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

Global Journal of Management and Business Research: A

Administration and Management

High Performance Working
Benefits of the Outsourcing Strategy

Highlights

Impact of Value Chain Analysis
Micro and Small Livestock Enterprises

Discovering Thoughts, Inventing Future

VOLUME 16 ISSUE 9 VERSION 1.0

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

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

Volume 16 Issue 9 (Ver. 1.0)

Open Association of Research Society

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

Global Journals Inc.

*(A Delaware USA Incorporation with "Good Standing"; **Reg. Number: 0423089**)*
Sponsors: *Open Association of Research Society*
Open Scientific Standards

Publisher's Headquarters office

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

Offset Typesetting

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

Packaging & Continental Dispatching

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

Find a correspondence nodal officer near you

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

eContacts

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

Pricing (Including by Air Parcel Charges):

For Authors:

22 USD (B/W) & 50 USD (Color)

Yearly Subscription (Personal & Institutional):

200 USD (B/W) & 250 USD (Color)

Contents of the Issue

Global Journal of Management and Business Research: A
Administration and Management
Volume 16 Issue 9 Version 1.0 Year 2016
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

High Performance Working

By Mesfer Alsubaie

Saudi Arabian Cultural Mission, United States

Abstract- The performance management makes sure that employees are aware of the goal and objective that they have to achieve. The organization has certain goals and objectives. And it is the best in interest of organization of company and employee that the objectives of both must be in sync. Thus setting up objectives in advance helps the company and organization to be in same page. Further performance management helps the employee to grow with the company. Further this is a process that eliminate the difference and conflicts between the two. Performance management also helps in identifying key resource for the organization who can be rewarded and groomed to be the stars of the future (Walton, R 1985). Further performance management also helps in setting up the reward structure as to what kind of performance must get what kind of award. These incentives the employee to see what is expected and what in return they are going to get.

Keywords: *HPW, high performance working, performance management.*

GJMBR- A Classification: *JEL Code: P47*

HIGHPERFORMANCEWORKING

Strictly as per the compliance and regulations of:

High Performance Working

Mesfer Alsubaie

Abstract- The performance management makes sure that employees are aware of the goal and objective that they have to achieve. The organization has certain goals and objectives. And it is the best in interest of organization of company and employee that the objectives of both must be in sync. Thus setting up objectives in advance helps the company and organization to be in same page. Further performance management helps the employee to grow with the company. Further this is a process that eliminate the difference and conflicts between the two. Performance management also helps in identifying key resource for the organization who can be rewarded and groomed to be the stars of the future (Walton, R 1985). Further performance management also helps in setting up the reward structure as to what kind of performance must get what kind of award. These incentives the employee to see what is expected and what in return they are going to get.

Keywords: HPW, high performance working, performance management.

I. Introduction

High Performance working is characterized to be a regular way of dealing with employee in associations with the goal of achieving best possible worker contribution and duty to accomplish the goals of best possible performance (Ashton, D 2002). High Performance Working is essential since just by increasing the availability of good skills and knowledge at the workplace does not necessarily means that there will be increase in the performance at the workplace. It does not ensure that having skills at the work place will bring about profitability and good employee engagement. These abilities should be utilized and connected adequately as a part of the work environment. HPW practices cover a scope of ranges, including ways to deal with work association, relationship with employees, mentoring and leadership and the development of the organization. The work practices that are taken care of in high performance working organizations aims at achieving high level of engagement of employees at the workplace by motivating them and giving them the required skills so that they can be effective in doing their work. HPW includes the uniting and execution of a number of practices comprehensively to successfully and profitably run an association. It depends on conclusions made from theories that individual and performance of the organization is influenced by the way work is outlined and composed, chances for employees to participate in the decision making capacities and learning of staff, and their inspiration to partake and being efficient in their work (Becker, B 1998). Nick Holley has stated that the main problem with this construct in numerous associations is that it has turned into an 'answer searching for an issue' While there is a considerable data that recommends there is a strong relationship between worker engagement and firm's progress, Various studies have proved that that engagement does not drive firm execution, but execution drives engagement. So employee engagement is one of the practices in HPW.

Author: *Saudi Arabian Cultural Mission. e-mail mesfer66@gmail.com*

II. High Performance Working Benefits

Benefits from expanding the utilization of High Performance Work practices gives an exponential result because there comes a synergy from various departments by adopting HOW practices. But associations should underline distinctive practices, and plan altogether different ways to deal with HPW. For illustration, the strategy for one association might be on exhaustive imparting skills to employees through trainings and develop them so that they can perform their work with high efficiency but for other it could be management of performance that focuses on objective setting. There are lot of research that have examined the impacts of High Performance Working practices and has found that it depends on gathering the practices to frame worldwide standards. But this may cover contrasts between associations with entirely distinctive ways to deal with administration. For illustration, one association could actualize salaries on the basis of performance and merit and profit-sharing and another actualize quality circles, collaboration (Menzes, L 2005).

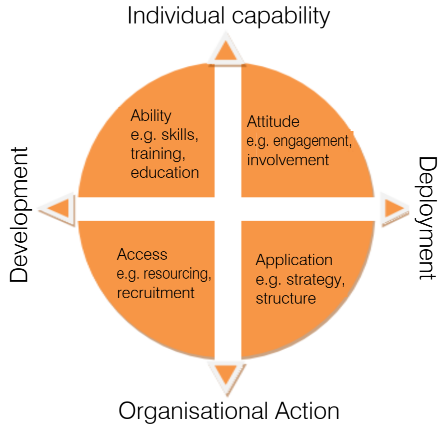
a) *Models in High Performance Working*

Below is the model that High Performance Working follows. This model is based upon two variables which are known as development and deployment of the skills that a particular employee possesses in the organization. Here the entire wheel is divided into 4 quadrants as shown in the figure below. The 4A's as we can see clearly defines the skills sets of an organization which can make or destroy the productivity of organization therefore High Performance Working practices are needed to align these employee skills to the goals of the organization in order to have a sustain growth.

Boxall (2005) have figured out various parameters which are part of high performance working practices and are as follows:

1. Training and development
2. Reward & Recognition
3. Contingent Pay
4. Performance Management
5. Properly managed employee life cycle

So if talk about the bundle of high performance working practices then concepts stated above are the one that forms it.



b) Amo Model for HPW

Another Model that explains about how high performance working is related to sustain growth of the organization. AMO is the popularly known model that explains this. A stands for capabilities or abilities of the employee and it is evident from the word itself that the ability to perform depends directly on the ability of the employee to perform in their work and be productive. Proper training and development programs should be in place to train the employees on the skills required for performing their job. Also employees should be cross trained so that they can multi task. Therefore, it is a very important component of high performance working that proper training and development should be in place to enhance the abilities of the employee. M stands for motivation which is again related to the performance of any organization (Guest, D 2000). If employees are highly motivated, then they will be productive at work which in turn enhances the performance of organization in return. Thus it becomes mandatory for organization to have motivational programs in place in order to boost the energy of their employees. Motivation again has a co-relation to the skills possessed by the individual. If the employee is given a task which matches its skills, then he or she will be highly motivated to perform that job and hence productivity will be high. The "A" and "M" segments for quite some time been key to individual-level speculations backing up the performance at the job by employees. The extra element of the AMO model is that it makes note of the workplace in which people utilize their capacities and inspiration. "O" in this model stands for the opportunity that employees have in the organization to perform a particular job. Thus even if the employees are highly motivated and have the required skills to perform a job in the most efficient manner but they do not have the opportunity to work on any job than there is no use of the skills possessed. Hence for any organization to be high performance working there should be a balance among the three variables which are ability to perform the job in effective manner, employees should be highly motivated for their work and finally they should be given ample opportunities to perform the job. So AMO model should be followed in order to accomplish the goals set by High Performance Working organization and it is considered as one of the best practices. In totality this model AMO accounts for the performance of each employee in the organization. When we see from the hierarchical level, HPWPs structure an administrative framework, the aim of which is to improve workforce association, workforce capacities and workforce demeanors that together add to the performance of the organization. In pursuit of having high performance working capacity, it is conceivable to practice these theories for example, preparing, pay and offering succession planning (A, M) without changing the work framework (O) (Guest, D 2003)

c) Performance Management

The performance management is a 4 stage cycle. The performance appraisal starts with planning where one plan in advance as to what he is trying or going to achieve. This includes setting up objectives against which the performance would be judged. The next stage is developing which refers to someone ability to go ahead and do the tasks assigned to them. Perform refers individual doing the job. Review refers to the judgement on the performance and rewarding to the incentives assigned to the performance.

Global Journal of Management and Business Research (A) Volume XVI Issue IX Version I Year 2016

d) Role of Trust in HPW

Trust is one important factor that organizations should develop with their employees to have a good environment at the workplace. It is a common understanding that it is the responsibility of leaders to make sure that their employees have trust in them because as power increases employees starts to lose trust in their leaders so it is the responsibility of leaders to make sure that they interact enough with their sub ordinates so that there is an environment of trust in the organization (Lawler, E 1998). Trust is important because it instills a feeling of motivation in employees and they work at their highest level of performance. Therefore, instilling trust in the employees is one of the factors which have to be involved in high performance working practices to sustain the growth of organizations. Following are the ways in which trust can be established:

Making a connection with the employees is one way of building trust with them. This can be achieved by organizing team outings where everybody is invited and leaders should take the initiative to interact with the employees and make them feel comfortable (Purcell, J 2003). Sharing ideas with employees and let employees share the ideas with the leaders. Leaders in this process should acknowledge the ideas by the employees as in that case they feel listened and trust is build that they have value in the organization.

Being transparent & truthful with employees creates an environment of trust. Leaders should clearly set out the goals and objectives for each business unit so that there is transparency in terms of the roles and responsibilities and hence it creates a better clarity and employees know what is expected out of them and they deliver as per the expectation with full motivation which drives the growth of organization.

Encouraging employees rather than just ordering them to do a certain job motivates them better and they feel more responsible and accountable towards their job because they feel motivated to do the job as they get the support from their leaders and hence deliver at their highest performance level (Thomson, M 2002).

Communication is defined as the procedure of conveying thoughts, data, knowledge and information with others in a specific time and place. Communication comprises of speaking, writing as well as nonverbal correspondence which are the gestures, face expressions etc, visual correspondence where the ideas are expressed with the help of drawings, any sort of video and finally electronic correspondence using handsets, emails etc. Communication is a key a portion of individual life and is likewise imperative in business, training, and whatever other circumstances where individuals experience each other. Successful communication in the work environment has a very major part in growing enduring affinity with the peers, which will likewise prompt a work in advancement at workplace. Communication in the organization have numerous forms and has a direct impact on the employee's driving force at the workplace (Stevens, J 2002).

Proper employee engagement activities should be in place so as to better motivate employees. HR department should think of engaging employee engagement activities that so that rather than taking the engagement activities as stress employees willingly take up the activities and better engage in the learning and development activities and get the skills which are required for successful completion of the job (Walton, R 1995).

III. Conclusion

As we have seen in the report that high performance working organizations should take care of their employees in a better manner so that the skilled labor do feel engaged and they work for the achievement of goals and objectives of the organization and hence ensures the sustain growth of the organization through their highest level of performance. Having skilled labor in the organization is one thing however it is the responsibility of HR department to make sure that all the employees are allocated to the right job so that feel motivated to work in the jobs they are performing and it is a well-known fact that when employees are motivated then employees are productive in nature and it will directly relate to the enhanced performance of the organization (lawler, E 1998)

The performance management makes sure that employees are aware of the goal and objective that they have to achieve. The organization has certain goals and objectives. And it is the best in interest of organization of company and employee that the objectives of both must be in sync. Thus setting up objectives in advance helps the company and organization to be in same page. Further performance management helps the employee to grow with the company. Further this is a process that eliminate the difference and conflicts between the two. Performance management also helps in identifying key resource for the organization who can be rewarded and groomed to be the stars of the future (Walton, R 1985). Further performance management also helps in setting up the reward structure as to what kind of performance must get what kind of award. This incentive the employee to see what is expected and what in return they are going to get.

References Références Referencias

1. Ashton, D and Sung, J. (2002) Supporting Workplace Learning for High Performance Working, Geneva: ILO7.
2. Becker, B. E. and Husled, M. A. (1998) 'High Performance Work Systems and Firm Performance: A Synthesis of Research and Managerial Implications', Research in Personnel and Human Resource Management, Vol. 16, Stamford: JAI Press, Stamford, CT. pp 53-101.
3. de Menezes, L. M. and Wood, S. 'Identifying Human Resource Management in Britain using the Workplace Employee Relations Survey,' International Journal of Human Resource Management, forthcoming 2005.
4. Guest, D. (2000) HR and the Bottom Line – 'Has the penny dropped?' People Management, 20 July, pp 26-31.
5. Guest, D., Michie, J., Conway, N. and Sheehan, M. 'Human Resource Management and Corporate Performance in the UK', British Journal of Industrial Relations 41:2 June 2003, pp. 291-314
6. Lawler, E. (1986) High-involvement Management, San Francisco: Jossey-Bass.
7. Lawler, E. E. with Mohman, S. A. and Ledford, G. E. (1998) Strategies for High Performance Organizations, CEO Report, San Francisco: Jossey-Bass.
8. Purcell J., Kinnie, N., Hutchinson, S., Rayton, B. and Swart, J. (2003) Understanding the People and Performance Link: Unlocking the Black Box, Chartered Institute of Personnel and Development: London.
9. Stevens, J. (2005) High Performance Wales: Real Experiences, Real Success, High Performance, Wales Management Council, Wales: Cardiff.
10. Thompson, M. (2002) High Performance Work Organisation in UK Aerospace – The SBAC Human Capital Audit, London: The Society of British Aerospace Companies
11. Walton, R. (1985) 'From "control" to "commitment" in the workplace', Harvard Business Review 63 (2), pp 77-84.
12. Wood, S. (2001) with de Menezes L. M. and Lasaosa, A., High Involvement Management and Performance, paper delivered at the Centre for Labour Market Studies, University of Leicester, May 2001.

Global Journal of Management and Business Research: A
Administration and Management
Volume 16 Issue 9 Version 1.0 Year 2016
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Investigating the Relationship of Organizational Citizenship Behavior with Job Satisfaction, Organizational Commitment and Turnover Intention: Evidence from the Banking Sector of Pakistan

By Saif-ud-Din, Prof. Mohammad Ishfaq & Muhammad Adeel

King Abdul Aziz University

Abstract- Organizational Citizenship Behaviors(OCB) are those behaviors for which employees are neither rewarded by their organizations, nor employees are encouraged to show such behaviors. OCB has potential to make countless contribution towards organizational effectiveness. The purpose of this study is to investigate the relationship between jobsatisfaction, organizational commitment, OCB and turnover intentions. This study has been conducted in the banking sector and for this purpose responses from 140 public and private banks' employees were obtained through simple random sampling. A questionnaire was used as a data collection instrument. SPSS17.0 software was used to analyze the data. Findings revealed that OCB is positively correlated with job satisfaction and organizational commitment, whereas it is negatively correlated with the turnover intentions.

Keywords: OCB, jobsatisfaction, organizational commit-ment, turnover intensions, banks.

GJMBR- A Classification: JELCode: J28

INVESTIGATINGTHERELATIONSHIPOFORGANIZATIONALCITIZENSHIPBEHAVIORWITHJOBSATISFACTIONORGANIZATIONALCOMMITMENTANDTURNOVERINTENTIONEVIDENCEFR
OMTHEBANKINGSECTOROFPAKISTAN

Strictly as per the compliance and regulations of:

Investigating the Relationship of Organizational Citizenship Behavior with Job Satisfaction, Organizational Commitment and Turnover Intention: Evidence from the Banking Sector of Pakistan

Saif-ud-Din [α], Prof. Mohammad Ishfaq [σ] & Muhammad Adeel [ρ]

Abstract- Organizational Citizenship Behaviors(OCB) are those behaviors for which employees are neither rewarded by their organizations, nor employees are encouraged to show such behaviors. OCB has potential to make countless contribution towards organizational effectiveness. The purpose of this study is to investigate the relationship between jobsatisfaction, organizational commitment, OCB and turnover intentions. This study has been conducted in the banking sector and for this purpose responses from 140 public and private banks' employees were obtained through simple random sampling. A questionnaire was used as a data collection instrument. SPSS17.0 software was used to analyze the data. Findings revealed that OCB is positively correlated with job satisfaction and organizational commitment, whereas it is negatively correlated with the turnover intentions. This study provides guidelines that will help banking sector's management to enhance the level of job satisfaction and organizational commitment of their employees by making use of organizational citizenship behavior that we believe will motivate employees and reduce their intention to leave the organization. This ultimately decreases the cost of losing highly skilled and invaluable employees.

Keywords: OCB, jobsatisfaction, organizational commitment, turnover intensions, banks.

I. Introduction

The most valuable factors for increasing organizational performance is the employee behavior and it also increases their individual performance. For the smooth functioning of financial institution bankers/employees must be more committed and more satisfied with their jobs and it also will help in reducing turnover. Many studies carried out have shown their results that employees with high OCB behaviors are seen to be more satisfied with their jobs and committed to organization (Organ & Ryan, 1995 citedin Huangetal., 2004; Foote & Tang, 2008). Therefore, exciting attachment and staff choice is called OCB. The pioneer Dennis Organ defined the concept "Organizational Citizenship Behavior (OCB)" in the words" an essential condition of organization" that reflects" a willingness of participants to go beyond what is required"(Organascited in Staw & Cummings,1990,p. 43). Organizational gestures and behaviors belong to OCB and they cannot be applied at the base of formal obligation, or by contractual agreement of reward (Organ, 1990). Coyne and Ong, (2007), examined the relationship of OCB and turnover intention with cross cultural perspective in 162 production workers in the same organization in Malaysia, Germany and England. Their results generally supported that OCB is a strong predictor and significantly related with turnover intention across culture. Therefore OCB not only resulted in less turnover intentions, but also provide a conducive environment for the organization and enhanced organizational performance (Oplatka, 2009).

This study was carried out to find out the nature of the relationship between OCB with employees' behavior in the context of public and private sector banks of D.I.Khan, KPK, Pakistan. In the last decade, many of the private banks opened new branches and enhanced many branch facilities in this district, which ultimately raised the competition among banks to attract and retain customers. Such phenomena increased the job demands of employees to cope with route to improve OCB among employees to remain committed and satisfied to maintain their job. The other objective of this study is to find out the impact of job satisfaction and organizational commitment on employees OCB and the impact of OCB on the turnover intention of employees working in the banking sector of Pakistan. Therefore, by attempting to address this specific problem in the banking sector, our study contributes to develop OCB and will eventually reduce the intention to leave their jobs and in turn enhance effectiveness of the banking sector.

Author α: (Ph.D) Assistant Professor, Department of Human Resource Management, College of Business-Rabigh King Abdul Aziz University, Saudi Arabia. e-mail: saifjan2002@yahoo.com
Author σ: (Ph.D) Head of Finance department, College of Business-Rabigh King Abdul Aziz University, KAU, Saudi Arabia.
e-mail: mishfaq60@yahoo.co.uk
Author ρ: (Ph.D. Scholar) Department of Management Sciences, Qurtuba University, D.I.Khan. e-mail: m.adeelparacha@yahoo.com

II. Literature Review

a) Job Satisfaction, organizational commitment and OCB

Job satisfaction, organizational commitment, fairness and organizational citizenship behaviors (OCB) have been proved by many scholars and researchers as they have a robust correlation among them (Organ & Ryan, 1995; Huangetal, 2004). Social exchange theory that describes when an organization provides benefits to its employees then their employees will certainly increase OCB and come up with a positive response to their organization. Almost every organization wants their employees to give maximum output, which could happen only with maximum satisfaction of employees. The study conducted by Mohammad et. al. (2011) revealed that both intrinsic and extrinsic job satisfaction has an important role in predicting citizenship behavior. They further suggested in the context of social exchange theory to improve employees OCB-O and OCB-I by providing them intrinsic and extrinsic motivational factors. It was observed that if employees are more satisfied they will be more willing to put efforts for the organization (Shaukat., et al, 2012). Many researchers have explained the relationship between OCB and job satisfaction. Foote & Tang (2008), presented a model in which they found out the relationship between OCB and job satisfaction. Research in Pakistani banking sectors found that more satisfied staff showed higher levels of OCB in the organization (Shaukat et al., 2012; Qamar, 2012). Arif & Chohan (2012) carried out a study in Pakistani banks and found a high correlation between both variables. Researchers found a significant relationship of OCB with Job satisfaction and Organizational commitment. Team commitment as a mediator supports the relationship between job satisfaction and OCB. Job satisfaction and OCB are positively and significantly correlated for committed employees in the team. It was also observed that OCB, organizational commitment and job satisfaction have a significant positive relation (Wilke & Lanzetta, 1970; Bolinoetal., 2002).

Job satisfaction was positive and significantly correlated with OCB for committed employees in teams. Jobsatisfaction improves the working relationship among workers that leads to commitment in a team and ultimately results in a higher level of OCBs (Wilke & Lanzetta, 1970; Bolinoetal., 2002). A study was conducted by Park, Yun, and Han, (2009) to see the factors that influenced OCB among nurses. The results revealed that jobsatisfaction and organizational commitment were some factors that positively influenced OCB of nurses which means that there was an appositive relationship between OCB and all selected variables. Good working relationship and interaction between supervisors and subordinates increases the commitment and OCB among employees and reduce their turnover intentions, which ultimately improves organizational effectiveness (Asgari et al., 2008).Some researches on the other hand suggested certain contradictions in the literature about the relationship of job satisfaction and OCB, however, most of the studies supported positive relationship between job satisfaction and OCB (Mohammad et. al., 2011). Furthermore, in the current research employees who report high level of job satisfaction and organizational commitment with their work will be more involved in extra role performance like helping others, care their colleagues who have been absent from their duties etc. Therefore, on the basis of these arguments, the following hypotheses have been constructed.

H1: Job Satisfaction of bank employees will be positively related to OCB.

H2: Organizational Commitment of bank employees will be positively related to OCB.

III. OCB and Turnover Intention

The relationship between OCB and turnover intention has begun to get attention in recent times (Chen, Hui and Sego, 1998; Chen, 2005; Mossholder et al., 2005, Paillé, P. (2012). Chen and his colleagues (1998; 2005) designated that behavioral antecedents are important predictors of turnover intention and actual turnover. It is reasonable to use OCB to forecast and predict turnover intention. The relationship of organizational citizenship behavior (OCB) and turnover intention has been observed by other researchers (e.g., Chen et al., 1998; Chen, 2005; Podsakoff et al., 2009). Former literature claimed that intensities of OCB indicate an employees' true willingness and inclination about extant, much they would like to be intricate in their organization, or how much they want to stay away from the organization (Chen et al., 1998). The main argument is that the lower levels of OCB, the stronger the signal of the reluctance of the employee to be part of the organization, and thus the higher probability that the employee would leave the organization.

Given that, some studies have also identified that OCB factors, altruism, sportsmanship, and civic virtue are negatively related to turnover intention (Paillé, 2012). Vein, et. al, (2007) discussed the relational viewpoint to show the OCB and turnover relationship and explored that OCB can reflect the quality of interpersonal relationships between employees in an organization. Therefore, engaging in OCB can satisfy the interactive needs of individuals and will increase the psychological cost if they leave the organization. Hence, we hypothesize that:

H3: Organizational Citizenship Behavior of bank employees will be negatively related to turnover intention.

Figure 1 : Research Model developed on the basis of above cited literature

IV. Methodology

a) Population and sampling

The Population of this research comprised of Bank employees serving at various banks in D.I.Khan, Khyber Pakhtunkhwa province of Pakistan. The banks employees sample represented both public and private sectors for collection of data. The size of sample comprises of 140 employees randomly selected from different banks.

The data have been collected by personally meeting with respondents during banking hours. From the public sector banks data were collected from the employees serving in National Bank, State Bank of Pakistan, Khyber Bank of Pakistan, Bank of Punjab, and from private sector banks, Habib Bank Limited, Muslim Commercial Bank, UBL, ABL, Bank Alfalah, Askari Bank, Bank Alfalah Islamic, and Meezan Bank, in D.I.Khan District.

Questionnaires were distributed randomly among the bankers of these banks to collect the data.

V. Datacollection and Response Rate

As this research is primary in nature, so data were collected primarily through questionnaire from the respondents. Around 200 questionnaires were distributed in different branches of public and private sector banks located in D.I.Khan, Khyber Pakhtunkhwa, Pakistan. The Response rate was 70%as140 usable questionnaires were returned.

VI. Instrumentation

A survey method is used to collect data through a structured questionnaire consisting Likert scale. It helps to get more responses in a very short time from employees. A Questionnaire was designed, which helps in data analysis. The following scales have been used as an instrument to collect data about the variables.

The scale of OCB was adopted from Organ, (1988), this variable contained ten questions and its Cronbach's alpha = 0.888. Organizational commitment scale was adapted from O'Reilly & Chatman (1986). Seven points Likert scale was used to obtain responses and it contains eight questions and its Cronbach's alpha = 0.868. Scale of turnover intention has adopted from Walsh et al., (1985), and measured by using the 4 item scale and its reliability alpha value was 0.615. Job satisfaction was measured by Gul & Oktay (2009), using a 14 item scale, and its obtained Cronbach's alpha = 0.874. Five points Likert scales was used for both job satisfaction and turnover intention.

VII. Data Analysis Tools

SPSS 17.0 software was used to analyze the data. The Pearson correlation coefficient was used to analyze the strength of correlation and direction of the variables. In addition, simple regression was employed to investigate the variability in OCB and Turnover intention which can be attributed to job satisfaction and organizational commitment. Descriptive analysis was used to report the demographic information of the respondents. Correlation and regression analysis were used to analyze the data and to test the hypothesis.

VIII. Findings and Analysis

a) Descriptive Analysis

Table 1

Age		
	Frequency	Percent
20 to 25 years	13	9.3
26 to 30 years	46	32.9
31 to 35 years	31	22.1
36 to 40 years	21	15.0
40 & Above	29	20.7
Total	140	100.0

In Table1 Demographic information showed that among the sample of 140 respondents, 9.3% of them fell in age category 20-25 years, 32.9% fell into the category of 26-30 years, 22.1% fell in the category of 31-35years, 15% fell in the category of 36-40 years. While 20.7 % respondents in the category of 40and above.

Table 2

Gender		
	Frequency	Percent
Male	125	89.3
Female	15	10.7
Total	140	100.0

Table 2 shows the gender wise division of the respondents. 89.3% of the respondents were male, while 10.7% were female.

Table 3

Public & Private		
	Frequency	Percent
Public	37	26.4
Private	103	73.6
Total	140	100.0

Table 3 showed the sectors to which employee belongs. Out of 140 respondents, 26.4% were from the public sector, while 73.6 percent employees were from private sector banks. Marital status of respondents which is categorized as single and married, 24.3%of the respondents were single, 75.7%were married. So the majority of the respondents were married.

Table 4

Education		
	Frequency	Percent
F.A/F.Sc/Diploma	3	2.1
Graduation	30	21.4
Master	107	76.4
Total	140	100.0

Table 4 shows qualification of the respondents who were classified as intermediate, Graduation and Masters. Of them2.1%respondents were of intermediate level of education, 21.4% employees were Graduate, and 76.4% employees were Masters degree holders. It means that the majority of respondents were with qualification of Master level.

IX. Inferential Analysis

A correlation and regression analysis was conducted among job satisfaction, organizational commitment, OCB and turnover intention. Pearson correlation coefficients were calculated for the pair of variables in order to accept or reject the research hypothesis. Table 6 shows the correlation tests of all the independent and dependent variables.

Table 5: Pearson Correlation Results

	Mean	SD	Alpha	OCB	JS	OC	TI
OCB	5.32	1.01	.888	1			
Job Satisfaction	3.63	.674	.874	.511**	1		
Organizational Commitment	4.77	1.085	.868	.291**	.812**	1	
Turnover Intention	4.68	1.297	.615	-.178*	.024	.228**	1`

*** Correlation is significant at the 0.01 level (2-tailed).*

** Correlation is significant at the 0.05 level (2-tailed).*

H1: Job Satisfaction of bank employees will be positively related to OCB.

In *hypothesis 1* we expect that a positive relation would exist between job satisfaction and OCB. The obtained results of the correlation indicate that there exists a positive significant association between job satisfaction and OCB (r=.511, $p<0.01$), which means that job satisfaction leads to organizational citizenship behavior. Therefore, hypothesis 1 is accepted.

H2: Organizational Commitment of bank employees will be positively related to OCB.

It was hypothesized in H2that positive relation would exist between organizational commitment and OCB of the bank employees. The pearson correlation results indicate that organizational commitment and OCB is positively correlated with a correlation coefficient of (r= .291, p<.01).

Therefore, employees who are committed to their organization, the more positive is their attitude toward OCB. Thus, hypothesis 2 is accepted.

H3: Organizational Citizenship Behavior of bank employees will be negatively related to turnover intention.

Moreover, it is hypothesized that OCB and turnover intention would be negatively related. The obtained results in the correlation analysis indicated that the negative relation exists between OCB and turnover intention of bank employees(r= -.178, P<0.05). Hence, *hypothesis 3* is supported.

X. Simple Regression Analysis

In order to get more insight of the research, an attempt has been made to count the significant influence of the independent variables on the dependent variables. For this purpose the following simple regression was applied to explore the significant impact of the variables under study.

Table 6

	R	R^2	Beta	F	*P*
JS → OCB	0.511	0.261	0.511	4 8 .674	0.000

Dependent variable: OCB

Table 6 is about the influence of Job satisfaction (JS) on OCB. Simple regression analysis was run to test the cause and effect of independent and dependent variables. Regression coefficient R^2 is 0.261 meaning that 26% variation in the DV (OCB) is explained by IV (JS) and the rest of the variance in overall OCB can be attributed to other factors which are held constant. The value of the unstandardized Beta of a theoretical relationship is positive (β=0.511, p<.05) meaning that a change of one standard deviation in JS will result in a change of 0.511 standard deviations in the OCB.

Table 7

	R	R^2	Beta	F	*P*
OC → OCB	0.291	0.085	0.291	12.764	0.000

Table7 shows that regression coefficient R^2 is 0.085, which means that only 8.5% variation in the DV is due to IV and the rest of the variance in organizational commitment can be attributed to other factors which are held constant. Unstandardized Beta is 0.291 meaning that a change of one standard deviation in OCB will result in a change of 0.291, standard deviation in organizational commitment.

Global Journal of Management and Business Research (A) Volume XVI Issue IX Version I Year 2016

Table: 8

	R	R^2	Beta	F	*P*
OCB → TI	0.178	0.032	-0.178	4.505	0.036

Dependent variable: Turnover Intentions

Table 8 shows that regression coefficient R^2 is 0.032 which means that 3.2% variation in the turnover intention is due to OCB and other variation is due to other factors which are held constant. The value of unstandardized beta of theoretical relationship is significantly negative (β= -0.17, p<.05) meaning that a change of one standard deviation in OCB will result in a change of 0.17 standard deviation in the turnover intentions.

XI. Discussion and Conclusion

This research is an attempt to explore the relationship of organizational citizenship behavior with employees' job attitude and behavior, i.e. job satisfaction, organizational commitment, and turnover intention of the banking sector employees in Pakistan. The results confirmed that OCB is significantly related to job satisfaction and organizational commitment. These results are in line with the previous studies, for example,seeAsgarietal.,2008 and Jain,2009, KILIÇ, 2013, Ibrahim, Aslinda, and Makassar2013).Their results revealed that OCB holds a positive significant relationship with job satisfaction and organizational commitment. Those employees who are more satisfied show high commitment and OCB and less turnover intention. So in our study all the three hypothesis are supported. The relationship between OCB and turnover is significantly negative; it means that employees show their organizational citizenship behavior with high job satisfaction and organizational commitment which reduces chances of turnover intention among the banking sector employees in Pakistan. These results also support the previous researches (for example see, Wilke & Lanzetta, 1970; Bolino et al., 2002; Foote & Tang 2008; Park, Yun, and Han, 2009).

In short OCB holds a positive significant relationship with job satisfaction and organizational commitment and negatively related to turnover intentions. Therefore, the policy makers of the banking sector need to revise their human resource policies with respect to their compensation and benefits i.e. revising their pay policies and in addition to financial compensation they must also benefit them other attractive fringe benefits like free medical treatment to their families, children's education, transportation, and house rent etc. Furthermore, the authorities are required to promote good relationship with labor unions and employee in order to solve their organizational and personal problems. This will not only enhance the satisfaction and commitment level of the employees, but also the effectiveness of the banking sector to reap the benefits of low turnover intention and enhance the banks productivity.

XII. Research Implications

This study investigated the association of work related outcomes, i.e. Jobsatisfaction, organizational commitment, organizational citizenship behavior and turnover intentions. The other part of the results represent cause and effect relationship of the Jobsatisfaction, organizational commitment, organizational citizenship behavior, and turnover intentions of the banking sector employees in Pakistan. This study enhanced our understanding regarding the concepts of OCB, organizational commitment, overall jobsatisfaction and turnover intentions.

The research model of this study helps the researchers for future research to identify and test some mediator and moderator in the same theoretical framework. This study also shows some factors which reduce turnover intentions, i.e. withdrawal behavior of employees, which is very much important for the smooth functioning of every organization, particularly in banks. This study helps to authorities at top levels in the banking sector with guidelines regarding how to enhance positive attitudes like jobsatisfaction, commitment and enhance OCB to decrease negative behaviors like turnover intentions.

References Références Referencias

1. Arif, Ahmad., Chohan, Aisha. (2012), "How Job Satisfaction is Influencing the Organizational Citizenship Behavior (OCB): a Study on Employees Working in Banking Sector of Pakistan", Interdisciplinary Journal of Contemporary Research in Business, 4 (8), 75-88.
2. Asgari, A., Silong, A.D., Ahmad, A., and Samah, B.A. (2008), The Relationship between Transformational Leadership Behaviors, Organizational Justice, Leader-Member Exchange, Perceived Organizational Support, Trustin Management and Organizational Citizenship Behaviors, European Journal of Scientific Research 23(2), 227-242.
3. Bolino, M.C., Turnley, W.H. and Bloodgood, J.M. (2002), "Citizenship behavior and the creation of social capital in organizations", Academy of Management Review, 27, 505-222.
4. Chen, X.-P. (2005), 'Organizational Citizenship Behavior: A Predictor of Employee Voluntary

Turnover,' in Handbook of Organizational Citizenship Behavior: A Review of 'Good Solder' Activity in Organizations, ed. D.L. Turnipseed, New York: Nova Science, pp. 435–454.

5. Chen, X.-P., Hui, C., and Sego, D.J. (1998), 'The Role of Organizational Citizenship Behavior in Turnover: Conceptualization and Preliminary Tests of Key Hypotheses,' Journal of Applied Psychology, 83, 6, 922–931.
6. Coyne, I., and Ong., T. (2007), "Organizational citizenship behavior and turnover intention: a cross-cultural study", Int. J. of Human Resource Management, 18(6), 1085-1097. DOI: 10.1080/09 585190701321831
7. Foote, D.A. and Tang, T.L.P. (2008) Jobsatisfaction and organizational citizenship behavior (OCB) Does team commitment make a difference in self-directed teams? Management Decision, 46 (6), 933-947.
8. Huang, J.H., Jin, B.H. and Yang, C. (2004) Satisfaction with business-to-employee benefit systems and organizational citizenship behavior An examination of gender differences, International Journal of Manpower 25(2), pp. 195-210.
9. Ibrahim, M.A, Aslinda, A., Makassar. (2013), "Relationship between Organizational Commitment and Organizational Citizenship Behavior (OCB) At Government-Owned Corporation Companies, Journal of Public Administration and Governance, 3(3), 35-42.
10. Jain, A.K. (2009) Exploring the Relative Relevance of Organizational Citizenship Behavior and Emotional Intelligence, Journal of the Indian Academy of Applied Psychology, 35 (1), 87-97.
11. KILIÇ, E. (2013), "The Relationship Among Organizational Commitment and Organizational Citizenship Behavior -A Research Study On Call Center Employees, Industrial Relations and Human Resources Journal, 15(3):83-93.
12. Mohammad, J., Habib, F.Q., and Alias, M.A. (2011), "Job satisfaction and organizational citizenship behavior: An Empirical Study at Higher Learning Institutions", Asian Academy of Management Journal, 16(2), 149–165.
13. Mossholder, K.W., Settoon, R.P., & Henagan, S.C. (2005), "A relational perspective on turnover: Examining structural, attitudinal, and behavioral predictors" Academy of Management Journal, 48, 607–618.
14. Oplatka, I.(2009), Organizational Citizenship Behavior in teaching, the consequences for teachers, pupils, and the school. International Journal of Educational Management Vol. 23 No.5, 2009pp.375-389.
15. Organ, D. W. (1988). Organizational Citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington Books.
16. Organ, D. W. (1990). The Motivational Basis of Organizational Citizenship Behavior. In B. M. Staw & L. L. Cummings (Eds.), Research in Organizational Behavior, 12: 43-72. Greenwich, CT: JAI Press.
17. Paillé, P. (2012), "Organizational citizenship behaviour and employee retention: how important are turnover cognitions?", The International Journal of Human Resource Management, 24(4),1-23. DOI: 10.1080/095 85192.2012.697477
18. Park, J. Yun, E. and Han, S. (2009). Factors influencing Nurses' Organizational Citizenship Behavior, Journal of Korean Academy of Nurses, 39(4): 499-507. http://dx.doi.org/10.4040/jkan. 2009.39.4.499
19. Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual and organizational level consequences of organizational citizenship behaviors: A meta-analysis. Journal of Applied Psychology, 94(1), 122-141. http://dx.doi.org/10.10 37/a0013079
20. Qamar, N., (2012). Job Satisfaction and Organizational Commitment As Antecedents Of Organizational Citizenship Behavior, International Journal Of Contemporary Research In Business, 5(7), 103-122.
21. Shaukat, M. Z., Senin, A. A., & Ahmed, I. (2012). An exchange perspective of job satisfaction: A study of banking sector of Pakistan. Business and Management Dynamics. Management Dynamics, 1(2), 59-65.
22. Staw, B.M. & Cummings, L.L. (1990), Research in Organizational Behavior, 12. Greenwich, CT: JAI Press Inc
23. Wilke, H. and Lanzetta, J.T.(1970), "The obligation to help: the effects of amount of prior help on subsequent helping behavior", Journal of Experimental Social Psychology, 6(4), 488-93.

This page is intentionally left blank

Global Journal of Management and Business Research: A
Administration and Management
Volume 16 Issue 9 Version 1.0 Year 2016
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Impact of Value Chain Analysis on the Global Competitiveness of Sudan Dairy Industry

By Shihabeldin Elawad Abdelhadi

Ligs University

Abstract- The paper will be aimed at addressing the analysis of value chain of Sudan Dairy industry. Sudan has been facing plenty of challenges in terms of their dairy industry, it being the core earning source for their people. This importance is evident in the quantity and representation of value chain components represented by producers and industry that they are specific, without considering the distributors. The integration of markets and governmental support for the country would create an increasing standardization of demands consumers, the spread of productive activity around the world. The systematic transition in the dairy industry would begin to develop international strategies focusing on the specifics of different regions in which they operate. Therefore, a better and improved value chain procedure would positively complement the Sudan dairy industry, endowing their people with better employment opportunities too. The research approach used in the paper is based on secondary qualitative design. This approach enabled the researcher to extract relevant information regarding the topic, efficiently.

GJMBR- A Classification: JEL Code: F12

THEIMPACTOFVALUECHAINANALYSISONTHEGLOBALCOMPETITIVENESSOFSUDANDAIRYINDUSTRY

Strictly as per the compliance and regulations of:

The Impact of Value Chain Analysis on the Global Competitiveness of Sudan Dairy Industry

Shihabeldin Elawad Abdelhadi

Abstract- The paper will be aimed at addressing the analysis of value chain of Sudan Dairy industry. Sudan has been facing plenty of challenges in terms of their dairy industry, it being the core earning source for their people. This importance is evident in the quantity and representation of value chain components represented by producers and industry that they are specific, without considering the distributors. The integration of markets and governmental support for the country would create an increasing standardization of demands consumers, the spread of productive activity around the world. The systematic transition in the dairy industry would begin to develop international strategies focusing on the specifics of different regions in which they operate. Therefore, a better and improved value chain procedure would positively complement the Sudan dairy industry, endowing their people with better employment opportunities too. The research approach used in the paper is based on secondary qualitative design. This approach enabled the researcher to extract relevant information regarding the topic, efficiently. The paper was analyzed based on porter's value chain model. Hence, the paper has emphasized on plenty of literature in this regard, explaining the impact of value chain on the global competitiveness of Sudan Dairy Industry. The paper addressed various challenges along with various milk production systems of the voluntary, which can be improved on timely basis, if considered seriously by the regulatory authorities.

Chapter One: Introduction

a) Overview

Value chain analysis in the dairy industry is key to a comprehension of business sectors, their connections, the investment of various performing artists, and the basic imperatives. It is involved in the farthest point of the development of domesticated animals creation and thusly the intensity of smallholder ranchers. These agriculturists at present get just a little division of a definitive estimation of their yield, regardless of the fact that, in hypothesis, hazard and rewards ought to be shared down the chain. Hence, the paper will be focused on addressing the impact of value chain analysis on the dairy industry of Sudan, along with its global competitiveness. The association amongst milk and the general population of numbers on house of prayer help, on dividers of different structures the Sudan is antiquated. Archeological unearthing's and on little articles, for example, dairy animal's ringers. Cows were uncovered that human groups who lived in the real animals of Meroe. Indeed, even present-day Khartoum range somewhere in the range of 5000 years back, the draining scene has been left for us in an awe raised domesticated animals, 80% of which were steers. Other common men conveying a draining bucket (precisely today's okra of munities who lived in Nubia in the most distant north of the woven palm leaf), exhibiting it to a ruler likefigure nation and in southern Egypt around 4000 years back of a lady situated before her cabin. Near her had a unique veneration for cows. These C-Group are set five half-gourds (like the garaa of Nubians covered the skulls of steers formally close today) or pots probably implied for dividing the human graves, and earth figures of dairy animals were the milk for handling. Most regular offerings they set on graves both traditional Greek scholars. In focal Sudan, in the Strabo (7 BC) expounded on Meroe. The last Jebel Moya custom (750–550 BC), individuals even creator specified that the Meroites ate cheddar and margarine in despite the fact that we don't have substantial evidence that the expansion to different nourishments. Individuals of Neolithic Khartoum, Nubia and Jebel Moya knew how to mature milk, it is hard to1.2.Milk in the present Sudanese society trust that in a tropical area like Sudan milk did not turn sour for men and ladies to taste. A timeline to Sudan regulations as economic perspective are as follows;

- 1960 - 1974 - a free market economic system and the emergence of modern commercial dairying
- 1974 - 1991 - the socialist regime that emphasized a centralized economic system and state farms
- 1991 to present - the current phase of free market and market liberalization

b) Research Objectives

- To analyze impact of value chain analysis on Sudan Dairy Industry
- To determine the role of value chain in the global competitiveness of Sudan Dairy Industry

c) Research Question(s)

- What is the impact of value chain analysis on the competitiveness of local Sudan Dairy Industry?
- What is the role of value chain in the global competitiveness of Sudan Dairy Industry?

d) Rationale of Research

The analyst of this exploration is intrigued on the examination of various basic achievement components

Author: LIGS University. e-mail: shihab.elawad@gmail.com

Global Journal of Management and Business Research (A) Volume XVI Issue IX Version I Year 2016

with enhance and improve the execution of the value chain part in dairy industry. With the assistance of this exploration, specialist could recognize distinctive achievement variables through which associations in the value chain of dairy business could enhance their venture execution through preventive support. The researcher is required to complete this section in order to make the reader understand the rationale behind the topic which is selected. Through this research work people and organization will be aware with the current dairy conditions, the industry of Sudan is facing. Moreover, through this research work, several recommendations for improvement can be made, facilitating the nation, vigilantly.

e) Significance of the Study

A value chain is the set of activities performed by an organization from the relationships with suppliers and production cycles and sale to the stage of final distribution. In context to the topic, it is worth mentioning the importance of value chain in order to follow the various stages, supporting managers with financial information and reports that focus attention on factors that provide basic information to meet the established strategies. It is also important to monitor the performance of activities to decide which the key elements in the implementation are of programs more effective tactical and for the company to achieve its strategic goals. It is significant to carry out this research work in order to endow the readers with an awareness regarding the significance of value chain for the dairy industry of Sudan, bestowing them with a better competitive edge. The contribution of this study is based on the importance of understanding the chain value as a strategic measure to competitive advantage and achieving potential cost savings in the value chain members, leading to improved competitiveness of the whole value chain in the global market. Strategic cost management is a cost analysis seen in a broader context, in which the strategic elements become more conscious, explicit and formal. Thus, the cost analysis is used to develop superior strategies in order to gain competitive advantage in the industry, locally as well as globally.

f) Outline of the Research Paper

Chapter 1: it will encapsulate the research question and objectives in order to initiate the dissertation.

Chapter 2: this chapter will encapsulate the data collection through multiple secondary sources, in order to support the research work.

Chapter 3: this chapter will cover the research methodology to be used in order to conduct the research work thoroughly.

Chapter 4: this chapter will cover the discussion and analysis part to be done on the basis of extracted material from the secondary resources.

Chapter 5: this chapter will eventually cover the conclusion and appropriate recommendations for the research along with the research topic.

Chapter Two: Literature Review

a) Sudan Dairy Industry

In accordance to Mohammed (2015), the private segment constitutes a critical part of the dairy area in Sudan. It is occupied with giving ranch inputs (food and veterinary medications), creature human services and drain handling and capacity hardware. It served as a vital business sector outlet for milk and drain items. Business processors are those receiving advanced innovation with the dominant part of their yield being purified milk in packs of 500 ml (Ibrahim et.al, 2014). Presently, there are more than22 medium-and substantial scale dairy preparing organizations in Sudan with nine of them working in other major provincial urban areas. The private segment constitutes a critical part of the dairy area.

Mohammed, (2016), argued that, the detailing of the dairy advancement methodology concentrated on making a situation for numerous smallholder dairy ranchers to have admittance to business sectors trying to animate makers to build their generation to meet business sector requests and fulfill the business sector (Fernandez-Stark et.al, 2014). The main authority body managing dairy arrangements amid this period was "The Dairy Advancement Advisory Board" and had the sole assignment to apportion the assets created by World Nourishment Program (WFP) from powder milk for dairy advancement. Money related bolster used to go principally towards scavenge improvement, development of veterinary and administrations, and the supply of nourishes and veterinary inputs. Taking after the adjustments in strategy to permit the private division interest in dairy creation, preparing and showcasing, a few small and medium-scale dairy preparing commercial enterprises were set up around Sudan and other urban territories. It held its part as the essential performing artist in the dairy market (De Backer & Miroudot, 2014).

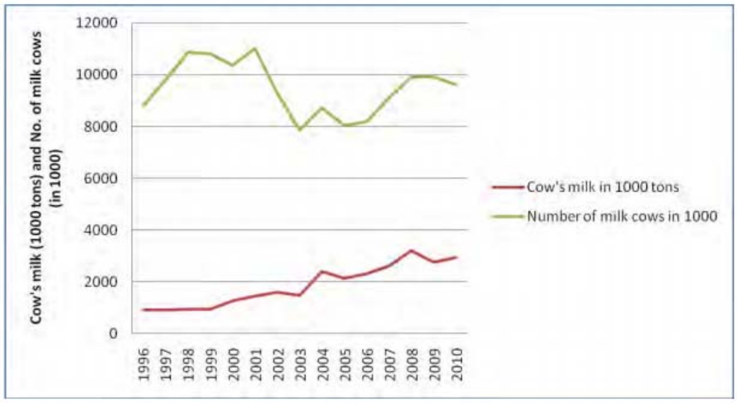
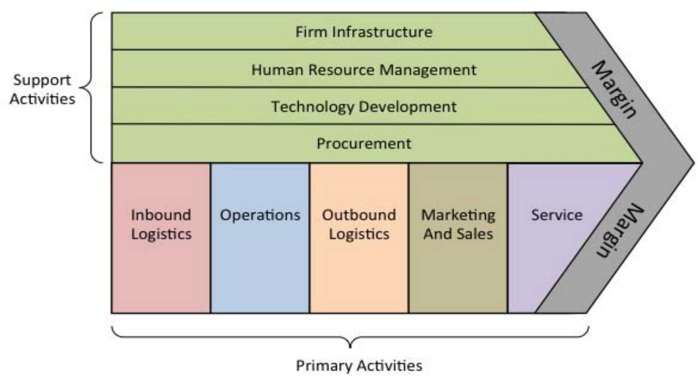


Figure 1: Cow Milk Production Yearly (www.fao.org)

b) Porter's Value Chain

The Michael Porter Value Chain is a model that helps to analyze specific activities through which companies create value and competitive advantage. That is, a set of activities that an organization undertakes to create value for its customers. The way the activities of this chain are made determines the costs and affect profits. The Value Chain Model originally proposed by Porter (1989) is a structure composed of two sets of activities that enable integrated organization to enhance its margin. The complexity of the operational activities of an educational institution, intensive hand skilled workforce, allows reflect about models and structures to assist in qualified educational offering.



The primary activities relate directly to the physical creation, sale, maintenance and support of a product or service. These primary generic activities are as follows:

- *Inbound logistics:* All processes related to receiving, inventory control, transportation marking. At this point, the relationships you have with suppliers is a decisive factor for creating value.
- *Operations:* includes machinery, packaging, assembly, equipment maintenance, testing and other value-creating activities that transform inputs into the final product to be sold to customers.
- *Outbound logistics:* the activities associated with the delivery of your product or customer service, including the collection, storage and distribution and can be internal or external to the organization.
- *Marketing and Sales:* Are the processes that the company uses to convince customers to buy your products or services. Value creation sources here are the benefits it offers and how it transmits.
- *Service:* the activities that maintain and increase the value of products or services after purchase. Here include customer support, repair and / or installation services, training, upgrades, etc.

As stated Porter value activities are related by links within the string values, i.e., are relationships between the mode value as an activity is performed and the cost or performance another. The links are numerous, and some are common to several companies. The most obvious links are those between support activities and primary activities. A correct management of the value chain, most of the time, it becomes a competitive advantage, in that it contributes to improving the profitability of the enterprise, through the identification and elimination of activities that do not add value to the product. Therefore, working a production strategy considering as a parameter the value chain can set the difference between the success and failure of a project, since it takes into account all stages of the production process.

c) Local Milk Production System and Value Chain

Fawi & Osman, (2016) stresses, in Sudan, the act of raising dairy creatures remained a corresponding action to yield generation. Profoundly implanted in the rustic life, dairy cultivating still is an indication of notoriety inside the horticulture division. It frames a fundamental part of the financial exercises in country ranges and assumes a strong part in relieving the impacts of neediness. It provides key nourishment things of day by day use, family wage, and livelihood for family and enlisted work. Kumar & Mohan, (2014) added that, smallholders owning land commit 10–20% of their edited range to feed trims and can give an extensive offer of their crowd's roughage necessities from this source, whilst landless families need to buy green grain and straws. The real scavenge products are multi-cut oats, hay, sorghum, sorghum x Sudan grass crossovers, maize, and millets (Dost, 2003).Yet, normal on-homestead search yields are low contrasted with yields acquired at exploration foundations and on all around oversaw ranches.

Enhanced search assortments and creation innovation have been moderate in achieving the little scale ranches which represent the greater part of scavenge generation; seed creation has lingered behind plant reproducing. In a nation where arable land and access to water and watering system offices are the real restricting components to horticultural generation, escalation is the best way to meet the developing requirements for scrounges and animals items (De Backern & Miroudot, 2014).With dairy units becoming quickly, the interest for scavenge is expanding and accomplishing significance contrasted with different products. Different components act to discourage interest for dairy items. Numerous center and low-pay customers met at the study expressed that cost of milk is expanding quickly and they are discovering it progressively hard to buy trenched items. The most common approaches in Sudan are as follows;

- Traditional crop/livestock farms in rural areas
- Intensified dairy/crop livestock farms
- Crop/livestock farms with intensive cropping
- Specialized dairy farms
- Peri-urban farms in secondary towns
- Intra-urban dairy farms
- Urban dairy in secondary towns

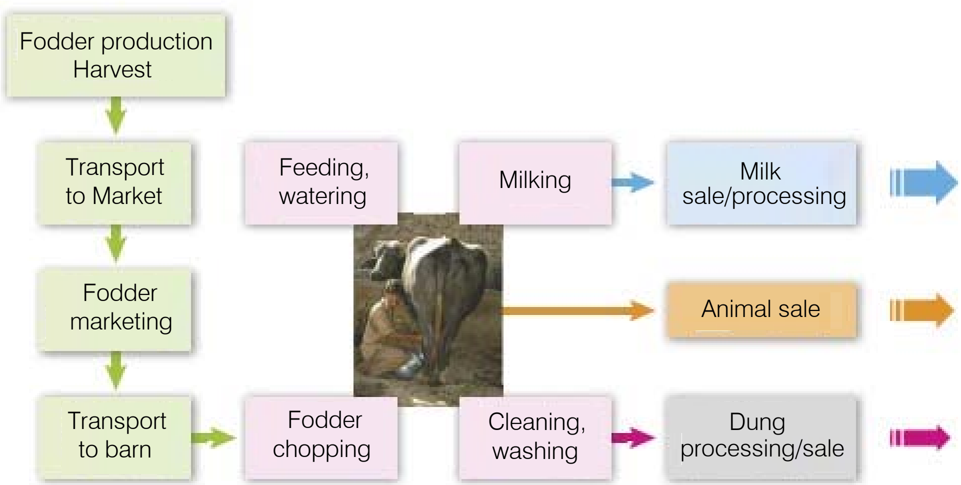


Figure 2: Schematic Value Chain of Sudan Dairy Industry (www.fao.org)

d) Technological Intervention in Value Chain

Ahi & Searcy, (2013) explains that, technological advances and changes in the world economy in the last years resulted from globalization. The emergence of economic blocks, the emergence of new markets, among others - resulted in changes in the production process and competitive enterprises. They forced them to improve their competitive advantage through the adoption of innovative strategies in managing and negotiating with customers and providers. In order to support global competitive advantage depends on the understanding of the value chain of a company and the way that the company falls within the general system of values. It requires a greater attention from the government to involve technological intervention in their value chain. This could help them in managing and improving their value chain, predominantly. The production chain - is a system composed of all the technical functions involved, from production to consumption of the products, in the case of dairy products.

The system concept facilitates the analysis of the strategies of the actors, the influence of the global scheme of each component of the structuring processes, etc. The production chain of milk in Sudan Zone, the milk chain is characterized mainly by being distant from major markets and domestic marketing centers, but close to urban areas, with significant market niches and demand for dairy products (Ali, 2016). In these niches, consumer behavior - as a result of economic and monetary policy established in the country - led to the emergence of dairy products industries: fresh cheese, yogurt, milk and butter drinks before scarce or imported, or even source illegal. The local dairy leverage these niche markets, highlighting the advantage of proximity to local urban centers, as their competitors in the Southeast Region, because of the high cost of freight. Sudanian agribusiness was also significantly affected by these transformations in the ways and means of production and organization of the chains (Fawi & Osman, 2016). In this context, among the productive chains that have suffered significant changes, it is the dairy chain, which becomes quite sensitive, given that some countries have different characteristics in relation to productivity. The milk is a product produced worldwide, but in different systems production and properties that can be small, medium or large. The dairy industry has low or moderate levels of technology, productivity and quality in some regions of the country. The social and economic aspect is another factor to be considered in view of the dairy industry employs a large number of people in the field.

e) Collection, Bulking and Transportation

In recent decades, the ratio of agricultural activities with the market (agribusiness) has undergone a significant transformation. In the current situation, where economic globalization is the watchword, the marketing and trade flows have to be considered very carefully, in a complex system of interconnected network or production chain (Kumar & Mohan, 2014). To compete in inter and sectored extra plan, producers should pay attention to management of rural property, prioritizing the following important points: training, professionalism and administrative and managerial competence, involving knowledge of market flows and marketing, with a strong commitment with the quality (raw materials, production processes, packaging, transport etc.). The training is not restricted to technology transfer or simple training but covers a more complete preparation, including professional awareness in search of insight and critical awareness of their needs, both from the point of view of subsistence and the expansion of agribusiness (Mohammed, 2015).

The positive effect of this strategy culminates with the development of human capital. Faced with this new reality of agribusiness, knowledge of supply chain flows is critical to the viability of rural property, in order to guarantee market and marketing of production. In the case of milk, the sector is going through difficult moments, it is important that the producer knows how to tread these flows, it is by examining the chain segments that can identify the limitations and activity bottlenecks, evaluate the prices of inputs, set competitive prices of products and find new markets and market niches, partnerships, research results and other "facilities" to compete in the market (Kumar & Mohan, 2014). Cluttered actions in the milk chain links hinder quality control, improvement of production systems, growth and structure of dairy production, and the generation of jobs, income and services in rural and urban areas. The poor management of the property and the lack of technical and managerial support are other limiting factors.

f) Situational Analysis of Sudan Dairy Industry

The impact of globalization in the formulation of business strategies is now a theme debate around the world. This one process is heavily influenced by technology, mainly as a facilitator of coordination and communication between the most distant and diverse workplaces. In this new competitive environment, production is seeking to improve the design products and processes to better leverage the ability to process them in different countries, enjoying the advantages that each offers, especially in terms of economies of scale and specialization of activities.

Strengths	Weaknesses
1. Milk production and consumption culture 2. Employment creation 3. Improving economic stability	1. Shortage of skilled labor 2. Lack of technological assistance 3. Rain based agricultutre 4. Shortage of land for dairy
Opportunities	**Threats**
1. Large diversity of population 2. Relatively cheap farmers 3. Conducive evironement for dairy	1. Seasonal mismatch of demand 2. Organic waste 3. Global competition 4. Illegally imported milk products

Mounting increasingly less present in the developed countries; and sales and services distributed throughout the world. To meet this new scenario, the international strategy production plan of Sudan should aim globally as a country which must produce goods around the world to meet the needs of consumers in different regions in which it operates which requires decisions on the setting of productive activities and how to coordinate them.

g) Challenges for the Local Industry

1. Lack of Empowerment
2. No Enabling environment
3. Weak Infrastructure
4. Unfair Equity
5. Information Constraints
6. Skill and Knowledge Constraint
7. Market Access Constraint

These are the major challenges the industry face, which impacts their global competitiveness to a greater extent. No fair distribution of income or natural resources are done, which automatically impacts the dairy systems. People are less skilled and possess no knowledge regarding an appropriate dairy functioning business. These challenges, all in all, affect the overall industry with a declining impact (Kumar & Mohan, 2014).

Chapter Three: Research Methodology

The research implemented in the paper is secondary qualitative approach which relates to the systematic combination pertinent to qualitative study data from several selected studies to develop a single conclusion. Information accumulation is the procedure that is utilized to assemble information as for examination inquiries and exploration destinations of the expressed subject (Hair, 2015). Primarily, the second hand data will be extracted from online sources, in relevance to the topic.

a) Research Design

The research approach implemented in this research work is the qualitative secondary analysis. Later, this is done through content analysis in order to facilitate the entire research work with precision. The reason for this specific section of research design is to give the complete examination about the philosophy that was put into the practice to lead the entire exploration in the successful way (Hair, 2015). There are the two sorts of the methodologies that are for the most part used to direct the examination and these incorporate the subjective and the quantitative methodologies. The subjective examination deciphers the information in the viable way giving the comprehension with respect to the many-sided quality of the circumstance that exists. The subjective techniques essentially give the office of clarifying the basic circumstances by gathering the significant data giving the relationship between the diverse elements.

b) Data Collection

All that the sociological issue that we bring on ourselves, or the object that we need we will get ourselves if reliably nevertheless the issue of the foundation of variables, any interpretation discernments and ideas to particular examination operations. The topic of the foundation of changes in Social Research, involves observations decipher into proof, at the end of the day, requires the move from the solid to the unique definition, it permits decides the order on these variables (Bryman and Bell, 2015). Web has been utilized as a noteworthy seeking device while getting to the open credible open and private libraries. Libraries have been gotten to utilizing the web to gather the optional information or writing that improves the comprehension of the specialist. Just those bona fide and solid data and discoveries have been gotten to by the specialist that was like the study under talk. Private and open libraries that have been gotten to for this study are ProQuest, Jstor, Emerald, Oxford and Phoenix.

c) Validity and Reliability of Research

Building legitimacy is a procedure of the connection between the instrument decided for the examination and development that has been concentrated on. The legitimacy is likewise exhibited from the point of view of outer and inward legitimacy.

The analyst will watched that an interior legitimacy is an item taking into account the nature of the first research and to some degree it could be evaluated relying on the nature of the strategy that has been utilized. As it has been watched already, the analyst herself or himself, is the genuine examination instrument for the exploration (Bryman and Bell, 2015). Every one of these clarifications and definitions restate the need of the analyst to keep out the judgmental mentality, assumptions, assuming state of mind and ought to stay as disconnected to the outcomes as would be prudent.

d) Ethical Considerations

The researcher is completely mindful of the moral issues required in this work. The obligation regarding all strategies and moral issues connected with the errand of the primary examiners. The decision of study subjects in light of the best specialized methodology and an assessment of the upside of the guarantee of the members and humankind in connection to the danger to be passed on by the members. This study is connected with an issue considered essential. Various moral issues are included amid the conduction of an exploration. Morals required in the exploration request that a portion of the contemplations which are normally viewed as standards of the examination, stick for the development of the procedure, the investigation and likely ramifications (Hair, 2015). On the off chance that the examination discoveries have a solid sponsorship, then the standards go about as a managing light. The status ought to be distinguished plainly while reporting the information, systems, strategies and production status. The data gathered for the exploration ought to from real online web sources. The report ought to contain objectivity, which implies the specialist must not be one-sided while translating the information. In addition, there ought to be appreciation for secrecy and licensed innovation. Giving admiration to companions, being in charge of instructing and tutoring, lawful parts of the examination are among a portion of the moral issues ought to likewise be considered. Moreover, another viewpoint which is vital moral issues is while leading an examination or overview and getting others recognition on specific things, the specialist ought not constrain or impact the members of the exploration (Bryman and Bell, 2015).

e) Research Approval

In the exploration extend, the analyst must determine that it will be submitted to endorsement of the Ethics Committee of the organization where he works and the endorsement of the course of foundation which will be gathered the information. Should likewise clarify the subject's sign an assent frame Clear, expressing that they truly need to partake in that examination and know its targets and methodology. On the off chance that the subjects are unequipped for judgment fitting, this assent must be gotten from those dependable. The task exploration ought to be incorporated into an addition, the assent frame that the subject sign. This researcher consolidates the subjective examination and Qualitative all through the study. This is the most complex sort of triangulation, and numerous Sometimes it is to a great degree hard to apply in light of the fact that the premise of the ideal models of subjective exploration and Quantitative may struggle in a portion of the stages, making it difficult to concentrate on. For the study created here was utilized the prevailing and less overwhelming outline. The inquiry Quantitative is conceivable from a more extensive territory, and as has been created permitted better concentrate on the issue, traversing the contextual investigation, the response to the examination question.

Chapter Four: Discussion and Analysis

a) Discussion and Content Analysis

Despite the fact that the day by day salary earned is peripheral, particularly from the low drain delivering nearby breed creatures, milk deals and domesticated animals proprietorship adds to sustenance security. The purchaser pays month to month while getting milk day by day added, Timmer et.al, (2014). This month to month money/deal exchange empowers ranchers to spare little measures of day by day pay for re-venture into family vocations or the buy of other domesticated animals. The value chain is defined as a sequence of activities that should contribute more on adding value to the addition of costs to the product. Activities of management of this value chain seek reducing costs and improving delivery times of the products.

- *Value chain:* it is the set of activities that create value from the sources basic raw materials, through component suppliers until the product end handed to the consumer
- *Strategic positioning:* it involves external environmental opportunities, existing resources, setting goals and a set of action plans reach them; and
- *Driver's costs:* seek to understand the complex interaction of the set of drivers of action in costs in a given situation, divided into structural and running drivers.

The structural drivers are related to production scale, technology and scopes. Already driver's execution involves the ability to perform quality. It is understood that, for the case of supply chains, the most appropriate expression is the cost drivers. Thus expressing the real sense of what you want to refer with respect to resource appropriation to activities or ownership cost of activities to products or services (Schmeisser, 2013). Cost drivers are the structural determinants of cost of an activity, and differ according to the control a company exerts over them. They determine the behavior of costs within an activity, reflecting any links or interrelationships that affect it. As per the entire content analysis the following factors need to be considered and maintained, primarily.

- Economies of scale
- Learning
- The standard capacity utilization
- Links, interrelations
- Integration
- Time appropriate
- Discretionary policies
- Location
- Institutional factors

It appears that the understanding of the value chain becomes necessary to consolidate environmental relations between the companies in view of the interdependence of values and weights of each economic agent, which involves the success and survival of the company in marketplace (Stadtler, 2015). Economic globalization and open markets bring these features in everyday business activities. In this regard, we emphasize the importance of cost management for all points that add value to the product in the production chain. However, to be competitiveness study combined with the costs is due asking what the factor that determines the strategic positioning for that product: costs or product differentiation. This definition is important for economic agents may decide that goal should be pursued to achieve competitiveness. At competitive advantages are based on the production

Global Journal of Management and Business Research (A) Volume XVI Issue IX Version I Year 2016

scale with low cost and production differentiated also with unbeatable costs (Mohammed, 2016).

Chapter Five: Conclusion and Recommendations

Value chain is defined as the network of different actors that generate relations collective force, which directly influence the marketing and business strategies, as well as the decision-making of the business. To better understand the chain, it is important to know the main structures that make up the network. The better the value chain will be assembled and understood, the better use of it would be executed in the industry. System actor is a subjective character component that represents an organized structure of a sub-base segment of activity. As an example, they cite an association of producers, a dairy farm, a dairy, a distributor, etc. As inducer of this structure, there is the actor's figure, without which there will be the generation of forces and direction (operation) to boost the chain flows. Technical function - This is a step in the process of production / processing / marketing. Thus, the fluid transport milk is a technical function. Considering the significant economic and social importance of dairy farming for the state, the government is required to take serious actions which could be implemented for the better fragmentation of dairy products, locally as well a regionally. Through this approach, they will be able to attain global, competitive advantage in the industry too. A well-organized value chain system and technologically advanced procedures would help the localities to improve their sources of earning through dairy industry, along with the enhancement of their feeble living standards.

References Références Referencias

1. Ahi, P., & Searcy, C. (2013). A comparative literature analysis of definitions for green and sustainable supply chain management. Journal of Cleaner Production, 52, 329-341.
2. Ali, H. M. G. (2016). The Role Of Retailers In Promoting the Marketing Of Dairy Products In Khartoum State-Sudan (Doctoral dissertation, University of Khartoum).
3. Bryman, A. and Bell, E., 2015. Business research methods. Oxford University Press, USA.
4. Bryman, A., 2015. Social research methods. Oxford university press.
5. De Backer, K., & Miroudot, S. (2014). Mapping global value chains.
6. Fawi, N. M., & Osman, M. A. A. (2016). Assessment Of Business Management Disciplines Implemented In Small Holder Dairy Farms In Khartoum State.
7. Fernandez-Stark, K., Bamber, P., & Gereffi, G. (2014). Global value chains in Latin America: A development perspective for upgrading. Global value chains and world trade: Prospects and challenges for Latin America. Santiago: ECLAC, 2014. LC/G. 2617-P. p. 79-106.
8. Hair, J.F., 2015. Essentials of business research methods. ME Sharpe.
9. Ibrahim, A. M., Ismail, A. A., Angara, T. E. E., & Osman, M. O. (2014). Area-wide Detection of Anti-Toxoplasma gondii Antibodies in Dairy Animals from the Khartoum State, Sudan. Journal of life sciences, 8, 9.
10. Kumar, R., & Mohan, A. (2014). Antecedent of Dairy Supply Chain Management Practices: A Conceptual Framework. Journal of Supply Chain Management Systems, 3(1).
11. Mohammed, K. (2015). Comparative efficacy and economic impact of some commonly used antibiotics and anthelmintics in the veterinary field in Sudan(Doctoral dissertation, UOFK).
12. Mohammed, R. R. (2016). Evaluation of Farms Management as A method of Control of Bovine Mastitis in Sudan.
13. Prakash, G. (2015). A Framework for Sustainable Food Supply Chain: Reflections from the Indian Dairy Producers. In Toward Sustainable Operations of Supply Chain and Logistics Systems (pp. 161-182). Springer International Publishing.
14. Schmeisser, B. (2013). A systematic review of literature on off shoring of value chain activities. Journal of International Management, 19(4), 390-406.
15. Stadtler, H. (2015). Supply chain management: An overview. In Supply chain management and advanced planning (pp. 3-28). Springer Berlin Heidelberg.
16. Timmer, M. P., Erumban, A. A., Los, B., Stehrer, R., & de Vries, G. J. (2014). Slicing up global value chains. The Journal of Economic Perspectives, 28(2), 99-118

Global Journal of Management and Business Research: A
Administration and Management
Volume 16 Issue 9 Version 1.0 Year 2016
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Benefits of the Outsourcing Strategy as Perceived by the Industrial Companies in Jordan

By Dr. Ziad Moh'd. Ali Smadi & Dr. Bahjat Eid Al- Jawazneh

Al Albeit University

Abstract- This paper seeks to explore the benefits gained from the outsourcing strategy implemented by industrial companies in Jordan in terms of cost reduction, focus on core competencies, access to specialized resources, quality improvement, and the perceived benefits. This was achieved by testing hypotheses based on the main objectives of the study. The population of the study consisted of all of the manufacturing companies located at the Sahab industrial estate, Jordan, while the respondents are made up of those who occupy managerial positions in the aforementioned companies. A survey questionnaire was developed, relying mainly on the study of Gewald et al. (2004), with contributions from the studies of Anderson (1997) and Kotabe et al. (2008). The researchers distributed 130 questionnaires but only 122 were retrieved, out of which 114 were considered valid for statistical treatment.

Keywords: outsourcing strategy, industrial companies, Jordan.

GJMBR- A Classification: JEL Code: J53

THEBENEFITSOFTHEOUTSOURCINGSTRATEGYASPERCEIVEDBYTHEINDUSTRIALCOMPANIESINJORDAN

The Benefits of the Outsourcing Strategy as Perceived by the Industrial Companies in Jordan

Dr. Ziad Moh'd. Ali Smadi [α] & Dr. Bahjat Eid Al- Jawazneh [σ]

Abstract- This paper seeks to explore the benefits gained from the outsourcing strategy implemented by industrial companies in Jordan in terms of cost reduction, focus on core competencies, access to specialized resources, quality improvement, and the perceived benefits. This was achieved by testing hypotheses based on the main objectives of the study. The population of the study consisted of all of the manufacturing companies located at the Sahab industrial estate, Jordan, while the respondents are made up of those who occupy managerial positions in the aforementioned companies. A survey questionnaire was developed, relying mainly on the study of Gewald et al. (2004), with contributions from the studies of Anderson (1997) and Kotabe et al. (2008). The researchers distributed 130 questionnaires but only 122 were retrieved, out of which 114 were considered valid for statistical treatment.

The study findings support the research hypotheses and conclude that manufacturing companies in Jordan are adopting the outsourcing strategy and are gaining the expected benefits out of it, and outsourcing strategy is, in fact, highly perceived by the manufacturing companies in Jordan, which is evident in the study results.

Keywords: outsourcing strategy, industrial companies, Jordan.

I. Introduction

The influence of economic globalization on the business environment has paved the way for organizations to search for opportunities on the limitless global market available, in order to outsource some of their activities instead of performing them on their own so as to increase their competitiveness and maintain their market position. Many business organizations opted for different strategic techniques to attain said goals, one of which is the strategic option of outsourcing. Outsourcing is a method that has been widely used, particularly in industrial countries where the adaptation of outsourcing is easy to carry out than less developed ones.

In general, outsourcing means the procurement of some organizations' inputs from sources outside the firm. These sources may include all types of raw materials, accounting and financial services, design and manufacturing, and so on. It also shifts the type of cost that the firm normally shoulders, from fixed to variable cost. Nevertheless, the decision to in source or outsource—that is, whether to make or buy from external sources—has never been an easy task for those involved in the decision-making process (Yang & Huang, 2000) as such a decision involves many risks (Marcolin & McClellan, 1998).

Some executives resort to outsourcing as a last option when the adoption of backward and forward integration is economically infeasible, and at the same time, to focus on their core competencies and processes. Outsourcing can, of course, be implemented both in a firm's own country as well as abroad. This entails an organizational restructuring of some activities. It is a conscious abdication of selected value chain activities to external providers (Farok J., et al., 2010).

Here in Jordan, outsourcing in the service sector tends to be easier to implement compared to the industrial sector as the service sector uses more intangible and soft resources. Thus, tasks can be implemented and transferred through electronic means. Meanwhile, in the industrial sector, dealing with the tangible resources is a tough task that demands extra study and analysis, particularly in the case of an outsourcing decision.

In this study, the researchers try to evaluate the benefits of outsourcing strategies of select industrial firms operating in an unindustrialized country, where the environment for adopting this kind of strategy is challenging, as compared to developed nations.

II. The Problem of the Study

The popularity and growth of outsourcing in terms of its importance to organizations and economies need further studies and analysis. To assume that outsourcing leads to long-term benefits with respect to increasing competitiveness and capabilities of subcontracting companies is probably valid for certain business organizations, but others may experience the opposite.

Organizations outsource activities that do not pose a threat to them when exposed to others, or for which they lack the capabilities and expertise to do themselves (Quinn & Hilmer, 1994). Nevertheless, there are times when decision makers fail to identify which activities to subcontract and which to not. Then, problems related to that decision begin to take effect and the outsourcing strategy becomes a failure and a big source of headache to management.

On the other hand, some firms embraced outsourcing to the extent that they become "virtual"

Author α σ: Associate Professor, Department of Business Administration, Faculty of Business & Finance Al-al-Bayt University, Al-Mafraq-Jordan. e-mails: ziad34@hotmail.com, dr.jawazneh@gmail.com

manufacturers: owning designs for many products, but making almost nothing themselves (Abraham, et al., 1996). Despite of that, managers often find that cost savings are in fact not attained through outsourcing ventures. The switching costs incurred by the transition to an external provider, such as those associated with supplier selection, negotiations, reorganization, and control, are high (Quélin & Duhamel, 2003).

The Jordan experience with outsourcing is still not adequately researched. As far as the researchers are concerned, it is widely adopted by both private and public sectors, but no scientific evidence shows outcome in terms of benefits, obstacles, and challenges. Therefore, this study aims to fill the gap and arrive at an answer to the main research problem:

What are the outcomes of outsourcing strategy for manufacturing companies operating in Jordan in terms of decrease in cost, concentration or focus on core competencies, access to specialized resources, quality improvement, and perceived benefits?

III. Research Objectives

The paper seeks to explore the gained benefits of outsourcing strategy for industrial companies in Jordan in terms of cost reduction, with focus on core competencies, access to specialized resources, quality improvement, and the perceived benefits. At the same time, it offers a research-guided support to decision makers when formulating a firm's level strategy, especially for those who are so enthusiastic about adopting any new management concept.

It also aims to provide enough understanding to the concept of outsourcing strategy that may aid in improving Jordanian manufacturing companies' performance.

IV. Importance of the Study

This study is a typical one as far as its methodology and approach is concerned, but its strength lies in the problem it tackles that needs deeper studies and analysis, considering that Jordan is not branded as an industrialized country and most of its industries rely mostly on international suppliers to provide them with the necessary materials and manpower. Thus, the results of this study will serve as an assessment tool to decision makers to evaluate the economic, technological, and human benefits of outsourcing.

Another significance is the wide spread of these management fads, which some companies adopt for the sake of being considered up-to-date, and so as to gain the admiration of their customers and competitors, even if reality proves that such a move is unnecessary and that results turn out to be disappointing. Therefore, this study tries to explore the real status of outsourcing strategy at the researched industrial firms.

Further importance lies in this research's aim to enrich the local library with a study that is not fully covered, and at the same time make it available to future scholars who wish to pursue a similar topic or build on the results of the current one.

V. Related Literature and Studies

a) *The beginning of outsourcing*

Outsourcing as a concept can be traced as early as 1776 when Adam Smith wrote in The Wealth of Nations, "If a foreign country can supply us with a commodity or service cheaper than we can ourselves make or provide it" (Smith, 2007). Rather than suffer scarcity, some nations during the late 1800s became nations of abundance. These countries were able to provide different goods in huge quantities and at a lower price, which was made possible due to a range of advancements in technology, beginning from railroad transport to telegraph as a form of instant communication. The latter technology allowed businessmen to form easier and quicker contact with their respective businesses (Gonzales et al., 2014). The spread of both technologies encouraged firms to expand and serve larger markets, while improvements in manufacturing created potential economies of scale (Porter, 2014). Therefore, improvement in technology brought higher potential for outsourcing adaptation.

Until 1989, outsourcing was hardly recognized as a business strategy (Mullin, 1996). Due to lack of self-sufficiency, organizations had to resort to outsourcing functions that they lacked competency in internally. For example, car manufacturers had to purchase leather, glass, tires, etc.

Said practice was thus considered as the baseline stage in outsourcing's evolution. During the 90s, as organizations started to focus on saving on costs, they also started to outsource functions related to what makes a company run, although not directly related to their core business. For example, managers started to employ emerging service companies for accounting, human resources, and data processing needs, including internal mail distribution, plant maintenance, and security, among other "house-keeping" necessities. Another stage to keep in mind is when managers sought to improve their finances by outsourcing components to affect cost savings in key functions. As of current, outsourcing is in a stage of evolution where strategic partnerships are being developed (Handfield, 2006).

b) *The concept of outsourcing*

The concept of outsourcing came from "outside resourcing," an American terminology, which means to obtain resources from outside. Later on, the term was used in economic terminology to refer to the use of external resources instead of internal, as was typical in the process of developing the business (Troacă & Bodislav, 2012).

"The outsourcing can be domestic or carried out in another country; in the latter case it becomes offshoring (a term that is a mixture of offshore and outsourcing) if the country of the outsourcer is on another continent, or in any event a considerable distance away from the out sourcee." (Mella and Pellicelli, 2012)

"With the notable decrease in transport costs and the development of the merchant marine and container ships, globalization has begun to separate the "geography of production" from the "geography of consumption." (Mella, 2007)

Firms often compare capabilities against each other, mostly based on price and quality terms that their exchange partners are willing to provide, when in the midst of deciding whether or not to carry out processes internally (Jacobides & Winter, 2005).

Outsourcing is a choice that exists, not only in business strategy, but also in corporate policy as outsourcing modifies a firm as a legal entity and typically involves top management's decision makers.

Making outsourcing decisions also often involve a number of divisions when it comes to large, diversified companies, thus affecting company-wide allocation policies for resources, as well as asset management practices. Such an example can be seen in the case of IT outsourcing operations (Quélin, & Duhamel, 2003).

c) Benefits of outsourcing according to previous studies

i. *Outsourcing and cost advantages*

In his paper, "The Hidden Cost of Outsourcing," John Hendry (1995) concluded that any shift towards outsourcing must be assessed "in terms of its impact on a range of organizational characteristics and on the dynamic balance between these." Another question addressed by Lahiri (2015) on his paper, "Does Outsourcing Really Improve Firm Performance," revealed that outsourcing can produce positive, negative, mixed, moderated, or even no significant impact at all on the firm. In the last few years prior to Kakabadse and Kakabadse's research (2005), outsourcing has become one of the most popular operations strategies, allowing companies to reduce capital costs and focus on their strengths, while at the same time "being more responsive to changing market or customer requirements in the global marketplace."

Modarress et al. (2016) conducted a study to identify the risks, benefits, and challenges, as well as motives of petroleum companies in the Persian Gulf toward outsourcing strategy. Their research found that oil and gas exporters have mixed but broad positive views of outsourcing, and that although outsourcing could cut and save costs across the entire supply chain, said strategy also generates a distracting resistance. This resistance can be due to "the fear of unknown in a complex range of culture, infrastructures and sequential processes that requires resiliency for continuity of operations" (Modarress et al., 2016).

Wiengarten et al. (2013) also provided additional research regarding the importance of contextual factors when it comes to outsourcing contracts' success in the supply chain environment. In said study, the role of risk and complementary practices showed that risk is a critical component in the success of outsourcing strategy. Legal risk inhibits outsourcing performance on both cost and quality fronts, with supplier risk reducing outsourcing performance on quality. Complete contracts and complementary practices help mitigate the aforementioned outcomes.

ii. *Concentrating on core competencies*

The idea of outsourcing non-core activities has been welcomed by many as a means of performance improvement strategy for more organizational efficiency. "The philosophy is that businesses must redirect attention to core activities" (Leblanc & Bentz, 2004). The argument is that outsourcing frees up resources that can then be used more productively in areas that create value for the company (Huber, 1993). The basic premise of outsourcing concept is "that a specialist organization can perform a particular service more efficiently than what internal operation can achieve because a specialist organization has an inherent advantage in producing and delivering a service" (Quinn, 2000). Contributing to this perception may be superior technology, management skills, or economic of scale.

The relationship between outsourcing and performance has been argued by Kotabe and Mol (2008) to take on an inverted U-shape, suggesting an optimal degree of outsourcing, to which an extremely high degree may result in high transaction costs, technological dependence, and external relational inefficiency.

iii. *Access to specialized resources*

"Strategic outsourcing can buffer firms by providing access to resources" (Miner et al., 1990). Firms continue to rely on a number of outside suppliers for parts, know-how, software, and sales to sustain competitive advantages, and at the same time, gain access to valuable resources and external capabilities (Langlois, 1990). One of the outsourcing activities includes transfer of non-core activities to suppliers in the aim of securing lower costs and specialized expertise. Manufacturers have been known to move their internal manufacturing and operations to countries with lower costs, mostly due to outsourcing proving to be a "low-cost strategy, its proximity to foreign markets, as well as easy access to innovative capabilities" (Langlois, 1990).

The latest Bain survey yielded 77% of their research sample companies subscribe to an outsourcing policy, but more than half of these companies have not achieved the expected benefits from such a strategy. The risks involved in such a move include disruption of internal activities, limited learning and innovation, loss of competitive base, opportunistic behaviors, and increase in transaction and coordination costs, including procurement cost in relation to the fluctuation experienced by currency exchange rates (Kotabe et al., 2008).

iv. *Quality improvement*

One of the most cited reasons for an organization's decision to shift to outsourcing is quality improvement (Lacity et al., 2009). There exists a belief that outsourcing may contribute to an increase in the processes' efficiency and effectiveness that such application services support (Lacity & Willcocks, 2009). Empirical studies that investigate the adoption of the application provision model discovered that the main driver of such an adoption was improved operational excellence. However, if a firm's quality is not held in high regard, outsourcing may be seen as a way for improvement. Thus, quality is a relevant factor that can be considered either as a positive or negative influence on outsourcing (Anderson, 1997).

Four major benefits of business process outsourcing (BPO) were investigated, including the related cost advantages, the focus on core competencies, quality improvements, and access to specialized resources and came to realize the following:

- The most dominant BPO that benefits from an IT manager perspective are focused on core competencies and quality improvements;
- Access to specialized resources does not have a significant impact.

Corbett (2003) confirmed earlier findings that there have been considerable improvements with regard to quality obtained from outsourcing.

VI. Research Variables and Hypotheses

a) *The variables of the study*

The review of related literature and studies identified a common criteria identified and used by Gewald et al. (2004), Anderson (1997), and Kotabe et al. (2008) to evaluate the outsourcing strategy outcome which the researchers adopted, as shown in Figure 1.

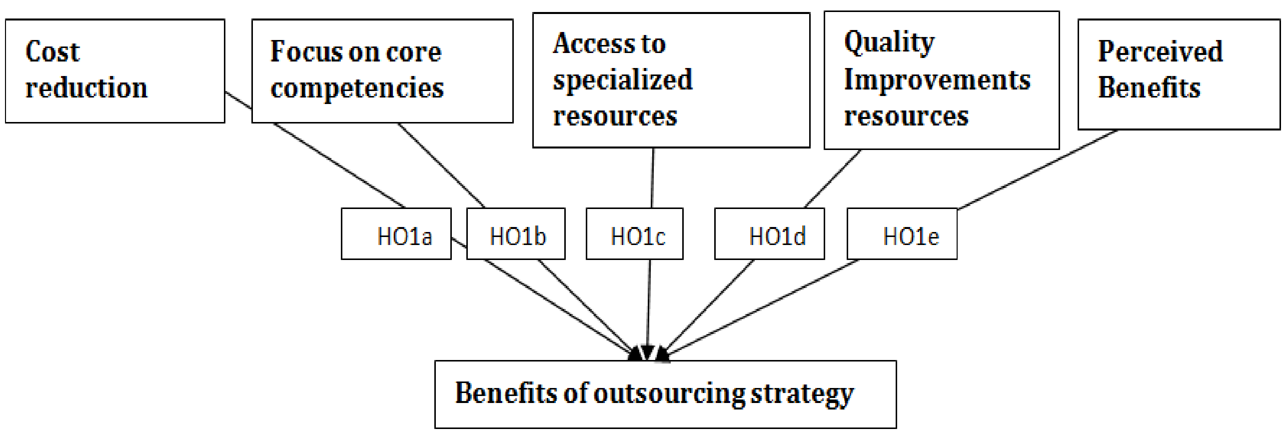


Figure 1: The research variables

b) *Research Hypotheses*

After a thorough review of the related literature concerning outsourcing as a strategy and as a concept, the researchers believe the following hypotheses are appropriate for the study.

H01: The manufacturing companies do not benefit from outsourcing strategy implementation at $\alpha \leq 0.05$

From the main hypothesis, the researchers drew the following sub-hypotheses:

- *H01a–* The implementation of outsourcing strategy by manufacturing companies does not lead to cost reduction at level $\alpha \leq 0.05$.
- *H01b–* Use of outsourcing strategy by manufacturing companies does not lead to focus on core competencies at level $\alpha \leq 0.05$.
- *H01c–* Use of outsourcing strategy by manufacturing companies does not lead to access to specialized resources at level $\alpha \leq 0.05$.
- *H01d–* Use of outsourcing strategy by manufacturing companies does not lead to quality improvement at level $\alpha \leq 0.05$.
- *H01e–* Use of outsourcing strategy by manufacturing companies cannot help in achieving the perceived benefits at level $\alpha \leq 0.05$.

H02: There are no significant differences among the answers of the respondents at $\alpha \leq 0.05$, with regard to outsourcing strategy outcome in relation to the researched companies' characteristics.

VII. Research Methodology

a) Population and Sample of the Study

The population of the study consisted of manufacturing companies at the Sahab industrial estate, Jordan. Respondents of the study include those who are occupying managerial posts such as general manager, deputy manager, operations head, and quality control head at the manufacturing companies involved the study. Convenience sampling technique was employed because it is readily available and convenient, as researchers are drawing on relationships or networks to which they have easy access to (Powell, 1997).

The number of targeted manufacturing companies for the purpose of the study was 32, but only 29 companies accepted to take part in this research. A majority of them turned out to be in the food processing sector. A hundred and thirty (130) questionnaires were distributed, but only 122 were retrieved, out of which 114 questionnaires were considered valid for statistical treatment.

b) The research instrument

The descriptive and analytical methods were used, and a survey questionnaire was developed, relying mainly on the study of Gewald et al. (2004) with contributions from the studies of Anderson (1997) and Kotabe et al. (2008).

The instrument consisted of the following parts:

- The first part covers the demographic profile of the respondents and the industrial companies' characteristics.
- The second part includes performance criteria of the outsourcing strategy. A nominal scale was used to get the answers of the respondents regarding their demographic profile, while Likert scale was used to allow respondents to rate their answers regarding the different benefits of outsourcing strategy, which ranged from highly agree (the highest) to highly disagree (the lowest).

c) Data Collection Method

A secondary source of data such as references, and published and unpublished papers in the subject of outsourcing theory, strategies, and implementation, contributed to the formulation of the theoretical framework and assisted the researchers in identifying the outsourcing strategy performance criteria.

On the other hand, primary data were obtained through a questionnaire that was developed, wherein respondents were instructed to answer using the five-point Likert scale ranging from strongly agree (5) as the highest, to strongly disagree (1) as the lowest. For the sake of the interpretation of the arithmetic means of respondents' answers, researchers relied on the following equation:

Range = (the highest average value – the lowest average value)/(number of levels): (5 – 1)/(3) =1.33

Therefore the results will be as follows:

1. Results between 1 and 2.33 represent a week average response rate.
2. Results between 2.34 and 3.67 represent a medium average response rate.
3. Results more than 3.68 would be a high average response.

d) Statistical Treatment

Several statistical techniques were applied in this study:

1. Descriptive analysis such as averages and standard deviations.
2. One sample t-test was used to test the main hypothesis.
3. One-way ANOVA to test the second main hypothesis and Pearson to measure the inter-correlation between the factors of outsourcing benefits strategy adopted by manufacturing companies in Jordan.

VIII. Limitations of the Study

This research poses the following limitations:

- Generalization of the study findings is potentially limited to the manufacturing companies at the Sahab industrial estate in Jordan, though most of the industrial estates in Jordan work in similar business environments.
- The convenience sampling method does not guarantee that one can contact the appropriate person with the right information to fill out the research questionnaire.
- The study was conducted during the third quarter of the year 2015/2016.

IX. The Demographic Profile of Respondents and Companies' Characteristics

Table 1: The distribution of the demographic profile of respondents and companies' characteristics

Variable	Category	Frequency	Percentage%
Gender	Male	114	100
	Female	0	0
Total		**114**	**100**
Age	Less than 30 years	30	26.3
	From 30 to less than 40 years	42	36.8
	From 40 to less than 50 years	33	28.9
	50 years and above	9	7.9
	From 4 to less than 8 years	16	21.1
Total		**114**	**100**
Level of education	Higher secondary school and lower than higher school	33	28.9
	Diploma and training courses	30	26.3
	Bachelor level and above	51	44.7
Total		**114**	**100**
Age of industrial company	Less than 5 years	6	5.3
	From 5 to less than 10 years	90	78.9
	10 years and above	18	15.8
Total		**114**	**100**
Type of manufacturing company	Food manufacturing company	105	92.1
	Non Food manufacturing company	9	7.9
Total		**114**	**100**
Company markets	Local	33	28.9
	International	42	36.8
	Global	39	34.2
Total		**114**	**100**
Ownership	Jordanian	37	32.5
	Non-Jordanian	50	43.9
	Both (partnership/Foreign and local)	27	23.6
Total		**114**	**100**

Table 1 shows that 100% of the respondents of the study are males, which may be due to the nature and demands of the managerial positions at the manufacturing companies that sometimes requires them to work overtime or all night, which is harder for women to perform due to cultural and social factors. Their educational attainment is considered average, with only 44.7% of them holding a bachelor's degree and above, but is possibly due to some positions in management that prioritizes experience on higher education. When it comes to the company age, most of the study's population turned out to be between 5 and 10 years, with a percentage of 78.2%, which indicates the fitness of the companies to be involved in such a study.

The table also shows that most of the manufacturing companies are in the food sector, holding a 92.1% share. This is a sector that is considered to be labor intensive and is likely the reason behind being the chosen country as it is known for its cheap labor. The companies that took part in the study were depending mainly on the international and global market with a percentage of 36.8% and 34.2%, respectively, to gain the benefits of the economy of scale. The table also indicates that the manufacturing companies are mostly owned by foreigners and sometimes take on the form of a partnership with local investors. The latter is due to the government's attractive policies toward foreign investment.

X. Data Analysis and Interpretation

After collecting the primary data, it underwent statistical analysis using SPSS (Statistical Package for Social Sciences) in order to arrive at answers to the problem of the study and test the hypothesis.

a) Reliability Test

Table 2: The internal consistency of outsourcing strategy.

Benefits of outsourcing strategy	No. of Cases	No. of Items	
Reduction of operational cost	114	3	0.6385
Focus on core competencies	114	3	0.6517
Access to specialized resources	114	3	0.6266
Quality Improvements	114	3	0.6776
Perceived Benefits	114	3	0.669
Reliability for all	0.668		

Table 2 shows the results of the internal consistency test, which is typically a measure based on the correlations between different items on the same test. It is usually measured with Cronbach's alpha, a statistical tool calculated from the pairwise correlations between items (Knapp, 1991). The internal consistency of all the variables of the study, as shown in Table 2, is 66.8%, which is acceptable as it is more than the minimum required percentage of 60% for social science research (Cronbach, 1951).

b) Answering the main research problem

What are the outcomes of outsourcing strategy for manufacturing companies operating in Jordan in terms of decrease in cost, concentration or focus on core competencies, access to specialized resources, quality improvement, and perceived benefits?

To arrive at an answer for the main research problem, the arithmetic mean—together with standard deviation—of all variables are calculated as shown in Table 3.

Table 3: Mean and standard deviation for each benefit of outsourcing strategy

Cost reduction	Q. No.		Mean	St. deviation	Rank
	1	Our firm can carry out that process internally but at a higher cost than an external supplier	3.68	0.99	7
	2	The cost decrease that we attained is becoming a source of competitive advantage	3.53	0.86	13
	3	The management firmly believes that outsourcing is an appropriate method to lower the costs within the production process	3.61	1.19	12
Average			3.6		
Focus on core competencies					
	4	Outsourcing allows our firm to enhance its distinguished capabilities that differentiates it from its competitors	3.62	1.12	11
	5	By outsourcing, our firm can concentrate better on translating its strategies into action	3.41	0.984	14
	6	Our management believes that outsourcing is a good way to foster the firm's concentration on its core competencies.	3.41	0.984	15
Average			3.48		
Access to specialized resources					
	7	By outsourcing, our firm can have access to human and technological resources, which are not available internally.	3.65	1.18	9
	8	By accessing the resources of an external supplier, the process can be performed more efficiently and effectively.	3.67	0.88	8
	9	In general, outsourcing enables our firm to better access resources.	3.73	1.2	5

Average			3.69		
Quality Improvements					
	10	Our external resources supplier is capable of performing the outsourced process at a higher quality than our firm.	3.87	1.08	3
	11	Our external resources supplier is able to perform this process faster and/or at higher accuracy than us.	3.69	1.005	6
	12	By outsourcing, the quality of our outsourced process has improved.	3.83	1.09	4
Average			3.8		
Perceived benefits					
	13	Our outsourced processes have a lot of advantages.	4.11	1.01	1
	14	Outsourcing part of our processes is a useful instrument for our company management.	3.91	0.927	2
	15	Generally, outsourcing business processes is a useful strategic option.	3.64	1.219	10
Average			3.89		
Overall average for all variables			3.69		

Table 3 shows that most of the respondents rated the perceived benefits of strategic outsourcing highly, with an average of (3.89), and that is because respondents believe that outsourcing has a lot of advantages. At the same time, it is a useful instrument for management so as to handle core processes better. Most of them also agree on the usefulness of outsourcing as a good strategic option. Next to the perceived benefits is quality improvement, which enjoyed a high average (3.8) and that is in terms of quality of the process itself, how it was improved, and the degree of accuracy and speed of their outsourced processes.

Access to specialized resources is made possible with outsourcing strategic option. It is given an average of 3.69. With this result, companies can access the necessary human and technological resources, which is difficult to be available internally, particularly when outside suppliers can perform those processes more efficiently and effectively.

No one can deny the importance of cost reduction as an indicator of good performance, but unfortunately, cost reduction here is given a medium average of 3.6. It is a result that needs to be investigated and solved by revisiting the selection process of the outside suppliers. The least average 3.48 is given to the focus on core competencies advantage, which means manufacturing companies still need to work hard to be able to fully enjoy the benefits of outsourcing through the enhancement of their distinguished capabilities to differentiate themselves from competitors, and thus, translate their strategies to actions.

c) *Testing the research hypothesis*

i. *H01*

Manufacturing companies do not benefit from outsourcing strategy implementation at $\alpha \leq 0.05$, in relation to cost reduction, focus on core competencies, access to specialized resources, quality improvements, and perceived benefits.

Table 4: t-Test for first main hypothesis

Benefits of outsourcing strategy	*t*	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					(lower)	(upper)
The first main-hypothesis H01	9.538	4	.001	0.692	0.4915	.8923

$\alpha \leq 0.05$ Test Value = 3

In the table above, the results of the t-test of the main research hypothesis shows that t-value is higher than the tabulated value (9.5383 > 1.96) and that the level of significance is (0.001 < 0.05). Therefore, the null hypothesis (H01) is rejected, and the alternative hypothesis (Ha1) is accepted, which means that the industrial companies gain benefits from the outsourcing strategy.

ii. *Testing the sub-hypotheses of the study*

Table 5: t-Test results for all of sub-hypotheses

Benefits of outsourcing strategy	*t*	df	Sig.(2-tailed)	Mean Difference	95%Confidence Interval of the Difference	
					(lower)	(upper)
H01a-First sub-hypothesis Benefit related to cost reduction	14.00	2	.005	0.6067	0.4202	0.7931
H01b-Second sub-hypothesis Benefit related to Focus on core competencies	6.857	2	.021	0.48	0.1788	0.7812
H01c-Third sub-hypothesis Benefit related to Access to specialized resources	28.428	2	.001	0.6833	0.5799	0.7868
H01d-Forth sub-hypothesis Benefit related to quality improvement	14.599	2	.005	0.7967	0.5619	1.0315
H01e-Fifth sub-hypothesis Benefit related to perceived benefits	6.683	2	.002	0.89	0.3170	1.463

$\alpha \leq 0.05$ Test Value = 3

The table above shows the results of t-test to all of the sub-hypotheses of the study, and based on these results it can be concluded that all of these sub-hypothesis were rejected because their t-value was greater than tabulated t -value 1.96, and that the level of significance was less than 0.05. Therefore, the alternative hypothesis was accepted, which means:

The industrial companies in Jordan benefited from outsourcing strategy in relation to cost reduction, focus on core competencies, access to specialized resources, quality improvements and, perceived benefits.

iii. *H02*

There are no significant differences among the answers of the respondents regarding the outsourcing strategy benefits at the significance level of $\alpha \leq 0.05$ in relation to their demographic profile and companies' characteristics.

In order to test the hypothesis, one-way ANOVA was used and the results are shown in the below.

Table 6: ANOVA results

Category		Sum of Squares	df	Mean Square	*F*	Sig.
Age	Between Groups	0.483	3	0.161	0.808	0.492
	Within Groups	21.89	110	0.199		
	Total	22.372	113			
Leve of education	Between Groups	0.196	2	0.098	0.490	0.614
	Within Groups	22.177	111	0.200		
	Total	22.372	113			
Age of industrial company	Between Groups	0.37	2	0.185	0.934	0.396
	Within Groups	22.002	111	0.198		
	Total	22.372	113			
Type of manufacturing company	Between Groups	0.219	1	0.219	1.107	0.295
	Within Groups	22.153	111	0.198		
	Total	22.372	113			
Company markets	Between Groups	0.515	2	0.258	1.308	0.274
	Within Groups	21.857	111	0.197		
	Total	22.372	113			
Ownership	Between Groups	0.013	2	0.006	0.032	0.969
	Within Groups	22..36	111	0.201		
	Total	22.372	113			

Table 6 shows the differences among the answers of the study's respondents in relation to their demographic profile and companies' characteristics. It shows that the level of significance is more than 0.05, which indicates that there is no difference found among the answers of the respondents regarding the benefits of outsourcing strategy in relation to their demographic profile and companies' characteristics. The F value for all variables is lower than 1.96 (F value > 1.96), which means accept the second alternative hypothesis is acceptable.

iv. *Correlation between the Variables of the Study*

In order to know if there was a high or low correlation among the variables related to outsourcing strategy, the Pearson correlation was then used to show this correlation as it is, below at Table 7.

Table 7: Correlation between all the variables of outsourcing strategy benefits

		A-First Benefit related to cost reduction	B- Benefit related to Focus on core competencies	C- Benefit related to Access to specialized resources	D- Benefit related to quality improvement	E- Benefit related to perceived benefits
A-First Benefit related to cost reduction	Pearson Correlation	1	0.187*	0.94*	0.211*	0.342**
	Sig. (2-tailed)	------	0.046	0.039	0.024	0.000
B-Benefit related to Focus on core competencies	Pearson Correlation		1	-0.066	0.028	0.063
	Sig. (2-tailed)		------	0.483	0.771	0.508
C-Benefit related to Access to specialized resources	Pearson Correlation			1	0.32	0.336**
	Sig. (2-tailed)			------	0.732	0.000
D-Benefit related to quality improvement	Pearson Correlation				1	-0.056
	Sig. (2-tailed)				------	0.551
E-Benefit related to perceived benefits	Pearson Correlation					1
	Sig. (2-tailed)					------

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

Table 7 shows the correlation among the different variables of the study. It is noted that almost all factors have very high correlation, except the following:

- *First:* Between the benefits related to focus on core competencies and the benefits related to access to specialized resources with a low negative correlation of –0.066, and significant value of 0.483, which is higher than 0.05 (0.483 > 0.05).
- *Second:* Between the benefits related to focus on core competencies and the benefits related to quality improvement s with a very low positive correlation factor of 0.028, and significant value of 0.771, which is higher than 0.05 (0.771 > 0.05).
- *Third:* Between the benefits related to focus on core competencies and the benefits related to perceived benefits with a very low positive correlation factor of 0.063, and significant value of 0.508, which is higher than 0.05 (0.508 > 0.05).
- *Fourth:* Between the benefits related to benefit related to quality improvement and the benefits related to perceived benefits with a very low negative correlation factor of –0.056, and significant value of 0.551, which is higher than 0.05 (0.551 > 0.05).

XI. Results Discussion and Conclusion

The manufacturing companies in Jordan are adopting the outsourcing strategy and gaining the expected benefits out of it. This result is somehow similar to the finding of Lahiri's (2015) study that revealed outsourcing can produce either positive, negative, mixed, moderated or no significant impact on the firm, because what determines the success of outsourcing is the degree of its suitability to a company's objectives, the timeliness of use, and how it is being handled and managed.

Outsourcing strategy benefits turned out to be highly perceived by the manufacturing companies in Jordan. This is evident in the study results because respondents consider outsourcing to be an advantageous strategy for their respective companies as it allows them to handle their core processes in a better way to compete in the market place. Therefore, companies were able to successfully identify what processes should be outsourced. This confirms what John Hendry (1995) stressed, “any move towards outsourcing should be assessed in terms of its impact on a number of organizational characteristics and on the dynamic alignment between these.”

Quality improvement is one of the highly rated benefits, because when companies have enough time to concentrate on their core activities and outsource the ones that do not pose a threat to them, customers will be more satisfied with the product, and manufactured products will meet the exact and accurate specifications. Such a result is similar to that of Corbett (2003) who confirms the earlier finding that there have been considerable improvements in quality resulting from outsourcing.

One of the gained benefits of outsourcing, which was highly rated is the ability of the companies to access the specialized resources that means applying the theory of comparative advantage, but in a different context. This result contradicts the finding of Gewald et al. (2006) who found that access to specialized resources does not have a significant impact on the BPO benefits. This may be due to the type of the population, which consisted mostly of subjects from the banking industry that operate in a different business environment.

Though cost reduction is given higher weight when making the outsourcing decision, it did not get the expected rating. A medium rating for such a factor needs to be studied and reviewed through many methods, but revisiting the selection process of the outside suppliers is possibly the most suitable one, especially when pertaining to locations and how they affect the transportation cost of outsourced materials, and by reviewing the switching costs incurred by the transition to an external provider. Examples may include those associated with supplier selection, negotiations, reorganization and control, as indicated by Quélin & Duhamel (2003).

Focusing on core competencies that differentiate the manufacturing companies in Jordan from their competitors did not gain a high rating, but a medium rating instead. What seems to be disappointing and needs further analysis to reap better benefits is the outcome that shows this finding contradicts the finding of Gewald et al. (2006), whom in their study supports the benefit of focusing on core competencies.

XII. Recommendations

Several recommendations should be noted for practice.

1. The Jordanian manufacturing companies must take into account the transportation and the switching cost when resorting to outsourcing strategy as most of the supporting industries are located out of the kingdom.
2. The management of these companies must thoroughly analyze the benefits that they can gain from the outsourcing strategy, particularly the activities, which affect their level of focus on their core competencies.
3. Companies must strengthen their competitive positions by carefully reviewing each management trend or concept that they are willing to adopt, and ensure that each are suitable to their local business environment.

The following recommendations should be addressed for future research.

1. Future researchers are advised to conduct a similar study on the service sector in Jordan, specifically Information Technology.
2. Future studies should test the causal relationship between outsourcing strategy and any of the organizational performance measurement metrics to gain knowledge to factors that are mostly affected by the outsourcing strategic choice.

References Références Referencias

1. Abraham, Katharine G. and Taylor, Susan K. (1996), “Firm’s Use of Outside Contractors: Theory and Evidence,” Journal of Labor Economics, 14, 394-424.
2. AdamSmith.org (1776), The Wisdom of Adam Smith, Cyber point Limited, Adam Smith Institute, http://www.adamsmith.org/smith/quotes.htm.
3. Anderson, M.C. (1997), “A primer in measuring outsourcing results”, National Productivity Review, Vol. 17 No. 1, pp. 33-41.
4. Batoul Modarress, Al Ansari, Emil Thies, (2016) "Outsourcing in the Persian Gulf petroleum supply chain", Strategic Outsourcing: An International Journal, Vol. 9 Iss: 1, pp.2 – 21.
5. Contractor, F. J., Kumar, V., Kundu, S. K., & Pedersen, T. (2010). Reconceptualizing the firm in a world of outsourcing and offshoring: The organizational and geographical relocation of high-value company functions. Journal of Management Studies, 47(8), 1417-1433.
6. Corbett, M.F., 2003. An inside look at outsourcing. Fortune.
7. Frank Wiengarten, Mark Pagell, Brian Fynes, (2013) "The importance of contextual factors in the success

of outsourcing contracts in the supply chain environment: the role of risk and complementary practices", Supply Chain Management: An International Journal, Vol. 18 Iss: 6, pp.630 – 643.
8. Gonzales, A., Dorwin, D., Gupta, D., Kalyan, K., & Schimler, S. (2004). Outsourcing: past, present and future. Unpublished paper.
9. H. Gewald, K. Wüllenweber, T. Weitzel, The influence of perceived risks on banking managers' intention to outsource business processes - A study of the German banking and finance industry, Journal of Electronic Commerce Research, 7(2) (2006) 78-96.
10. Hendry, J. (1995). Culture, community and networks: the hidden cost of outsourcing. European management journal, 13(2), 193-200.
11. https://scm.ncsu.edu/scm-articles/article/a-brief-history-of-outsourcing, 9 AM, August,6,2016
12. Huber, R.L. (1993). "How Continental Bank Outsourced its 'Crown Jewels'", Harvard Business Review (71:1), pp. 121-129.
13. Jacobides, M.G., Winter, S.G., 2005. The co-evolution of capabilities and transaction costs: explaining the institutional structure of production. Strategic Management Journal 26 (5), 395–413.
14. Kakabadse, A., Kakabadse, N., 2005. Outsourcing: current and future trends. Thunderbird Int. Bus. Rev. 47 (2), 183–204.
15. Knapp, T. R. (1991). Coefficient alpha: Conceptualizations and anomalies. Research in Nursing & Health, 14, 457-480.
16. Kotabe, M., Mol, M.J. and Murray, J.Y. (2008), ''Outsourcing, performance, and the role of e-commerce: a dynamic perspective'', Industrial Marketing Management, Vol. 37 No. 1, pp. 37-45.
17. Lahiri, S. (2015). Does Outsourcing Really Improve Firm Performance? Empirical Evidence and Research Agenda. International Journal of Management Reviews.
18. Langlois, R.N., Robertson, P.L., 1995. Firms, Markets, and Economic Change: A Dynamic Theory of Business Institutions. Routledge, London, UK
19. Leblanc, R.C., Bentz, B.A. (2004), "The use of third-party logistics services by large American manufacturing: the 2003 survey", Transportation Journal, Vol. 43 No.3, pp 24-33.
20. M.C. Lacity, L. Willcocks, An empirical investigation of Information Technology sourcing practices: Lessons from experience, MIS Quarterly, 22(3) (1998) 363-408.
21. M.C. Lacity, S.A. Khan, L.P. Willcocks, A review of the IT outsourcing literature: Insights for practice Journal of Strategic Information Systems, 18(3) (2009) 130-146.
22. Marcolin B and McClennan K (1998) Effective IT outsourcing arrangements. In Proceedings of the Thirty-First Annual Hawaii International Conference on System Sciences, VI, pp 654–665, IEEE Computer Society, Los Alamitos, California, US.
23. Mella P. (2007), Selfish Orgonic Networks, International Journal of Knowledge, Culture and Change Management, Common Ground Publishing Pty Ltd, Vol 6, nr. 7, pp. 139-155.
24. Mella, P., & Pellicelli, M. (2012). The Strategies of Outsourcing and Offshoring. American International Journal of Contemporary Research (ISSN: 2162-139X), 116-127.
25. Miner, A.S., Amburgey, T.L., Stearns, T.M., 1990. Inter-organizational linkages and population-dynamics: buffering and transformational shields. Administrative Science Quarterly 35 (4), 689–713.
26. Mullin, R. (1996). Managing the outsourced enterprise. Journal of Business Strategy, 17(4), 28-36.
27. Porter, G. (2014). The rise of big business: 1860-1920. John Wiley & Sons, pp.41-45.
28. Powell, Ronald R. (1997). Basic Research Methods for Librarians (3 ed.). p. 68.
29. Quélin, B., & Duhamel, F. (2003). Bringing together strategic outsourcing and corporate strategy: outsourcing motives and risks. European management journal, 21(5), 647-661.
30. Quinn JB and Hilmer FG (1994) Strategic outsourcing. Sloan Management Review 35(4), 43–55.
31. Quinn, J.B, (2000). "Outsourcing Innovation: The New Engine of Growth." Sloan Management Review 41 (4): 13-29.
32. Troacă, V. A., & Bodislav, D. A. (2012). Outsourcing. The Concept. Theoretical and Applied Economics, 6(6), 51.
33. Yang C and Huang JB (2000) A decision model for IS outsourcing. International Journal of Information Management 20(1), 225–239.

Global Journal of Management and Business Research: A Administration and Management
Volume 16 Issue 9 Version 1.0 Year 2016
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

A Study on the Performance of Micro, Small and Medium Enterprises (Msmes) in India

By Ujjal Bhuyan
Dibrugarh University

Abstract- The MSME sector is considered to be the engine of growth for an economy. The estimated contribution of Micro, Small and Medium Enterprises (MSME) sector, including service segment, to the country's GDP during 2012-13 was 37.54 per cent; while the total employment in the sector is 805.24 Lakh. The contribution of the sector to India's total export for the year 2014-15 was 44.70 per cent. Also the problems of poverty and inequality are deep- rooted, especially in developing countries like India. To address these problems, we need a system of 'Inclusive Growth'. Growth cannot be inclusive unless and until the fruits of the growth is percolated to the bottom of pyramid. Specifically in a developing nation like India where inequality in distribution of wealth and income is significantly high, sustained increase in per capita income cannot be translated automatically to sustained increase in standard of living.

Keywords: inclusive growth, poverty, inequity, subsistence etc.

GJMBR- A Classification: JEL Code: L53

ASTUDYONTHEPERFORMANCEOFMICROSMALLANDMEDIUMENTERPRISESMSMESININDIA

Strictly as per the compliance and regulations of:

A Study on the Performance of Micro, Small and Medium Enterprises (Msmes) in India

Ujjal Bhuyan

Abstract- The MSME sector is considered to be the engine of growth for an economy. The estimated contribution of Micro, Small and Medium Enterprises (MSME) sector, including service segment, to the country's GDP during 2012-13 was 37.54 per cent; while the total employment in the sector is 805.24 Lakh. The contribution of the sector to India's total export for the year 2014-15 was 44.70 per cent. Also the problems of poverty and inequality are deep- rooted, especially in developing countries like India. To address these problems, we need a system of 'Inclusive Growth'. Growth cannot be inclusive unless and until the fruits of the growth is percolated to the bottom of pyramid. Specifically in a developing nation like India where inequality in distribution of wealth and income is significantly high, sustained increase in per capita income cannot be translated automatically to sustained increase in standard of living. In order to alleviate the curse of poverty, inequity, unemployment and underemployment, adequate employment opportunities should be created for the poor mass which will facilitate them to meet their subsistence level of consumption demand. This paper attempts to assess the performance of MSME sector in India.

Keywords: inclusive growth, poverty, inequity, subsistence etc.

I. Introduction

Micro, Small and Medium Enterprises (MSME) sector has emerged as a highly vibrant and dynamic sector of the Indian economy. MSMEs not only play crucial role in providing large employment opportunities at comparatively lower capital cost than large industries but also help in industrialization of rural & backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of national income and wealth. MSMEs are complementary to large industries as ancillary units and this sector contributes enormously to the socio-economic development of the country. The Government of India has enacted the Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 in terms of which the definition of micro, small and medium enterprises is as under:

a) Enterprises engaged in the manufacture or production, processing or preservation of goods as specified below:

i. A micro enterprise is an enterprise where investment in plant and machinery does not exceed Rs. 25 lakh;

ii. A small enterprise is an enterprise where the investment in plant and machinery is more than Rs. 25 lakh but does not exceed Rs. 5 crore; and

iii. A medium enterprise is an enterprise where the investment in plant and machinery is more than Rs.5 crore but does not exceed Rs.10 crore.

In case of the above enterprises, investment in plant and machinery is the original cost excluding land and building and the items specified by the Ministry of Small Scale Industries vide its notification No.S.O.1722 (E) dated October 5, 2006.

b) Enterprises engaged in providing or rendering of services and whose investment in equipment (original cost excluding land and building and furniture, fittings and other items not directly related to the service rendered or as may be notified under the MSMED Act, 2006 are specified below.

i. A micro enterprise is an enterprise where the investment in equipment does not exceed Rs. 10 lakh;

ii. A small enterprise is an enterprise where the investment in equipment is more than Rs.10 lakh but does not exceed Rs. 2 crore; and

iii. A medium enterprise is an enterprise where the investment in equipment is more than Rs. 2 crore but does not exceed Rs. 5 crore.

As per the revised methodology suggested by Central Statistics Office (CSO), Ministry of Statistics and Programme Implementation (MoSPI), the estimated contribution of manufacturing sector Micro, Small and Medium Enterprises (MSME) to GDP, during 2012-13, was 7.04 percent. However, taking into account the contribution of services sector MSME, which was estimated at 30.50 percent during 2012-13, the share of MSME sector in GDP of the country, during 2012-13, was 37.54 percent (Mishra, Kalraj, 2014). Based on the export data maintained by Director General of Commercial Intelligence & Statistics, Ministry of Commerce and the information available with this Ministry about MSME products having significant export, the share of MSME in India's total export, for the year 2013- 14, has been estimated as 42.38%. (Ministry of Micro, Small and Medium Entepsies, Government of India, 2014). The development of this sector came about primarily due to the vision of our late Prime Minister Jawaharlal Nehru who sought to develop core industry and have a supporting sector in the form of small scale

Author: Research Scholar, Dibrugarh University Dibrugarh, Assam.
e-mail: Ujjalbhuyan92@Gmail.Com

enterprises. MSMEs sector has emerged as a dynamic and vibrant sector of the economy. The Indian economy is expected to grow by over 8 per cent per annum until 2020 and can become the second largest in the world, ahead of the United States, by 2050, and the third largest after China and the United States by 2032. In this context it is very important to examine the role of MSMEs for economic growth of India.

The major functions of the Organization are: -

i. Advising the Government in policy formulation for the promotion and development of MSME units
ii. Providing techno-economic and managerial consultancy, common facilities and extension services to the MSME Sector;
iii. Providing for technology upgradation, modernisation, quality improvement and infrastructure;
iv. Developing Human Resources through training and skill upgradation;
v. Providing economic information services;
vi. Maintaining a close liaison with the Central Ministries, Planning Commission, State Governments, Financial Institutions and other organisations concerned with development of MSME Sector
vii. Evolving and coordinating Policies and Programmes for development of the MSME as ancillaries to large industries.

II. Literature Review

According to Revell and Blackburn, Compliance, competitiveness and value-driven ecological and social concern have been identified as motivations for pro-social and pro-environmental behaviour in SMEs. The competitiveness argument underpins much of the UK government's approach to encouraging voluntary pro-environmental engagement in small businesses, particularly with respect to climate change and the reduction of greenhouse gas emissions, (2007).

SMEs differ from larger firms in terms of their engagement with social and environmental issues. They rarely have codified social or environmental policies (Spence, 2007; Hamann et al., 2009) and seem to engage in less explicit environmental and social behaviour than larger firms (Lawrence et al., 2006).

Voluntarily investing in environmental measures or concerns is part of showing an environmentally friendly attitude or showing some form of sustainable entrepreneurship. For the private sector this is part of sustainable entrepreneurship: trying to find a balance between planet, profit and people (Masurel, 2007:191).

III. Objectives of the Paper

The following are the objectives of the paper:

a) To assess the performance of MSMEs in India
b) To assess the role of MSME in entrepreneurship development

IV. Methodology

The study is based on secondary data. A survey of literatures by eminent research scholars is done to get deep insights about the subject matter. Several published reports are also consulted such as Annual report of MSME 2014-15 and websites of Ministry Of Micro, Small and Medium Enterprises, Government of India etc. are browsed through during the study.

V. Findings and Analysis

1. Performance Of Msme In India

a) One of the variables measuring the performance of any sector in an economy is the contribution of the sector to the GDP of the country. The contribution of MSME to India's GDP is given as follows:

Exhibit 1: Contribution of Manufacturing Output of MSME in GDP

Percentage Share of MSME (At 2004-05 prices)			
Year	Gross Value of Output (Rs. in Crore)	Total Manufacturing Output	Gross Domestic Product (GDP)
2006-07	1198817.55	42.02	7.73
2007-08	1322960.41	41.98	7.81
2008-09	1375698.60	40.79	7.52
2009-10	1488390.23	39.63	7.49
2010-11	1655580.60	38.48	7.42
2011-12	1790804.67	37.52	7.28
2012-13	1809976	37.54	7.04

Source: Annual Report of Msme 2014-15

b) Another performance indicator is the contribution of the sector towards employment. MSME has made a significant contribution towards creation of employment opportunities. The following exhibit 2 highlights the same:

Exhibit 2: Performance of SSI / MSME: Employment, Investments

Sl. No.	Year	Total Working Enterprises (in Lakh)	Employment (in Lakh)	Market Value of Fixed Assets (Rs. in Crore)
1	2001-02	105.21	249.33	154,349.00
2	2002-03	109.49	260.21	162,317.00
3	2003-04	113.95	271.42	170,219.00
4	2004-05	118.59	282.57	178,699.00
5	2005-06	123.42	294.91	188,113.00
6	2006-07	361.76	805.23	868,543.79
7	2007-08#	377.36	842.00	920,459.84
8	2008-09#	393.70	880.84	977,114.72
9	2009-10#	410.80	921.79	1,038,546.08
10	2010-11#	428.73	965.15	1,105,934.09
11	2011-12#	447.66	1,011.80	1,183,332.00
12	2012-13#	467.56	1,061.52	1,269,338.02
13	2013-14#	488.46	1,114.29	1,363,700.54
14	2014-15#	510.57	1,171.32	1,471,912.94

Projected

Source: Annual Report Of Msme 2014-15

2. MSME also plays a crucial role in encouragement of entrepreneurial instinct in the country. The scheme called "Support for Entrepreneurial and Managerial development of SMEs through Incubators" is operational since April 2008. This is one of the components of National Manufacturing Competitiveness Programme (NMCP) which emphasis's on the Support for Entrepreneurial and Managerial development of SMEs through Incubators. Under the scheme the main task is to promote individual innovators who can become technology based entrepreneur. The office of DC (MSME) has selected 200 Business Incubators for implementing the above scheme and released ` 22.18 Crore up to January, 2016 which is given as below:

Exhibit 3

SL. NO.	Year	Number of BI/HI approved	Number of Ideas approved	GOI assistance
1	2008-09	25	18	-
2	2009-10	29	164	1.91
3	2010-11	22	95	5.75
4	2011-12	-	49	2.06
5	2012-13	26	29	2.30
6	2013-14	16	53	2.51
7	2014-15	35	143	2.68
8	2015-16	47	97	4.96

Source: Annual Report Of Msme 2014-15

VI. Conclusion

The sector's contribution to India's economy is immense but it is extremely vulnerable to socio-economic changes. Only few are able to survive beyond five to six years. (Baldwin, 2001; Audet and St-Jean, 2007). According to Gurtoo, several reasons create this vulnerability (2009:181). The work typically operates at very low levels of organization and scale. The reliance on day-to-day profits for survival is high, with lack of formal space for operations, and little or no division between labor and capital (ILO, 2002, 2006; Bhalotra, 2002). Informal sector work is not constituted as a separate legal entity, independent of the household or with clear distinction of production activities (Chen, 2006; N and, 2006; Williams, 2005). Business transactions in informal sector are not legally established, rendering them personalized and unpredictable. However, these transactions are totally market based, conceded by any formal system or Government intervention (Schneider and Bajada, 2003; Williams, 2005) Irrespective of all these barriers and impediments, Government of India is providing more and more emphasize on development of MSME. As a part of the efforts, Government established incubation centers in IITs and IIMs to finance the venture of first generation entrepreneurs.

References Références Referencias

1. Audet, J and E St-Jean (2007). '*Factors Affecting the Use of Public Support Services by SME Owners: Evidence from a Periphery Region of Canada'*. Journal of Developmental Entrepreneurship, 12(2), 165–181.
2. Baldwin, E (2001). '*An Analytic Commentary on the Greek Regularization Bill, 2000, MMO Working Paper No. 1'*, Mediterranean Migration Observatory, Athens.
3. Bhalotra, S (2002). '*The Impact of Economic Liberalization on Employment and Wages in India'* Geneva: ILO.
4. Burkat, M. and Ellingsen, T. (2004) '*In-kind Finance: a Theory of Trade Credit'*, American Economic Review, 94, 569–90
5. Chen, MA (2006). '*Rethinking the Informal Economy: Linkages with the Formal Economy and the Formal Regulatory Environment'*. In Linking the Formal and Informal Economy: Concepts and Policy, B Guha-Khasnobis, R Kanbur and E Ostrom (eds.), 75–94. Oxford: Oxford University Press

Global Journal of Management and Business Research: A
Administration and Management
Volume 16 Issue 9 Version 1.0 Year 2016
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Entrepreneurial Behaviour, Institutional Context and Performance of Micro and Small Livestock Enterprises in North Eastern Region of Kenya

By Billow Khalid, Jackson Maalu, James Gathungu & Dorothy McCormick
University Of Nairobi

Abstract- In this paper explores the relationship between entrepreneurial behaviour and firm performance from institutional environmental perspective. More specifically, the study argues that an economic process such as entrepreneurial behaviour is best understood from an institutional framework. The assumption is that the motivation, commitment, experience, knowledge and behaviours of the entrepreneur are core in the entrepreneurial process. However, firm performance is also dependent on the institutional and even the geographical context in which it operates. It is on the basis of this logic that this paper argues that institutional parameters can moderate the way entrepreneurial behaviour influences performance of micro and small livestock enterprises in North Eastern Kenya.

Keywords: entrepreneurial behaviour, institutions, firm performance, small and medium enterprises.

GJMBR- A Classification: JEL Code: L26

ENTREPRENEURIALBEHAVIOURINSTITUTIONALCONTEXTANDPERFORMANCEOFMICROANDSMALLLIVESTOCKENTERPRISESINNORTHEASTERNREGIONOFKENYA

Strictly as per the compliance and regulations of:

Entrepreneurial Behaviour, Institutional Context and Performance of Micro and Small Livestock Enterprises in North Eastern Region of Kenya

Billow Khalid [α], Jackson Maalu [σ], James Gathungu [ρ] & Dorothy McCormick [Ѡ]

Abstract- In this paper explores the relationship between entrepreneurial behaviour and firm performance from institutional environmental perspective. More specifically, the study argues that an economic process such as entrepreneurial behaviour is best understood from an institutional framework. The assumption is that the motivation, commitment, experience, knowledge and behaviours of the entrepreneur are core in the entrepreneurial process. However, firm performance is also dependent on the institutional and even the geographical context in which it operates. It is on the basis of this logic that this paper argues that institutional parameters can moderate the way entrepreneurial behaviour influences performance of micro and small livestock enterprises in North Eastern Kenya. The study employed a descriptive research design where interviews were conducted with livestock traders in the north eastern region of Kenya. The study found that MSEs performance is positively influenced by indicators of legitimacy seeking behavior, risk taking and entrepreneur behavior dimensions. It is however influenced negatively by tolerance for ambiguity and locus of control indicators. The study also found that the combined effect of entrepreneurial behaviour, institutional context on the performance of the micro and small enterprises in the livestock sector in North Eastern Kenya is greater than the effects of the entrepreneurial behaviour on firm performance.

Keywords: entrepreneurial behaviour, institutions, firm performance, small and medium enterprises.

I. Introduction

The concept of entrepreneurial behaviour focuses on the concrete, theoretically "actions of individuals – as solo entrepreneurs or as part of a team of entrepreneurs – in the start up or early stages of organization creation, usually the first six to seven years" (Bird, Schjoel and Baum, 2012:2). It manifests itself as a discrete unit of individual activities that can be observed by audiences. Institutional context are the external actors both in economic and social kind that influence a firm's choices of direction, action and ultimately its performance. Firm performance concerns with the growth and survival of the business and finally meeting the goal of firm's owners.

Author α: PhD, Intergovernmental Relations Technical Committee, Nairobi.
Author σ: PhD School of Business, University of Nairobi.
e-mail: jmaalu@uonbi.ac.ke
Author ρ: PhD; CPS (K), School of Business, University of Nairobi.
Author Ѡ: PhD, Institute for Development Studies, University of Nairobi.

This study inquired into the performance of micro and small livestock enterprises in North Eastern Kenya. Specifically the study examined how the performance of the concerned MSEs are influenced by entrepreneurial behaviour and selected social and economic institutions variables. Earlier studies on entrepreneurship and firm performance have acknowledged the multidisciplinary nature of entrepreneurship and utilized various theories to anchor their studies (Delmar, 1996; Maalu, 2010; Covin & Slevin, 1991). Theories of entrepreneurship are defined as verifiable and logically coherent formulations of relationships that explain entrepreneurship, predict entrepreneurial activities, or provide normative actions (Kuratko & Hodgetts, 2007:45). The purpose of theories is to explain real life events, behaviour, facts or phenomena in consistent, generalized manner.

The different theoretical perspectives have been used to understand, explain and predict entrepreneurship and ground the concepts on logical and coherent thoughts particularly with regard to how the theoretical abstracts manifest themselves in practice as concrete, measurable variables. Theories applied in the past studies of entrepreneurship, firm performance and institutional parameters reflect the contextual issues regarding those studies, where the studies took place and the environmental conditions. The implication of this is that there is an apparent feeling among scholars that there is no synthesis of "general theory of entrepreneurship and that most of the theoretical anchorage applied in the field are eclectic, borrowed as it were, from the contributions of other social sciences such as anthropology, economic history, finance and management, psychology and sociology" (Kirby, 2013:135).

Entrepreneurship appears in the economic science literature primarily through the writing of Richard Cantillon (1755). He endowed the concept with economic meaning and the entrepreneur with a role in economic development. Cantillon recognized that discrepancies between demand and supply in a market create opportunities for buying cheaply and selling at a higher price and that this sort of arbitrage would bring equilibrium to the competitive market. The assumption was that the entrepreneur would buy products or whatever at a fixed price, have them prepared or packaged and transport them to markets and sell them at an unpredictable, uncertain price. People who possessed the motivation and alertness to take advantage of these unrealized profit opportunities were called "entrepreneurs". The basic characteristic of Cantillon's analysis was the emphasis on risk. Entrepreneurship he underlined is a matter of foresight and willingness to assume risk.

In their seminal paper titled "In search of the meaning of entrepreneurship" (1989:40), Hebert and Link emphasize that theories of entrepreneurship could be either static or dynamic, "only dynamic theories of entrepreneurship have any significant operational meaning." Arguing that throughout history the entrepreneur has worn many hats and played many roles. Herbert and Link identified at least nine distinct dynamic themes in the economic literature regarding the role of the entrepreneur in society. These are: one, the entrepreneur is the person who assumes the risk associated with uncertainty; two, the entrepreneur is an innovator. Three, the entrepreneur is a decision-maker. Four, the entrepreneur is an industrial leader. Five, the entrepreneur is an organizer and coordinator of economic resources. Six, the entrepreneur is a contractor, seven, the entrepreneur is an arbitrageur. Eight, the entrepreneur is the owner of an enterprise and nine, the entrepreneur is an allocator of resources among alternatives uses.

In order to synthesis the Cantillon's views on entrepreneurs as bearers of risk and uncertainty, Kirzner's view on entrepreneurs as the essence of alertness to profit opportunities and Schumpeter's views, entrepreneurs as "innovators" engaged in a process he called "creative destruction", Hebert and Link suggested a 'synthetic definition of the concept of entrepreneurship as "the entrepreneur is someone who specializes in taking responsibility for and making fragmental decisions that affect the location, form, and the use of goods, resources, or institutions" (Hebert & Link, 1989:47). This definition has been cited as synthetic because it incorporates the main themes of entrepreneurship: risk, uncertainty, innovation, perception and change. The definition nevertheless does not capture all the important themes of social development of entrepreneurship and micro to small business research which draw great interests from scholars, as well as from policy makers in the public sector domain.

Any workable analysis of the concept of entrepreneurship must be informed by the lessons of history. "One lesson to be learned from economic history is that the problem of the place of entrepreneurship in economic and social theory is not problem theory per se, it is a problem of methods and subjects (Hebert & Link, 1989:48). According to Parker 2004), the chief contribution of the entrepreneur is to combine and coordinate factors of production. The entrepreneur stands at the centre of the economic system, directing and rewarding the various factors of productions, and taking the residual profits. Personal characteristics such as judgment, perseverance and experience required for successful entrepreneurship would be in scarce supply; providing high profits to those who become entrepreneurs. As one entrepreneur put it "no one can eat your own lunch for you".

Based on these discussions, it is clear that entrepreneurship is a multidimensional, multidisciplinary field which is critically important for the welfare and economic prosperity of society. As such the concept of entrepreneurship is dynamic, situational dependence and can be viewed using different theoretical lenses. Therefore, this study has focused on its objectives within the framework of entrepreneurial behaviour, social and economic institutions and resource based view of the firms as the anchored theories.

The importance of the livestock sector in Kenya can partly be explained by the fact that 73 percent of the country is classified as arid, making it unsuitable for crop production (Knips, 2004). Agriculture is the core sector of the countries and societies in the Horn of Africa, namely the seven member countries of the Intergovernmental Authority on Development (IGAD): Kenya, Somalia, Ethiopia, Uganda, Sudan, Djibouti and Eritrea (Knips, 2004). Within the agricultural sector a large contribution, on average 57 percent of the GDP of the IGAD member countries come from livestock. Livestock's contribution to overall GDP ranges between 10 to 20 percent, in the case of Kenya, it is 12%. The importance of the livestock economy in the IGAD countries in general and Kenya in particular is attributed to the fact that major proportion of the land in the region, in the case of Kenya 73 percent, is classified as arid and semi-arid (ASAL) leaving livestock production as the only viable form of non-capital intensive land use.

It is estimated that the livestock sector contributes at least Ksh150 billion annually to the Kenya's economy even though Kenya is a livestock deficit nation unlike Ethiopia and Somalia. Kenya's livestock sector, although informal, is a multi-billion-shilling industry Gathoni (2014). According to *Mifugo ni Biashara* Project in arid and semi arid land (ASAL) the national per capita meat consumption in urban areas is 18.5kg/yr with a national average of 10.8kg/yr, which is high given the estimated average for sub-Saharan countries at 9.4kg/yr.

Presently, Kenya's meat export markets are Egypt, Kuwait, United Arab Emirates, Tanzania and DRC Congo (Sanga, 2014, The Standard, Sept 2: P22). The world health organization report indicates that the world's livestock sector is growing at an unprecedented rate due to population growth, rising incomes and urbanization, with annual meat production projected to increase from 218 million tonnes in 1997 – 1999 to 376 million tonnes by 2030 (Gathoni, 2014). This drives the sectors potential growth rate. Therefore the economy and social activities of the population of North Eastern Kenya depend heavily on income from livestock (Knips, 2004). For the owners, camels and cattle are not just some assets. There are emotional, social attachments to these treasured livestock.

In terms of socio-economic quality of life ratings, the three counties of North Eastern Kenya, a recent study called Socio Economic Atlas of Kenya, 2014, revealed were doing relatively badly (GoK, 2014). Comparatively according to the Socio-Economic Atlas of Kenya, only 2,000 households or 1.6 percent of the households in Mandera have access to TV; only 1.5 percent has piped water in Wajir, and the three counties as a whole have poverty incidents of 86 percent, making them the counties with the poorest access to modern service and conveniences in the country. The three counties also lead in both child and maternal mortality rates.

The North Eastern Kenya region consists of the three counties of Garissa, Wajir and Mandera. Mandera borders Ethiopia and Somalia while Garissa and Wajir counties share a long border with Somalia. Besides the local supplies, the other livestock traded in the markets of the three counties are brought to the local markets by pastoralists and traders across the border from livestock net exporting countries such as Ethiopia and Somalia who are attracted by stable markets. The livestock owners, pastoralists and traders live in a remote region with the attendant environmental, cultural, ecological and resources challenges which all justify this study. The capital investment of micro scale traders range from Ksh 10,000 to 400,000, small size traders from Ksh 400,000 to 2.5million and medium size traders invest up to Ksh10 million (Garissa County Development Plan, 2010). It is in that background that the performances of MSEs in the livestock sector in the North Eastern Kenya was investigated by this paper.

II. Research Problem

Many studies focusing on the effects of entrepreneurial behaviour on firm performance have argued for direct relationship between the two (Covin & Slevin, 1991; Delmar, 1996, Kirby, 2003). Knowledge of predictors of new firm or existing firm performance is unquestionably of interest to entrepreneurs, to those who provide advice to entrepreneurs as well as to investors in new or existing ventures. Several studies, however, indicate that the relationship between entrepreneurial behaviour and firm performance is moderated by institutional conditions (Bird et. al, 2012; Covin & Slevin, 1991). Whereas some of these studies have conceptualized a direct relationship between entrepreneurial behaviour and firm performance, the results from their findings have been inconclusive (Fisher, 2012; Kirby, 2003). Furthermore, many of these studies focused only on two variables relationship (Orero, 2008; Khayesi, 2010). Moreover, there is a dearth of studies examining the relationship between entrepreneurship behaviour and firm performance in Kenya.

Against this background, this paper addresses those highlighted inconsistencies and knowledge gaps by establishing the effects of institutional context on the relationship between entrepreneurial behaviour and firm performance by answering the broad question. How do entrepreneurial behaviour and institutional contexts individually influence the performance of micro and small livestock enterprises in North Eastern Region of Kenya? The two objectives of this paper are to establish the relationship between entrepreneurial behaviour and micro and small enterprises performance and also to determine the moderating effect of institutional contexts on the relationship between entrepreneurial behaviour and the performance of the Micro and Small Enterprises studied.

III. Methodology

This study used a descriptive survey research design. The population for the study consisted of all the micro and small livestock enterprises registered with the Counties of Garissa, Wajir and Mandera as at 31st May 2014. According to the County Governments there were 305, where Garissa County had the highest number, 145, Wajir 78 and Mandera 82. A survey was conducted with a response rate of response rate 64 percent.

Cross sectional data was collected using survey instrument research questionnaire. The questionnaire used Likert type scale for collecting the data. Follow up interviews and focus group discussion methods were also used to provide additional depth of responses to make up in part of the deficiencies of the survey method. The data was subjected to tests of normality, tests of multicollinearity, test of linearity and test of hetersoscedasticity. The data satisfied all the four tests. Descriptive and inferential statistics such as multiple regression and ANOVA were used to analyze the data in order to address the objectives.

IV. Findings and Discussion

Objective 1: Entrepreneurial behaviour and performance of MSEs

For the purpose of testing objective one, entrepreneurial behaviour was framed as a function of the dimensions of motivation – achievement need, legitimacy seeking behaviour, risk taking, locus of control and tolerance for ambiguity or business failures (Rwigema, 2008). These five dimensions were thus operationalized by asking questions to the MSEs owners and managers about the concrete actions illustrating these elements. Similarly, performance of the MSEs was measured in terms of average growth in profits, profit to sales ratio, and improvement in the satisfactions of the respective MSEs owner and managers. In this section first correlation analysis was done on entrepreneurial behaviour and MSEs performance followed by regression analysis.

The purpose of these analyses was to determine whether there were strong or weak correlations between the elements of entrepreneurial behaviour and performance of MSEs. Normally low regression coefficients would indicate weak correlations between the independent and the dependent variables. It was for this reason that it was felt essential to compute correlation analysis to provide an indication of whether the measures of entrepreneurial behaviour were indeed related significantly to MSEs performance.

The results for the correlation analysis show no negative correlation between any of the variables and MSEs performance. The results indicate that there is a positive correlation between entrepreneur aspects of tolerance for ambiguity, legitimacy seeking behavior, risk taking, and locus of control as well motivation (achievement need). The correlation between compliance with business regulation as a legitimacy seeking entrepreneur behavior and composite MSEs performance was r=0.421. Correlation for ability to plan as a tolerance for ambiguity indicator correlated positively with MSEs performance, with r=0.293. Motivation/achievement need measured by the promise of a future prospect of livestock business had a moderately positive correlation with MSEs performance r= 0.578. Taking bold and wide ranging acts for the business and the motivation of never giving up in the livestock business regardless of failure as risk taking entrepreneur behavior correlated positively with MSEs performance r=0.373, and r= 0.552 respectively.

Establishment of a network of individuals who are trusted and relied on to provide information/ ideas as a locus of control indicator was also positively correlated r= 0.370. For the objective of establishing the effect of entrepreneurial behaviour on the performance of the MSEs in the study, a three step procedure method was applied. First, a construct of entrepreneurial behaviour was used and then the responses were grouped into five dimensions. Likert scale responses to all the questions on entrepreneurial behaviour were summed up to create the index for the construct of entrepreneurial behaviour. Firm performance was also computed as an index of the sum of the Likert scale responses of all its measures data.

Table 1 : Regression Prediction Model Summary for MSEs Performance and Entrepreneurial Behaviour

Model Coefficient		Unstandardized coefficients		Standardized Coefficients		T	Sig.	Collinearity	
		B	Std Error	Beta				Tolerance	VIF
(Constant)		1.376	.215			6.389	.000	.390	2.00
I greatly plan my next move in this business (X_1)		-.034	.124	-0.31		-.279	.781	.458	2.12
Future of livestock business is bright (X_2)		-.145	.125	-0.113		-1.16	.247	.440	2.140
I will never give up this business regardless of failure (X_3)		.104	.107	.098		.967	.335	.440	3.120
I know and comply with all business regulations (X_4)		.274	.093	.272		2.936	.004	.405	3.20
I take bold and wide ranging act for the business (X_5)		.230	.101	.228		2.280	.024	.670	2.08
I have network of individuals whom I trust to bring information/ideas (X_6)		-.037	.080	-.465		-.465	.642	.560	1.500
Model Summary	R		R^2		Ad.R^2	Std Error Est.			
	.378[a]		.143		.114	. 79558			
Model ANOVA		Sum of Squares	Df	Mean Square	F	Sig.			
	Regression	18.817	6	3.136	4.96	.000[b]			
	Residual	112.664	178	0.633					
	Total	131.481	184						
a. Dependent Variable: Composite Performance									

Table 1 shows the regression prediction model summary for MSEs performance and entrepreneurial behaviour. Although the results of the correlations showed statistically significant relationship between entrepreneurial behaviour and MSEs performance, it was felt necessary to test further objective 1, using the direct measures for the dimensions of entrepreneurial behaviour. The literature reviewed such as those of Kirby (2003); Stokes and Wilson (2006) argue that entrepreneurial behaviour manifests in business firms in the forms of motivation / need for achievement, locus of control, legitimacy seeking behaviour, opportunity identification, resource accumulation efforts, and risk taking. The results in Table 1 indicate that, MSEs performance is positively influenced by indicators of legitimacy seeking behavior(X_4), risk taking (X_3) and (X_5) entrepreneur behavior dimensions. It is however influenced negatively by tolerance for ambiguity(X_1) and locus of control indicators(X_6). The resulting model is expressed as follows:

MSE Performance= $1.376 - 0.31 X_1 - 0.113 X_2 + 0.098X_3 + 0.272X_4 + 0.228X_5 - 0.465X_6$

This model has an r coefficient of 0.378 and an F value of 4.96 significant at $P < 0.01$. This means the model could be used in predicting livestock MSE performance based on indicators of entrepreneur behavior. Hence, entrepreneur behavior has a positive influence on MSEs performance as indicated by the correlations. The model is moderately strong since entrepreneur behavior account for 11.4 percent of change in livestock MSEs Performance, with a standard error of 0.796. The Table 4.1 shows that Tolerance values lie below 1.00 and VHF below 10.00. This shows that there were no problems of multicollinearity in the regression. The same was true for other regressions.

Objective 2: Institutional context moderate performance of MSEs

Two- way ANOVA enabled us to examine the main effects, that is the effects of the independent variables (entrepreneur behavior) on the dependent variable (MSEs Performance) but also the interaction effects that exists between the independent variables. The interaction effects of the two predictors on MSEs performance are summarized in Table 2

Table 2 : Two Way ANOVA Interaction Analysis

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Model 1EB * SI					
Intercept	574.609	1	574.609	4472.996	.000
Entrepreneurial Behaviour (EB)	17.760	40	.444	3.456	.000
Social Institutions (SI)	8.936	22	.406	3.162	.000
EB * SI	15.598	52	.300	2.335	.001
Error	8.222	64	.128		
Total	1229.924	188			
a. R Squared = .887 (Adjusted R Squared = .670)					
Model 2EB * EI					
Intercept	651.630	1	651.630	3654.190	.000
Entrepreneurial Behaviour	15.546	35	.444	2.491	.001
Economic Institutions (EI)	15.255	41	.372	2.086	.004
EB * EI	7.454	35	.213	1.194	.267
Error	11.056	62	.178		
Total	1229.924	188			
a. R Squared = .848 (Adjusted R Squared = .542)					
Model 3EB * SI_EI					
Intercept	819.752	1	819.752	9976.947	.000
EB	2.701	18	.150	1.826	.055
SI_EI	28.711	88	.326	3.971	.000
EB * SI_EI	1.395	9	.155	1.886	.082
Error	3.369	41	.082		
Total	1229.924	188			
a. R Squared = .954 (Adjusted R Squared = .789) Dependent Variable: Performance					

Table 2 shows, as hypothesized in objective 2, the combined effect of entrepreneurial behaviour, institutional context on the performance of the micro and small enterprises in the livestock sector in North Eastern Kenya is greater than the effects of the entrepreneurial behaviour on firm performance. In this paper it was found that the combined effect of the two predictor variables on MSEs performance was greater than that of individual predictors.

The interaction effect between entrepreneur behavior and social institutions was statistically significant ($F=2.335$; $P<0.01$;$r^2= 0.670$). Similarly, the interaction effects between entrepreneur behavior and economic institutions was statistically significant ($F=1.194$; $P<0.01$; $r^2= 0.542$).The interaction effect between entrepreneur behavior and institutional context was statistically significant ($F= 1.886$; $P<0.01$, $r^2= 0.789$).

V. Conclusions

The thrust of this study was to examine the determinants of the performances of the micro and small enterprises in the livestock sector in Northern Eastern Kenya – in the counties of Garissa, Wajir and Mandera, while anchoring it on institutional, Bricolage and resource based theories of entrepreneurship studies. In this regard, the main purpose of this study was to establish the extent to which institutional context affected the relationship between entrepreneurial behaviour and the performance of micro and small enterprises in the livestock sector in North Eastern Kenya. Entrepreneurial behaviour together with institutional theories is popular research lenses for entrepreneurship research (Landstrom, 2006; Boettke & Coyne, 2004). In order to achieve the four research objectives of this study, basic descriptive statistical nominal and ordinal data analyses were used.

The study found that about 18% of the MSEs were “somewhat thriving” and the majority, 82% were “performing poorly, only surviving.” Past studies, Delmar (1996) and Boettke and Coyne (2004) also confirmed that entrepreneurs interest in the business–determination and attitude to the growth of the firm were the most important individually related variables. Motivation was completely dominant as representative of individual differences of the owners of the MSEs. It was also noted that entrepreneurs who had chosen to concentrate on few customers also performed better than those who focused on the general public. The study finds that institutional context has positive significant moderating influence on the relationship between entrepreneurial behaviour and the performance of micro and small enterprises.

The overall conclusions for this study based from the data analyses, literature and the findings are that policy makers, practitioners and scholars in the discipline of entrepreneurship need pay greater attention to entrepreneurial behaviour, institutional context in order to secure better sustained growth of micro, and small enterprises in the livestock sector and in all others sectors in general.

VI. Implications for Theory, Policy, Practice and Further Research

The findings and conclusions of this paper have a number of theory, policy and practical managerial implications. As concerns theories, this study was anchored on institutional and resource based theories. This paper makes the following recommendations for which have implications for theory, policy and practical managerial. A number of theories such as heterogeneity demand theory, differential advantage theory, resource heterogeneity and competence based theories share an emphasis on internal aspect of the firm as determinants of firm performance. However, institutional theory focuses on the external aspect of the firm as the drivers of firm survival and growth. Bricolage and effectuation theories address the behaviour of entrepreneurs in resource scarce environment. This is a major implication of entrepreneurship theory.

The findings and conclusions of this paper also suggest three major policy approaches: Facilitating access to financial capital for livestock trade, empowering livestock producers through provision of information on market prices, government regulations, veterinary services, buyers preferences, supply and demand of animals in major terminal markets and lowering market costs.

This paper is also useful for mangers of micro and small enterprises. This study has observed that one of the major constraints facing the MSEs is inadequate management skills. The second major constraints facing the firms in the industry are inadequate access to funding.

The managerial implication here is that the firms should form associations and join the existing SACCOs in the sector such as the USAID funded Community Owned Finance Institute (COFI). The third managerial implication is that very few of the firm are in the export sector. Whereas, the data of FAO 2014 online indicates Somalia exported live livestock valued US$ 360 million and Ethiopia exported livestock worth US$ 150 million, there were no figures available for Kenya. It is for this reason that this study has managerial implication for the firms in the sector to be export oriented if they wish to be bigger and stronger. The fourth managerial implication is that the study finds that majority of entrepreneurs in the sector have low human capital in terms of education and business skills training. Therefore the study has shown the relationship of these critical factors surrounding the performance of MSEs and suggested alternative approaches to addressing constraints arising from them, both at the firm level and in the large context of the MSEs.

This paper recommends that future studies should investigate individual social and economic institutional variables that directly influence performance of MSEs (not investigated in this paper) while taking into account contextually different settings of causation and effectuation as popularized by Sarasvathy (2001), that is resource constraints, uncertainty and dynamic business environment. The fact that 78.9% of the variables in the MSEs performance was explained by the two independent study variables in this study still leaves 21.1% unexplained. In other words, there are other additional variables within or outside these study themes –variables that are important in explaining MSEs performance that have not been considered in this study. Therefore further research is recommended to explain more of the variables in the performance of MSEs in livestock sector in North Eastern Kenya, given the dynamic, multidimensional and complex nature of entrepreneurship.

References Références Referencias

1. Bird, G., Schjoel, L. & Baum, J. R. (2012). Entrepreneurs behaviour: elucidation and measurement. *Entrepreneurship theory and practice*. 36(5):889-913.
2. Boettke, P. & Coyne, C. (2004). Entrepreneurship behaviour and institutions. In Minniti (Ed) *Entrepreneurship: The engine of growth*, Vol. 1 perspective series pp 1119-134, Westport CT Praeger press.
3. Cantillon, R. (1734). *Essay on the nature of general commerce*. London: Macmillan.
4. Covin, J. G. & Slevin, D. P. (1991). A conceptual model of entrepreneurship as firm behaviour. *Entrepreneurship theory and practice*. 16(1):7-25.
5. Delmar, F. (1996). *Entrepreneurial behaviour and firm performance.* (Unpublished Phd Thesis). Stockholm School of Economics, Stockholm: Economic Research Institute.
6. Fisher, G. (2012). Effectuation, causation and Bricolage. A behavioral comparison of emerging theories of entrepreneurship research. *Entrepreneurship theory and practice*. 36(5): 1019-1051.
7. Gathoni, R. (2014). What must be done to livestock sector in Kenya. *Daily Nation* p.13, Tuesday August 15.
8. GoK (2014). *Socio-Economic Atlas of Kenya*. Nairobi: Government Printer.
9. GOK (2010). *Garissa District development plan.* (2009-2013) Nairobi: Government Press
10. Herbert, R. F. & Link, A. N. (1989). "In search of the meaning of entrepreneurship." Small business economics, (1) 39-49 NY, Kluwer academic publishers.
11. Khalid, B. (2015). *Entrepreneurial behaviour, social and economic institutions and performance of micro and small livestock enterprises in North Eastern Region, Kenya.* (Unpublished PhD Thesis) Nairobi: University of Nairobi, School of Business.
12. Khayesi, J. (2010). *The double edged sword of socio capital: Three essays on entrepreneurship in developing nations*. (Unpublished PhD Thesis), Lausanne: University of Lausanne.
13. Kirby, D. A. (2003). *Entrepreneurship*. London: The McGraw Hill.
14. Knips, V. (2004). *Review of the Livestock Sector in the Horn of Africa* (IGAD Countries). FAO online database visited on 18th Feb, 2012.
15. Kuratko, D. F. & Hodgetts, R. M. (2007). *Entrepreneurship*. New York: Prentice Hall International.
16. Landstrom, H. (2006). *Pioneers in entrepreneurship and small business research.* Springerse Bookstore.
17. Maalu, J. (2010). *Succession strategy and performance of small medium family businesses in Nairobi, Kenya.* (Unpublished PhD Thesis) Nairobi: University of Nairobi, School of Business.
18. Orero, R. A. (2008). *Entrepreneurship and social capital: A study of informal cross-border trade between Kenya and Tanzania.* (Unpublished PhD Thesis) Nairobi: University of Nairobi, School of Business.
19. Parker, S.C. (2004). *The economics of self-employment and entrepreneurship*. Cambridge: Cambridge University Press.
20. Rwigema, V. U. (2011). *Entrepreneurship: theory and practice.* (2nd ed.) Johannesburg: Oxford University Press.
21. Sanga, B. (2014). Sh 278 million for three livestock export zones. *The Standard* September 2nd P. 22.
22. Sarasvathy, S. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. *The academic of management review*, 26. (2): 243 – 263.
23. Stokes, D. & Wilson, N. (2006). *Small business management & entrepreneurship* (5th ed). London: Thomson Learning Centre.
24. Wilson, A. (2003), Marketing Research: An Integrated Approach, FT Prentice Hall.

FELLOW OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (FARSB)

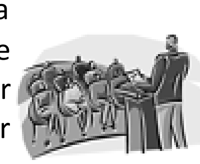
Global Journals Incorporate (USA) is accredited by Open Association of Research Society (OARS), U.S.A and in turn, awards "FARSBA" title to individuals. The 'FARSBA' title is accorded to a selected professional after the approval of the Editor-in-Chief/Editorial Board Members/Dean.

- The "FARSB" is a dignified title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., FARSBA or William Walldroff, M.S., FARSBA.

FARSBA accrediting is an honor. It authenticates your research activities. After recognition as FARSBA, you can add 'FARSBA' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, and Visiting Card etc.

The following benefits can be availed by you only for next three years from the date of certification:

FARSBA designated members are entitled to avail a 40% discount while publishing their research papers (of a single author) with Global Journals Incorporation (USA), if the same is accepted by Editorial Board/Peer Reviewers. If you are a main author or co-author in case of multiple authors, you will be entitled to avail discount of 10%.



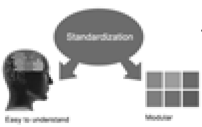
Once FARSBA title is accorded, the Fellow is authorized to organize a symposium/seminar/conference on behalf of Global Journal Incorporation (USA).The Fellow can also participate in conference/seminar/symposium organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent.

You may join as member of the Editorial Board of Global Journals Incorporation (USA) after successful completion of three years as Fellow and as Peer Reviewer. In addition, it is also desirable that you should organize seminar/symposium/conference at least once.

We shall provide you intimation regarding launching of e-version of journal of your stream time to time.This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.

The FARSBA can go through standards of OARS. You can also play vital role if you have any suggestions so that proper amendment can take place to improve the same for the benefit of entire research community.

As FARSBA, you will be given a renowned, secure and free professional email address with 100 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.



The FARSBA will be eligible for a free application of standardization of their researches. Standardization of research will be subject to acceptability within stipulated norms as the next step after publishing in a journal. We shall depute a team of specialized research professionals who will render their services for elevating your researches to next higher level, which is worldwide open standardization.

The FARSBA member can apply for grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A. Once you are designated as FARSBA, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria. After certification of all your credentials by OARS, they will be published on your Fellow Profile link on website https://associationofresearch.org which will be helpful to upgrade the dignity.

The FARSBA members can avail the benefits of free research podcasting in Global Research Radio with their research documents. After publishing the work, (including published elsewhere worldwide with proper authorization) you can upload your research paper with your recorded voice or you can utilize chargeable services of our professional RJs to record your paper in their voice on request.

The FARSBA member also entitled to get the benefits of free research podcasting of their research documents through video clips. We can also streamline your conference videos and display your slides/ online slides and online research video clips at reasonable charges, on request.

The FARSBA is eligible to earn from sales proceeds of his/her researches/reference/review Books or literature, while publishing with Global Journals. The FARSBA can decide whether he/she would like to publish his/her research in a closed manner. In this case, whenever readers purchase that individual research paper for reading, maximum 60% of its profit earned as royalty by Global Journals, will be credited to his/her bank account. The entire entitled amount will be credited to his/her bank account exceeding limit of minimum fixed balance. There is no minimum time limit for collection. The FARSC member can decide its price and we can help in making the right decision.

The FARSBA member is eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get remuneration of 15% of author fees, taken from the author of a respective paper. After reviewing 5 or more papers you can request to transfer the amount to your bank account.

MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSBA)

The ' MARSBA ' title is accorded to a selected professional after the approval of the Editor-in-Chief / Editorial Board Members/Dean.

The “MARSBA” is a dignified ornament which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., MARSBA or William Walldroff, M.S., MARSBA.

MARSB accrediting is an honor. It authenticates your research activities. After becoming MARSBA, you can add 'MARSBA' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, Visiting Card and Name Plate etc.

The following benefitscan be availed by you only for next three years from the date of certification.

MARSBA designated members are entitled to avail a 25% discount while publishing their research papers (of a single author) in Global Journals Inc., if the same is accepted by our Editorial Board and Peer Reviewers. If you are a main author or co-author of a group of authors, you will get discount of 10%.

As MARSBA, you will be given a renowned, secure and free professional email address with 30 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.

We shall provide you intimation regarding launching of e-version of journal of your stream time to time.This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.

The MARSBA member can apply for approval, grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A.

Once you are designated as MARSBA, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria.

It is mandatory to read all terms and conditions carefully.

Institutional Fellow of Open Association of Research Society (USA)-OARS (USA)

Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as “Institutional Fellow of Open Association of Research Society” (IFOARS).

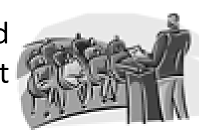
The “FARSC” is a dignified title which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., FARSC or William Walldroff, M.S., FARSC.

The IFOARS institution is entitled to form a Board comprised of one Chairperson and three to five board members preferably from different streams. The Board will be recognized as “Institutional Board of Open Association of Research Society”-(IBOARS).

The Institute will be entitled to following benefits:

The IBOARS can initially review research papers of their institute and recommend them to publish with respective journal of Global Journals. It can also review the papers of other institutions after obtaining our consent. The second review will be done by peer reviewer of Global Journals Incorporation (USA) The Board is at liberty to appoint a peer reviewer with the approval of chairperson after consulting us.

The author fees of such paper may be waived off up to 40%.



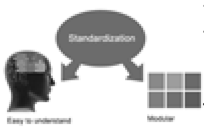
The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.

The IBOARS can organize symposium/seminar/conference in their country on behalf of Global Journals Incorporation (USA)-OARS (USA). The terms and conditions can be discussed separately.

The Board can also play vital role by exploring and giving valuable suggestions regarding the Standards of “Open Association of Research Society, U.S.A (OARS)” so that proper amendment can take place for the benefit of entire research community. We shall provide details of particular standard only on receipt of request from the Board.

The board members can also join us as Individual Fellow with 40% discount on total fees applicable to Individual Fellow. They will be entitled to avail all the benefits as declared. Please visit Individual Fellow-sub menu of GlobalJournals.org to have more relevant details.

We shall provide you intimation regarding launching of e-version of journal of your stream time to time. This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.



After nomination of your institution as "Institutional Fellow" and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.
The board can also take up the additional allied activities for betterment after our consultation.

The following entitlements are applicable to individual Fellows:

Open Association of Research Society, U.S.A (OARS) By-laws states that an individual Fellow may use the designations as applicable, or the corresponding initials. The Credentials of individual Fellow and Associate designations signify that the individual has gained knowledge of the fundamental concepts. One is magnanimous and proficient in an expertise course covering the professional code of conduct, and follows recognized standards of practice.

Open Association of Research Society (US)/ Global Journals Incorporation (USA), as described in Corporate Statements, are educational, research publishing and professional membership organizations. Achieving our individual Fellow or Associate status is based mainly on meeting stated educational research requirements.

Disbursement of 40% Royalty earned through Global Journals : Researcher = 50%, Peer Reviewer = 37.50%, Institution = 12.50% E.g. Out of 40%, the 20% benefit should be passed on to researcher, 15 % benefit towards remuneration should be given to a reviewer and remaining 5% is to be retained by the institution.

We shall provide print version of 12 issues of any three journals [as per your requirement] out of our 38 journals worth $ 2376 USD.

Other:

The individual Fellow and Associate designations accredited by Open Association of Research Society (US) credentials signify guarantees following achievements:

- The professional accredited with Fellow honor, is entitled to various benefits viz. name, fame, honor, regular flow of income, secured bright future, social status etc.

- In addition to above, if one is single author, then entitled to 40% discount on publishing research paper and can get 10%discount if one is co-author or main author among group of authors.
- The Fellow can organize symposium/seminar/conference on behalf of Global Journals Incorporation (USA) and he/she can also attend the same organized by other institutes on behalf of Global Journals.
- The Fellow can become member of Editorial Board Member after completing 3yrs.
- The Fellow can earn 60% of sales proceeds from the sale of reference/review books/literature/publishing of research paper.
- Fellow can also join as paid peer reviewer and earn 15% remuneration of author charges and can also get an opportunity to join as member of the Editorial Board of Global Journals Incorporation (USA)
- • This individual has learned the basic methods of applying those concepts and techniques to common challenging situations. This individual has further demonstrated an in–depth understanding of the application of suitable techniques to a particular area of research practice.

Note :

"

- In future, if the board feels the necessity to change any board member, the same can be done with the consent of the chairperson along with anyone board member without our approval.
- In case, the chairperson needs to be replaced then consent of 2/3rd board members are required and they are also required to jointly pass the resolution copy of which should be sent to us. In such case, it will be compulsory to obtain our approval before replacement.
- In case of "Difference of Opinion [if any]" among the Board members, our decision will be final and binding to everyone. "

Process of submission of Research Paper

The Area or field of specialization may or may not be of any category as mentioned in 'Scope of Journal' menu of the GlobalJournals.org website. There are 37 Research Journal categorized with Six parental Journals GJCST, GJMR, GJRE, GJMBR, GJSFR, GJHSS. For Authors should prefer the mentioned categories. There are three widely used systems UDC, DDC and LCC. The details are available as 'Knowledge Abstract' at Home page. The major advantage of this coding is that, the research work will be exposed to and shared with all over the world as we are being abstracted and indexed worldwide.

The paper should be in proper format. The format can be downloaded from first page of 'Author Guideline' Menu. The Author is expected to follow the general rules as mentioned in this menu. The paper should be written in MS-Word Format (*.DOC,*.DOCX).

The Author can submit the paper either online or offline. The authors should prefer online submission.Online Submission: There are three ways to submit your paper:

(A) (I) First, register yourself using top right corner of Home page then Login. If you are already registered, then login using your username and password.

(II) Choose corresponding Journal.

(III) Click 'Submit Manuscript'. Fill required information and Upload the paper.

(B) If you are using Internet Explorer, then Direct Submission through Homepage is also available.

(C) If these two are not convenient, and then email the paper directly to dean@globaljournals.org.

Offline Submission: Author can send the typed form of paper by Post. However, online submission should be preferred.

Preferred Author Guidelines

MANUSCRIPT STYLE INSTRUCTION **(Must be strictly followed)**

Page Size: 8.27" X 11'"

- Left Margin: 0.65
- Right Margin: 0.65
- Top Margin: 0.75
- Bottom Margin: 0.75
- Font type of all text should be Swis 721 Lt BT.
- Paper Title should be of Font Size 24 with one Column section.
- Author Name in Font Size of 11 with one column as of Title.
- Abstract Font size of 9 Bold, "Abstract" word in Italic Bold.
- Main Text: Font size 10 with justified two columns section
- Two Column with Equal Column with of 3.38 and Gaping of .2
- First Character must be three lines Drop capped.
- Paragraph before Spacing of 1 pt and After of 0 pt.
- Line Spacing of 1 pt
- Large Images must be in One Column
- Numbering of First Main Headings (Heading 1) must be in Roman Letters, Capital Letter, and Font Size of 10.
- Numbering of Second Main Headings (Heading 2) must be in Alphabets, Italic, and Font Size of 10.

You can use your own standard format also.
Author Guidelines:

1. General,

2. Ethical Guidelines,

3. Submission of Manuscripts,

4. Manuscript's Category,

5. Structure and Format of Manuscript,

6. After Acceptance.

1. GENERAL

Before submitting your research paper, one is advised to go through the details as mentioned in following heads. It will be beneficial, while peer reviewer justify your paper for publication.

Scope

The Global Journals Inc. (US) welcome the submission of original paper, review paper, survey article relevant to the all the streams of Philosophy and knowledge. The Global Journals Inc. (US) is parental platform for Global Journal of Computer Science and Technology, Researches in Engineering, Medical Research, Science Frontier Research, Human Social Science, Management, and Business organization. The choice of specific field can be done otherwise as following in Abstracting and Indexing Page on this Website. As the all Global

Journals Inc. (US) are being abstracted and indexed (in process) by most of the reputed organizations. Topics of only narrow interest will not be accepted unless they have wider potential or consequences.

2. ETHICAL GUIDELINES

Authors should follow the ethical guidelines as mentioned below for publication of research paper and research activities.

Papers are accepted on strict understanding that the material in whole or in part has not been, nor is being, considered for publication elsewhere. If the paper once accepted by Global Journals Inc. (US) and Editorial Board, will become the copyright of the Global Journals Inc. (US).

Authorship: The authors and coauthors should have active contribution to conception design, analysis and interpretation of findings. They should critically review the contents and drafting of the paper. All should approve the final version of the paper before submission

The Global Journals Inc. (US) follows the definition of authorship set up by the Global Academy of Research and Development. According to the Global Academy of R&D authorship, criteria must be based on:

1) Substantial contributions to conception and acquisition of data, analysis and interpretation of the findings.

2) Drafting the paper and revising it critically regarding important academic content.

3) Final approval of the version of the paper to be published.

All authors should have been credited according to their appropriate contribution in research activity and preparing paper. Contributors who do not match the criteria as authors may be mentioned under Acknowledgement.

Acknowledgements: Contributors to the research other than authors credited should be mentioned under acknowledgement. The specifications of the source of funding for the research if appropriate can be included. Suppliers of resources may be mentioned along with address.

Appeal of Decision: The Editorial Board’s decision on publication of the paper is final and cannot be appealed elsewhere.

Permissions: It is the author's responsibility to have prior permission if all or parts of earlier published illustrations are used in this paper.

Please mention proper reference and appropriate acknowledgements wherever expected.

If all or parts of previously published illustrations are used, permission must be taken from the copyright holder concerned. It is the author's responsibility to take these in writing.

Approval for reproduction/modification of any information (including figures and tables) published elsewhere must be obtained by the authors/copyright holders before submission of the manuscript. Contributors (Authors) are responsible for any copyright fee involved.

3. SUBMISSION OF MANUSCRIPTS

Manuscripts should be uploaded via this online submission page. The online submission is most efficient method for submission of papers, as it enables rapid distribution of manuscripts and consequently speeds up the review procedure. It also enables authors to know the status of their own manuscripts by emailing us. Complete instructions for submitting a paper is available below.

Manuscript submission is a systematic procedure and little preparation is required beyond having all parts of your manuscript in a given format and a computer with an Internet connection and a Web browser. Full help and instructions are provided on-screen. As an author, you will be prompted for login and manuscript details as Field of Paper and then to upload your manuscript file(s) according to the instructions.

To avoid postal delays, all transaction is preferred by e-mail. A finished manuscript submission is confirmed by e-mail immediately and your paper enters the editorial process with no postal delays. When a conclusion is made about the publication of your paper by our Editorial Board, revisions can be submitted online with the same procedure, with an occasion to view and respond to all comments.

Complete support for both authors and co-author is provided.

4. MANUSCRIPT'S CATEGORY

Based on potential and nature, the manuscript can be categorized under the following heads:

Original research paper: Such papers are reports of high-level significant original research work.

Review papers: These are concise, significant but helpful and decisive topics for young researchers.

Research articles: These are handled with small investigation and applications

Research letters: The letters are small and concise comments on previously published matters.

5.STRUCTURE AND FORMAT OF MANUSCRIPT

The recommended size of original research paper is less than seven thousand words, review papers fewer than seven thousands words also.Preparation of research paper or how to write research paper, are major hurdle, while writing manuscript. The research articles and research letters should be fewer than three thousand words, the structure original research paper; sometime review paper should be as follows:

Papers: These are reports of significant research (typically less than 7000 words equivalent, including tables, figures, references), and comprise:

(a)Title should be relevant and commensurate with the theme of the paper.

(b) A brief Summary, "Abstract" (less than 150 words) containing the major results and conclusions.

(c) Up to ten keywords, that precisely identifies the paper's subject, purpose, and focus.

(d) An Introduction, giving necessary background excluding subheadings; objectives must be clearly declared.

(e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition; sources of information must be given and numerical methods must be specified by reference, unless non-standard.

(f) Results should be presented concisely, by well-designed tables and/or figures; the same data may not be used in both; suitable statistical data should be given. All data must be obtained with attention to numerical detail in the planning stage. As reproduced design has been recognized to be important to experiments for a considerable time, the Editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned un-refereed;

(g) Discussion should cover the implications and consequences, not just recapitulating the results; conclusions should be summarizing.

(h) Brief Acknowledgements.

(i) References in the proper form.

Authors should very cautiously consider the preparation of papers to ensure that they communicate efficiently. Papers are much more likely to be accepted, if they are cautiously designed and laid out, contain few or no errors, are summarizing, and be conventional to the approach and instructions. They will in addition, be published with much less delays than those that require much technical and editorial correction.

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

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

Format

Language: The language of publication is UK English. Authors, for whom English is a second language, must have their manuscript efficiently edited by an English-speaking person before submission to make sure that, the English is of high excellence. It is preferable, that manuscripts should be professionally edited.

Standard Usage, Abbreviations, and Units: Spelling and hyphenation should be conventional to The Concise Oxford English Dictionary. Statistics and measurements should at all times be given in figures, e.g. 16 min, except for when the number begins a sentence. When the number does not refer to a unit of measurement it should be spelt in full unless, it is 160 or greater.

Abbreviations supposed to be used carefully. The abbreviated name or expression is supposed to be cited in full at first usage, followed by the conventional abbreviation in parentheses.

Metric SI units are supposed to generally be used excluding where they conflict with current practice or are confusing. For illustration, 1.4 l rather than 1.4 × 10-3 m3, or 4 mm somewhat than 4 × 10-3 m. Chemical formula and solutions must identify the form used, e.g. anhydrous or hydrated, and the concentration must be in clearly defined units. Common species names should be followed by underlines at the first mention. For following use the generic name should be constricted to a single letter, if it is clear.

Structure

All manuscripts submitted to Global Journals Inc. (US), ought to include:

Title: The title page must carry an instructive title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) wherever the work was carried out. The full postal address in addition with the e-mail address of related author must be given. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining and indexing.

Abstract, used in Original Papers and Reviews:

Optimizing Abstract for Search Engines

Many researchers searching for information online will use search engines such as Google, Yahoo or similar. By optimizing your paper for search engines, you will amplify the chance of someone finding it. This in turn will make it more likely to be viewed and/or cited in a further work. Global Journals Inc. (US) have compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Key Words

A major linchpin in research work for the writing research paper is the keyword search, which one will employ to find both library and Internet resources.

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

Search engines for most searches, use Boolean searching, which is somewhat different from Internet searches. The Boolean search uses "operators," words (and, or, not, and near) that enable you to expand or narrow your affords. Tips for research paper while preparing research paper are very helpful guideline of research paper.

Choice of key words is first tool of tips to write research paper. Research paper writing is an art.A few tips for deciding as strategically as possible about keyword search:

- One should start brainstorming lists of possible keywords before even begin searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in research paper?" Then consider synonyms for the important words.
- It may take the discovery of only one relevant paper to let steer in the right keyword direction because in most databases, the keywords under which a research paper is abstracted are listed with the paper.
- One should avoid outdated words.

Keywords are the key that opens a door to research work sources. Keyword searching is an art in which researcher's skills are bound to improve with experience and time.

Numerical Methods: Numerical methods used should be clear and, where appropriate, supported by references.

Acknowledgements: Please make these as concise as possible.

References

References follow the Harvard scheme of referencing. References in the text should cite the authors' names followed by the time of their publication, unless there are three or more authors when simply the first author's name is quoted followed by et al. unpublished work has to only be cited where necessary, and only in the text. Copies of references in press in other journals have to be supplied with submitted typescripts. It is necessary that all citations and references be carefully checked before submission, as mistakes or omissions will cause delays.

References to information on the World Wide Web can be given, but only if the information is available without charge to readers on an official site. Wikipedia and Similar websites are not allowed where anyone can change the information. Authors will be asked to make available electronic copies of the cited information for inclusion on the Global Journals Inc. (US) homepage at the judgment of the Editorial Board.

The Editorial Board and Global Journals Inc. (US) recommend that, citation of online-published papers and other material should be done via a DOI (digital object identifier). If an author cites anything, which does not have a DOI, they run the risk of the cited material not being noticeable.

The Editorial Board and Global Journals Inc. (US) recommend the use of a tool such as Reference Manager for reference management and formatting.

Tables, Figures and Figure Legends

Tables: Tables should be few in number, cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g. Table 4, a self-explanatory caption and be on a separate sheet. Vertical lines should not be used.

Figures: Figures are supposed to be submitted as separate files. Always take in a citation in the text for each figure using Arabic numbers, e.g. Fig. 4. Artwork must be submitted online in electronic form by e-mailing them.

Preparation of Electronic Figures for Publication

Even though low quality images are sufficient for review purposes, print publication requires high quality images to prevent the final product being blurred or fuzzy. Submit (or e-mail) EPS (line art) or TIFF (halftone/photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Do not use pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings) in relation to the imitation size. Please give the data for figures in black and white or submit a Color Work Agreement Form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

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

Color Charges: It is the rule of the Global Journals Inc. (US) for authors to pay the full cost for the reproduction of their color artwork. Hence, please note that, if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a color work agreement form before your paper can be published.

Figure Legends: Self-explanatory legends of all figures should be incorporated separately under the heading 'Legends to Figures'. In the full-text online edition of the journal, figure legends may possibly be truncated in abbreviated links to the full screen version. Therefore, the first 100 characters of any legend should notify the reader, about the key aspects of the figure.

6. AFTER ACCEPTANCE

Upon approval of a paper for publication, the manuscript will be forwarded to the dean, who is responsible for the publication of the Global Journals Inc. (US).

6.1 Proof Corrections

The corresponding author will receive an e-mail alert containing a link to a website or will be attached. A working e-mail address must therefore be provided for the related author.

Acrobat Reader will be required in order to read this file. This software can be downloaded

(Free of charge) from the following website:

www.adobe.com/products/acrobat/readstep2.html. This will facilitate the file to be opened, read on screen, and printed out in order for any corrections to be added. Further instructions will be sent with the proof.

Proofs must be returned to the dean at dean@globaljournals.org within three days of receipt.

As changes to proofs are costly, we inquire that you only correct typesetting errors. All illustrations are retained by the publisher. Please note that the authors are responsible for all statements made in their work, including changes made by the copy editor.

6.2 Early View of Global Journals Inc. (US) (Publication Prior to Print)

The Global Journals Inc. (US) are enclosed by our publishing's Early View service. Early View articles are complete full-text articles sent in advance of their publication. Early View articles are absolute and final. They have been completely reviewed, revised and edited for publication, and the authors' final corrections have been incorporated. Because they are in final form, no changes can be made after sending them. The nature of Early View articles means that they do not yet have volume, issue or page numbers, so Early View articles cannot be cited in the conventional way.

6.3 Author Services

Online production tracking is available for your article through Author Services. Author Services enables authors to track their article - once it has been accepted - through the production process to publication online and in print. Authors can check the status of their articles online and choose to receive automated e-mails at key stages of production. The authors will receive an e-mail with a unique link that enables them to register and have their article automatically added to the system. Please ensure that a complete e-mail address is provided when submitting the manuscript.

6.4 Author Material Archive Policy

Please note that if not specifically requested, publisher will dispose off hardcopy & electronic information submitted, after the two months of publication. If you require the return of any information submitted, please inform the Editorial Board or dean as soon as possible.

6.5 Offprint and Extra Copies

A PDF offprint of the online-published article will be provided free of charge to the related author, and may be distributed according to the Publisher's terms and conditions. Additional paper offprint may be ordered by emailing us at: editor@globaljournals.org .

You must strictly follow above Author Guidelines before submitting your paper or else we will not at all be responsible for any corrections in future in any of the way.

Before start writing a good quality Computer Science Research Paper, let us first understand what is Computer Science Research Paper? So, Computer Science Research Paper is the paper which is written by professionals or scientists who are associated to Computer Science and Information Technology, or doing research study in these areas. If you are novel to this field then you can consult about this field from your supervisor or guide.

TECHNIQUES FOR WRITING A GOOD QUALITY RESEARCH PAPER:

1. Choosing the topic: In most cases, the topic is searched by the interest of author but it can be also suggested by the guides. You can have several topics and then you can judge that in which topic or subject you are finding yourself most comfortable. This can be done by asking several questions to yourself, like Will I be able to carry our search in this area? Will I find all necessary recourses to accomplish the search? Will I be able to find all information in this field area? If the answer of these types of questions will be "Yes" then you can choose that topic. In most of the cases, you may have to conduct the surveys and have to visit several places because this field is related to Computer Science and Information Technology. Also, you may have to do a lot of work to find all rise and falls regarding the various data of that subject. Sometimes, detailed information plays a vital role, instead of short information.

2. Evaluators are human: First thing to remember that evaluators are also human being. They are not only meant for rejecting a paper. They are here to evaluate your paper. So, present your Best.

3. Think Like Evaluators: If you are in a confusion or getting demotivated that your paper will be accepted by evaluators or not, then think and try to evaluate your paper like an Evaluator. Try to understand that what an evaluator wants in your research paper and automatically you will have your answer.

4. 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.

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

6. Use of computer is recommended: As you are doing research in the field of Computer Science, then this point is quite obvious.

7. Use right software: Always use good quality software packages. If you are not capable to judge good software then you can lose quality of your paper unknowingly. There are various software programs available to help you, which you can get through Internet.

8. Use the Internet for help: An excellent start for your paper can be by using the Google. It is an excellent search engine, where you can have your doubts resolved. You may also read some answers for the frequent question how to write my research paper or find model research paper. From the internet library you can download books. If you have all required books make important reading selecting and analyzing the specified information. Then put together research paper sketch out.

9. Use and get big pictures: Always use encyclopedias, Wikipedia to get pictures so that you can go into the depth.

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

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

12. Make all efforts: Make all efforts to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in introduction, that what is the need of a particular research paper. Polish your work by good skill of writing and always give an evaluator, what he wants.

13. Have backups: When you are going to do any important thing like making research paper, you should always have backup copies of it either in your computer or in paper. This will help you to not to lose any of your important.

14. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several and unnecessary diagrams will degrade the quality of your paper by creating "hotchpotch." So always, try to make and include those diagrams, which are made by your own to improve readability and understandability of your paper.

15. Use of direct quotes: When you do research relevant to literature, history or current affairs then use of quotes become essential but if study is relevant to science then use of quotes is not preferable.

16. Use proper verb tense: Use proper verb tenses in your paper. Use past tense, to present those events that happened. Use present tense to indicate events that are going on. Use future tense to indicate future happening events. Use of improper and wrong tenses will confuse the evaluator. Avoid the sentences that are incomplete.

17. Never use online paper: If you are getting any paper on Internet, then never use it as your research paper because it might be possible that evaluator has already seen it or maybe it is outdated version.

18. Pick a good study spot: To do your research studies always try to pick a spot, which is quiet. Every spot is not for studies. Spot that suits you choose it and proceed further.

19. Know what you know: Always try to know, what you know by making objectives. Else, you will be confused and cannot achieve your target.

20. Use good quality grammar: Always use a good quality grammar and use words that will throw positive impact on evaluator. Use of good quality grammar does not mean to use tough words, that for each word the evaluator has to go through dictionary. Do not start sentence with a conjunction. Do not fragment sentences. Eliminate one-word sentences. Ignore passive voice. Do not ever use a big word when a diminutive one would suffice. Verbs have to be in agreement with their subjects. Prepositions are not expressions to finish sentences with. It is incorrect to ever divide an infinitive. Avoid clichés like the disease. Also, always shun irritating alliteration. Use language that is simple and straight forward. put together a neat summary.

21. 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 to your topic. You may also maintain your arguments with records.

22. Never start in last minute: Always start at right time and give enough time to research work. Leaving everything to the last minute will degrade your paper and spoil your work.

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

24. Never copy others' work: Never copy others' work and give it your name because if evaluator has seen it anywhere you will be in trouble.

25. Take proper rest and food: No matter how many hours you spend for your research activity, if you are not taking care of your health then all your efforts will be in vain. For a quality research, study is must, and this can be done by taking proper rest and food.

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

27. Refresh your mind after intervals: Try to give rest to your mind by listening to soft music or by sleeping in intervals. This will also improve your memory.

28. Make colleagues: Always try to make colleagues. No matter how sharper or intelligent you are, if you make colleagues you can have several ideas, which will be helpful for your research.

29. Think technically: Always think technically. If anything happens, then search its reasons, its benefits, and demerits.

30. Think and then print: When you will go to print your paper, notice that tables are not be split, headings are not detached from their descriptions, and page sequence is maintained.

31. Adding unnecessary information: Do not add unnecessary information, like, I have used MS Excel to draw graph. Do not add irrelevant and inappropriate material. These all will create superfluous. Foreign terminology and phrases are not apropos. One should NEVER take a broad view. Analogy in script is like feathers on a snake. Not at all use a large word when a very small one would be sufficient. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Amplification is a billion times of inferior quality than sarcasm.

32. Never oversimplify everything: To add material in your research paper, never go for oversimplification. This will definitely irritate the evaluator. Be more or less specific. Also too, by no means, ever use rhythmic redundancies. Contractions aren't essential and shouldn't be there used. Comparisons are as terrible as clichés. Give up ampersands and abbreviations, and so on. Remove commas, that are, not necessary. Parenthetical words however should be together with this in commas. Understatement is all the time the complete best way to put onward earth-shaking thoughts. Give a detailed literary review.

33. Report concluded results: Use concluded results. From raw data, filter the results and then conclude your studies based on measurements and observations taken. Significant figures and appropriate number of decimal places should be used. Parenthetical remarks are prohibitive. Proofread carefully at final stage. In the end give outline to your arguments. Spot out perspectives of further study of this subject. Justify your conclusion by at the bottom of them with sufficient justifications and examples.

34. After 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 to 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 in 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 criterion for grading the final paper by peer-reviewers.

Final Points:

A purpose of organizing a research paper is to let people to interpret your effort selectively. The journal requires the following sections, submitted in the order listed, each section to start on a new page.

The introduction will be compiled from reference matter and will reflect the design processes or outline of basis that direct you to make study. As you will carry out the process of study, the method and process section will be constructed as like that. The result segment will show related statistics in nearly sequential order and will direct the reviewers next to the similar intellectual paths throughout the data that you took to carry out your study. The discussion section will provide understanding of the data and projections as to the implication of the results. The use of good quality references all through the paper will give the effort trustworthiness by representing an alertness of 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 the 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 evade

- Insertion a title at the foot of a page with the subsequent text on the next page
- Separating a table/chart or figure - impound each figure/table to a single page
- Submitting a manuscript with pages out of sequence

In every sections of your document

· Use standard writing style including articles ("a", "the," etc.)

· Keep on paying attention on the research topic of the paper

· Use paragraphs to split each significant point (excluding for the abstract)

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

· Shun familiar wording, don't address the reviewer directly, and don't use slang, slang language, or superlatives

· Shun use of extra pictures - include only those figures essential to presenting results

Title Page:

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

Abstract:

The summary should be two hundred words or less. It should briefly and clearly explain the key findings reported in the manuscript--must have precise statistics. It should not have abnormal acronyms or abbreviations. It should be logical in itself. Shun citing 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 approach 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. Yet, use comprehensive sentences and do not let go readability for briefness. You can maintain it succinct by phrasing sentences so that they provide more than 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 maintain the initial two items to no more than one ruling each.

- Reason of the study - 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 quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
- Center on shortening results - bound background information to a verdict or two, if completely necessary
- What you account in an conceptual must be regular with what you reported in the manuscript
- Exact spelling, clearness 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 to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

- Explain the value (significance) of the study
- Shield the model - why did you employ this particular system or method? What is its compensation? You strength remark on its appropriateness from a abstract point of vision as well as point out sensible reasons for using it.
- Present a justification. Status your particular theory (es) or aim(s), and describe the logic that led you to choose them.
- Very for a short time explain the tentative propose and how it skilled 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 with every section. If you make the four points listed above, you will need a least of four paragraphs.

- Present surroundings information only as desirable in order hold up a situation. The reviewer does not desire to read the whole thing you know about a topic.
- Shape the theory/purpose 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 sound written Procedures segment allows a capable scientist to replacement 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 for the least amount of information that would permit another capable scientist to spare 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 object, mention the specific item describing a way but draw the basic principle while stating the situation. The purpose is to text 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:

- Explain materials individually only if the study is so complex that it saves liberty this way.
- Embrace particular materials, and any tools or provisions that are not frequently found in laboratories.
- Do not take in frequently found.
- If use of a definite type of tools.
- Materials may be reported in a part section or else they may be recognized along with your measures.

Methods:

- Report the method (not 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 - details how procedures were completed not how they were exclusively performed on a particular day.
- If well known procedures were used, account the procedure by name, possibly with reference, and that's all.

Approach:

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
- Use standard style in this and in 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 a 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. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently.You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.

Content

- Sum up your conclusion in text and demonstrate them, if suitable, with figures and tables.
- In manuscript, explain each of your consequences, point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation an exacting study.
- Explain results of control experiments and comprise 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 in manuscript form.

What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.
- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

Approach

- As forever, use past tense when you submit to 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 part.

Figures and tables

- If you put figures and tables at the end of the details, make certain that they are visibly distinguished from any attach appendix materials, such as raw facts
- Despite of position, each figure must be numbered one after the other and complete with subtitle
- In spite of position, each table must be titled, numbered one after the other and complete with heading
- All figure and table must be adequately complete that it could situate on its own, divide from text

Discussion:

The Discussion is expected the trickiest segment to write and describe. A lot of papers submitted for journal are discarded based on problems with the Discussion. There is no head of state for how long a 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 implication of the study. The purpose here is to offer an understanding of your results and hold up for all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of result should be visibly 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 with prospect, and let it drop at that.

- Make a decision if each premise is supported, 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 the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One 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 available information
- Submit to work done by specific persons (including you) in past tense.
- Submit to generally acknowledged facts and main beliefs in present tense.

The Administration Rules

Please carefully note down following rules and regulation before submitting your Research Paper to Global Journals Inc. (US):

Segment Draft and Final Research Paper: You have to strictly follow the template of research paper. If it is not done your paper may get rejected.

- The **major constraint** is that you must independently make all content, tables, graphs, and facts that are offered in the paper. You must write each part of the paper wholly on your own. The Peer-reviewers need to identify your own perceptive of the concepts in your own terms. NEVER extract straight from any foundation, and never rephrase someone else's analysis.

- Do not give permission to anyone else to "PROOFREAD" your manuscript.

- Methods to avoid Plagiarism is applied by us on every paper, if found guilty, you will be blacklisted by all of our collaborated research groups, your institution will be informed for this and strict legal actions will be taken immediately.)
- To guard yourself and others from possible illegal use please do not permit anyone right to use to your paper and files.

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

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 Inc. (US).

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

Index

save our planet

Global Journal of Management and Business Research

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

ISSN 9755853