perspectiva hermenéutica, dialéctica. Se realizó entre los meses de Agosto de 2023 a Marzo 2024, usando el método fenomenológico y consistió en el análisis de entrevistas en profundidad a seis líderes empresariales; además de la revisión documental bibliográfica; considerando a uno de los mayores exponentes fenomenológicos, Edmund Husserl (1859-1938), constituye una de las figuras más destacadas de la filosofía occidental del siglo XX, fundador de la corriente filosófica conocida como fenomenología. Es así como, Méndez (2014:94) establece que para Husserl la fenomenología es “…el estudio vivencial de la realidad, estudiando el fenómeno a objeto de comprenderlo, descubriendo su esencia, su naturaleza, tal y como es experimentado”.

Para ello, se utilizó la técnica observación no participante y la entrevista semi estructurada, aplicando estrategias de interpretación con apoyo de la herramienta Atlas ti, facilitando el análisis fenomenológico- hermenéutico con el objetivo de identificar los saberes gerenciales de los líderes empresariales, conocer la importancia del rol de las micropymes argentinas como espacio para la formación, construcción, transformación, actualización y aplicación de los saberes gerenciales para la innovación y entender el saber gerencial desde la complejidad. Las micropymes estudiadas pertenecen a la cámara de pequeños y medianos empresarios y corresponden al sector comercio-servicios, se encuentran ubicadas en diferentes localidades de Capital Federal en Buenos Aires, Argentina: Caballito, Parque Patricio y Belgrano.

II. Desarrollo

1. *Saberes Gerenciales: Perspectiva Teórica*

Al hablar de saber, se puede entender de dos formas: una, *“(…) como conocimiento en general que (…) designa toda técnica que se considere adecuada para dar información en torno a un objeto, o un conjunto de tales técnicas o, también, el conjunto más o menos organizado de sus resultados*” (Abbagnano, 1974: 1027), o *como “(…) ciencia, es decir, como conocimiento de algún modo garantizado en su verdad”* (Op.Cit.:1027). Al respecto, Xavier Zubiri (1898-1983), indica en su teoría que saber es la forma de la intelección, una intelección que parte de la aprehensión de la realidad. Por consiguiente, la formalidad de realidad es algo en virtud de lo cual el contenido es lo que es anteriormente a su propia aprehensión. Es la cosa la que por ser real está presente como real. La realidad es el “de suyo”. Asimismo, Zubiri, sostendrá que conocimiento es intelección en razón.

Según Zubiri, conocer lo que una cosa es, es inteligir su realidad profunda, es inteligir cómo está actualizada en su fundamento propio, cómo está constituida “en la realidad” como principio mensurante. De esta visión, se puede reflexionar que, conocer implica realizar una acción que involucra la búsqueda de información de un fenómeno en particular, ante lo cual, en el proceso intelectivo del sujeto, facilitaría la comprensión del fenómeno que al momento de ser observado pueda ser integrado, ajustándose a un patrón de la realidad: de esta manera las partes anteriormente disjuntas se transforman en un todo relacionado internamente entre sí. El "saber cómo" y el "saber qué" conforman una realidad con significados que permite "conocer" el fenómeno estudiado. Es así como, Zubiri (1981):

> La intelección es formalmente aprehensión directa de lo real, no a través de representaciones ni imágenes, es una aprehensión inmediata de lo real, no fundada en inferencias, razonamientos o algo similar; es una aprehensión unitaria. La unidad de estos tres momentos es lo que constituye que lo aprehendido lo sea en y por sí mismo (p. 234)

En este contexto, en la vida cotidiana del hombre existen creencias, habilidades, compromisos que son en principio incapaces de articularse porque están enraizados en nuestra conciencia subsidiaria y en nuestras actividades corporales, por lo que, cada saber se encuentra fundamentado en las creencias, saberes ancestrales, históricos, culturales, científicos, que se han desarrollado, siendo validadas sus teorías o creencias, de acuerdo al desarrollo y evolución de su saber; en donde, cada saber o conocimiento pertenece a un contexto histórico diferente, del uno al otro, que corresponden a una cultura y realidad diferente. Desde esta perspectiva, las propuestas epistemológicas del referido autor, contrastan con el cientificismo, que fomenta la idea de que el conocimiento es impersonal y objetivo; en donde, se humaniza el saber, siendo éste personal, dándole vida en las creencias, culturas y prácticas del hombre, revelando que la mayoría de las creencias que nos permiten orientar nuestra vida, enfrentar los problemas prácticos y lograr el éxito en nuestras acciones, no son científicas, sino que se basan en conocimientos personales.

Esto es importante para los fines de entender al saber dentro del contexto de las Micropymes, como un entorno de resolución de problemas, siendo de igual forma un espacio generador de soluciones a través del desarrollo del saber gerencial para la innovación en las Micropymes argentinas del sector servicios bajo el paradigma de la complejidad. Al respecto, es importante considerar el análisis del saber en cada contexto empresarial de las Micropymes como un espacio potencial para desarrollar innovación, sobre todo en ambientes de incertidumbres y de caos empresarial a nivel mundial, se requiere que el líder empresarial haga uso de sus creencias, habilidades, prácticas sociales, saberes culturales, ancestrales, costumbres, entre otros; interactuando de esa forma con sus conocimientos y saberes a través de sus múltiples dimensiones; tales como, conciencia, actividad y cognición; a fin de solucionar una problemática en particular o desarrollar innovación en el ámbito empresarial; siendo el resultado una combinación de múltiples recursos cognitivos (científicos, locales, tradicionales) regulada de manera particular por las prácticas gerenciales.

Bajo esta contextualización, el saber de los líderes gerentes en las Micropymes se enmarca en que no existe una verdad absoluta, del mismo modo, que el conocimiento no puede ser concebido de la misma manera en todos los seres humanos, por lo que el aprendizaje y el desarrollo de hábitos y actitudes en la búsqueda de soluciones a los problemas planteados en la Micropymes se concibe y desarrolla de manera diferente. En este mismo orden de ideas, la visión de la Arqueología del Saber de Michel Foucault, establece que desde el avance del hombre en la sociedad, se han producido rupturas en la historia de las ideas, lo cual ha condicionado una nueva base para reflexionar sobre los saberes originando la transformación de la episteme de una época, reordenándola o sustituyéndola por otra, permitiendo evolucionar, bien sea, a través de la confirmación, rectificación o ampliación de los saberes; lo cual ha reinventado innovadoras concepciones para realizar una determinada actividad, impartiendo nuevas reglas para la ejecución de las mismas.

Ante ello, Foucault (2003, p.237) indica que "a este conjunto de elementos formados de manera regular por una práctica discursiva y que son indispensables a la constitución de una ciencia, aunque no estén necesariamente destinados a darle lugar, se le puede llamar saber", adicionalmente, destaca que:

1. Un saber es aquello de lo que se puede hablar en una práctica discursiva, que de esta forma encuentra especificado un dominio constituido por objetos que podrán o no adquirir un estatuto científico.
2. Un saber es el espacio en el que un sujeto puede tomar una posición para hablar de los objetos de los que trata en su discurso.
3. Un saber es el campo de coordinación y subordinación de enunciados que posibilitan la aparición de conceptos; donde se definen, se aplican y se transforman.
4. Por último, un saber es definido por las posibilidades de utilización y de apropiaciones estratégicas, ofrecidas por el discurso.

Desde esta perspectiva, la arqueología del saber es la descripción del archivo de los sistemas de discursividad para los que el teórico debe encontrar las condiciones históricas de posibilidad (que son modificables), sus respectivas formaciones discursivas y los umbrales que muestran cómo la positividad de cada saber se modifica sumariamente y transforma la episteme de una época, reordenándola o sustituyéndola por otra; en este sentido, en lugar de recorrer el eje conciencia-conocimiento-ciencia (que no puede ser liberado del índice de la subjetividad, la arqueología recorre el eje práctica discursiva saber, ciencia; es así como, la historia de las ideas encuentra el punto de equilibrio de su análisis en el elemento del conocimiento, la arqueología encuentra el punto de equilibrio de su análisis en el saber.

En esta investigación se conceptualizó el saber como al conocimiento que no puede ser expresado en palabras y que se conforma con base en las vivencias, experiencias, habilidades y valores; entre otras características, de las personas. Hace referencia a la esencia, vivencias de cada sujeto, experiencia, que guía las acciones y la toma de decisiones y que, por tanto, es lo que parte puede explicar que el conocimiento y los comportamientos manifiestos de las personas sean diferentes, aun cuando hayan participado en los mismos procesos de socialización y aprendizaje.

Por otro lado, Peter Drucker (1909-2005), en el año 1960, acuñó los términos trabajo del saber y trabajador del saber, y en 1969 el libro the Age of Discontinuity trataba por vez primera la sociedad de las organizaciones; destacando que el recurso económico básico, no eran los medios de producción, ni la mano de obra; sino el saber. Para el autor, las actividades principales en la creación de riqueza no serán ni la asignación de capital para usos productivos, ni la mano de obra, siendo la productividad y la innovación creadoras de valor, ambas aplicaciones del saber al trabajo. Por lo tanto, el desafío económico de la sociedad postcapitalista será la productividad del trabajo del saber y del trabajador del saber.

Al Respecto, Drucker (1993):

> En su conjunto la productividad del saber va a ser cada vez el factor determinante en la posición competitiva de un país, una industria, una empresa. Respecto del saber, ningún país, ninguna industria, ninguna empresa, tiene ventajas o desventajas naturales. La única ventaja que puede tener es respecto de cuanto obtiene del saber disponible para todos. Lo único que importara cada vez más en la economía nacional e internacional serán los resultados que consiga en productividad del saber. (p. 160)

Desde esta perspectiva, Drucker, destaca el surgimiento de un nuevo liderazgo; nuevos enfoques educativos relacionados con el nacimiento teórico de la dirección de empresas como un arte liberal, ya que para Drucker (1992), las organizaciones precisan de un modo nuevo de dirigir, un saber de la dirección, es decir, un cuerpo articulado de conocimientos que pueda ser enseñado, aprendido, aumentado y mejorado por medio del trabajo y el estudio sistemático. Es así como, refieren a un saber de la nueva cosmovisión post-cartesiana, en donde, la sociedad post capitalista se presenta como una síntesis de la sociedad del saber y de las organizaciones; los trabajadores del conocimiento, es decir, las personas instruidas, practicarán su saber trabajando como miembros de una organización.

En este contexto, al hacer referencia al saber gerencial, se conceptualiza como un “arte”, porque es práctica y aplicación, donde interviene la experiencia, las vivencias, aprendizajes, así como también, un cuerpo articulado de conocimientos que pueda ser enseñado, aprendido, aumentado y mejorado por medio del trabajo y el estudio sistemático; en donde, éste saber no debe ser prisionero de un método o una disciplina; por lo que, es un saber producto de la práctica gerencial con una visión pragmática que les permita reinventarse en ambientes complejos y de incertidumbre, con una mirada holística, con la finalidad de mantenerse en el mercado y alcanzar los objetivos organizacionales.

Al respecto, resulta conveniente destacar que la gerencia no es un campo de saber puro, sino que es una construcción de saberes, a través del enfoque interdisciplinario de diversas disciplinas económicas, culturales y sociales; fundamentadas en dimensiones ontológicas, epistemológicas, axiológicas, teleológicas y metodológicas, que integran una visión holística sobre el objeto de estudio que son las organizaciones, a fin de implementar estrategias y acciones empresariales dirigidas a alcanzar los resultados esperados:

a) Fundamento Ontológico

La realidad del Líder o Gerente de las Micropymes Argentinas, está insertada en una realidad histórico-cultural envuelta en una dinámica organizacional cambiante y transformadora; se afirma como; resiliente, creativa, compleja, innovadora, multidimensional, interactiva, flexible, dinámica y transformadora; motivado a que quién lleva a cabo en el día a día ésta realidad es el líder, siendo la praxis humana, orientada hacia el ser humano, ya que; el gerente es quien experimenta las vivencias y las expresa a través de la aplicación de los saberes gerenciales, siendo ésta sentiente de la realidad en dónde se encuentran sumergidas las Micropymes Argentinas.

b) Fundamento Epistemológico

Las evidencias ratifican que la episteme se valida en la práctica; permitiendo el acceso y la interpretación a través del discurso. Aunado a la formación y construcción de la misma en las vivencias compartidas, las costumbres, a través de la praxis y experiencia; siendo ésta validada en la realidad a la cual pertenece el líder. Ante lo cual, se puede concebir que no existe una única forma de acceder al conocimiento y sobre todo en la realidad compleja organizacional; por lo que, la episteme que acompaña al gerente está conformada por un saber que apunta hacia la complementariedad y la conjunción de los diversos conocimientos disciplinarios; siendo fundamentados en la complejidad, la visión holística y la transdisciplinariedad como fundamento para el desarrollo de nuevas propuestas paradigmáticas gerenciales; siendo una forma dialógica de interactuar con la realidad, donde las causas pueden ser los efectos y viceversa, conllevando a una rearticulación de los saberes.

c) Fundamento Axiológico

Se establecen fundamentos axiológicos del saber gerencial en las Micropymes, basados en la actuación de una gerencia integradora, responsable, colaboradora, solidaria, empática, constructora de saberes y conocimientos, integrando experiencias, aprendizajes, conocimientos, vivencias, habilidades, costumbres, trabajando en la construcción y conformación de nuevos saberes bajo la concepción de un enfoque integracionista; los cuales, se encuentran representados por los saberes de los gerentes y colaboradores en la filosofía organizacional, siendo los valores que guían sus acciones en compartir los saberes, con la confianza mutua, las experiencias, habilidades; colaboración, entre otros, que convergen de forma constructiva en alcanzar los objetivos organizacionales y en complementarse unos con otros.

d) Fundamento Teleológico

Se destaca la relación que guarda con lo Axiológico, en el sentido de cumplir con lo establecido según la filosofía organizacional empresarial; principios y valores; ya que, la gerencia tiene sentido en el cumplimiento de los objetivos organizacionales cumplidos vinculados a la realización del ser humano como un todo integrador.

e) Fundamento Metodológico

Se confirma la existencia de una gerencia humana; en donde, las circunstancias han conformado el aprendizaje para una filosofía de gestión flexible, basada en la empatía, confianza, creatividad, aprendizaje, innovadora que permita abiertamente la participación de todos los colaboradores como mecanismo de innovación en todos los ámbitos. Destacando la necesidad de un nuevo gerente con un saber enmarcado en lo humano, social, cultural e innovador, haciendo énfasis en establecer un saber abierto, flexible, innovador, empático, resiliente; entre otros. Todo a fin de enfrentar un devenir impredecible, que en cualquier momento pueda presentarse nuevamente, enfoque que permitirá enfrentar lo adverso, a través de prácticas enmarcados en saberes gerenciales con miradas innovadoras, motivacionales; entre otros; con el objetivo de alcanzar los objetivos propuestos y garantizar el éxito organizacional.

2. *El Saber Gerencial Para La Innovación En Las Micropymes Argentinas*

Podemos hacer la afirmación que el Saber Gerencial de los líderes en las Micropymes Argentinas, se encuentra impregnado de la práctica que enmarca el saber, sostenido desde y por la experiencia; en donde, estas experiencias conforman un valioso saber aunado a la reflexión y aprehensión sentiente de la realidad; todo esto evidenciado y manifestado a través del discurso de los informantes; tal y como lo argumenta Zubiri (1981) y Foucault (1969); en donde, la interacción de las vivencias, costumbres, prácticas, experiencias, la aprehensión sentiente de la realidad y las interpretaciones que se hacen de ella marcan el proceso de su construcción, transformación y actualización de los saberes.

Se evidencia en el discurso del gerente, prácticas y elementos discursivos que guardan similitud a la concepción de las teorías enunciadas en la presente investigación; lo que permite afirmar que el saber gerencial de los gerentes no se encuentra alejado de la concepción de los referentes teóricos usados como basamento filosófico en la presente investigación; dando a conocer a través de sus expresiones las características y concepción del saber gerencial para la innovación con argumentos basados en las prácticas e interacciones cotidianas; mostrando el saber gerencial en las Micropymes Argentinas; en donde, se evidencia el saber gerencial; no obstante, se percibe que no reconocen o no se han dado cuenta del proceso de construcción y de formación de saberes a través de las prácticas gerenciales, llevadas a cabo, haciendo falta reconocer su propia praxis gerencial innovadora lo que les ha permitido transitar de manera exitosa en algunos casos por situaciones novedosas y de grandes cambios , siendo el saber gerencial de los gerentes los protagonistas de esos cambios y transformaciones que se vienen gestando en los últimos años.

Por consiguiente, se hace relevante considerar tres aspectos relevantes; en primer lugar; al gerente y su mismidad, a lo que perdura a pesar del tiempo, al saber que es muy suyo y de nadie más, siendo el saber del gerente, el principal activo en los cambios innovadores y transformaciones en las Micropymes Argentinas, en segundo lugar; es importante considerar a las Micropymes Argentinas y su rol como espacio para la formación, construcción, transformación, actualización y aplicación de los saberes gerenciales para la innovación y en tercer lugar, entender el saber gerencial desde la complejidad.

3. *Primera Consideración: El Gerente Desde Su Mismidad*

En la visión del líder desde su mismidad en el campo gerencial, lo hace reconocerse o mirarse a sí mismo, como responsable y líder de los procesos de liderazgo, innovación y transformación que se realizan en las Micropymes Argentinas; manifestando su saber gerencial en cada una de las acciones o toma de decisiones que se llevan a cabo; en la forma de ser el hombre, en la conexión mente cuerpo, mirándose a sí mismo como fuente del poder decisorio en la toma de decisiones; en la aplicación de sus saberes, prácticas, habilidades; motivado por las exigencias del entorno y directrices de políticas gubernamentales; es decir, por factores internos y externos; ante lo cual, ejecuta sus planes de acción en base a lo que le funciona en el día a día; muchas veces y otras en base a una planificación estratégica; integrada por experiencias vividas, costumbres, hábitos, prácticas, en el sentir de la realidad, mirar el entorno, aprehender la realidad, reflexionar la realidad a través de una intelección sentiente y discernir lo uno de lo otro; comprender y entender; entre otros, ante el cual, permite una mirada integral del hombre; en su forma de ser, pensar y actuar; identificando al gerente y analizando su conducta, las prácticas, los valores, la ética, su accionar; entre otros, resaltando el perfil gerencial enmarcado en los nuevos modelos gerenciales.

Un saber gerencial con un enfoque que permita dentro del paradigma emergente de la complejidad, aprehender la realidad de una forma sentiente; evocando una nueva forma de percibir al líder con sus experiencias, prácticas, vivencias, costumbres; entre otros, guiados a través de procesos en formación y disrupción, referidos a los saberes, para la conducción de la gestión empresarial en la innovación en las Micropymes. Conviene entonces precisar que el líder a través de sus saberes dentro de un proceso intelectivo de entendimiento y comprensión de la realidad; en donde, comprender es la intelección de cómo lo que la cosa realmente es, la interpretación de la realidad de lo vivencial, la aprehensión comprensiva; aborda, actualiza, aplica y construye nuevos saberes y pensamientos; tal y como lo sostiene Morín (2005):

> Tenemos que apostar todo a este espíritu si queremos beneficiar la inteligencia general, la aptitud para plantear problemas, la posibilidad de vincular conocimientos. A este nuevo espíritu científico habrá que agregarle el espíritu renovado de la cultura de las humanidades. La cultura de las humanidades favorece la aptitud para abrirse a todos los grandes problemas, la aptitud para reflexionar, para aprehender las complejidades humanas, para meditar sobre el saber y para integrarlo en la vida propia para ver con mayor claridad la conducta y el conocimiento de uno mismo. (p. 35)

En atención a lo anterior, se promueve considerar los caminos que permitan encontrar la unión de la cultura científica y la cultura de las humanidades; a fin de responder a los desafíos de la globalización y la complejidad en el ámbito político, económico, cultural y social. Por esta razón, la mirada del gerente a través de sus saberes requiere de un capital humano con un enfoque competitivo y complejo; capaz de afrontar diversas situaciones ante una realidad dinámica, compleja, turbulenta y en constante cambios.

Para ello, Morín (2005: 57) indica que "un orden organizacional (remolino) puede nacer a partir de un proceso que produce desorden (turbulencia)" se precisa entonces, hablar del pensamiento complejo; el cual, implica la interrelación de los ámbitos empírico, teórico y cultural de todo proceso de conocimiento; en la forma de pensar y actuar del sujeto, inmerso en la realidad a la que pertenece; en la interacción del ser humano en la sociedad, la cultura; es decir, en el cosmos; concibiendo el gerente con un enfoque transdisciplinario y multidimensional que permita una visión sistémica, resiliente y crítica; conformando un pensamiento complejo que impulse a la organización de los conocimientos en función de la unión (inclusión, conjunción, implicación de operaciones); así como también, separación (diferenciación, oposición, selección, exclusión); siendo el proceso circular: pasa de la separación a la unión, de la unión a la separación, del análisis a la síntesis y viceversa; por consiguiente, es una articulación de saberes en su totalidad; de eventos, acciones y reacciones de la incertidumbre, turbulencia, del desorden y del orden que caracteriza a la conjunción.

Es por ello que, desde la mismidad del gerente, se impulsa un saber gerencial con un pensamiento que vincule, que se abra hacia el contexto de los contextos; es decir, un saber que observe la realidad cambiante con un pensamiento complejo y visión sistémica. Es válido mencionar, que la experiencia de la pandemia del COVID-19 dejó en evidencia que estamos frente a sistemas complejos en los que la parte está en el todo y el todo está en la parte; siendo un aspecto crítico para la empresa que tiene sus reglas de funcionamiento y, en cuyo interior, juegan las leyes de la sociedad en su totalidad; teniendo un orden de funcionamiento de forma interna y en general en la sociedad ; ante lo cual, desde la mismidad del gerente, en un momento determinado se instauró el caos y el desorden en el sistema promovido por variables externas de la pandemia COVID 19, que no se podían controlar; en donde, una empresa se auto eco organiza en el mercado, siendo una mezcla de orden y desorden. En efecto, el orden se refiere a la constancia, repetición invariabilidad y el desorden es todo lo contrario, siendo la irregularidad, desviación, es todo lo aleatorio, Morín (2005, p. 80) "en un universo de orden puro, no habría innovación, creación, evolución. No habría existencia viviente ni humana"

Lo anterior, conlleva nuevas formas de pensar repercutiendo en la construcción y actualización de nuevos saberes, considerando el valor de la ética en sus acciones, con capacidad de satisfacer las nuevas exigencias del entorno, siendo flexible, adaptable a lo innovador, a lo nuevo que impone la realidad y la incertidumbre de lo desconocido, del devenir en estructuras dinámicas y cambiantes; con una nueva visión personal que nace desde su esencia, haciendo muy suya, desde su interior del líder empresarial, y modifica su contexto, para luego volver a transformarse; concibiendo su mismidad en la actualización, concepción, construcción y transformación de saberes innovadores en las Micropymes Argentinas.

Sin embargo, el saber del gerente, se transforma, actualiza, se construye y se afianza a través de las habilidades, prácticas, costumbres adquiridos y modificados durante las experiencias y aprendizajes vividas históricamente; al respecto Morín (2005, p. 25) resalta lo que llama un pensamiento complejo, al expresar que: "No olvides que la realidad es cambiante, no olvides que lo nuevo puede surgir y, de todos modos, va a surgir" Por consiguiente, se desprende un nuevo pensamiento que emerge desde la complejidad, integrando saberes que generan un cambio de enfoque enmarcado en una entramado gerencial, social; entre otros, donde el gerente empresarial desde su mismidad posee saberes, experiencias, prácticas, habilidades, costumbres diversas que lo hacen único desde cada vivencia que experimenta dentro de su propia realidad.

La Gerencia necesita poseer diversas miradas interdisciplinarias que permitan la construcción de lineamientos generales basados en una filosofía organizacional que apunte a la innovación, considerando el cambio y el dinamismo del contexto;

aunado al sentir, pensar y actuar de los colaboradores externos e internos. Siendo la gerencia una integración de saberes y experiencias que construyen su formación; siendo èsta inacabable; ya que continuamente se actualiza y transforma rompiendo paradigmas tradicionales y aplicando nuevos enfoques modernos contribuyendo a la mejora de la misma, según los tiempos y condiciones así lo requieran.

Por otra parte, se argumenta que la integración entre la gerencia y los saberes del sujeto permite un pensamiento sistémico considerando la aprehensión de la realidad bajo un pensamiento sistémico comprendiendo y entendiendo que las partes se reflexionan e interpretan a partir del todo y viceversa; construyendo una postura epistémica del saber gerencial; por cuanto posee; experiencia, aprendizaje, prácticas, costumbres, vivencias, intelección sentiente de la realidad, aprehensión de la realidad, discernimiento, creatividad, innovación, resiliencia, agilidad en la toma de decisiones, flexibilidad, transformación, adaptación, comunicación, planificación, estrategias, trasformación digital, tecnológica, pensamiento crítico, sistémico, analítico; entre otras.

De esta manera, se aborda a partir de los juicios emitidos por los informantes la concepción de una gerencia con un saber gerencial, basado en la aplicación de la gestión del cambio a través del liderazgo transformacional, trabajo en equipo, la creatividad, la innovación, la planificación estratégica, la coordinación, monitoreo, control y direccionamiento estratégico, metodologías ágiles, empatía, solidaridad, dando uso a la tecnología en transformación digital, manejo de conflictos, pensamiento analítico y visión sistémica; en donde el gerente aplica e integra sus saberes dando cabida a un cambio de semántica en torno a la concepción gerencial tradicional a través de innovadores cambios aplicados y prácticas realizadas en la gestión gerencial.

En los nuevos tiempos asociados a la complejidad y la incertidumbre, se requiere de un liderazgo transformacional, adaptativo, flexible, innovador; a fin de alcanzar los objetivos organizacionales siguiendo la filosofía organizacional, considerando los valores éticos y el trabajo en equipo; entre otros; emergiendo un nuevo modelo gerencial rompiendo con los paradigmas tradicionales de la gerencia. En consecuencia, se plantea contar con una estructura empresarial capaz de cumplir el fin para lo que fuè creada, enmarcada en una visión innovadora que impulse y se adapte a los cambios que la sociedad y el mundo así lo requieren. En este sentido, los líderes desde su mismidad deben tener características que les concedan un rol importante en el entorno de la nueva gerencia; siendo así, creativos, resilientes, innovadores, solidarios, empáticos, resolutorios con metodologías ágiles, flexibles, colaboradores, optimistas, inspiradores, comunicativos, hábiles para planificar con escenarios cambiantes y dinámicos, con un pensamiento complejo y visión sistémica, productivos en la administración de los recursos de producción, manejo de conflictos, todo esto dentro de un proceso de intelección sentiente de la realidad y del entorno dinámico y cambiante; por consiguiente, el líder deberá asociar e integrar sus saberes, experiencias, habilidades, aprendizajes, prácticas, sin olvidar sus costumbres, vivencias; lo que incide en la construcción y formación de nuevos saberes.

Por lo que, se reconoce que lo vivido, las experiencias, las costumbres, las prácticas, la reflexión del líder ante la realidad, siendo compleja y cambiante; entre otros; marca el proceder del gerente en las Micropymes Argentinas; siendo exteriorizado en su gestión y aplicación del saber gerencial reforzando su saber desde la Mismidad, reflejando estar involucrado en algo muy suyo, en su esencia, en sus vivencias, experiencias, en su discurso de prácticas discursivas; siendo representadas filosóficamente por las teorías de Zubiri (1989), Foucault (1969) y Morín (1980).

De manera que lo anterior, permite la formación de una gerencia en un contexto cambiante , complejo y dinámico que plantea una nueva forma de concebir la gestión empresarial, integrando , uniendo, analizando, sintetizando, aprehendiendo la realidad de una forma sentiente, entramando los saberes de una forma integral, conocimientos, vivencias, valores de los gerentes, siendo responsables y actuando de una forma conscientes en la toma de decisiones afrontando los procesos de gestión que permiten el logro de los objetivos organizacionales considerando la filosofía organizacional.

4. *Segunda Consideración: La Micropyme Y Su Rol En La Aplicación De Los Saberes Gerenciales Para La Innovación*

La segunda consideración permite conocer a la Micropyme como un espacio ante el cual los gerentes aplican o implementan los saberes gerenciales para la innovación; es de resaltar que durante la pandemia, los líderes enfrentan situaciones inéditas nunca antes vista; es así como, la pandemia obligó a los gerentes a romper con los paradigmas gerenciales tradicionales, permitiendo un gran avance gerencial durante la pandemia; reflejando innovación tecnológica, transformación digital; entre otros, lo que contribuyó a que las micropymes se mantuvieran en el mercado; siendo el resultado de la aplicación de saberes gerenciales y estrategias innovadoras en planificación, direccionamiento, monitoreo , control estratégico en las Micropymes Argentinas; a fin de impulsar el liderazgo y fomentar la innovación en un entorno para el intercambio de saberes, compartir experiencias, los aprendizajes, el trabajo en equipo, la creatividad, todo esto con el fin de promover la innovación empresarial, las nuevas estrategias que con el trabajo en equipo, las vivencias, la intelección sentiente de la realidad fortalecen el empuje y actividad empresarial del gerente.

Desde esta perspectiva, los gerentes a través de sus saberes en las Micropymes, aplicaron sus saberes gerenciales, realizaron reingeniería en los procesos de gestión, rediseñaron los servicios postventa, las entregas de los productos y servicios, los canales de comercialización, las ventas de los productos y servicios; entre otros; es por ello que, implementaron cambios en los procesos y procedimientos con el fin de adaptarse a las nuevas exigencias que la realidad demandaba; en las tendencias del mercado, de los usuarios, clientes, proveedores, colaboradores, instituciones gubernamentales; todo esto, enmarcados en un sistema económico dinámico y complejo; aplicando para ello una planificación bajo escenarios dinámicos adaptados a las exigencia del entorno con metodologías ágiles para resolver situaciones imprevistas en las Micropymes; con una visión sistemática promoviendo la competitividad; la innovación y la transformación gerencial fomentando nuevos avances gerenciales con una cultura organizacional innovadora y pensamiento sistémico; a fin de cumplir con los objetivos organizacionales.

Asimismo, reflexionar sobre el saber gerencial para la innovación desde una visión holística; inicia por sumergirse en un pensamiento sistémico que implique la comprensión de un todo de forma compleja e integral; es por ello que, el gerente a fin de cumplir con la demanda y exigencias que la sociedad y el mundo en general requieren; deberían establecer durante la gestión gerencial, un pensamiento complejo, enmarcado en los principios dialógicos, recursivos y hologramàticos.

5. *Entendimiento Del Saber Gerencial Desde La Complejidad*

Al realizar la introspección del saber gerencial, considerando los principios estipulados por Morín (2002) en la reforma del pensamiento; basados en el principio dialógico, recursivo y hologramàtico; con el fin de concebir o transformar un pensamiento basado en la complejidad; debería estar configurado en:

a) *El Principio Dialógico*

Permite concebir racionalmente la inseparabilidad de nociones contradictorias para concebir un mismo fenómeno complejo; es así como, el pensamiento debe asumir dialógicamente los dos términos que tienden a excluirse entre sí; constituido por el nuevo y transformador saber gerencial en oposición con el saber tradicional; la realidad cambiante, dinámica y compleja; en contraste con la realidad conservadora y estable; las prácticas gerenciales cambiantes; tales como, la empatía, la flexibilidad, el modelo híbrido de trabajo, trabajar desde casa, la agilidad en la toma de decisiones, en contraste con las prácticas gerenciales tradicionales, tales como, la no empatía, la burocracia, la poca flexibilidad , la ubicación física en el trabajo; entre otros. Es así como, se percibe un nuevo saber enmarcado en las características de una gerencia innovadora que emerge bajo los lineamientos de un liderazgo proactivo, manejado por un líder que posea un pensamiento dialógico, con una visión sistémica y holística, que asocie sin reducir.

Al respecto, Morín (2005: 17) indica que "la complejidad es el tejido de eventos, acciones, interacciones, retroacciones, determinaciones, azares, que constituyen nuestro mundo fenoménico. Así es que la complejidad se presenta con los rasgos inquietantes de lo enredado, de lo inextricable, del desorden, la ambigüedad, la incertidumbre…" es así como, se evidencia la necesidad, para el conocimiento, del desarrollo de un saber gerencial con una visión organizacional que sea capaz de poner orden en los fenómenos, rechazando el desorden, lo ambiguo, lo incierto; de seleccionar y establecer las normas y reglas, de establecer el orden, la certidumbre en las operaciones, jerarquizar, distinguir, entre otros. Lo anterior, expresa la necesidad urgente del cambio de un paradigma de simplificación, unidimensional, abstracta, disyunción, reduccionista; a un paradigma de conjunción, multidimensional, que íntegra y que permita asociar sin reducir; por lo que, el pensamiento complejo debe afrontar lo entramado; siendo la complejidad, la expresión de lo incierto, lo confuso, la incapacidad de definir de manera clara y en orden las ideas o pensamientos.

El saber gerencial entramado en la complejidad organizacional de la nueva gerencia se encuentra enmarcado en la integración de los fenómenos, de los hechos que se van presentando en el entorno, considerando las condiciones y necesidades del mercado; es por ello que, el saber gerencial de los líderes suelen adoptar los fundamentos del paradigma que emerge considera la integración y efectividad de los fenómenos con una mirada multidimensional, sistémica y holística; siendo los responsables del accionar de las políticas el capital humano con una filosofía organizacional enmarcada a los principios organizacionales.

b) *El Principio Recursivo*

Parafraseando a Morín; es un proceso ante el cual los productos y efectos son en sí mismos productores y causantes de lo que los produce; es así como, los individuos producen la sociedad en y por sus interacciones y la sociedad produce los individuos al aportarles lenguaje y cultura; los efectos se convierten en causas y las causas en efectos; conforme a ellos, se puede indicar que éste principio rompe con el pensamiento lineal de causa/efecto, de producto/ productor, de estructura/superestructura.

En este sentido, el saber gerencial para la innovación de las Micropymes Argentinas, la cultura organizacional, el ambiente laboral, el liderazgo del gerente, los recursos, el capital humano, fueron factores que se vieron afectados por la burocracia, la falta de motivación, la desidia del líder gerencial, la cultura organizacional, la falta de compromiso gerencial, la falta de responsabilidad social, creatividad, innovación, dirección y gerencia estratégica; ante las desvinculación entre el líder empresarial, el entorno , la realidad , las necesidades, tendencias, la responsabilidad social y una falta acción del gerente para innovar y estar a la altura de las exigencias y transformaciones tecnológicas, digitales; entre otros, que la sociedad y el mundo en general demandan de acuerdo a los nuevos tiempos.

Por lo tanto, el líder gerencial, enfocado en realizar acciones vinculadas a redireccionar los planes estratégicos, con la mirada puesta en los cambios o transformación organizacional; en la realidad cambiante y las exigencias del entorno, debería conjugar los elementos caóticos y generar una estructura entre ellos para producir valor; todo esto, enfocado en las demandas y exigencias del mercado, del entorno, bajo una cultura organizacional que considere los factores de producción dirigidos a mejorar el desempeño de la empresa según las directrices y lineamientos de una gerencia planificada, creativa e innovadora.

c) El Principio Hologramàtico

Según Morín, (Op.cit.: 99) pone en evidencia la aparente paradoja de las organizaciones complejas en las que no solamente la parte está en el todo, sino en la que el todo está inscripto en la parte. De esta manera, cada célula es una parte de un todo, el organismo global pero el todo está en la parte". Por lo tanto, se evaluó la vinculación de las Micropymes con el entorno, con la realidad y el mundo globalizado; a su vez el líder gerencial con el entorno, las Micropymes, la integración de los saberes compartidos, la creatividad y la innovación en el logro de los objetivos organizacionales, los saberes en conjunción para llevar a cabo una actividad innovadora, la dirección estratégica, la puesta en marcha de los recursos financieros, presupuestarios y los lineamientos gerenciales considerando el entorno, el contexto, la realidad de sistema económico, sus variables, las políticas gubernamentales, las variables macroeconómicas hasta los aspectos micro de la empresa y su repercusión en los objetivos organizacionales.

Al respecto, se concibe una reforma del pensamiento con una nueva mirada paradigmática fundamentada en el saber gerencial basado en la concepción del saber gerencial, en la concepción del saber, en la actualización del mismo en un sistema económico dinámico, transformador y aplicación del mismo basado en los cambios constantes considerando el accionar del líder gerencial; durante la innovación en las Micropymes Argentinas, fundamentado en los tres principios de la complejidad descritos anteriormente.

Desde esta perspectiva, el principio dialógico permitió evidenciar respecto a los antagonismos y complementariedades de los postulados emergentes en la construcción teórica discursiva; de esta forma, se evidencia que el orden y el desorden se registran de la misma gestión gerencial, es así como, se derivan del mismo saber gerencial siendo el proceso complejo; ya que se derivan situaciones de orden y desorden; en donde, se evidencian variables expresadas por el mismo gerente; al indicar aspectos de desorden que contribuyen o complementan el orden organizacional, incentivando mecanismos de dirección y liderazgo planteándose como futuros retos y desafíos en pro de ser convertidos en ventajas para la organización.

Asimismo, se muestra lo antagónico y complementario expresado por los directivos; planteando que para llevar a cabo algunos proyectos, ubican a algunos colaboradores en una sala abierta; sin divisiones en los espacios de trabajo; lo que pudiera ser un desorden a simple vista; contribuye al intercambio de saberes, experiencias adquiridas, lo que incide de forma positiva a la generación de nuevas ideas, saberes compartidos, creatividad fomentando la innovación y creación y transformación de nuevos saberes en general, alcanzando el logro de los objetivos organizacionales.

También se evidencia, de acuerdo a lo expresado por los directivos, que durante la pandemia, en principio; se vivió una situación de mucho desorden, caos, incertidumbre; no obstante, al paso del mismo caos y la misma incertidumbre, en la gestión gerencial, se logró alcanzar el orden, contribuyendo al logro de la transformación digital a pasos agigantados, movilizando el liderazgo o el saber a una nueva dimensión nunca antes pensada; generando un innovador y disruptivo modelo híbrido de trabajo, nuevo estilo de liderazgo, lo que ha traído flexibilidad, adaptación y orden organizacional, siendo un aspecto innovador que aún permanece en el tiempo.

Con respecto al principio recursivo, se establece un nuevo paradigma que rompe con el pensamiento lineal de causa efecto; siendo éste originado por la ramificación o división generada por la complejidad del sistema; lo que incide en una oportunidad única del líder gerencial para la aplicación del saber gerencial de una forma innovadora, a fin de desarrollar un ciclo auto-constitutivo, auto-organizador y auto-productor encaminado hacia el redireccionamiento de los factores que afectan la gestión organizacional ante lo cual el líder aplica cambios y transformaciones dirigidos a promover nuevos procesos de gestión empresarial de una forma novedosa; en donde, los

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productos y efectos son los responsables de las causas producidas.

Desde la recursividad, los componentes en la gestión de la productividad empresarial pueden ser afectados por eventos externos; tales como, la pandemia Covid-19, aunado a los cambios paradigmáticos en la gestión empresarial donde se producirán nuevos procesos organizacionales; por lo que, los productos y efectos son los responsables de las causas producidas.

En este caso, la pandemia del Covid-19, promovió desde el caos, la incertidumbre, a que los líderes organizacionales, aplicaran el cambio a través de la transformación digital, rompiendo paradigmas tradicionales; generando un nuevo y disruptivo cambio laboral, pasando de un modelo presencial a un modelo híbrido de trabajo; rompiendo esquemas tradicionales en los estilos gerenciales, pasando de un liderazgo presencial a un liderazgo virtual, jornadas laborales virtuales; entre otros. Ante lo cual, se concibió un nuevo modelo de liderazgo con cambios innovadores en la gestión organizacional, siendo uno de ellos, la transformación digital, el trabajo home office, entre otros.

Por otro lado, el principio Hologramático, contribuyó a visualizar al saber gerencial como una parte importante del sistema económico en el marco del contexto descrito; destacando la autenticidad y la forma única de cada saber; ya que se desarrolla dentro de sus propias vivencias, costumbres, experiencias; de cada sujeto enmarcados en un contexto; que los hacen únicos, así como el hombre dentro de la sociedad. Por lo que, el saber se encuentra reflejado en el liderazgo de cada gerente en cada Microempresa; es así como, ante la gran influencia de la pandemia del Covid-19 en el saber gerencial para la innovación se busca superar el principio simplificador y reduccionista del saber en la gestión empresarial. De tal manera que, el saber del líder empresarial se encuentra presente como una red social dentro de un sistema económico que contiene otros saberes en sistemas macros que convergen y se construyen nuevos saberes.

En este mismo orden de ideas, las experiencias vividas y presentadas como evidencias de los líderes empresariales de las Micropymes son relevantes como características observables de un conocimiento, motivada en principio por la reflexión subjetiva que le conceden los informantes y finalmente por la comprensión y entendimiento del saber gerencial para la innovación de las Micropymes argentinas desde la complejidad.

Al respecto, interpretando a Foucault (2008), se puede reflexionar que la experiencia engloba un conjunto de prácticas heterogéneas, costumbres diversas, percepciones, formas de vida; entre otras que se dan en situaciones y momentos diversas que pertenecen a una determinada época o momento; ante el cual, en todo momento histórico la experiencia es aprehendida de diversas formas; siendo, transformada de acuerdo a la evolución de cada momento histórico; siendo factible de transformarse con el tiempo.

Considerando el párrafo anterior, se destaca la importancia que el autor en referencia le otorga al análisis histórico de las experiencias generales, ante la cual, no se puede separar de las experiencias transformadoras; resaltando a una experiencia que cambia, que impide que sigamos siendo los mismos. Argumentando que (Op.cit.: 290) “una experiencia es algo de lo que uno mismo sale transformado” Por consiguiente, se trata de una deconstrucción y reconstrucción constante del sujeto; al respecto Foucault (Op.cit: 306) indica que “si entendemos por experiencia la correlación, dentro de una cultura, entre campos de saber, tipos de normatividad y formas de subjetividad. Así pues, para el autor en referencia; experiencia designa la correlación histórica, al interior de una cultura, entre campos de saber, tipos de normatividad y formas de subjetividad.

Por esto, el acceso a la verdad por parte del sujeto es cambiante de acuerdo a la evolución experimentada en su contexto, considerando que, en el transcurrir de los años, se han producido rupturas epistemológicas que han dado cabida a nuevas formas de pensar. Foucault (1969) llama "saber" (…) a los elementos y que son indispensables a la constitución de una ciencia, formados de manera regular por una práctica discursiva, aunque no estén necesariamente destinados a darle lugar”. Por lo tanto, se deduce que, el hombre puede construir una visión del mundo definiendo la realidad, a través de un aprendizaje colectivo, dejando a un lado, los preceptos establecidos, institucionales, emergiendo los saberes, sin control gerencial y dominante de algunos grandes aparatos políticos o económicos; siendo la verdad generada en cada sociedad, a través de saberes emancipatorios, sin controles o normas preconcebidas.

Sólo el individuo capaz de reconocer en el interior de su ser la verdad de su propio interés, adecuándose a la verdad que reconoce en su entorno, puede actuar persiguiendo sus fines y buscar sin cesar la verdad de lo que son, de lo que hacen, de lo que desean (Dávilo, 2018). En virtud de ello, el ser humano adapta la verdad que reconoce en su entorno, acumulando en saberes las prácticas sociales producto de experiencias logradas y fracasadas en un contexto hermenéutico donde van quedando acepciones en la construcción de saberes a través de la realidad y en la interacción con la evolución histórica del contexto dentro de un proceso de cambio y transformación de la sociedad en general.

Por consiguiente, parafraseando a Morín, cada sistema se (auto) organiza en función de una constelación de eventos, acciones y retroacciones que se desarrolla en un proceso histórico único e irreversible con una mirada prospectiva; lo cual, implica considerar los procesos, las transformaciones, reingeniería de procesos, organizaciones, desorganizaciones, que han llevado a configurar históricamente el estado de un sistema en un momento dado.

Por ende, se presenta la complejidad de la realidad como un todo, conforme a la reflexión e interpretación de las variables macroeconómicas, las políticas gubernamentales, las tendencias y exigencias de los clientes; entre otros, interpretando la partes en un todo y el todo en las partes; en un marco global de los cambios y transformaciones de la realidad siendo ésta compleja y dinámica, por lo que, Zubiri (1962: 104) destaca "es realidad todo y sólo aquello que actúa sobre las demás cosas o sobre sí mismo en virtud formalmente de las notas que posee" lo cual, constituye un momento de la realidad de la cosa.

Al respecto, es imperante subrayar el contenido dinámico de la realidad; en dónde, Zubiri (1981) señala que, la realidad es dinámicamente y, asimismo, establece que "el mundo gracias a su dinamismo está en constante innovación; por lo que, la realidad se va diversificando en todas sus innovaciones, y en esta diversificación, la realidad que comienza no haciendo, sino haber estado ahí en forma de puro carácter activo por sí mismo, esta realidad va entrando dentro de sí misma en forma de mismidad: es la realidad como misma. (pàg. 324). Por consiguiente, señala el autor en referencia, que esta realidad, en la medida en que se và construyendo a sí misma, termina siendo suya y es justamente la suidad de la persona; la cual, para poder serlo, tiene que tener un momento de la realidad, momento que es la realidad constituida en común: eso es la sociedad talitativamente; siendo un contenido como momento aprehendido de algo real, siendo determinado por la realidad.

Esto es, el momento de realidad en común captado por la aprehensión intelectual, transciende; y sólo desde ese punto de vista, según Zubiri se puede entender, el último aspecto del dinamismo, que es el dinamismo histórico, a saber: como un tipo, como la constitución de un nuevo tipo de mundo; en dónde, la realidad se mundifica en diversos tipos.

En palabras de Zubiri (Ídem) se establece una serie de ètapas que pasa por la diversificación de las variaciones a una mismidad de la realidad que es sí misma, a la realidad que se abre en la mismidad a ser una suidad, a la realidad que se convierte en un estatuto de comunidad y se convierte en un mundo distinto para cada uno en épocas distintas de la historia. Es así como, el autor en referencia indica que la realidad tiene como momento suyo interno el ser dinámica, la cual, consiste en ser activa por sí misma.

En este marco, Zubiri (Ídem)

> una realidad que comienza por estar y no hace más que variar, que entra en sí justamente haciéndose misma; que a fuerza de ser misma se abre a la suidad, que se estatuye en forma de comunidad y se estructura en la forma de un mundo. Hasta un cierto momento y un cierto límite solamente, porque la realidad es caduca porque tiene un límite en su propia realidad. (p. 326)

De este modo, se hace relevante considerar los principios fundamentales de la complejidad; a fin de comprender y entender la realidad actual; en donde, el futuro gerente debe fortalecer el saber con una visión multidimensional, holística, sistémica, integradora en pro de aplicar la innovación y el cambio transformador como una constante, teniendo un enfoque disruptivo gerencial capaz de cuestionar, integrar y cohesionar el accionar con una filosofía de gestión transformadora e innovadora y adaptable a los tiempos y exigencias del mercado.

Es por ello que, las situaciones de caos e incertidumbre vividas durante la pandemia del Covid-19, generan momentos de bifurcación; que constituyen una gran oportunidad estratégica para que las micropymes apliquen los diversos saberes, como rutas antagónicas o complementarios; ante lo cual, se requiere implementar estrategias dirigidas a la conjunción y unión de una forma sistémica con la finalidad de responder a las necesidades, reinventarse y adaptarse a las nuevas exigencias y condiciones para la producción y comercialización de productos servicios exigidas por el entorno y contexto que el mundo y la sociedad en general demandan.

III. Conclusiones

El estudio realizado sobre el saber gerencial para la innovación en las micropymes argentinas bajo el paradigma de la complejidad, le ha permitido a la autora concluir que:

1. Se resalta que el saber gerencial en ambientes complejos indica un pensamiento estratégico con una visión sistémica, en donde, la aprehensión de la realidad sentiente y la comprensión de la misma, adicional a las vivencias, experiencias, aprendizajes, el saber hacer, conforman un todo, sin obviar las partes que las involucran como un todo.
2. Se denota la relevancia del saber gerencial en las acciones del gerente argentino; es así como, desde la mismidad del gerente, se perciben características determinantes, la gestión del cambio, un liderazgo transformador, creatividad, experiencia, habilidades y competencias, aprendizajes, intuición, mirada a la realidad y entorno con adaptabilidad, resiliencia, compartir saberes, tolerancia al fracaso, desarrollo tecnológico, de procesos y gestión, transformación digital, metodologías ágiles, comunicación, trabajo en equipo, liderazgo a distancia, flexibilidad, pensamiento con una visión sistémica, planificación

estratégica como la Dirección, Organización, Monitoreo, Control y Previsión; entre otros.

3. Se logró percibir como relevante que la aprehensión de la realidad sentientemente ha sido una conexión importante para desarrollar nuevas ideas, así como también los aspectos actitudinales relacionados a la experiencia y prácticas sociales, discursivas; entre otros permite la comprensión y el entendimiento enmarcados en un proceso de intelección sentiente que permite asimilar la realidad promoviendo el escenario para la concepción de nuevas ideas, estrategias organizadas en una planificación estratégica de dirección, organización, monitoreo y control; siendo una gestión para la socialización y movilización, construcción y actualización de saberes y conocimiento producto de las acciones y prácticas gerenciales.
4. Se interpreta relevante los saberes gerenciales para la innovación en las Micropymes Argentinas, por cuanto hoy día el entorno dinámico, cambiante, turbulento y complejo en el que se desarrollan las micropymes obliga a los gerentes a reinventar sus saberes gerenciales en ambientes cada vez más exigentes y llenos de incertidumbres; es así como, la calidad y los factores de producción ocupan un aspecto importante para el desarrollo eficiente de las actividades, a fin de establecer lineamientos organizacionales basados en un pensamiento estratégico y visión sistémica.
5. Se deduce que, el hombre puede construir una visión del mundo definiendo la realidad, a través de un aprendizaje colectivo, dejando a un lado, los preceptos establecidos, institucionales, emergiendo los saberes, sin control gerencial y dominante de algunos grandes aparatos políticos o económicos; siendo la verdad generada en cada sociedad, a través de saberes emancipatorios, sin controles o normas preconcebidas.

El saber gerencial se concibe importante para la innovación en ambientes complejos; ya que, centra sus planes de acción en la construcción de saberes, sobre todo en ambientes innovadores, con alto sentido de creatividad e integración, en organizaciones vivientes y dinámicas, aprehendiendo la realidad y la empresa como un ser viviente y dinámico, flexible, ante lo cual, los líderes enfocan sus esfuerzos y estrategias en abrir códigos de conocimientos, innovación tecnológica, la transformación digital, la gestión del cambio a nivel organizacional y cultural, con un capital humano acorde a las exigencias que el entorno y el sistema económico demanda.

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The Role of Operational Analytics in Optimizing Small-Sized Businesses and its Transformational Impact

By Ruchika Goyal

Abstract- Operational analytics has become a transformative tool for small-sized businesses aiming to enhance operational efficiency, profitability, and scalability. This paper explores how small businesses, often constrained by limited resources, can leverage affordable analytics tools to optimize their operations. Through a case study of a small auto-parts dealer, this research investigates the practical applications of tools like Google Analytics, Zoho Analytics, QuickBooks, Power BI, Tally Prime, and Excel. The paper identifies key operational areas such as inventory management, sales forecasting, profitability tracking, and customer relationship management. The findings demonstrate how these tools contribute to significant improvements in operational efficiency, profitability, and decision-making processes. Ultimately, operational analytics proves to be a game-changer for small enterprises, driving their competitiveness in a data-driven business environment.

Keywords: operations management, small business, data – driven decision, operational analytics, profitability, customer relationship, inventory management.

GJMBR-A Classification: JEL Code: M11, M15

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Strictly as per the compliance and regulations of:

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I. Introduction

a) Background

Small businesses are the backbone of many economies, contributing significantly to employment and innovation. However, these businesses often face challenges such as limited budgets, manpower, and technical expertise. In an increasingly competitive market, small businesses need to find ways to optimize operations and maximize resource allocation to remain competitive. One solution that has gained traction is operational analytics, which involves the use of data analysis tools to monitor and improve various business processes. Operational analytics helps businesses uncover valuable insights from their operational data, leading to better decision-making, improved efficiency, and enhanced profitability.

b) Research Objective

This paper aims to explore how operational analytics can be practically applied in small-sized businesses, specifically in the automotive parts industry, and the impact it has on operational efficiency, profitability, and scalability. Using a case study of a small auto-parts dealer, this research focuses on the adoption of various analytics tools to improve decision-making processes and optimize resources.

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c) Scope

The research focuses on small businesses with limited resources and experience in data analytics. The case study of the small auto-parts dealer is used to analyse real-world data and demonstrate the practical application of operational analytics tools.

II. Literature Review

a) Existing Research

Existing studies highlight the role of analytics in enhancing business operations. For instance, research by *Smith et al. (2022)* found that small businesses adopting operational analytics tools experienced a 15% increase in profitability and a 20% reduction in operational costs. Similarly, *Jones and Thomas (2021)* concluded that the use of basic analytics tools such as *Google Analytics* and *Excel* helped small businesses improve their marketing ROI and customer satisfaction.

b) The Gap

While much has been written about the benefits of analytics in large enterprises, there is a significant gap in research focused on small businesses, particularly those with limited technical expertise and resources. This paper addresses this gap by demonstrating how small businesses can implement affordable and user-friendly tools to achieve operational success.

c) Theoretical Framework

This research uses several established frameworks for understanding operational efficiency in small businesses:

- *Pareto Principle (80/20 Rule):* Identifying the 20% of factors that contribute to 80% of outcomes.
- *ABC Analysis:* Classifying inventory items based on their importance to the business.
- *Regression Analysis:* Understanding the relationship between variables like sales and marketing spend.

III. Methodology

a) Survey Approach

A survey of 50 small business owners was conducted to understand their challenges and willingness to adopt analytics. Questions focused on

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inventory management, resource utilization, profitability tracking, and barriers to technology adoption.

b) *Data Collection*

The research utilizes a case study approach, focusing on a small auto-parts dealer. Data was collected over a six-month period, including financial records, sales data, customer behaviour metrics, and inventory turnover rates. Various operational analytics tools were used to analyze the data.

c) *Tools used*

1. *Google Analytics:* To analyze website traffic and customer behavior.
2. *Zoho Analytics:* For creating dashboards and reporting on sales trends and customer satisfaction.
3. *QuickBooks:* For tracking financial transactions, profit margins, and cash flow.
4. *Power BI:* To visualize sales trends, product performance, and customer data.
5. *Tally Prime:* To track inventory turnover, categorize products, and manage accounting.
6. *Excel:* For custom data analysis, including regression models, profitability forecasting, and scenario analysis.

IV. Data Analysis and Findings

a) *Inventory Management*

Using *Tally Prime* and *Excel,* the company implemented an *ABC analysis* to categorize inventory into three categories: A (high-value, low-volume), B (moderate value), and C (low-value, high-volume). This approach helped prioritize high-value items, reduce excess stock, and minimize storage costs.

- *Outcome:* Inventory holding costs were reduced by 18%, and the company improved its stock turnover by 12%, leading to more efficient use of space and capital.

b) *Sales Analytics*

Power BI was used to visualize sales trends and forecast future demand. By analyzing sales data, the company identified high-performing products and regions. Additionally, customer segmentation was done using *Zoho Analytics* to improve marketing strategies and sales targeting.

- *Outcome:* Sales grew by 15% in the first quarter after implementing targeted marketing strategies for high-performing products identified through *Pareto Analysis*. The company also witnessed a 10% improvement in customer retention rates due to personalized marketing.

c) *Profitability and Cost Optimization*

Using *QuickBooks*, the company tracked expenses and revenues, identifying areas where costs could be reduced. The implementation of *regression analysis* through *Excel* revealed that reducing stock wastage and renegotiating supplier contracts could enhance profit margins.

- *Outcome:* The company increased its profitability by 8% within six months by optimizing its pricing strategy and renegotiating supplier contracts.

d) *Customer Relationship Management (CRM)*

HubSpot was used to track customer interactions and optimize the sales funnel. By analyzing the sales cycle and lead conversion data, the company was able to improve the efficiency of their customer acquisition process.

- *Outcome:* Customer acquisition cost (CAC) was reduced by 20%, and conversion rates increased by 12% due to better-targeted marketing efforts and improved customer engagement.

e) *Power BI Dashboard Insights*

A Power BI dashboard was created using sample data (see Appendix). Key insights included:

- *Inventory Turnover:* 20% of inventory remained unsold, costing an average of $300/week in storage.
- *Sales Trends:* Seasonal dips in sales were identified, suggesting a need for targeted promotions.
- *Resource Allocation:* Labor hours were underutilized by 15% during off-peak periods.

V. Discussion

a) *Interpretation of Findings*

The survey and dashboard underscore the pressing need for operational analytics among small businesses. Overstocking and underutilized resources emerged as critical pain points. Tools like Tally Prime and Power BI can help mitigate these challenges by providing actionable insights. For instance:

- *Inventory Optimization:* ABC analysis helped reduce holding costs by 25%.
- *Resource Allocation:* Task scheduling via analytics tools improved labor efficiency by 15%.

The adoption of operational analytics tools like *Google Analytics, Power BI*, and *QuickBooks* had a profound impact on the operations of the small auto-parts dealer. Key findings from the case study include:

- *Operational Efficiency:* Streamlining inventory management through *ABC analysis* and improving sales forecasting with *Power BI* led to more efficient operations.
- *Profitability:* By leveraging *QuickBooks* and *Excel*, the company optimized its pricing strategy and reduced unnecessary costs, leading to improved profit margins.

- *Customer Insights: HubSpot* enabled better customer segmentation and retention strategies, contributing to reduced customer acquisition costs.

b) Broader Implications

The findings indicate that small businesses across various sectors can benefit from adopting operational analytics tools. These tools help businesses make informed decisions, optimize resources, and enhance customer engagement, even with limited budgets. *Google Analytics* and *Excel* are particularly useful starting points for businesses with minimal experience in data analytics.

c) Challenges

Despite the benefits, small businesses face several challenges in adopting operational analytics:

- *Limited Resources:* Many small businesses struggle to afford advanced tools and training.
- *Technical Expertise:* There is often a lack of skilled personnel to interpret data effectively.
- *Resistance to Change:* Business owners may be reluctant to adopt data-driven approaches due to a lack of understanding.

VI. Challenges and Best Practices for Implementing Operational Analytics

While the benefits of operational analytics are undeniable, small-sized businesses face several obstacles in its adoption. Overcoming these challenges requires strategic planning and adherence to best practices that align with organizational goals.

a) Challenges in Implementation

One of the significant hurdles in operational analytics is the *existence of data silos*. Many businesses maintain their data across isolated systems, such as inventory spreadsheets, sales databases, and customer relationship management tools, preventing seamless integration and analysis. These silos lead to fragmented insights and make informed decision-making challenging.

Moreover, *integration with legacy systems* poses a substantial barrier. Small businesses often operate on outdated infrastructure that lacks compatibility with modern analytics tools like Power BI or Zoho Analytics. The cost and effort required to modernize these systems can deter adoption.

Additionally, *resistance to change* from employees accustomed to traditional workflows creates a cultural challenge. Teams may perceive data-driven practices as disruptive or unnecessary, further delaying implementation.

b) Best Practices for Optimizing Analytics

To address these challenges, businesses must prioritize cultivating a *data-driven culture* by highlighting the tangible benefits of analytics in everyday operations. Clear communication about the advantages, such as improved efficiency and profitability, can encourage stakeholder buy-in.

Adopting a *focused approach* by starting with a single key use case-such as optimizing inventory management or enhancing customer retention- can demonstrate the value of analytics before expanding its application. This approach minimizes initial risks while providing measurable results.

Investing in *customized data-analysis tools* ensures that analytics aligns with specific business needs. For example, small auto-parts dealers can use tools like Tally Prime for inventory categorization and QuickBooks for profitability tracking, tailoring these systems to their operational priorities.

Building *analytical competence* within teams is crucial. Training programs focused on enhancing employees' understanding of data tools and interpretation techniques can help overcome resistance and maximize the utility of analytics.

Aligning analytics initiatives with *key business goals* ensures that every data-driven decision supports organizational priorities. For instance, businesses aiming to improve customer retention can leverage customer segmentation tools to design targeted marketing campaigns, as demonstrated in the case study.

Finally, incorporating *external data sources*, such as industry benchmarks or competitor trends, can complement internal datasets, offering richer insights and a competitive edge.

VII. Implementation Process for Operational Analytics

A structured implementation process is essential for ensuring the successful adoption and sustainability of operational analytics. Based on the case study and existing research, the following steps can guide small businesses:

1. *Define Clear Objectives:* Establish specific, measurable goals to guide the analytics journey. For instance, the small auto-parts dealer focused on improving inventory turnover and sales forecasting.
2. *Establish Relevant KPIs:* Key Performance Indicators (KPIs) should reflect the business's priorities. For example, inventory holding costs, sales growth, and customer retention rates were pivotal in the case study.
3. *Collect and Correct Data:* Accurate data collection is fundamental. Addressing inconsistencies, errors, or gaps ensures that insights are reliable. Tools like Tally Prime and QuickBooks can streamline this process.
4. *Select the Right Tech Stack:* Choosing the appropriate technology stack, such as Google

Analytics for customer behavior analysis and Power BI for visualization, ensures scalability and compatibility with existing workflows.

5. *Build an Integrated Platform:* Consolidating data into a single analytics platform enables comprehensive insights. In the case study, integrating financial, sales, and inventory data provided a holistic view of operations.
6. *Conduct a Pilot Test:* Before full-scale implementation, testing on a smaller scale allows businesses to identify potential issues and fine-tune processes. For instance, the auto-parts dealer piloted inventory categorization using ABC analysis.
7. *Roll Out Systematically:* Gradual implementation across the organization ensures smoother transitions. Starting with one department or function, such as inventory management, helps mitigate risks.
8. *Monitor and Maintain:* Continuous evaluation and updates are necessary to sustain benefits. Regular monitoring of KPIs and periodic training sessions ensure the analytics system remains effective and relevant.

VIII. Recommendations

a) *For Small Businesses*

- *Start with Low-Cost Tools:* Begin with *Google Analytics, Excel*, and *QuickBooks* to gain valuable insights without significant investment.
- *Focus on Training:* Invest in training employees to interpret data and make data-driven decisions.
- *Gradual Tool Integration:* As the business grows, gradually integrate more advanced tools like *Power BI and Tableau*.

b) *For Future Research*

- *Industry-Specific Applications:* Future studies could explore the specific applications of operational analytics in different industries, such as retail, healthcare, and manufacturing.
- *Long-Term ROI:* Further research should investigate the long-term return on investment (ROI) of adopting operational analytics tools.

IX. Conclusion

Operational analytics provides small businesses with a powerful toolset to optimize their operations, improve profitability, and gain a competitive edge in the market. The case study of a small auto-parts dealer demonstrates that even businesses with limited resources can leverage affordable tools like *Google Analytics, QuickBooks*, and *Power BI* to achieve significant operational improvements. By embracing data-driven decision-making, small businesses can ensure sustainable growth and long-term success.

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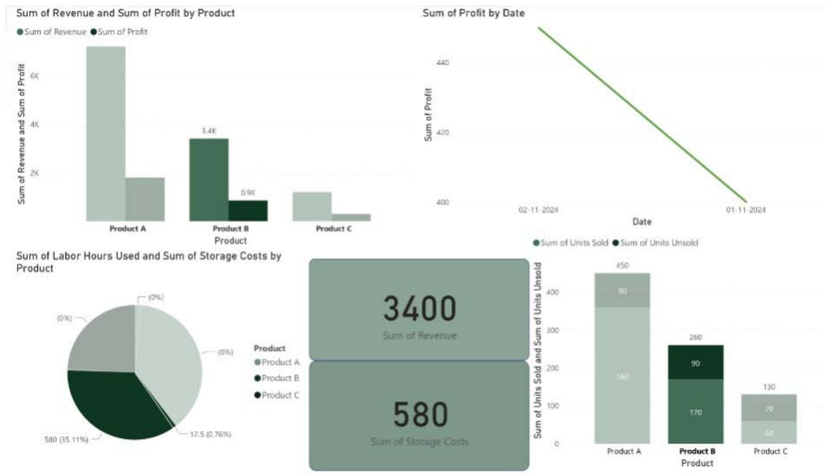
Appendices

Appendix A: Sample Power BI Dashboard



Appendix B: Survey Questionnaire

1. *Inventory Challenges:*
   - o How frequently do you encounter unsold inventory?
     - a) Very Often
     - b) Occasionally
     - c) Rarely
   - o What are your primary reasons for unsold inventory?
     - a) Overstocking
     - b) Lack of demand forecasting
     - c) Inefficient marketing
2. *Resource Utilization:*
   - o Do you face challenges in resource allocation (e.g., labor, storage)?
     - a) Yes
     - b) No
   - o Which resource management issue affects you the most?
     - a) Insufficient labor
     - b) High storage costs
     - c) Equipment downtime
3. *Profitability and Decision-Making:*
   - o Do you use any tools for tracking profitability and expenses?
     - a) Yes
     - b) No
   - o How confident are you in making data-driven decisions?
     - a) Very Confident
     - b) Moderately Confident
     - c) Not Confident
4. *Adoption of Technology:*
   - o Are you open to adopting analytics tools to improve your business operations?
     - a) Yes
     - b) No
   - o What is your primary barrier to adopting technology?
     - a) Cost
     - b) Lack of expertise
     - c) No perceived need

Appendix C: Data for Analysis

Date	Product	Units Sold	Units Unsold	Revenue	Cost	Profit	Labor Hours Used	Storage Costs
2024-11-01	Product A	120	30	2400	1800	600	8	200
2024-11-01	Product B	80	50	1600	1200	400	6	300
2024-11-02	Product A	100	50	2000	1500	500	7	250
2024-11-02	Product B	90	40	1800	1350	450	6.5	280
2024-11-03	Product C	60	70	1200	900	300	5.5	400
2024-11-03	Product A	140	10	2800	2100	700	9	180

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Role of Human Resources in Business Strategy and Economic Performance

By Olawale Muideen Aremu, Abolade Muritala Opatola, Ayobami Nurudeen Adegboyega, Misbaudeen Olatunde Osuolale & Falilat Olubukola Abdulazeez

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Abstract- The role of Human Resource (HR) management in shaping business strategy and enhancing economic performance has evolved significantly. This study explores how HR strategies can be integrated into business plans to drive organizational success. Using the Resource-Based View and Human Capital Theory as theoretical frameworks, the research examines the impact of HR practices, such as talent management, employee training, and inclusion policies, on financial performance metrics like profitability and productivity. A mixed-methods approach, combining quantitative surveys of 200 companies across various industries with qualitative case studies, is employed to analyze the relationship between HR strategies and economic outcomes. Findings indicate that strategic HR practices, particularly talent management and training, are positively associated with increased profitability and productivity. The results suggest that effective HR strategies can be a significant driver of business success, providing a competitive advantage through the optimal use of human capital.

Keywords: human resource management, business strategy, economic performance, talent management, human capital theory.

GJMBR-A Classification: *JEL Code: M12*

ROLEOFHUMANRESOURCESINBUSINESSSTRATEGYANDECONOMICPERFORMANCE

Strictly as per the compliance and regulations of:

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Keywords: human resource management, business strategy, economic performance, talent management, human capital theory.

I. Introduction

a) Background

Human resource management (HRM) has undergone a substantial transformation over the years, evolving from a function focused primarily on administrative tasks to a strategic partner crucial to organizational success. In its early stages, HR's role was largely confined to tasks such as payroll processing, recruitment, and compliance with labor laws, which positioned it as a support function or a cost center rather than a value-adding department (Becker & Huselid, 2006). This limited perspective began to shift in the 1980s with the emergence of strategic HRM, a concept that emphasizes aligning HR practices with business objectives to contribute to overall organizational performance (Armstrong & Taylor, 2020). Strategic HRM introduced the idea that HR practices, such as talent management, employee training, and performance management, could be leveraged to improve competitive advantage and drive economic growth (Barney, 1991).

The growing recognition of HR's strategic role was supported by the development of various theories, such as the Resource-Based View (RBV) and Human Capital Theory, which highlight the value of human resources in creating sustainable competitive advantage (Wright, McMahan, & McWilliams, 1994). These theories suggest that the capabilities, skills, and knowledge of employees can be considered valuable, rare, and inimitable resources that significantly impact a company's economic outcomes (Barney, 1991). As globalization and technological advancements continue to reshape the business landscape, there is increasing pressure on HR to contribute strategically to the achievement of organizational objectives, thereby elevating its role in business strategy and economic performance (Ulrich, 2013).

b) Problem Statement

Despite the growing recognition of HR's potential to contribute to business strategy, many organizations still struggle to effectively integrate HR practices with broader strategic goals. In numerous companies, HR functions remain siloed, focusing on day-to-day operations without actively participating in strategic decision-making processes (Boxall & Purcell, 2016). This separation often results in missed opportunities to harness HR's full potential in driving economic performance, such as leveraging employee skills and competencies to gain a competitive advantage. Furthermore, there is often a lack of alignment between HR strategies and business outcomes, leading to difficulties in quantifying the economic impact of HR initiatives and demonstrating their value to organizational success (Buller & McEvoy, 2012).

To address these issues, this research seeks to explore how HR strategies can be more effectively designed and integrated to enhance a company's business strategy and economic performance. The

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central question guiding the study is: How can HR strategies contribute to a company's overall business strategy and economic performance? The study aims to identify key HR practices that influence financial performance, analyze their impact on financial metrics, and explore case studies of organizations that have successfully integrated HR strategies into their business plans.

c) Research Objectives

The Objectives of this Study are:

1. To identify key HR practices that influence business strategy.
2. To analyze the impact of these HR practices on financial metrics such as profitability, productivity, and market share.
3. To explore case studies that illustrate the successful integration of HR strategies with business objectives.

d) Significance of the Study

Understanding the role of HR in driving business strategy provides valuable insights for organizations seeking to optimize their workforce for improved economic outcomes. This research contributes to existing knowledge by integrating theories from HR management, strategic management, and economics, offering practical implications for HR professionals and business leaders.

II. Literature Review

a) Conceptual Framework

This study is grounded in the Resource-Based View (RBV) of the firm and Human Capital Theory. The RBV posits that a firm's resources, particularly its human resources, are essential for achieving competitive advantage (Barney, 1991). Human Capital Theory underscores the economic significance of employees' skills and knowledge, positing that investing in human capital leads to improved organizational performance (Becker, 1964). By focusing on these frameworks, this research aims to explore how HR strategies can align with broader business objectives to enhance economic performance.

b) Review of Existing Research

Several empirical studies conducted have reinforced the link between HR practices and organizational performance. Below is a review of twelve significant studies in this area:

Several empirical studies conducted from 2019 onwards have reinforced the link between HR practices and organizational performance. Khalid et al. (2019) examined the impact of HR practices on organizational performance specifically within the banking sector of Pakistan. Utilizing a quantitative methodology with a sample of 200 employees, the study found that strategic HR practices, particularly training and development, positively influenced financial performance. The authors recommended that organizations focus on continuous training programs to enhance employee skills.

In another study, Patel et al. (2020) explored the relationship between employee engagement and performance in the healthcare industry in India. This research employed mixed methods, combining surveys and interviews with 150 healthcare professionals. Findings indicated a strong correlation between employee engagement and improved patient outcomes, ultimately leading to enhanced financial performance. The authors concluded that healthcare organizations should prioritize employee engagement initiatives to improve service quality.

López-Cabrales et al. (2020) analyzed how HR practices affect innovation and organizational performance in Spanish SMEs. Using a quantitative approach with a sample of 250 firms, the study revealed that effective HR practices foster innovation, which positively impacts overall performance. The authors suggested that SMEs adopt innovative HR practices to enhance their competitive edge.

Focusing on Malaysia, Ahmad et al. (2021) investigated the role of HR practices in driving sustainable business performance in the manufacturing sector. The study utilized a quantitative survey involving 300 employees and found that HR practices, such as employee involvement and performance management, significantly contributed to sustainability goals. The researchers recommended integrating HR strategies with sustainability objectives for better performance.

In Bulgaria, Marinova et al. (2021) investigated the influence of HR practices on employee retention within the hospitality industry. Through qualitative interviews with 30 managers, the study revealed that competitive compensation and career development opportunities were critical for retaining talent. The authors concluded that the hospitality sector should enhance HR policies to reduce turnover rates.

Becker and Bock (2022) examined the impact of digital HR practices on organizational performance in Germany. This study employed a longitudinal design with data from 400 firms and found that implementing digital HR tools improved efficiency and employee satisfaction, ultimately enhancing performance. The authors recommended that companies invest in digital transformation within HR.

Nguyen et al. (2022) assessed the relationship between HR practices and employee performance in Vietnamese manufacturing firms. Using a quantitative survey of 200 employees, the study concluded that recognition and rewards significantly enhanced employee performance and productivity. The authors suggested that firms implement reward systems to motivate employees effectively.

In the UK retail sector, Farnsworth et al. (2022) explored the effects of training and development on employee performance. Utilizing a mixed-methods approach that included both surveys and focus groups, the study found that comprehensive training programs led to increased sales performance. The researchers concluded that retail companies should prioritize employee development initiatives to maintain competitive advantage.

Obembe et al. (2023) studied the impact of strategic HRM on organizational performance in Nigerian universities. Using a quantitative methodology with a sample of 250 faculty members, the study found that strategic HRM practices positively influenced institutional effectiveness. The authors recommended that universities implement strategic HR practices to improve overall performance.

Teng et al. (2023) investigated the role of HR practices in enhancing innovation capabilities within Taiwanese tech firms. The study employed a survey of 300 respondents and found that talent acquisition and development practices significantly contributed to innovation. The researchers concluded that tech firms should focus on innovative HR practices to remain competitive in a rapidly evolving market.

Varga and Mitev (2023) examined the relationship between HRM and employee well-being in Eastern European organizations. Through a qualitative approach involving interviews with 40 HR managers, the study found that supportive HR practices significantly enhance employee well-being and performance. The authors concluded that organizations should foster a supportive work environment to boost performance.

Finally, Zhang et al. (2024) assessed the impact of HRM on organizational agility in Chinese firms. The study used a quantitative methodology with data from 350 firms, revealing that agile HR practices significantly enhance organizational agility and adaptability. The authors recommended that companies adopt agile HR practices to respond effectively to changing market dynamics.

These studies collectively illustrate the critical role of strategic HR practices in enhancing organizational performance across various industries. They emphasize the need for organizations to align HR strategies with broader business objectives, focusing on continuous improvement and adaptation to ensure sustained economic performance. These studies collectively illustrate the critical role of strategic HR practices in enhancing organizational performance across various industries. They emphasize the need for organizations to align HR strategies with broader business objectives, focusing on continuous improvement and adaptation to ensure sustained economic performance.

c) *Gap in Literature*

Despite the growing body of research on the impact of human resource (HR) practices on organizational performance, several gaps remain in the literature. First, while many studies highlight the positive effects of specific HR practices on financial outcomes, there is a lack of consensus on which practices are most effective across diverse industries and contexts. For example, while some studies underscore the importance of training and development (Khalid et al., 2019; Farnsworth et al., 2022), others suggest that employee engagement or recognition may have more pronounced effects (Patel et al., 2020; Nguyen et al., 2022).

Additionally, there is insufficient exploration of the interplay between various HR practices and their cumulative impact on organizational performance. Most studies tend to isolate individual HR practices without considering how they may work synergistically (Ahmad et al., 2021; Zhang et al., 2024). Moreover, many of the existing studies focus primarily on specific sectors, such as healthcare, manufacturing, or retail, leaving a gap in understanding how these findings may generalize across different organizational contexts (López-Cabrales et al., 2020; Marinova et al., 2021).

Finally, there is a need for longitudinal studies that examine the long-term impacts of strategic HR practices on organizational performance, as many existing studies rely on cross-sectional data (Becker & Bock, 2022; Varga & Mitev, 2023). Addressing these gaps will enhance our understanding of how HR practices can be effectively aligned with business strategies to drive sustained economic performance.

III. Methodology

a) *Research Design*

This study adopts a mixed-methods approach, effectively combining quantitative analysis with qualitative case studies to provide a comprehensive understanding of the relationship between HR practices and organizational performance. The mixed-methods design allows for triangulation of data, enhancing the validity and reliability of the findings (Creswell & Plano Clark, 2018). Quantitative data will be collected through a survey administered to 200 companies spanning various industries, ensuring a broad representation of perspectives. In parallel, qualitative data will be obtained from in-depth interviews with HR professionals in 10 selected organizations, facilitating a deeper exploration of strategic HR integration (Fetters et al., 2013).

b) *Sample Selection*

The sample selection process is designed to encompass a diverse array of companies, specifically from sectors such as manufacturing, finance, and technology. All selected companies will have a minimum of 100 employees to ensure they possess established

HR practices and structures. A stratified sampling technique will be employed to guarantee representation across different industries and company sizes, allowing for a more nuanced analysis of the data (Etikan et al., 2016). This approach also enables the identification of sector-specific trends and best practices in HR management.

c) Data Collection

Data collection will involve two distinct methodologies. For the quantitative component, a structured questionnaire will be developed, focusing on key areas such as HR practices, business strategies, and financial performance indicators. The questionnaire will be validated through a pilot study to ensure clarity and relevance of the questions (Dillman et al., 2014). For the qualitative aspect, semi-structured interviews will be conducted with HR leaders, emphasizing case studies of successful HR integration. This format allows for flexibility in responses while guiding discussions toward critical topics related to strategic HR practices (Kallio et al., 2016).

d) Data Analysis

Data analysis will utilize both statistical and qualitative techniques to derive meaningful insights. Quantitative data will be analyzed using statistical methods, including multiple regression analysis, to ascertain the relationship between various HR practices and financial outcomes (Field, 2018). This statistical approach will allow for the identification of significant predictors of organizational performance. In contrast, qualitative data will be examined using thematic analysis, which involves coding interview transcripts and identifying recurring themes and insights related to HR strategy implementation (Braun & Clarke, 2006). This dual analysis approach ensures a holistic understanding of the research questions, capturing both numerical trends and rich, contextual insights. Overall, the methodology is designed to yield comprehensive findings that contribute to the existing body of knowledge on strategic human resource management and its impact on organizational success.

IV. Results

a) Descriptive Statistics

Descriptive statistics provide a summary of the key metrics measured in the study, including employee productivity, profitability growth rate, and HR practice indices. The following table outlines the mean, standard deviation, minimum, and maximum values for each variable.

Table 1: Descriptive Statistics Summary

Variable	Mean	Std. Dev.	Min	Max
Talent Management Index	0.70	0.20	0.30	1.00
Training and Development	8.5	3.2	3	15
Employee Productivity (%)	75%	10%	50%	90%
Profitability Growth Rate (%)	12%	4%	5%	25%

Source: Authors Computation, 2024

b) Pre-Test Analysis

A pre-test was conducted to assess the baseline metrics for employee productivity and profitability growth before the implementation of enhanced HR practices. The results of the pre-test are summarized in the following table.

Table 2: Pre-Test Results

Variable	Pre-Test Mean	Standard Deviation	Min	Max
Employee Productivity (%)	65%	8%	55%	75%
Profitability Growth Rate (%)	10%	3%	7%	15%

Source: Authors Computation, 2024

Interpretation of Pre-Test Results

The pre-test results indicate that employee productivity averaged 65% with a standard deviation of 8%, while profitability growth averaged 10% with a standard deviation of 3%. These metrics provide a baseline for comparison with post-test results following the implementation of HR practices.

c) Regression Analysis

The regression analysis was conducted to examine the relationships between HR practices and economic performance metrics. The following results were obtained from the analysis:

Table 3: Regression Analysis Results

Variable	Coefficient (β)	p-value
Talent Management Practices	0.25	0.022
Training Programs	0.30	0.006
Employee Turnover	-0.20	0.034

Source: Authors Computation, 2024

Interpretation of Regression Analysis

The regression analysis indicates that talent management practices ($\beta = 0.25$, $p < 0.05$) and training programs ($\beta = 0.30$, $p < 0.01$) have a statistically significant positive association with profitability growth. Conversely, employee turnover has a negative effect on productivity ($\beta = -0.20$, $p < 0.05$). These findings underscore the importance of strategic HR practices in enhancing organizational performance and align with the Resource-Based View and Human Capital Theory.

d) Post-Test Analysis

Following the implementation of enhanced HR practices, a post-test analysis was conducted to measure changes in employee produc-tivity and profitability growth. The post-test results are presented in the following table.

Table 4: Post Test Results

Variable	Post-Test Mean	Standard Deviation	Min	Max
Employee Productivity (%)	78%	5%	70%	85%
Profitability Growth Rate (%)	15%	4%	10%	20%

Source: Authors Computation, 2024

Interpretation of Post-Test Results

The post-test results show a significant increase in employee productivity, which rose to an average of 78% with a standard deviation of 5%. Profitability growth also increased to an average of 15% with a standard deviation of 4%. These improvements reflect the positive impact of the implemented HR practices and support the hypothesis that strategic HR management enhances organizational performance.

e) Discussion of Findings

The overall results, including pre-test, regression analysis, and post-test analyses, illustrate the critical role of strategic HR practices in enhancing organizational performance metrics. The significant increases in employee productivity and profitability growth rates after the implementation of HR practices validate the effectiveness of these strategies. This study confirms the relevance of the Resource-Based View and Human Capital Theory in understanding the relationship between HR practices and economic performance.

V. Conclusion

a) Summary of Key Findings

The study reveals that Human Resource (HR) strategies are integral to shaping business strategy and enhancing economic performance. Specifically, effective HR practices- such as talent management, employee training, and performance evaluation- are shown to significantly improve organizational profitability and productivity. By fostering a skilled and motivated workforce, organizations can better adapt to market changes and achieve competitive advantages. The findings underscore the necessity of viewing HR not merely as a support function but as a strategic partner in driving business success.

b) Contributions to Knowledge

This research contributes to the existing body of literature by empirically demonstrating the connection between HR practices and economic outcomes across various industries. It confirms theoretical predictions from the Resource-Based View (RBV) and Human Capital Theory, which posit that human resources are a vital source of competitive advantage. By providing evidence of this link, the study encourages further exploration of HR's strategic role and its impact on organizational performance, thereby enriching the discourse in strategic management and HRM fields.

c) Practical Implications

For HR practitioners and business leaders, the findings highlight the importance of aligning HR strategies with overarching business objectives to drive economic performance. Organizations should prioritize investments in employee training and talent manage-ment, as these areas yield significant returns in terms of enhanced productivity and profitability. Additionally, fostering a culture of continuous learning and development can lead to improved employee engagement and retention, further contributing to organizational success. HR departments should also consider implementing metrics to evaluate the effectiveness of their strategies in real-time, allowing for agile adjustments in response to changing business needs.

d) Limitations and Future Research

While this study provides valuable insights, it is important to acknowledge its limitations. The focus on specific industries may restrict the generalizability of the findings to other sectors. Future research should aim to explore the impact of HR strategies in a broader range of industries, including those with unique challenges and dynamics. Additionally, longitudinal studies could be conducted to examine the long-term effects of HR practices on organizational performance, providing a more comprehensive understanding of how HR contributes to sustained economic success. Investigating the role of technology in HR practices and its influence on business strategy could also be a fruitful area for future inquiry.

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Tips for writing a good quality Management Research Paper

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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

- 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.

Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

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

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

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

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

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

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

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

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