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The Impact of Conservatism on Family Firms External Growth Capacity: An Exploratory Study

By Hamza Nidaazzi & Hind Hourmat Allah

Cadi Ayyad University

Abstract- The purpose of this research is to explore and understand conservatism and its impact on the family business external growth capacity at organizational level. Using a theoretical analysis approach and an exploratory study, this study analyzed three axes related to conservatism. Family values and entrepreneurial values were found to play the greatest role in constructing the conservative posture of the family; furthermore, the study sophisticatedly described the dimensions of conservatism that impact both positively and negatively the perceiving of family firm's growth capacity. This study answers the question regarding the relationship between conservatism and family business. Further studies are needed to establish causal relationships and develop ways of measure, which will be used to quantify the impact of conservatism on external growth variables.

Keywords: conservatism, family business, external growth, culture, values.

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The Impact of Conservatism on Family Firms External Growth Capacity: An Exploratory Study

L'impact Du Conservatisme Sur La Capacité De Croissance Externe Des Entreprises Familiales: Une Étude Exploratoire

Hamza Nidaazzi ^α & Hind Hourmat Allah ^ο

Abstract- The purpose of this research is to explore and understand conservatism and its impact on the family business external growth capacity at organizational level. Using a theoretical analysis approach and an exploratory study, this study analyzed three axes related to conservatism. Family values and entrepreneurial values were found to play the greatest role in constructing the conservative posture of the family; furthermore, the study sophisticatedly described the dimensions of conservatism that impact both positively and negatively the perceiving of family firm's growth capacity. This study answers the question regarding the relationship between conservatism and family business. Further studies are needed to establish causal relationships and develop ways of measure, which will be used to quantify the impact of conservatism on external growth variables.

Keywords: conservatism, family business, external growth, culture, values.

Résumé- Le but de cette recherche est d'explorer et de comprendre le conservatisme et son impact sur la capacité de croissance de l'entreprise familiale au niveau organisationnel. À l'aide d'une approche d'analyse théorique et d'une étude exploratoire, cette étude a analysé trois axes liés au conservatisme. On a constaté que les valeurs familiales et les valeurs entrepreneuriales jouent le plus grand rôle dans la construction de la posture conservatrice de la famille ; en outre, l'étude a décrit de façon sophistiquée les dimensions du conservatisme qui ont un impact à la fois positif et négatif sur la perception de la capacité de croissance de l'entreprise familiale. Cette étude répond à la question de la relation entre le conservatisme et l'entreprise familiale. D'autres études sont nécessaires pour établir des relations de cause à effet et mettre au point des méthodes de mesure qui serviront à quantifier l'impact du conservatisme sur les variables de croissance.

Mots-clés: conservatisme, entreprise familiale, croissance externe, culture, valeurs.

1. INTRODUCTION

Il est commun aujourd'hui de dire que les entreprises familiales sont objets des décisions de leurs antennes de gouvernance, la nature de la prise de décision et la structure de propriété sont autant de facteurs organisationnels et sociologiques qui arbitrent et acheminent les taux de croissance, d'efficacité et d'efficience. Leur croissance est conditionnée par la

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dimension humaine qui régit leur mode de fonctionnement et guide leur développement. La croissance est importante pour les entreprises familiales pour différentes raisons. Premièrement, différentes enquêtes ont mis en évidence un lien entre la croissance et la pérennité de l'entreprise (Von Krogh et Cusumano, 2001). De même, la croissance permet aux générations de rejoindre l'entreprise familiale (Kellermanns et al., 2008).

Les recherches portant sur l'idiosyncrasie des entreprises familiales mettent souvent (implicitement) en relief le paradigme conservateur de la famille. Cette idéologie façonne tout comportement organisationnel et processus de prise de décision en l'ordonnant vers l'attachement au passé, conservation du traditionnel, recherche de sécurité, conformisme et familialisme. Au Maroc comme ailleurs, le conservatisme s'avère une variable cruciale permettant d'appréhender ces comportements de résistance et trouve son origine dans les spécificités de chaque famille propriétaire de l'entreprise familiale.

Que la question du conservatisme présente un arsenal théorique évidemment bien plus étendu que les notions que nous avons jugé utile de vous présenter. Personne ne doit donc s'attendre à un exposé systématique des arcanes psychologiques et des débats entre les pensées politiques auxquelles cette difficulté donne habituellement lieu. Qu'il s'agit d'une réflexion de fond sur la question du conservatisme, et non de recettes toutes faites dont on pourrait attendre une action salvatrice providentielle ! Certaines recherches ont cette prétention, nous n'avons pas l'intention de les paraphraser.

L'objectif de ce papier est de mettre l'accent sur la place du conservatisme dans le processus de prise de décision dans l'entreprise familiale à un niveau individuel et organisationnel et de comprendre son impact sur sa capacité de croissance externe. Pour ce faire, nous nous sommes efforcés, tout au long de ce papier, de mettre en concert un design de recherché basé sur toute une logique d'analyse théorique et une démarche empirique. La première est basée sur une clarification de nos 3 concepts fondamentaux et d'une réflexion configurationnelle pour tracer les lignes d'enquête guidant ce complexe théorique. La

deuxième, quant à elle, se fonde sur une méthodologie qualitative à visée exploratoire.

II. CADRE CONCEPTUEL: ENTREPRISE FAMILIALE, CONSERVATISME ET CROISSANCE EXTERNE

a) *L'entreprise familiale*

Bien que l'entreprise familiale a joué le rôle le plus important dans l'histoire et l'évolution du capitalisme (Hirigoyen, 2011) et qu'elle soit la forme d'organisation la plus ancienne et la plus répandue dans le monde (Gersick et al., 1997); l'on est loin d'avoir une perspicacité (Chua et al., 1999) et d'établir un consensus (Allouche et Amann, 2000; Poulain-Rehm, 2006).

Plusieurs propositions de définitions ont été formulées, la plupart des définitions intègrent au moins l'un des deux critères suivants: la propriété et le contrôle (Villalonga et Amit, 2004). Nous n'avons pas l'intention de paraphraser l'ensemble des propositions théoriques relatives à la définition de l'entreprise familiale. Nous nous intéressons plutôt aux spécificités et aux caractéristiques de l'attitude familiale. Nous retiendrons donc la définition relative au contexte marocain, et qui inclue les dimensions suivantes: le contrôle (majoritaire ou intégral) du capital par la famille, la participation active de la famille dans l'équipe dirigeante et le lien étroit existant entre la famille et l'entreprise (Bentabaa, 2014).

Il faut prendre en considération que la famille est un système qui fonctionne sur un mode affectif et émotionnel (Goetschin, 1987) et qui transmet des valeurs et des moeurs telles que la procréation, de sécurité, la tradition, la loyauté et d'autres notions; aux membres de la famille de génération en génération. Cette approche stipule que l'entreprise familiale doit satisfaire un besoin social et émotionnel d'appartenance et d'*affectio*¹ (Kepner, 1983) de façon à fournir un sens identitaire.

Les firmes familiales sont connues par une prise de décision solaire même si ce trait est essentiel généralement à la première génération (Dyer, 1988). Le dirigeant met le processus de prise de décision au centre de façon habituelle, ce qui se résulte par deux effets, d'une part, la structure organisationnelle de nature centralisée implique une prise de décision plus rapide et flexible et d'autre part, la gestion autocratique du dirigeant se traduit par une décision à effet personnel basé sur ses convictions individuelles et intuitives. D'ailleurs, le style de management des dirigeants de l'entreprise familiale traditionnelle se fonde sur le paternalisme et la vision stratégique, quant à elle,

s'enracine souvent dans l'histoire familiale à travers l'intériorisation d'une posture conservatrice marquée principalement par les valeurs de la famille (Pinçon et Pinçon-Charlot, 1999).

b) *Conservatisme familial*

Il est fréquemment soutenu que le conservatisme représente des contradictions conceptuelles quant à sa signification (Müller, 2006). Ceci dit, des chercheurs ont tenté de trouver une définition sinon consolider les définitions existantes afin de mieux cerner cette composante. Cela s'explique dans une pluralité des critères proposés dans la littérature en sciences politiques, en sociologie et en gestion.

Dans la littérature qui porte sur les spécificités culturelles, le conservatisme est un construit culturel ayant trait au regard que porte la société sur l'individu comme une entité autonome ou bien comme incorporée dans un groupe social (conservatisme contre individualisme). Un tel construit serait omniprésent dans les entreprises familiales qui valorisent des valeurs² de convenance et d'harmonie sociale (Johnson et Lenartowicz, 1998). L'accent est mis sur l'entretien du *statu quo* et aussi des rapports harmonieux non seulement au sein des relations dans le groupe, mais aussi au sein de l'entreprise.

De son côté, Cazabat (2014) considère le conservatisme comme une représentation sociale qui explique un comportement managérial prudent (conservatisme contre progressisme). En effet, une représentation sociale est un processus mental qui est aux confins du *protosoi*, de la mémoire, de l'émotion et de la sensation provoquées par l'environnement ou un événement. De ce fait, le conservatisme est communiqué à travers une attitude prudente liée à une fonction ou une situation précise.

Pour Neilson (1958), le conservatisme est une attitude de résistance aux changements et de préservation de ce qui est déjà établi (conservatisme contre changement). De sa part, Timur (1988) a défini le conservatisme comme une mémoire émotionnelle attachée aux choix du passé, à l'ordre et aux pratiques traditionnelles (conservatisme contre modernisme).

Enfin, Dearden, Ickes et Samuelson (1990) évoquent deux critères de définitions du conservatisme : le conservatisme *ex post*, qui consiste à une prudence élevée quant aux choix privilégiés et effectués par un groupe, et de conservatisme *ex ante* consistant en une aversion à tester de nouvelles idées (conservatisme contre rationalisme).

c) *Croissance externe*

La croissance externe renvoie, par opposition à croissance interne, à un mode de croissance

¹ Tirée de l'expression latine « *affectio societatis* » qui signifie l'attachement personnel à la société.

² Des valeurs telles que l'ordre social, la tradition, la modération, la réciprocité de faveurs et la sécurité.

impliquant des transferts d'actifs en provenance d'autres entreprises ou des opérations financiers aboutissant à des résultats comparables (Pérez, 1973). Elle s'apparente généralement aux fusions, absorptions, cessions partielles. La littérature socio-économique et de gestion propose diverses définitions, toutefois, dans le cadre de la recherche, les définitions changent selon le contenu, les objectifs et le degré de précision du chercheur.

Du maquis des propositions théoriques, la définition que nous retiendrons, étant la plus considérée dans la littérature, est celle de Paturel (1973): « *une stratégie de croissance par acquisitions d'actifs ou prises de contrôle d'ensembles de moyens de production déjà combinés et, donc, déjà en fonctionnement, et obligatoirement d'occasion* ». L'auteur explique l'importance de la position du chercheur vis-à-vis l'étude de la croissance externe et note que le chercheur doit s'intéresser à toutes les prises de contrôle réalisées par OPA, tantôt, il doit de focaliser sur la croissance externe visible par l'observateur extérieur.

De sa part, Storey (1994) propose trois groupes pour catégoriser les déterminants de la croissance externe: l'entrepreneur, l'individu, la stratégie. Gilbert et al. (2006) évoquent une catégorisation basée sur les caractéristiques de l'entrepreneur, des ressources, de la localisation géographique, de la stratégie, du contexte industriel, des structures et des systèmes organisationnels. Quant à Janssen (2011), il recense quatre composantes: le dirigeant, la stratégie, l'entreprise et l'environnement. Pour Coad (2009), il propose: l'âge de l'entreprise, l'innovation, la performance financière, la productivité, les facteurs industriels, les facteurs macroéconomiques. De son côté, Delmar (1997) évoque quatre pôles: la stratégie, l'entrepreneur, l'entreprise et le réseau. Enfin, Tarillon (2014) considère une tripartition des facteurs de la croissance externe liés à l'environnement, à l'entreprise et au dirigeant.

III. CADRE THÉORIQUE: CONSTRUCTION DES LIGNES D'ENQUÊTE

L'approche configurationnelle considère qu'une capacité de croissance externe élevée dépend de la capacité de l'entreprise à aligner certains attributs de l'entreprise avec certaines caractéristiques de l'environnement (Ketchen et al., 1993; Miller, 1983; Short, Payne et Ketchen, 2008). De ce point de vue, la croissance de l'entreprise familiale dépend de sa capacité d'adaptation à son environnement, de l'engagement de la famille dans la stratégie et de la structure de l'entreprise (Zajac et al., 2000). Suivant une approche configurationnelle, les propositions présentées dans les travaux actuels tentent d'élargir notre connaissance de la relation entre le conservatisme

et la croissance externe. Plus spécifiquement, notre enquête présente trois spécificités. La première se réfère à la culture familiale, étant le concept multidimensionnel le plus dominant dans l'environnement de l'entreprise familiale (Hirigoyen, 2011).

La seconde spécificité fait référence au processus de l'instigation à la croissance externe et plus précisément à l'intention de croissance du dirigeant (Ajzen, 1988). Bien que le concept ait été largement utilisé, il existe certains points sur lesquels aucun accord n'a été trouvé. Ce manqué de consensus est particulièrement important en ce qui concerne les dimensions intégrantes.

La troisième spécificité présentée est la combinaison simultanée de différentes variables du conservatisme qui influencent, par interaction, la relation entre l'engagement de la famille et la croissance externe. Dans notre cas, la relation propose quatre dimensions du conservatisme: la procrastination, l'anomie, la conservation et la vision partagée.

a) *La culture familiale*

La littérature sur les particularités culturelles et idéologiques des entreprises familiales met souvent l'accent sur l'importance de la culture familiale, elle représente l'ensemble des structures sociales et des comportements collectifs et idéologie caractérisant une famille (normes, valeurs, etc.). Elle renvoie souvent à un paradigme familial basé sur les croyances, les valeurs et la vision de la famille quant à l'environnement. Dans les entreprises conservatrices, un tel paradigme se manifeste par une résistance à toute information non conforme aux convictions centrales de la famille ce qui, conséquemment, n'entraîne qu'une faible ouverture aux stratégies de développement (Davis, 1983). Pour appréhender ce comportement, il est important de considérer l'importance des performances antérieures dans la construction de cette culture dans le contexte familial.

Les chercheurs en sociologie évoquent souvent un processus d'imprégnation qui se produit pendant les premières étapes de création d'une entreprise familiale. Dans ce cadre, Kelly et Amburgey (1991) expliquent que les membres de l'entreprise créent et apprennent diverses routines menant à la performance de l'entreprise, avec le temps, ces routines deviennent des habitudes qui à leur tour se transforment en traditions contribuant à la conservation des conditions initiales de réussite de l'entreprise, et qui seront transmises aux générations qui suivent.

Une autre explication s'est manifestée quand les chercheurs ont observé que le succès de l'entreprise implique des forces organisationnelles et personnelles, par la suite, cela crée une forme de culture de conservation et une certaine forme d'arrogance face à la concurrence et à l'environnement (Ranft et O'Neill,

2001). De sa part, Ward (1987) souligne que les visions personnelles qui ont démontré leur efficacité constituent un frein aux dirigeants qui pourraient, en revanche, devenir inflexibles et immobiles en favorisant des comportements et des stratégies issues des succès passés et en esquivant chaque décision qui peut menacer leurs réputation, image de la famille et sécurité économique. Ceci nous amène à la proposition fondamentale à traiter par cette ligne d'enquête:

P1: La posture conservatrice de la famille impacte négativement la culture de l'entreprise.

b) Le processus d'instigation à la croissance externe

Les chercheurs ont mis au cœur la notion d'intention dans les études comportementales (ou par les faits), car l'intention d'exécuter ou non un comportement qui détermine immédiatement l'action. Dans ce sens, l'hypothèse principale de l'approche comportementale s'articule comme suite: les individus se comportent traditionnellement de façon ordonnée et sensée; l'être humain prend en compte les informations disponibles et considère de façon implicite ou explicite les implications de ses actions (Ajzen, 1988: 117). D'ailleurs, les premiers écrits dans ce sens étaient élaborés dans le cadre de la théorie de l'action raisonnée, et qui propose deux déterminants qui façonnent l'intention, le premier est de caractère personnel (l'attitude envers le comportement) et l'autre représente l'influence sociale (la norme sociale). Pour certaines intentions, l'attitude est plus déterminante que la norme sociale tandis que pour d'autres, l'inverse se produit.

En raison d'incomplétude du modèle, la théorie des comportements planifiés a émergé par la suite en intégrant « *le contrôle comportemental perçu* » comme troisième déterminant à l'intention et en considérant non seulement des construits directs (l'attitude, la norme sociale et le contrôle comportemental), mais encore, des construits indirects telles que les croyances et les représentations. Le développement de cette théorie a montré que ces croyances, elles-mêmes, dépendent d'un ensemble de facteurs antécédents situés en amont tels que la personnalité, les émotions, les valeurs, l'attitude, la culture familiale, l'âge et la connaissance.

De leur part, Carr et Sequeira (2007) démontrent les effets directs et indirects de l'exposition antérieure aux business familiales sur l'intention de croissance. Krueger (1993), quant à lui ajoute et met en évidence le fait que des expositions antérieures perçues négativement par des individus et par la famille, peuvent les détourner de la croissance et donc, vraisemblablement, de la croissance de l'entreprise familiale. Ainsi, plusieurs auteurs se sont intéressés à l'étude des comportements entrepreneuriaux et stratégiques, et ont montré la primauté de l'environnement socioculturel, du réseau, du contexte familial et des traits de personnalité dans l'explication

des décisions organisationnelles. (Bowen et Hisrich, 1986; Hisrich et O'Conneide, 1986; Aldrich et al, 1987; Filion, 1991; Saglio, 1991 ; Casson, 1991). Pour Ranft et O'Neill (2001), le fondateur de l'entreprise familiale tend à s'identifier avec sa propre façon de voir l'organisation³ et tente de maintenir une adéquation entre l'organisation et son identité personnelle. Cette vision est inévitablement subjective et biaisée, et peut être une manifestation d'un comportement narcissique. Par conséquent, cette vision fait que l'implication et l'engagement personnels deviennent des freins à l'ouverture et à la recherche de la croissance externe, à savoir que plus son âge croît plus le dirigeant a tendance de devenir conservateur et averse au risque.

Dans une optique de l'initiative entrepreneuriale, le fondateur risque d'atteindre un état de « *stagnation* » qui se manifeste par une situation de conservation, d'immobilisme et de passivité. Ce dernier s'implique moins dans l'entreprise au profit d'autres activités, il n'est plus agressif ni proactif de façon intentionnelle (Jenster et Malone, 1991). Ranft et O'Neill (2001) de leur part ont observé que les fondateurs ayant réussi le développement de leurs entreprises familiales voient leurs responsabilités managériales freiner leurs intentions de développement *ipso facto* quand l'entreprise s'ouvre à un nombre plus élevé de propriétaires. Les besoins de management dans l'entreprise consomment davantage le temps, l'énergie et l'attention du fondateur, et qui va consacrer par la suite moins de temps aux activités créatrices de valeur. Ici, le dirigeant a toutes chances de ne pas vouloir promouvoir de nouvelles stratégies, ce qui peut rendre l'entreprise inapte à la croissance externe. Au terme de l'analyse, cette ligne d'enquête nous amène à la proposition suivante:

P2: Le conservatisme familial configure l'intention de croissance externe du dirigeant.

c) Le processus de réalisation de la croissance externe

Quand les cycles de vie des systèmes de la famille et de l'entreprise n'évoluent pas de la même vitesse, les risques de crise deviennent importants (Moloktos, 1991), cela est dû à leur interdépendance, ainsi qu'à la transition et le changement qui représentent des questions à gérer par la famille et l'entreprise. En effet, la transition va généralement en parallèle avec la résistance de la famille à changer et à accepter l'évolution nécessaire de l'entreprise. En nous référant aux travaux réalisés par Pesqueux (2009) et Schwartz (1994), quatre dimensions représentent cette résistance dans les entreprises familiales conservatrices:

³ Dans ce cas, l'organisation est un prolongement de sa propre identité.

la procrastination (1), l'anomie (2), la conservation (3) et la vision partagée (4).

- 1) La procrastination est un concept ancien et connu, mais il est difficile de trouver un consensus de la définition du concept dans la littérature, un grand nombre de chercheurs proposent des définitions temporelles, moralisantes, irrationnelles et émotionnelles, mais elles restent subjectives. Milgram (1991: 124) propose une définition multidimensionnelle qui tente de réunir toutes ces orientations du construit: « la procrastination est une succession inefficace de démarrages et d'arrêts, conduisant à une performance inférieure à l'objectif initial, concernant des tâches vues comme importantes, et se traduisant par un malaise plus ou moins grave ». Cependant, nous avons jugé utile de privilégier des définitions en rapport avec la construite « intention » puisque nous traiterons l'intention de croissance. À ce propos, Lay (1995) avance que la procrastination est le report à plus tard d'une action nécessaire à la réalisation d'une intention, ce report implique un allongement des séquences temporelles entre les intentions et les comportements correspondants. Pour Ferrari (1993), la procrastination est la tendance chronique à reporter ou retarder le début ou l'achèvement d'une activité projeté.
- 2) L'anomie est un concept apparu au 16^e siècle, mais sa consécration est due à Émile Durkheim en 1893, qui a fait un usage systématique du terme dans sa thèse de doctorat, « De la division du travail sociale », et dans son livre « Le Suicide ». Une fois réintroduit par Durkheim, le terme a été universellement accepté et devenu un concept important de ce qu'on appelle, sans doute improprement, la théorie sociologique. Des chapitres ont été réservés à l'anomie dans les grands ouvrages théoriques, notamment de Merton, Parsons, Thomas et Znaniecki. De sa part Durkheim (1893) décrit la position des individus et leur posture lorsque les règles sociales qui guident leurs conduites et leurs aspirations s'affaiblissent ou lorsqu'elles sont influencées par des changements sociaux, elles doivent être remplacées par d'autres règles, par ricochet, se traduit en sentiment de démoralisation conduisant à la résistance au changement. Cela explique l'indolence et la lenteur des adaptations des entreprises familiales conservatrices à ouverture sur nouvelles voies de développement.
- 3) La définition de la conservation est généralement liée à la résistance au changement, nous parlons ici d'un changement émergé du terrain et non résultat de décisions managériales. Cette résistance est le résultat des coûts émotionnels. Historiquement, les émotions ont été identifiées comme des forces

insurmontables influençant tout comportement humain. L'individu est doté d'une « mémoire émotionnelle » d'origine corporelle. C'est dans ce sens que les dirigeants, dans leur processus de prise de décision, choisissent de préserver les valeurs sacrées et intangibles de façon à reproduire la performance ultérieure. Ils favorisent donc la conservation au détriment de la modernisation, ce qui peut limiter la réalisation de la croissance externe de.

- 4) Selon Schwartz (1994), cette dimension s'identifie en profondeur par trois facettes qui caractérisent le conservatisme dans son volet collectif. Premièrement, l'harmonie sociale qui représente une valorisation de l'intérêt général du groupe au détriment de l'intérêt individuel, même si les choix et les décisions collectives contrarient celles des individus. Ensuite, la sécurité, le conformisme et la tradition qui impliquent une posture autocratique et paternaliste, et qui ont pour finalités l'unicité et la survie du groupe. En évitant les querelles familiales, suivant les coutumes et croyances religieuses et respectant les normes du groupe (Chui et coll. 2002). Finalement, la préservation de l'image au sein de l'organisation qui explique le comportement conservateur qui a pour but la préservation de l'image publique de la famille.

D'autre part, Mustakallio et Autio (2002) présentent dans leurs recherches d'autres facteurs qui influent la réalisation de la stratégie dans l'entreprise familiale. D'abord, ils ont remarqué que les processus de prise de décision stratégique et opérationnelle sont souvent liés, cela est à cause du fait que la famille propriétaire nomme à la fois un ou plusieurs membres dirigeants s'occupant des questions opérationnelles. La prise de décision opérationnelle a une influence sur les processus stratégiques qui s'expliquent par le fait que ces processus ne sont pas explicites entraînant le dépassement de l'initiative de réalisation (Mustakallio et Autio, 2002). Cette dernière ligne d'enquête nous amène à la proposition suivante:

P3: Les variables « procrastination, anomie, conservation » impactent négativement la réalisation de la croissance externe.

IV. MÉTHODOLOGIE

La finalité de cette section est de présenter la méthode de recherche appliquée pour notre étude du terrain ainsi que l'outil utilisé pour la collecte des données. Le choix de la recherche qualitative ne s'est pas fait au hasard, le type de recherche dépend effectivement de la question de recherche ainsi que des objectifs que nous estimons atteindre.

En raison de faiblesse des travaux portant sur la notion du conservatisme, ainsi que le concept est fortement corrélé à d'autres aspects tels que le

changement et les comportements individuels et organisationnels, de plus, il s'avère difficile de l'isoler et donc d'adopter une posture positiviste, nous avons adopté une méthodologie de recherche qualitative du fait que notre projet vise à explorer ce domaine, et donc à appréhender les dimensions familiales que les membres de la famille partagent dans une organisation. Comme nous l'avons mentionné antérieurement, notre recherche repose sur une approche qualitative à visée exploratoire, en adoptant une méthode de cas unique, éventuellement par l'administration des guides d'entretiens semi-directifs auprès des membres de famille actifs dans la gestion dans le groupe familiale ARAO.

a) Contexte et histoire du groupe familiale ARAO⁴

Fortement attaché à ses origines Marrakchi, le fondateur du groupe⁵ aimait conserver les valeurs familiales, sociales et entrepreneuriales, et avait réussi à les transmettre en éduquant ces 5 fils. Après son décès en 1999 et la transmission réussie à la deuxième génération, M. Elhaj, qui est le fils aîné de la famille, a pu développer les affaires de la famille et réaliser une forte croissance malgré la posture conservatrice de la famille. Le groupe familial regroupe 5 entreprises et en phase de réalisation d'une deuxième entreprise dans le secteur hôtelier.

Les valeurs familiales au sein du groupe sont perçues d'une manière positive par l'ensemble des

membres de la famille, notamment en ce qui concerne la culture et le partage d'une vision collective, qui sont généralement penchées vers la vision du Président (M. Elhaj). Ainsi, la préparation, la formation et l'intégration des membres dans les affaires familiales étaient également l'idée du président. La prise de décision, quant à elle, est basée sur l'intention du Président et discutée explicitement dans les réunions familiales. « *Je fais partie de la vieille école, j'aime lorsqu'il y a changement, qu'il soit discuté (...) C'est une culture que moi j'ai apportée et adoptée dans le directoire, je ne prendrais jamais une décision sans impliquer tout le monde surtout de décisions de réorganisation et décisions stratégiques* » (PDG).

Au niveau de la structure, il était difficile de voir clair le groupe ARAO dans un organigramme. Nous avons ressenti un malaise lorsqu'on demande une présentation de l'organigramme. Les membres du directoire parlent du groupe comme un tout, mais à côté, ils précisent que ce sont deux entités distinctes: une entité hôtelière et une entité commerciale. Cette ambiguïté créenormalement une confusion dans les rôles et les responsabilités, pourtant cette dernière n'a pas l'air d'affecter le fonctionnement au quotidien. En recueillant les propos des uns et des autres, nous avons tenté de reconstituer l'organigramme⁶ et nous avons abouti à la représentation suivante:

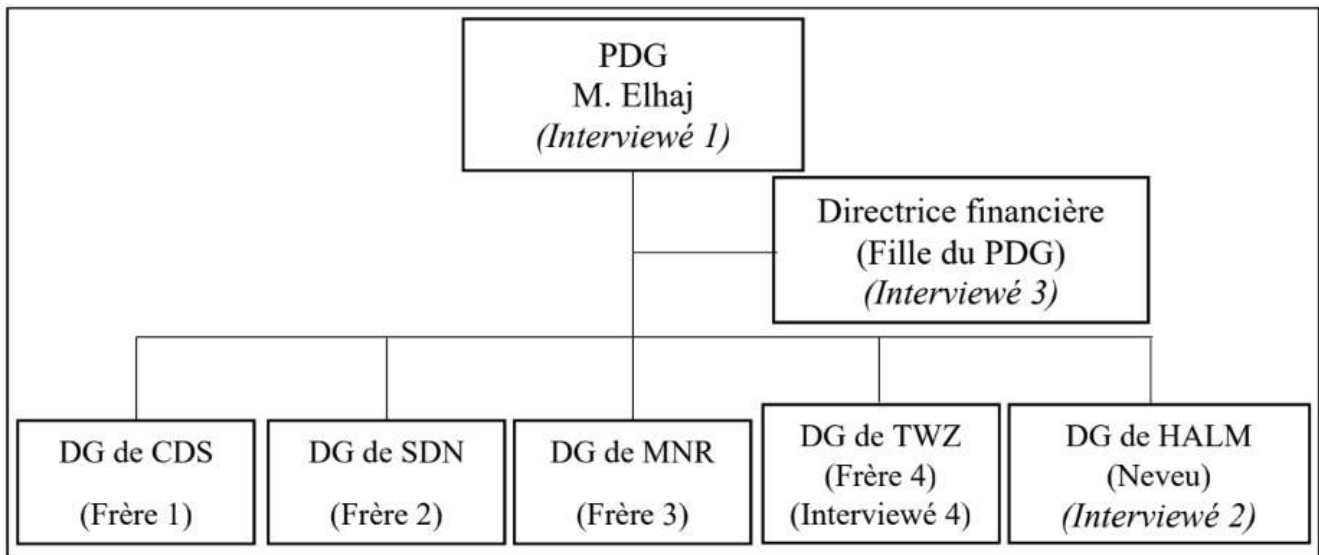


Figure 1: Organigramme de l'entreprise selon le croisement de toutes les données

⁴ Pour respecter le principe de confidentialité, nous avons attribué des noms fictifs au groupe, aux entreprises, leurs locations géographiques et aux personnes interviewées du directoire.

⁵ La première entreprise du groupe a été créée en 1953 par le père du PDG actuel.

⁶ C'est la configuration la plus proche de la réalité. Cette tentative est basée sur une triangulation des données (entretiens avec les membres de la famille et observation non participante) que nous avons pu collecter, et non de documents officiels.

b) Collecte et traitement des données

Pour notre plan méthodologique, nous avons décidé, comme mentionnés avant, d'administrer notre guide d'entretien auprès du dirigeant et des membres de la famille actifs dans la gestion des entreprises du groupe. Le choix de notre population cible ne s'est pas fait aléatoirement, nous avons essayé de respecter les principes du choix de la population cible relatif à la méthode qualitative, notamment le principe d'équilibre, d'homogénéité et de la diversité.

Concernant l'homogénéité, il est important que notre population le soit pour que nos résultats soient représentatifs. En effet, déterminer s'il existe un impact du conservatisme sur les décisions dans l'entreprise familiale nécessiterait que la population cible soit active et consciente des interactions entre elle, et donc qui soient dans la même entreprise. Le principe de diversité, quant à lui, fait partie intégrante du processus de la saturation empirique (A. Pires, 1997), et est nécessaire pour tirer un maximum d'informations et pour éviter la redondance des réponses et éviter de biaiser les résultats. Nous concernant, puisque nous avons opté pour l'étude de cas unique, nous avons ciblé des membres de la famille qui occupent de différents départements, afin notamment d'avoir une vue globale sur le sujet au sein des entreprises du groupe. Finalement, le principe d'équilibre sera également respecté puisque notre étude consiste à déterminer les perceptions et points de vue des deux types de dirigeants, le PDG du groupe et les DG des entreprises construisant le groupe.

Après avoir administré les guides d'entretiens, nous avons procédé à leur retranscription, mot à mot en environ 60 pages (Police Times New Roman Normal, taille 12, interlignes 1,5), chaque entretien a duré moyennement entre 30-45min, par la suite, nous avons effectué une analyse thématique après avoir extrait les principaux traits des réponses des interviewés que nous avons essayé de synthétiser dans une grille d'analyse.

En effet, notre analyse de contenu consiste à synthétiser et à analyser les entretiens effectués, de façon à pouvoir élaborer une synthèse concernant chaque thème élaboré, notamment par l'analyse horizontale, et de proposer des profils en analysant les réponses de chaque interviewé, ce qui se fera par l'analyse verticale. Par la suite, nous avons procédé au croisement des profils avec les synthèses des thèmes, afin de pouvoir répondre à nos objectifs de recherche et aboutir à des résultats satisfaisants.

V. PRÉSENTATION DES RÉSULTATS

a) Résultats de l'analyse par thèmes

Les résultats ont relevé que les valeurs familiales et entrepreneuriales au sein de l'entreprise sont perçues d'une manière générale par l'ensemble des interviewés de la même façon; « *Oui, nos valeurs*

sont très importantes et font partie de notre fierté soit le niveau professionnel soit familiale, je parle des valeurs que peuvent influencer le business, je parle de l'éthique, du sens de l'effort et du respect des autres... » (Interviewé 3); notamment en ce qui concerne la culture et le partage d'une vision collective; « *Oui, la famille est soudée et porte de bonnes valeurs, ça peut affecter à l'image de la famille et son business* » (Interviewé 1); « *Oui, les valeurs que nous avons héritées jouent un grand rôle et ça se reflète dans le business ... c'est des valeurs de l'engagement, de loyauté et de solidarité familiale* » (Interviewé 4); qui est généralement penchée vers la vision du Président; « *... tout le monde dit, quand on est avec M. Elhaj on est piqués par la pique du travail bien fait* » (Interviewé 2); ainsi que leur impact sur l'engagement et la réalisation de la croissance externe, la relation est donc positive. Cependant, la pérennité est remise en cause chaque fois qu'une opération de croissance se présente. « *Il y avait des opportunités de développement qui auraient pu nous faire accélérer de manière exponentielle, mais ce qu'on cherche à préserver d'abord, c'est la pérennité* » (Interviewé 1).

Par ailleurs, la posture conservatrice de la famille semble se répercuter essentiellement sur la dimension de la culture de l'organisation, grâce au poids non négligeable de l'ancienne génération (2e G.); « *Nous avons hérité pas mal de croyances et principes et c'est vital pour nous* » (Interviewé 4), la famille a une culture qui penche vers la croissance avec une vitesse d'adaptation collective moyennement rapide; « *Je suis consciente que je prends plus de temps que les autres pour analyser et digérer les changements, mais c'est ce qui fait ma nature* » (Interviewé 3).

En ce qui concerne les sources du conservatisme, la totalité des réponses obtenues converge vers le fait que la performance antérieure et la famille constituent des sources qui alimentent leur posture conservatrice; « *La famille et il y a aussi la stratégie, pour l'instant ça nous réussit et en général, la règle dit: on ne change pas une équipe qui gagne, on ne change pas des idées qui gagnent, on ne change pas une vision qui gagne* » (Interviewé 1), et que ces sources ont un impact négatif dans la mesure où les dirigeants sont résistants quand il faut considérer une nouvelle de développement; « *Oui, quand quelqu'un de son point de vue, trouve qu'on est en train de prendre un chemin, que pour lui est inadmissible, il fait les mains et les pieds pour que ça n'a aboutisse pas* » (Interviewé 4). En d'autres termes, un niveau élevé de conservatisme stratégique se manifeste dans l'entreprise familiale quand la stratégie adoptée jusque-là a prouvé son efficacité.

Les dimensions du conservatisme (Procrastination; anomie; conservation), quant à eux, existent et semblent avoir un impact négatif sur le processus de croissance externe en grillant des étapes; « *Oui, parfois c'est pire, on grille des étapes qu'il fallait discuter* » (Interviewé 4), en ajournant des décisions

importantes de manière intentionnelle; « *je pense que tout un chacun a une chose qu'il devrait mettre en place, nous on ne l'a pas encore discuté, on n'a pas encore eu le temps de développer* » (Interviewé 1), en remettant en question toujours la gestion et en conservant les mêmes façons de faire; « *Je suis très prudent, parfois trop prudent ... lorsque je vois que ça fonctionne, je préfère garder la situation actuelle* » (Interviewé 2). Cependant, la dimension « vision partagée » semble exercer un effet positif dans l'unicité des visions dans le groupe; « *Oui, on l'y croit, on croit qu'une vision partagée est essentielle* » (Interviewé 1).

La majorité de nos interviewés ont une intention de croissance poussée par des motivations financières et non financières; « *En plus des motivations financières, je citerai le plaisir d'entendre ou de voir que toute la famille est satisfaite de son investissement, quand j'arrive et j'entends, tu as bien fait l'hôtel ça me rend heureux* » (Interviewé 2), sauf le 3e interviewé qui n'a pas l'intention de croissance à court terme et préfère préserver la situation actuelle; « *J'admire notre croissance et la vision de mon père ... mais je pense qu'il faut prendre plus de temps pour étudier notre situation* » (Interviewé 3). Concernant les caractéristiques de la croissance externe, le groupe a réalisé que des acquisitions d'actifs; « *On a fait des acquisitions ... enfaite, on est d'une discrétion exemplaire face à l'environnement et on ne cherche pas à faire d'autres formes de croissance externe* » (Interviewé 3), cependant cela peut signifier que les dirigeants ont aversion à tester d'autres formes de croissance externe.

b) Résultats de l'analyse par interviewé

Après avoir procédé à une analyse faite par thèmes constituant notre guide d'entretien, nous avons procédé à une analyse par chaque personne interviewée. Nous avons ainsi pu relever une typologie⁷ des interviewés de chaque dirigeant faite comme suit:

Logique de compétition (Proactivité): Dans un environnement fortement concurrentiel, les dirigeants de la logique de compétition ne conçoivent pas de limites à leur croissance, ni en termes d'espace ni en termes de

temps. C'est une logique de croissance à long terme, la pérennité du groupe est l'objectif principal, la finalité et le moyen pour atteindre la croissance. Ainsi, la création d'un climat de confiance et de bienveillance est place au coeur de leurs préoccupations pour parvenir à faire croître et à pérenniser leur entreprise. En effet, il leur faut atteindre la taille suffisante qui leur permet de maintenir ou de parvenir à une position de leader sur leurs marchés respectifs. Enfin, c'est une logique économique basée sur la taille pour dominer le marché.

Logique de modération (entre proactivité et réactivité): C'est une logique intermédiaire, c'est-à-dire une logique au sein de laquelle la croissance est perçue positivement, mais seulement jusqu'à un certain stade. Très proche de la logique de compétition en termes de finalités, l'objectif poursuivi est la pérennité. La différence c'est que pour les dirigeants de la logique de compétition, la pérennité ne peut être obtenue qu'à travers une croissance sans limites, alors que pour les dirigeants de la logique de modération, le rapport entretenu à la croissance est plus nuancé, la croissance est donc un besoin hédoniste modéré par la volonté de préserver la nature de l'entreprise. En effet, ils évoquent leurs traits de personnalité qui les poussent à la croissance. Les limites du marché et des ressources de l'entreprise sont considérées comme des barrières capacitaires clairement identifiées. En fin, les dirigeants veillent à ce que ces pratiques ne soient pas en rupture avec la culture familiale de l'entreprise.

Logique de réduction au caractère penché vers la modération (Réactivité): Ce sont des dirigeants qui appréhendent la croissance du point de vue financier et non dans la perspective d'un développement des effectifs de l'entreprise. L'incertitude économique et l'incapacité à percevoir l'avenir leur mènent à privilégier parfois uniquement le maintien de l'activité. Une logique intrinsèquement liée au développement financier de l'activité, il s'agit de générer plus de résultats et de marges à travers les décisions prises. Nous pouvons donc classer ces individus selon leur typologie dans le tableau suivant:

Tableau 1: Typologie des dirigeants

Types	Logique de compétition (Proactivité)	Logique de modération (entre proactivité et réactivité)	Logique de réduction au caractère penché vers la modération (Réactivité)
Profils	Profil 1 (2 ^e G.) Profil 4 (2 ^e G.)	Profil 2 (3 ^e G.)	Profil 3 (3 ^e G.)

⁷ Cette typologie ne signifie pas que les logiques d'action sont parfaitement hétérogènes entre elles.

VI. DISCUSSION DES RÉSULTATS

En nous référant à notre revue de littérature, nous avons conclu que les moeurs et les valeurs sont omniprésentes dans l'entreprise familiale. En effet, la prise de décision est fortement influencée par ces valeurs, mais théoriquement nous n'avons pas trouvé un lien entre les valeurs et l'engagement ou la réalisation d'une stratégie. Cependant, au niveau de nos résultats empiriques, nous avons conclu qu'effectivement, les valeurs familiales et entrepreneuriales affectent positivement l'engagement et la réalisation de la stratégie de croissance externe par la culture collective et le partage de vision, tout en remettant la pérennité en cause.

En effet, les valeurs qui ont été repérées par notre guide d'entretien se catégorisent en deux, des valeurs familiales et des valeurs entrepreneuriales inspirées de la coutume marocaine et de la religion islamique. En ce qui concerne la culture, nous avons pu relever dans notre revue de littérature que la famille évolue à travers les générations et les mutations culturelles, cette dernière est influencée par la posture conservatrice qui est une configuration culturelle héritée des anciennes générations. Les résultats obtenus nous ont ainsi confirmé l'existence de la posture conservatrice de la famille et son influence sur la dimension de la culture de l'organisation, grâce au poids non négligeable de l'ancienne génération. Cependant la stratégie est aussi influencée par cette posture et se traduit par une réorientation des représentations, des croyances et des attitudes des dirigeants envers une logique partagée.

Concernant le thème du conservatisme, nous avons pu relever de la revue de littérature plusieurs définitions et formes, nos résultats empiriques nous ont indiqué une pluralité de conceptions et perceptions vis-à-vis le conservatisme. Quant aux sources du conservatisme, nous en avons relevé, dans notre partie théorique, deux types, à savoir l'interaction famille/entreprise et la performance antérieure, et c'était confirmé également dans notre partie empirique par les membres de directoire familial.

Concernant les dimensions du conservatisme, notre cadre théorique nous a permis de conclure que les dimensions qui impactent négativement la croissance externe sont la procrastination, l'anomie et la conservation, essentiellement la variable conservation qui est la plus apparente, et qui constitue une limite à la réalisation de la stratégie. Par ailleurs, la vision partagée est une dimension caractérisée d'harmonie sociale et qui impacte positivement la capacité de croissance de l'entreprise familiale. Nous nous sommes également interrogés sur la réaction des membres de la famille, et nos résultats empiriques nous ont permis d'avancer qu'il y a effectivement une certaine solidarité qui exerce

un effet positif d'unifier les visions de tous les membres de la famille vers la croissance.

Comme nous l'avons indiqué dans la première partie, nous avons choisi de nous intéresser à la stratégie de croissance externe par acquisition ou prise de contrôle d'ensembles de moyens de production déjà combinés (Paturel, 1978), étant un concept peu défini, mais largement exprimé par le prisme de ses formes. Nous avons choisi donc un cas qui satisfait nos exigences, une grande entreprise ou un groupe d'entreprises qui a déjà fait une croissance externe par acquisition ou pris de contrôle et que ses directeurs font partie de la même famille. Dans notre partie théorique, nous avons conclu que le conservatisme familial semble exercer un effet négatif sur l'intention de croissance externe du dirigeant. Au niveau de nos réponses retenues, nous avons conclu que la majorité des interviewés ont confirmé qu'ils ont une intention de croissance contre un seul qui l'a infirmé, l'argumentation de ce dernier s'est basée essentiellement sur les inconvénients de la croissance comme étant un risqué pour la pérennité et qu'elle privilégie garder la situation actuelle.

VII. CONCLUSION

a) *Le conservatisme familial comme facteur jugulant la capacité de croissance externe*

La culture joue le rôle d'une glue organisationnel qui représente une richesse et une ressource stratégique pour les entreprises familiales. Nous avons pu relever tout au long du papier que la famille évolue à travers les générations et les mutations culturelles, cette dernière est influence par la posture conservatrice qui est une configuration culturelle héritée des anciennes générations. Il a été confirmé que le conservatisme familial se répercute essentiellement sur la culture familiale, grâce au poids non négligeable de l'ancienne génération, ainsi que sur la stratégie en réorientant les représentations, les croyances et les attitudes des dirigeants envers une logique de réduction. Cette dernière explique la reproduction des stratégies issues du passé.

Le système famille-entreprise et la performance antérieure mènent à une aversion à tester de nouvelles voies de développement, ces derniers sont les principales sources du conservatisme dans les entreprises familiales et peuvent affecter négativement l'adoption d'une stratégie de croissance externe. D'une part, le conservatisme familial impacte négativement l'intention de croissance externe du dirigeant, il en résulte une préservation de la situation actuelle (résistance au changement cognitif). D'autre part, la triade « procrastination, anomie et conservation » impacte négativement le processus de réalisation de la croissance externe (résistance au changement émergé du terrain).

b) *Le conservatisme familial comme facteur adjuvant la capacité de croissance externe*

La posture conservatrice est très présente dans l'entreprise familiale comme nous l'avons démontré au cours de l'analyse. Il ressort tant de notre revue de littérature que de notre étude empirique qu'il est essentiel de mettre l'accent sur les valeurs, de décoder la nature de la relation entre les membres de la famille et leurs implications, et d'identifier les spécificités culturelles de la famille qui font état de manœuvres stratégiques.

Les moeurs et les valeurs héritées sont omniprésentes dans l'entreprise familiale, ces derniers affectent la prise de décision, l'engagement des membres de la famille et la réalisation de la stratégie de croissance externe par la création d'une vision partagée qui peut impacter positivement les processus d'instigation et de réalisation de la croissance externe seulement si elle la logique de croissance est fortement enracinée. On parle dans ce cas d'un *familiness* où la famille imprègne ses membres d'une connaissance collective, qui représente l'ensemble des valeurs et des normes de comportement portées par le groupe familial. Ce sont ces valeurs qui assurent la pérennité de l'entreprise familiale et expliquent ainsi leurs avantages concurrentiels imprégnés par des valeurs conservatrices acquises au sein des systèmes famille-entreprise.

Comme tout travail scientifique, notre apport présente certaines limites. La limite majeure de notre travail réside dans l'absence des travaux empiriques réalisés dans le contexte marocain et concernant le conservatisme pour pouvoir retenir les attributs les plus significatifs et adéquats à notre contexte, nous avons donc choisi de procéder à une exploration visant dans un premier temps à comprendre le conservatisme familial marocain ainsi que sa place dans le processus de prise de décision et son impact sur la croissance externe. Sur le plan méthodologique, nous avons dû nous limiter à un seul cas, et donc nous ne pouvons considérer les résultats obtenus comme étant représentatif sur le plan statistique, en revanche, ce que nous présentons dans ce papier est un résultat d'une phase préparatoire pour d'autres recherches. Ce panorama de réflexion dressé montre que de nombreuses questions restent à approfondir sur cette notion, notamment au niveau des croyances, des représentations et des facteurs qui construisent le conservatisme et son impact sur la posture stratégique au sein de l'entreprise familiale.

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The Effect of Individual Characteristics, Service Compensation and Work Ethics on Generation Y of Nursing Performance

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Abstract- This study aimed to examine the effect of individual characteristics, compensation for services and work ethic on the performance of the nurses at the General Hospital of the City of Mataram. This study uses a quantitative approach and included in the associative causal research. The study population was all nurses on duty at the Hospital as many as 318 people. Based on the calculation formula Slovin, then the size of the sample used in this study as many as 178 people. Therefore, in this study population is homogeneous, then the sample is determined by a simple random sampling technique. Data were collected using a questionnaire distributed to 178 respondents. Furthermore, the data were analyzed using multiple linear regression. The results showed that the characteristics of the individual, compensation services and work ethic partial and simultaneous significant positive effect on the performance of nurses. Compensation services are the dominant variable affecting the performance of the nurses at the Hospital. It is advisable for the management of the Hospital to give priority to members who excel by providing continuing education, training, and career development.

Keywords: *individual characteristics, compensation, work ethic, performance.*

GJMBR-A Classification: *JEL Code: M19*



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The Effect of Individual Characteristics, Service Compensation and Work Ethics on Generation Y of Nursing Performance

Susiana Hastuti ^α, Agusdin ^σ & Lalu Suparman ^ρ

Abstract- This study aimed to examine the effect of individual characteristics, compensation for services and work ethic on the performance of the nurses at the General Hospital of the City of Mataram. This study uses a quantitative approach and included in the associative causal research. The study population was all nurses on duty at the Hospital as many as 318 people. Based on the calculation formula Slovin, then the size of the sample used in this study as many as 178 people. Therefore, in this study population is homogeneous, then the sample is determined by a simple random sampling technique. Data were collected using a questionnaire distributed to 178 respondents. Furthermore, the data were analyzed using multiple linear regression. The results showed that the characteristics of the individual, compensation services and work ethic partial and simultaneous significant positive effect on the performance of nurses. Compensation services are the dominant variable affecting the performance of the nurses at the Hospital. It is advisable for the management of the Hospital to give priority to members who excel by providing continuing education, training, and career development. It also can provide feedback on work performance, a variation of tasks, create a harmonious working environment among nurses, and their reward system implementation/award fair and decent. Compensation services are the dominant variable affecting the performance of the nurses at the Hospital. It is advisable for the management of the Hospital to give priority to members who excel by providing continuing education, training, and career development. It also can provide feedback on work performance, a variation of tasks, create a harmonious working environment among nurse and their reward system implementation/award fair and decent. Compensation services are the dominant variable affecting the performance of the nurses at the Hospital. It is advisable for the management of the Hospital to give priority to members who excel by providing continuing education, training, and career development. It also can provide feedback on work performance, a variation of tasks, create a harmonious working environment among nurses, and their reward system implementation/award fair and decent.

Keywords: *individual characteristics, compensation, work ethic, performance.*

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I. PRELIMINARY

The nursing care is given in the form of nurses' performance and should be based on a high capacity so that the performance of support services in the task of nursing services. Performance is a person who carried out the work in accordance with the task in an organization (Nursalam, 2011). There are three (3) variables that affect work behavior and performance, variable individual characteristics, job characteristics, characteristics of the work environment (Gibson, 1987). the performance of nurses can be influenced by the individual characteristics of nurses themselves. Everyone has their own characteristics so that there is a fundamental difference with the lain. Robbins (2008), states that the individual characteristics such as age, length of employment, and marital status can affect the individual's performance.

Several previous studies showing the effect of individual characteristics on the performance of nurses as research conducted by Megawati (2017) shows that the individual characteristics of positive and significant effect on the performance of nurses. This study was supported by research conducted by Moses (2014), Kumajas et.al (2014) and Jalil et.al (2014). In contrast, previous studies showed different results is the research conducted by Dana and Endang (2017) which states that the characteristics of the individual has a positive effect on performance.

The performance of nurses is also closely related to satisfaction with the provision of services received. Compensation is very important and influential in improving employee performance. Several studies have shown the influence of compensation on performance, such as research conducted by Komara and Nelliawati (2014) which states that compensation positive and significant influence on employee performance. This study was supported by research conducted by Sulaiman (2017), Hameed et.al (2014) as well as research by Asih et.al, (2014). Instead, different research showed by Suharyanto et.al, (2015) which states that compensation does not have a significant influence on employee performance.

In addition to individual characteristics, the statement of client satisfaction over the performance of

nurses is also demonstrated by nurse's work ethic itself. Ethics in the profession are the basic things that need attention. Nurses work ethic based on the code of professional conduct that has set. a few previous studies showing the effect of the performance of the work ethic is the research conducted by Budianto et.al (2017) states that the work ethic positive and significant effect on performance. Other research by Choiriah (2013) show that professional ethics has a positive effect on performance. This study was supported by research conducted Hana and Gufron (2015) which states that Islamic work ethic positive effect on the performance of auditors. Research by Imam et. al (2013) which states Islamic work ethic positive and significant effect on performance. Other research by Puspita and Agus (2017) which states work ethic positive effect on performance as well as research by Faisal (2107) which states that the work ethic and significant positive effect on employee performance.

Regional General Hospital Kota Mataram made an object of study site because it is a public service institution in health. Nurse Regional General Hospital Kota Mataram amounted to 318, the average is still under 35 years old and most were female gender. Judging from the age of existing nurses, nurse at the General Hospital of City of Mataram categorized as Generation Y or who is often called the millennial generation. Generation millennial described as a private individual, please ignore political issues, focusing on materialistic values, and less to help others when compared with the generation X and the baby boomers during the same age of this generation, narcissistic and happy to move from one job to another (Wikipedia, 2018).

Some of the phenomena that demonstrate the lack of performance of nurses at the General Hospital of the City of Mataram are still complaints from patients or family related work ethic nurses in providing care for patients. From the data of complaints about the behavior of the nurses who are less friendly, less sensitive to the state of the patient, photographs of patient care in the room, less sterile in action and a long service response (PR Mataram City Hospital, 2018). Performance still less can also be seen from compliance documentation of nursing care are not optimal and the results of audits carried out by the Committee on Prevention and Infection Control on compliance with hand washing and waste management (PIC Committee on Regional General Hospital Mataram, 2018).

Referring to the various previous studies where there are several variables that affect the performance of getting inconsistent results and see the phenomenon occurs, it is necessary to research on the effects of individual characteristics, work ethic and compensation services on the performance of nurses Generation Y in the General Hospital of the City of Mataram.

II. LITERATURE REVIEW

The performance of nurses can be influenced by the individual characteristics of the nurses themselves. Everyone has their own characteristics so that there is a fundamental difference with one another. Robbins (2008) in Kumajas (2014), states that individual characteristics such as age, sex, years of education level and marital status can affect the performance of the individual. Hasibuan (2003), argues that the individual age affects the physical, mental, workability, responsibilities, and tends to absenteeism. Conversely, age older employees less physical condition, but working resilient, and have more responsibility. Kumajas (2014) stated an increasingly older age of nurses so accepting a job will be more responsible and experienced.

Notodmodjo (2003), states that people who have higher education will have a higher knowledge, when compared with those who had low education and through education one can improve intellectual maturity so that they can make a decision to act. Highly educated nursing staff motivations would be better because it already has the knowledge and insight wider than the educated nurses were law. Menurut Nursalam (2009) that more and more nurses working lives, the more experienced nurses in providing nursing care in accordance with the standards or procedures remain in force. Kumajas (2014) states that many working experiences to provide expertise and job skills. Otherwise.

Wibowo (2007) in Fitrianasari et.al (2013) claimed compensation packages offered a number of organizations to workers in return for the use of its workforce. Fitrianasari et.al (2013) states that the perception of compensation related to the appropriateness of financial and nonfinancial rewards which received a positive response will be the driving factor increasing performance nurses. Mangkunegara (2009) in Komaraet.al (2014) states that the compensation given to affect the level of employee satisfaction and motivation as well as the work proceeds. The compensation payment system that is felt unfairly affect employee behavior as seen from the performance of employees who are not supporting the goals of the institution.

Compensation can be interpreted as a form of change given by the company to employees for services provided to the company as part of an employment relationship (Simamora 2003 in Istikomah et.al, 2014). Furthermore, Istikomah et.al (2014) states that one way to improve performance management, motivation and job satisfaction of employees is through compensation.

Irman (2003) in Megawati (2017) declared nursing as a profession requires professional nursing care given by nurses with the competencies to meet the

standards and attention to ethics and moral norms so that people receive the care and quality of nursing care. Choiriah (2013) states that the ethics of the profession has a positive effect on performance. The higher level of adherence to professional ethics auditor then displayed performance auditor also will be better then Praktiyasa and Sari (2016) state that the auditor that meets the principles of professional ethics will be able to give a sense of responsibility to their work. The sense of responsibility is what will make the best efforts of auditors in completing the work so that the auditor can improve its performance.

Based on the concepts that have been raised, then the hypothesis in this study include:

H1: Individual characteristics has a significant positive effect on performance of nurses.

H2: Services Compensation has a positive and significant impact on performance of nurses.

H3: Work ethic has a positive and significant effect on performance of nurses.

III. RESEARCH METHODS

This type of research that will be used are associative quantitative research. This study will be able

Table 1: Values Regression Coefficients

Model		Coefficients unstandardized B	Std. Error	Standardized Coefficients beta	t	Sig.
1	(Constant)	.463	.160		2893	.004
	X1	.210	.067	.212	3,151	.002
	X2	.352	.066	.387	5,315	.000
	X3	.323	.053	.351	6,135	.000

Based on the table, the model's regression equation is as follows:

$$Y = 0.463 + 0.210 X1 + 0.352 X2 + 0.323 X3 + e$$

The explanation of the model are:

- 1) The constant of 0.463 means if Karakteristik Individu independent variable (X1), Kompensasi Jasa Services (X2), and Work Ethics (X3) have a value of 0, then the nurse performance as the dependent variable (Y) will have a value of 0.463.
- 2) The coefficient value of B1 is 0.210 means that if a variable Individual Characteristics (X1) increased by one unit, then the nurse performance (Y) will also be increased by 0.210 on condition Kompensasi Jasa Services (X2), and Work Ethics (X3) is assumed to be constant or fixed.
- 3) The coefficient value of B2 is 0.352 means that if a variable service compensation (X2) increased by one unit, then the nurse performance (Y) will also be increased by 0.352 on condition Individual Characteristics (X1) and Work Ethics (X3) is assumed to be constant or fixed.

to show the influence of individual characteristics, compensation for services and work ethic on the performance of nursing staff in Regional public hospital Mataram. Populasi town in quite a lot of research as many as 318 functional nursing directly provide services nurse in Regional public hospital Mataram. Based on the calculation formula Slovin, then the size of the sample size for this study as many as 178 people. The sample is determined by simple random technique sampling. Analysis of multiple linear regression was used to analyze the form and effect relationship between variables in this study. Multiple linear regression analysis conducted with the aid of computer software SPSS.

IV. RESULTS

Multiple linear regression calculations in this study were undertaken using SPSS. The results of multiple linear regression calculation are as follows:

- 4) The coefficient value of B3 is 0.323 means that if the variable Work Ethics (X3) increased by one unit, then the nurse performance (Y) will also be increased by 0.323 on condition Individual Characteristics (X1) and Kompensasi Jasa Services (X2) is assumed to be constant or fixed.

The hypothesis testing procedures in this study consisted of partial significance test (t-test), simultaneous significance test (test F), and the coefficient of determination. Partial hypothesis testing in this study is presented in Table 2. It can be described that:

- 1) Individual Characteristics variable regression coefficient (X1) of 0.210, with the t value X1 is greater than the t table (3.151 > 1.973) and the significance value of 0.002, then Ha accepted. It is stated that the individual characteristic variables have a positive and significant influence on the Performance of Nurses in the General Hospital of the City of Mataram. Meaning if Characteristics Individuals who owned a nurse getting fit or by task performance will be better. Conversely, if the

- individual characteristics are less suitable or less in accordance with his duties then the performance will be worse.
- 2) The service compensation variable regression coefficient (X2) is 0.352, with a value of t is greater than the t table ($5.315 > 1.973$) and the significance value of 0.000, then H_a accepted. This indicates that the variable Services Compensation Services have a significant impact on Nurses Performance in the Regional General Hospital Mataram. Meaning if Compensation Services Services received higher nurse (fair and reasonable) performance will be better. Conversely, if the compensation received service nurses decreased or reduced the performance of nurses also will be worse.
 - 3) Work ethics variable regression coefficient (X3) of 0.323, with a value of the t, is greater than the t table ($6.135 > 1.973$) and the significance value of 0.000, then H_a accepted. This indicates that the variable Work ethics have a significant impact on Nurses Performance in the Regional General Hospital Mataram. Meaning if the Ethics Code is implemented nurses increasingly ethical performance will be better. Conversely, if the Work Ethic less ethical or not in accordance with his duties then the performance will be worse.

Standardized coefficients Beta is used to determine which of the variables Individual

Characteristics, Services Compensation Services, and Work Ethics which has a dominant influence on the Performance of Nurses in General Hospital of the City of Mataram. To see coefficients Standardized Beta in this study can be seen by looking at coefficients Beta Standardized criteria of the processing in SPSS.

Coefficients Standardized Beta Results can be seen in Table 4.13, which of the three independent variables tested is known for variable compensation JasaPelayanan has Coefficients Beta Standardized positive value of 0.387 means Services Compensation Services Nurses can affect performance at Regional General Hospital Kota Mataram by 38.70 percent, While the Individual Characteristics and Work Ethics has Coefficients Beta Standardized positive value respectively 0.212 and 0.351. This criterion indicates that the variable compensation JasaPelayanan (X1) has a more dominant influence of the other variables in influencing performance nurse at the General Hospital of City of Mataram.

The coefficient of determination is the ratio between variations in the dependent variable explained by the independent variables together compared to the total variation of the dependent variable. As for the coefficient of determination based on the results of multiple linear regression analysis was done in this study can be seen in the following table:

Table 2: Coefficient of determination and F Test Results

Model	R	R Square	adjusted Rsquare	F test	Sig.
1	.873	0.762	.757	185.283	0,000

Based on Table 2, it can be described that the amount of R Square (R2) is 0.757. This means that 75.70 percent of the variation of Nurse Performance (Y) in Mataram City Hospital can be explained by the variation of the three independent variables, Individual Characteristics (X1), Compensation JasaPelayanan (X2), and Work Ethics (X3). While the remaining 24.30 percent is explained by other variables outside the model that are not included in this research model.

The testing procedure to test simultaneous significance of the research can be formulated according to the F test results Table 4:14. According to the table above, the calculated F value of 185.283. If the value of F arithmetic compared with F table of 2,660, it can be said $F_{count} > F_{table}$, then H_0 is rejected and H_a accepted means Individual Characteristics (X1), Compensation JasaPelayanan (X2) and Work Ethics (X3) have a significant effect simultaneously on the Performance of Nurses (Y) in Mataram City Hospital.

V. DISCUSSION

a) Impact of Individual Characteristics on the Performance of Nurses

The results of multiple regression analysis in this study showed a regression coefficient of 0.210 with 0.002 significance value can be expressed Individual Characteristics positive and significant impact on the Performance of Nurses in General Hospital of City of Mataram. This means that the proposed research hypothesis is proven or acceptable.

Individual characteristics are different from one another. According to Ivancevich (2006), Individual Characteristics variables such as skill, perception, personality, abilities, and attitudes, these variables influence on workplace behavior as an example of employee productivity, creativity, and performance. The opinion states that the individual factors or characteristics of individuals affect the performance, in which the individual characteristics have a positive impact on performance.

According to Gibson (2000) there are three variables that influence performance: (1) individual

factors: the ability, skills, background, and the demographics of a person; (2) psychological factors: perception, attitude, personality, learning, and motivation is variable according to Gibson heavily influenced by the family, the social rate of previous work experience and demographic variables; (3) organizational factors: resources, leadership, rewards, structure, and design work.

The actual formation of good character it takes a very long time, even had to childhood, meaning that age a person will usually form a more purposeful character. Related to the sex of the respondents were more dominant women than in men at 71 percent. This is consistent with the early history of the nursing profession which starts from Florence Nightingale started it as a work that is based on the love of a mother or a female. There is a tendency that the nurse with the female gender is more capable of doing good nursing care than male nurses at the General Hospital of the City of Mataram.

Results of research consistent with research Gibson (2000) and Soetjiptoet.al (2002) states that the employee performance affects the performance proven in this study, which means that a person is placed on the unit nurses working in accordance with its capabilities and competence will demonstrate performance well. Meanwhile, Ilyas (2001) gives a performance assessment as a process of assessing the results of personal work in the organization through performance instruments and essentially a personnel evaluation of job performance by comparing the gold standard appearance.

b) Effect of Service Compensation on Nurse Performance

The analysis showed regression coefficient of 0.352 with a significance value of 0.000, it can be stated that there is a significant positive effect on the Performance Compensation JasaPelayanan nurse at the General Hospital of City of Mataram.

Developing an effective compensation system can retain and recruit people who competent and talented in achieving organizational goals (Robbins, 2008). according to the result, the nurse will be nice in the performance if given a good compensation. The higher the compensation awarded will be a better performance at work.

The nursing profession has an important role in providing quality health care in a hospital, because of the type of services rendered by the approach of biological, psychological, social, spiritual, and performed with continuous (MOH, 2004). the implementation of maximum nurses working in health care quality occurs when the system is done the implementation of care nursing supports nursing practice standards (Wahyuni, 2007). Nursing as a form of professional services is an integral part and parcel of

overall health care. This is emphasized in Law No. 36 the Year 2009 on Health, which carried out the treatment and or treatment.

The compensation is essential for nurses. The size of the compensation is a measure of the performance of nurses, so if the compensation system is fair for hospital nurses can better encourage nurses in their work and more accountable for each task gift. The compensation is one work of nurse ways to increase capacity. If the compensation of nurses perceived competitive just and by nurses that also hospitals will easily attract potential people, retain and motivate nurses to improve their performance, so the service provided qualified. Finally, the hospital not only excels in competition, yet also able to increase profitability and expand its business (Nugroho, 2009).

The results are consistent with research conducted Setiawan (2013), there is a significant influence in a positive direction between the variable compensation with the performance of nurses with influences that occur very strong. Sistem compensation within the organization greatly impacts the nurse's performance. Including nurse's compensation in the high category so the effect on performance results. Then human resource management needs to be improved. Because based result most respondents with sufficient compensation performing well enough. Each hospital has always wanted increased productivity of each nurse. To achieve this, hospitals must provide good motivation for all nurses in order to achieve performance and increase productivity.

c) Influence on Performance Work Ethics Nurses

Ethics Kerjamemiliki regression showed a regression coefficient of 0.323 with a significance value of 0.000. Thus the hypothesis asserts Kerjaberpengaruh Ethics positive and significant impact on Nurses Performance, acceptable. Dengan etic yang well, it is expected performance produced by the Regional General Hospital the city of Mataram can be achieved. A nurse's work ethic refers to the code of ethics that governs and guides nurses in everyday practice as being fair to the patient, respecting the rights of patients and advocate on behalf of patients. Code Nurse Nurse Pledge Indonesia Indonesia is expected to unite the will and promise of sublime nurses in performing professional responsibility (Sumijatun, 2011).

Research Wijayanti (2012) Work Ethics concluded that influence on employee performance. Research on Work Ethic is often getting the attention of researchers especially on service organizations, such as research Febriyanto (2012) where the research results show that the Work Ethic significant effect on performance. The same result is also proved by Herlambang (2013) and Chaidir (2012).

Based on these results it can be concluded that the variable Work Ethic with Nurse Performance at

Regional General Hospital Kota Mataram positive and significant impact. The results support the results Ayudiati (2010), Wijayanti (2012), Febrianto (2012), Herlambang (2013), and Chaidir (2012). This indicates that the Work Ethic positive significant effect on employee performance. Where the Ethics Code is an attitude of personality, temperament, character, and belief in something. This attitude is not only owned by individuals but also by groups, even communities. Ethics established by habit, the influence of culture and value systems that are believed.

Work ethic has many elements: sourced and are associated with the values of a person's psychological, shows an ingrained view, showing one's attitudes and expectations. Furthermore, with regard to morality and its Ethical issues and justification. Morality is also a social instrument when a social group calls for guiding action against the government for the better (Kumorotomo, 2014). By having a good work ethic, it will create a good working culture, which is able to provide health care to communities without seeing the difference and more responsible in carrying out the duties and functions of a public health nurse like a waitress.

VI. CONCLUSION

Individual characteristics has a significant positive effect on the Performance of Nurses. Meaning if Characteristics Individuals who owned a nurse at the General Hospital of the City of Mataram more appropriate, then the nurse will get better performance. Conversely, if the individual characteristics are less appropriate or less suitable, then the nurse performance will decrease or less. Service compensation has a positive and significant impact on the Performance of Nurses. That is if Compensation Services Services at Regional General Hospital Kota Mataram increased more appropriate (fair and reasonable), it can improve the performance Nurse getting better, otherwise if Compensation Service Provider increasingly does not match (is not fair and not worth it) will have an impact on changes in performance Nurse which become increasingly better. Work Ethic has a positive and significant impact on the Performance of Nurses. This means that if the implementation of the Work Ethic stronger at Regional General Hospital Nurses Mataram, then the nurse will get better performance. Conversely, if the implementation of the Work Ethic weaker at Regional General Hospital Nurses Mataram, then performance will be bad. Individual characteristic nurses, Services Compensation Services, and Work Ethics have significant effects simultaneously on the Performance of Nurses. This means that the Individual Characteristics matching, Services Compensation and Work Ethics strong implementation at Regional General Hospital of Mataram, then the nurse will get better performance. then the nurse will get better performance.

VII. RECOMMENDATION

Based on test results to variable Individual Characteristics, Services Compensation Services, Work Ethics and Performance Nurse, the policy implications are suggested in this study that the management of the General Hospital of City of Mataram need to provide support especially to nurses to carry out nursing care entirely to do with minimal hold regular meetings once a week to socialize accompanied with training so they have a better knowledge in the achievement of the management of the general hospital. Otherwise, Regional General Hospital Kota Mataram priority to provide further education, training and career development for nurses excel. It also can provide feedback on work performance, the variation of tasks, create a harmonious working environment among nurses, and their reward system implementation/award fair and responsible ethics committee will open. otherwise always provide direction and supervision of the work ethic of discipline and work interests should be prioritized and made as effective as possible. This is because according to the results of interviews complaint to the ethics committee nursing problems still considered complicated because they must pass through the stages of grooves that are too long and complicated.

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China's Growth in Residential Solar PV- A Booster for India

By Kausar Suraiya Quraishi, Dr. Salmaahmed & Dr. K. Maran

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Abstract- China is the world's largest producer of photovoltaic -PV power with total installed solar capacity surpassing the early leaders in solar energy developed countries viz;USA, Germany, Japan,Italy,France, and UK.The electricity consumption of China exceeds that of any other nation and China is also the top-most solar producerwith fast- growing PV systems. This paper focuses on Residential SolarPVand the progress made by China-its evolution of solar policies, trends, challenges overcome, progress made and the future of sustainable solar energy development envisaged by China. A comparison of the trajectory of growth in Residential Solar PVs in India is made to analyze the concrete government policies in this segment and the consistency and growth of RSTPV in India. The challenges faced by India and the reasons for slow growth in this sector are explored. The time is now ripe for India to focus on the RSTPV segment while implementing the Jawaharlal Nehru National Solar Mission(JNNSM) and learning lessons from China's experiences to become a global PV leader in harnessing solar energy.

Keywords: carbon economy, fossil fuels, grid, giga watt, RST-residential solar roof top.

GJMBA-A Classification: JEL Code: O19



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Kausar Suraiya Quraishi ^α, Dr. Salmaahmed ^σ & Dr. K. Maran ^ρ

Abstract- China is the world's largest producer of photovoltaic -PV power with total installed solar capacity surpassing the early leaders in solar energy developed countries viz; USA, Germany, Japan, Italy, France, and UK. The electricity consumption of China exceeds that of any other nation and China is also the top-most solar producer with fast-growing PV systems. This paper focuses on Residential Solar PV and the progress made by China-its evolution of solar policies, trends, challenges overcome, progress made and the future of sustainable solar energy development envisaged by China. A comparison of the trajectory of growth in Residential Solar PVs in India is made to analyze the concrete government policies in this segment and the consistency and growth of RSTPV in India. The challenges faced by India and the reasons for slow growth in this sector are explored. The time is now ripe for India to focus on the RSTPV segment while implementing the Jawaharlal Nehru National Solar Mission (JNNSM) and learning lessons from China's experiences to become a global PV leader in harnessing solar energy.

Keywords: carbon economy, fossil fuels, grid, gigawatt, RST-residential solar roof top.

The increased use of solar energy is outgrowing fossil fuels throughout the world as can be seen from Exhibit 1.

I. INTRODUCTION

India ranks thesecond-largest market in solar deployment after China. It has accounted for highest capacity addition since 2017 to the Indian electricity grid. All this was possible only after India decided to be called as 'Suryaputra' and entered into the International Solar Alliance heading 122 countries of the world and also presently adding the UN members. Having launched the Jawaharlal Nehru National Solar Mission in 2010, it has established itself as a global leader in solar energy, promoting ecologically sustainable green, clean energy and addressing India's security challenges. Its short-term objectives are to create an enabling environment for the penetration of solar technology throughout the country. The mission's layer is revised fivefold from its initial target of 20 GW to 100 GW to achieve in three phases – 1st phase 2010 – 2013, 2nd phase 2013 – 2017 & 3rd phase 2018 –2022.

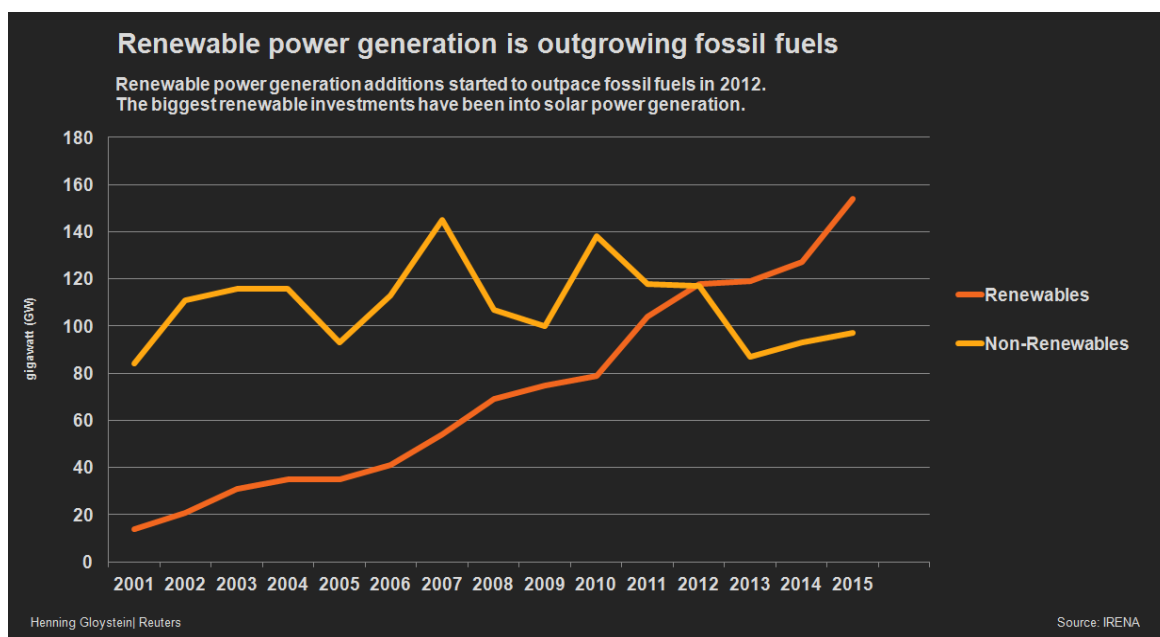


Exhibit 1: Renewable Power Generation Vis a Vis Fossil Fuels

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India's 300 million or a quarter of the population have no access to power, so RSTPV can be the best alternative if effectively harnessed.

a) Solar PV Concept

Photo voltaic effect: Scientists at Bell Telephone discovered in 1954, that silicon created an electric charge when exposed to sunlight. Initially, solar cells came to power space satellites and smaller items like calculators and watches. A single PV cell produces 1-2 watts of power connected in chains to form modular panels and severally connected to form arrays, one or

more of these are connected to the electrical grid as part of a complete PV system. Thus, a modular scheme PV system can be built to meet any electricity need.

PV technology: The common materials used in PV technology are monocrystalline, polycrystalline, amorphous silicon, cadmium methionine, and copper indium gallium selenide. Each type of material has different attributes resulting in different effectiveness and efficiencies. In general, the efficiency of solar PV varies, ranging between 6 – 18 %at an average. A glimpse of this is seen in Exhibit 2.

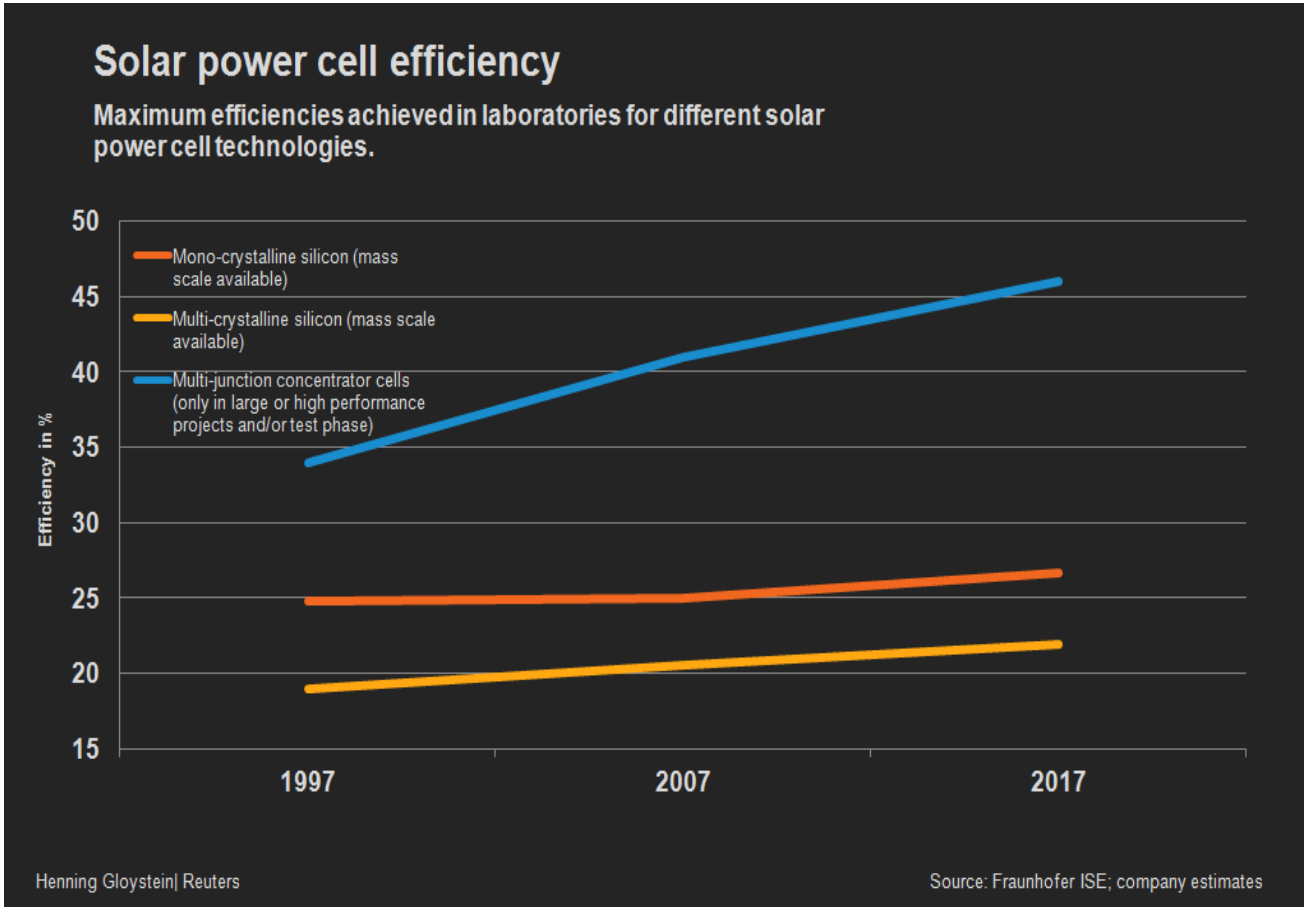


Exhibit 2: Solar Cell Efficiency

b) RSRTPV System Cost and Area Requirement

	Module cost	Installed cost	Efficiency	Levelized cost of Electricity 2010-USD/kWh
Residential C-Si PV system	1.02-1.24	3.8-5.8	14	.25-0.65
C-Si PV system With battery storage	1.02-1.24	5.0-6.0	14	.36-0.71

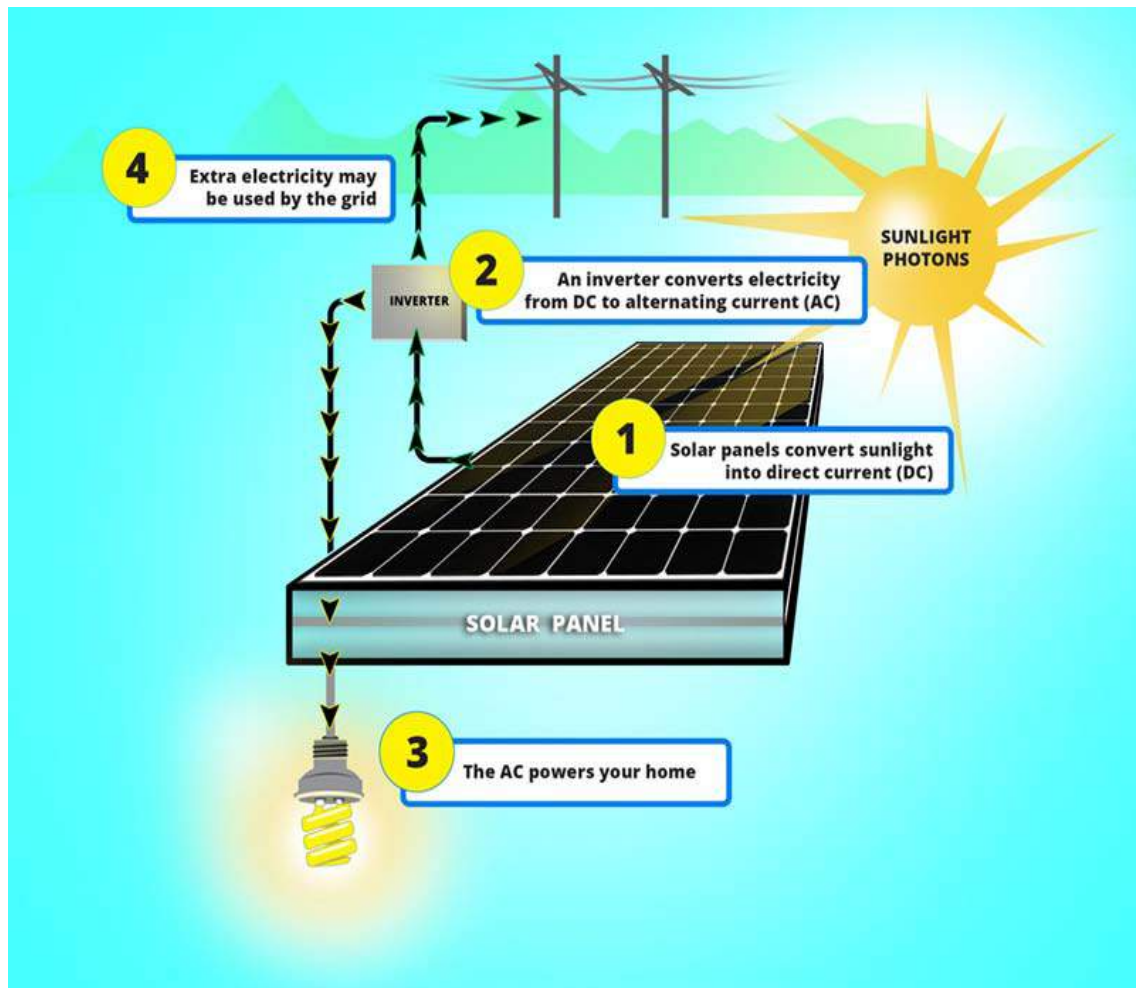


Exhibit 3: Solar Panel

Indicators of cost of RS RTPV:

- Equipment cost (Factory gate/FOB-free on board, and delivered at site CIF-cost, insurance, and freight.)
- Total installed project cost, including fixed financing cost.
- Levelized cost of electricity.

c) *RS RTPV Advantages*

- The potential of residential solar rooftops PV is not yet fully developed in India though RS RTPV is a mature technology.
- They can be set out on the rooftops in varying capacities from a few watts to several megawatts. Maximum 20 KW when the load is less, the power to surplus and this surplus power is sent to the grid, and in case of more power requirement, the same is drawn there from.
- The distribution network already exists, and no new connection is required.
- The cost of RS RTPV is within the limits of many residential owners as the space for mounting structures already exists, and no additional land is required.

- As power generated is used at the same place, the involvement of transmission and distribution is very much less and the excess generated can be fed into the system of utility selling electricity not required in day hours and purchasing when needed.
- An arrangement is made for backups/storage when utility supply fails.
- RS RTPVs generate clean, cost-effective power whenever the sun shines, require no water and fossil fuels for the production of electricity, and help develop entrepreneurship, and employment besides involving public participation, and creation of a large number of jobs.
- Moreover, they have no emissions, no moving parts, no noise.
- The PV module panels are high temperature resistant with long service life, 100% recyclable having a higher yield being P1D free with anti-soiling, anti-reflux, and sand storm-resistant characteristics.
- The residential owner becomes conscious of the generation and consumption of electricity.
- Residential Solar Roof Top PV, being green power, it is cheaper than grid power by 10-25% and even up

to 30-40%, taking into account the AT&CL losses (Aggregate Technical and Commercial Losses).

The Beautiful Math of Solar Power

Every time the world's solar power doubles, the cost of panels falls 26%

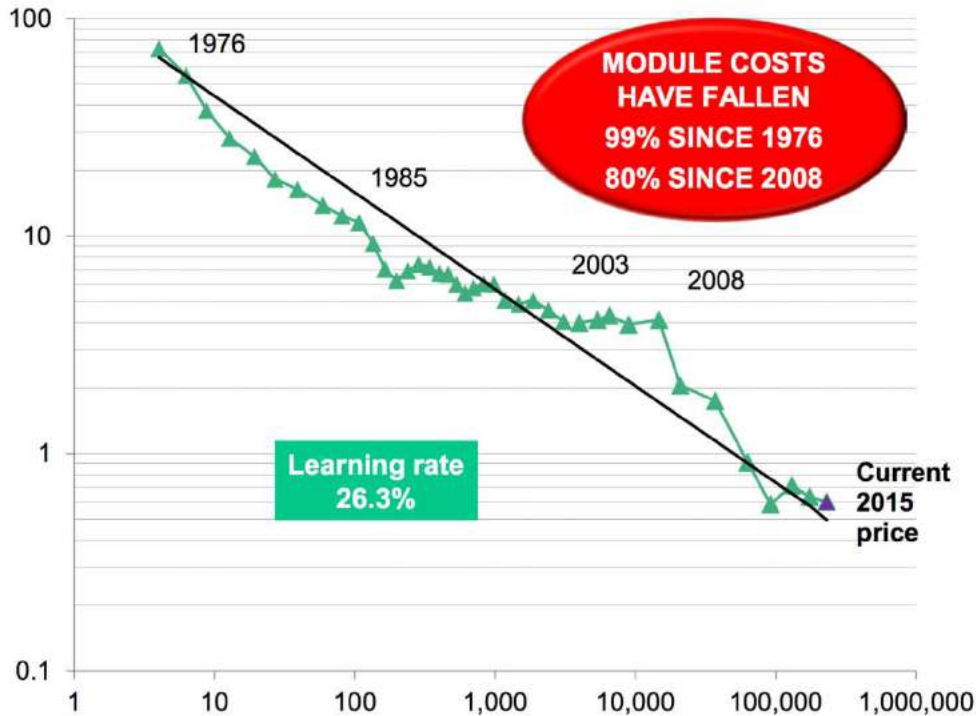


Exhibit 4: Cost of Solar Panels

II. LITERATURE REVIEW

A. M. Barnett, (1996) research work discussed at length about solar electric power for a better tomorrow and that this user-friendly energy is used when components and system costs reduce, as the size of the PV market is price elastic. New solar cell development, product improvement, increased current, process improvement, improved electrical contact system, and improved performance can reduce the cost of PV.

Y. Zhao, (2001) analyses the present status and future of PV in China and shows that the government supports the PV market initiative. PV in China is playing a significant role in improving people's living conditions and will make more contribution to sustainable development in the next century.

Marigo & Candelise (2013) have explored the reasons for the reduction in PV prices in China. The development of a local free market is more successful. Production capacity expansion is a strategic tool to reduce costs and gain market share. A fair industrial policy boosted by credit availability is a driver in the growth of the Chinese PV sector and competitiveness.

H. Carwell (2013), in his research on the future uncertainties of the PV market, and examining the

opportunities for new, has explored the Chinese PV market, observing that China had less than 1% of the solar panel manufacturing market in 2001, and now it has 62% of it. China's focus on solar panel products at significantly reduced costs, allowed it to lead the market. Germany and China were less impacted by the crisis, and gained an edge. China used its financial advantage as the second-largest world economy to rapidly expand its manufacturing capability. Solar is seen as one of the biggest industries and it exports 99% of its products. Five out of the four hundred manufacturers are among the top ten in the world. China manufactures 62% of the world's PV modules. Chinese panels are the cheapest. China supplies 74% of the solar panels used in USA and 30% of those used in Germany.

Y. hua Wang, et al., (2014) discuss the reasons for overcapacity in PV in the early growth stage in China. The development of China's PV in market industry mainly relies on European market, impacted by US financial crisis and European debt crisis, market demand shrinking and overcapacity. Chinese government wanted domestic PV market to absorb the overproduced PV products owing to the insufficient development and uncoordinated incentive system.

H. Sun et al., (2014) reports on the several challenges facing the PV industry, the international trade conflicts, market competition, domestic problems, vicious competition between enterprises, financial issues such as loan withdrawing, and stint loans by banks, and business triangular debts, market forces acting as catalysts, for transforming solar energy development.

China's Energy Policy (2016) discusses the main drivers for PV technology transfer from the global innovation system to China are market formation policy, international mobilization of talent, and flexibility of manufacturing in China, and belated policy incentives for China's government. The development trajectory of PV industry in China indicates that innovation in clean energy technology, can occur through both national, and international innovation processes, and knowledge exchange transfer along the global PV value chain.

A. Jaffe, (2016), in his research work, portrays China as a green giant in PV power. He emphasizes that solar energy will help both the global fight against climate change and China's ambition to replace the US as the most significant player in the regional alliances, and trading relationship. Rejection of the Paris climate accord by the US is helping pave the way for China to become the super power of the future.

III. OBJECTIVES OF THE RESEARCH

This researcher intends to study the trend of developments made by China, and India in the Residential Solar Roof Top PV segment. The study is broken down into sub hypotheses as follows:

- Solar energy growth trends in China.
- Solar energy policies of China.
- Challenges faced by China in PV industry.
- Factors for slow growth of RSRTPV in India.

IV. MATERIALS AND METHODS

Secondary data is collected from Research journals, renewable energy journals like Akshay Urja, Renewable watch, EQ International Modern Power

Systems, Soft Disc India, Renewable Energy Booster, Energy Summit reports, websites of MNRE, TERI, NISE, SECI and other articles on solar energy from the internet with a view to review literature on solar energy development and draw a comparative analysis of China and India with reference to growth of Residential Solar Roof Top PVs.

V. DATA ANALYSIS AND INTERPRETATION

a) Growth Trends in China's Solar Energy Development

Today India and China have become leading Asian giants surpassing the developed countries in solar energy production. India needs to concentrate on RSRTPV segment and convert its residential consumers into prosumers who can individually contribute to the electricity production, and bring in capacity addition to the grid, and improve India's national economy. Examining the slackness of growth in India's RSTPV sector, the focus is to emulate China's solar energy development, policies, trends, challenges, and road map to success. As India has put solar energy on top of the agenda for the country, and announced just ahead of the COP21 Climate Conference in Paris of its intention to harness 40% of its energy mix from alternative sources like solar, India can learn to charge ahead in Residential Solar Roof Top PV, and provide 24 x7 power to all households by 2022, making India's small scale solar industry poised for growth.

China's rise began in 1990, when Germany overwhelmed by the domestic response to a government incentive program to promote RSRTPV, provided the capital, technology, and expertise, to lure China into making solar panels to meet German demand. China leapfrogged from running a tiny rural oriented solar program to becoming a global leader with a full-fledged solar panel industry, making solar panel prices drop by 80%-a stunning achievement in a fiercely competitive high tech market. They fundamentally changed the economies of scale all over the world. The data collected shows the tremendous development made by China over the years.

Table1: Solar PVs installed in China in MWs

Year	Capacity	Installed
1999	16	3
2000	19	4.5
2001	23.5	8.5
2002	42	10
2003	52	10
2004	62	10
2005	70	8
2006	80	10
2007	100	20
2008	140	40
2009	300	160
2010	800	500

2011	3300	2500
2012	8300	5500
2013	17,800	9500
2014	28,199	10560
2015	43180	15130
2016	77420	34540
2017	130250	52830
2018	174630	44380

Source ://en.wikipedia.org>wiki>Solar_power_in_China

By 2017, the total PV capacity increased over 130.25GW and, it became the first country to achieve this cumulative installed PV capacity. China is the world's largest manufacturer of solar PV panels since

2008 and, since 2016, it has produced the majority of global PVs on an annual basis. A comparison of the world's solar capacity with China's is shown in Exhibit 5.

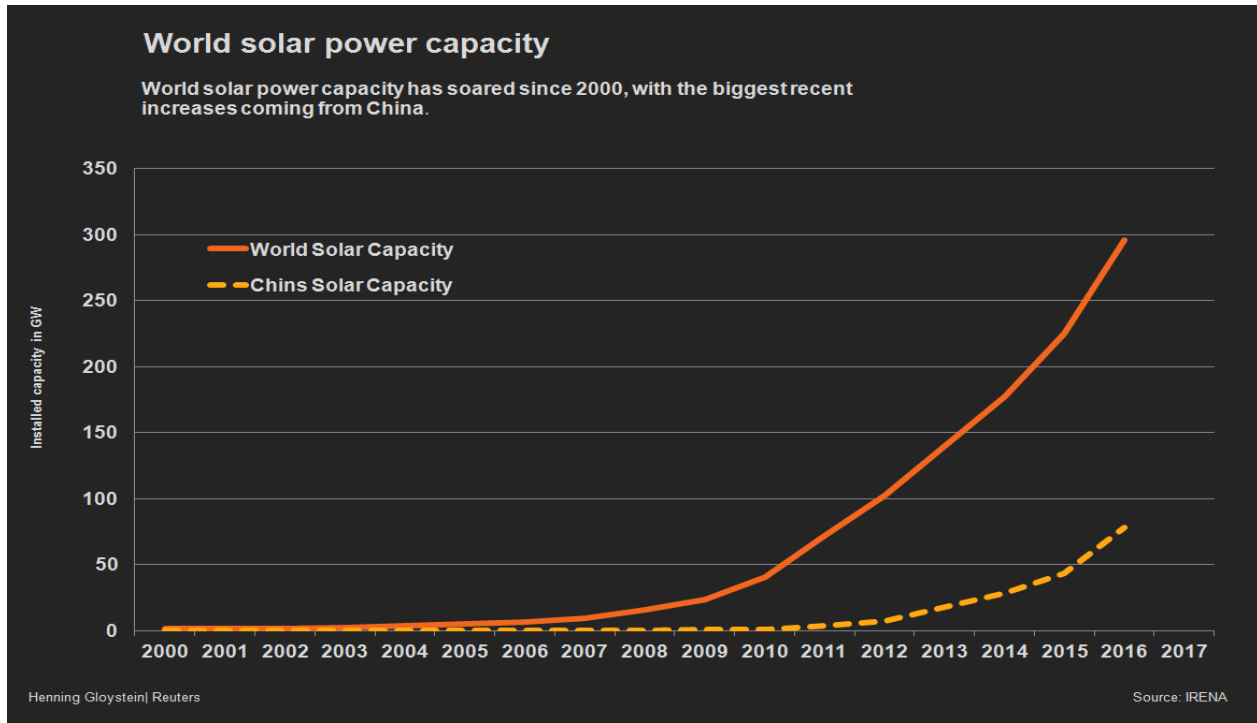


Exhibit 5: Solar Capacity- China and the World

China has enough manufacturing capacity to produce 40-50 GW of PVs per year, an amount of price as large as 2010s global production of 24 GW. Today the industry is dominated by manufacturers like CHINT Group Corp, JA Solar Holdings, Jinniu Energy, Suntech Power, Yingli China Sun Energy, and Hanwha Solar One with exports to developed countries.

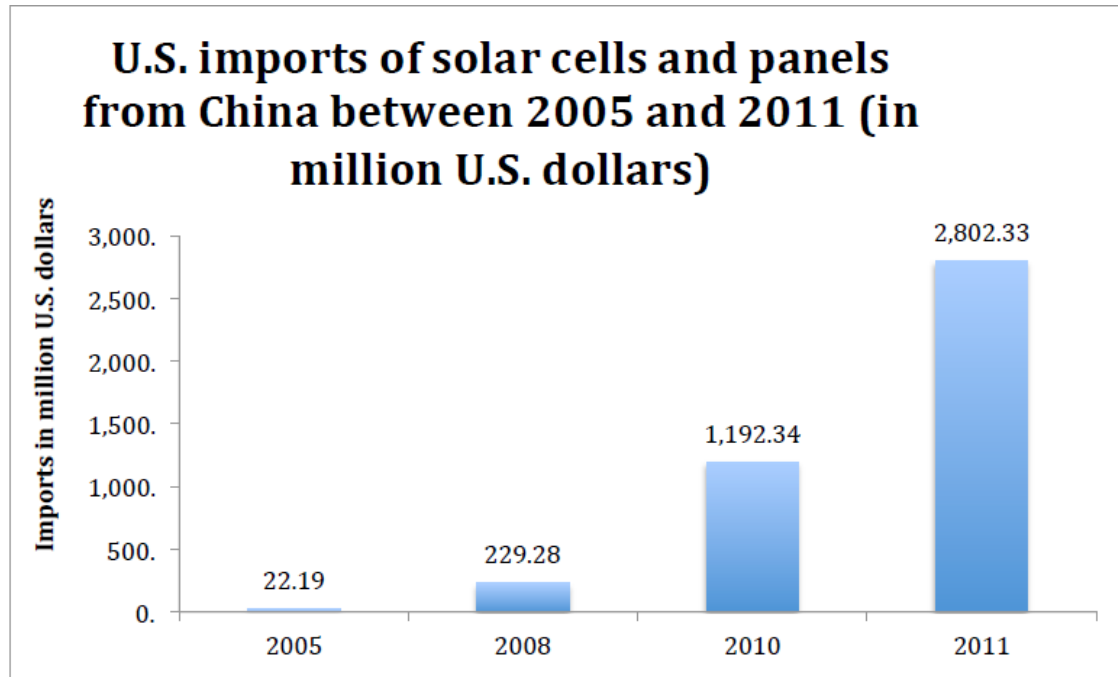


Exhibit 6: US Imports

i. *China's Solar Energy Policies*

The Chinese government owns all land, hence acquiring roof rights is difficult. Thanks to subsidies and falling manufacturing costs, China has started installing solar power on roofs, sufficient to service their own needs. China's National Energy Administration (NEA) has enabled a plan to use solar PVs by 2 million Chinese households and villages below the poverty line (BPL) will have RSRTPV panels rated @3-5 kW installed on their roof tops becoming shareholders in village solar power stations with a generating capacity of 60-100kW. The solar panels will help earn each family (US\$430) in extra income each year -3000 residences in 182 villages were identified eligible for below poverty line solar energy generation, thereby reducing energy bills, and selling surplus solar energy generated into the grid. Families share ownership of solar pay back loans, and solar park construction fees. Solar power generation surplus brings down rates. With the yo-yo effect, the Chinese created more and more capacity. Chinese companies have shareholders who want profit. Chinese built solar manufacturing into a strategic industry-creating factory, and jobs. Cheaper solar panels resulted, and China created a wide glut. Chinese made two panels for every solar panel ordered by an overseas customer. China followed Germany's lead in developing its own feed in tariff that paid handsome prices for electricity generated from Residential Solar Roof Tops, surging its domestic demand.

Chinese put their whole government system into the manufacturing of solar panels, thereby wiping out all competition in the world solar panel market, demonstrating their incredible staying power. The

impact of Chinese solar panel manufacturing on US competitors was drastic which made most of the solar companies bankrupt.

China's Policy and Regulatory Framework



Market Development and Forecast (2010-2020)



Exhibit 7: China's Policy and Regulatory Framework.

China's solar energy sector is growing faster than in fossil fuels and nuclear power capacity. In 2017, China became the world's largest producer of PV power, ramping up both manufacturing capacity and solar project development.

ii. China's Central Government Policies

China's Central Government established the first two levels of policy.

- First level policies-Local governments, including provincial, municipal, and county governments, provide general direction and guidance.
- Second level policies- specify goals, objectives, development plans, and focus on rural electrification, renewable energy-based technologies, standardized direction, focal points, and departments play a significant role in promoting renewable energy technologies.
- Third level policies-practical, and specific incentives, and managerial guidelines provide crucial support to develop solar energy with its early growth stages.

iii. Various Measures Adopted By China

The State Economic and Trade Commission (SETC) proposes the five-year plans for Sustainable Development of Renewable Energy and Non-Renewable Energy Commercialization and Development. The CETC- China Energy Technology Policy, in 1994, the Brightness Programme, 1995-the SSTC-State Science and Technology Commission, was set up. The electric

Power Law, the Energy Saving law in 1997. Non-Renewable Energy Development Projects were concentrating from 1996-2010. During 1998-incentive policies for Renewable Energy Technology by MOST (Ministry of Science and Technology). In 2010 a new feed-in tariff was introduced and solar energy projects were completed before September every year, and received 1.15 yuan per kWh which served as a great incentive.

b) Challenges Faced by China

- There was no Industrial Standard for residential PV, and this presented a lot of potential problems. Many owners were attracted by low prices, which meant inferior quality panels, making projects riskier. The government gathered a group including key players in the segment to generate a national industry standard to be mandatory to all market players addressing quality.
- Limitations of transformer capacity whereby in remote villages, transformer capacity is not large enough for RSRTPV. This problem was gradually solved by upgrading the national grid.
- The electricity price for individual users in China is quite low and public demand for PV is suppressed.
- Quality concerns are common in project design, components selection, installation, maintenance and after sales service.

- Because of the scattered nature of Residential Solar Roof Top PV installations in China, there is a distinct lack of suitable financing instruments, which greatly limits the sector's development.

c) *Residential Solar PV in India*

India's potential 3287240 sq. km area of land receives solar radiation worth 5000 trillion kWh every year with 2300-3200 sunshine hours depending upon location. If this natural and inexhaustible energy is captured, then a fraction can be useful to meet heat and electricity needs. The Government of India is providing much incentives including capital subsidies, tax holidays, and low investment loans through renewable IREDA (Indian Renewable Energy Development Authority) State Electricity Boards buy power through Renewable Energy Independent Power Producers, setting targets for Renewable Energy generation. From 2018 onwards, India is adding 8-10 GW an annual residential solar capacity.

i. *India's Regulatory Policies*

A large portion of capacity addition is done through Central Government policies. The Ministry of New and Renewable Energy implements large-scale grid-connected residential solar PV pilot projects with 30% subsidy support from National Clean Energy Fund to the Solar Energy Corporation of India (SECI). Thirteen States have already established policies regarding residential PV Solar installations.

ii. *Challenges Faced By India in RS RTPV Segment*

RS RTPV in India is cheaper than Commercial and Industrial solar PV according to BNEF (Bloomberg New Energy Finance). Costs halved over the last five years because of increased competition and lower solar panel prices. Residential Solar Roof Top PV systems have become cheaper than the global average between 39%-50%, yet Chinese firms dominate India's solar market, with domestic manufacturers accounting for only 10.6% of market share. Low electricity tariff-The electricity prices for residential consumers are cross-subsidized by industrial and commercial users. Small scale PV is far less competitive in residential homes. The Indian Solar Manufacturing Association has sought anti-dumping duties to safeguard the local industry, from the adverse impact of imports and dumping from China and other countries.

d) *Factors for Slow growth of RS RTPV in India*

- Higher system costs-The average capital cost of RS RTPV systems is higher than commercial and industrial PV due to higher soft costs and the absence of economies of scale.
- Lack of awareness-Residential consumer still lacks awareness about RS RTPV policies, incentives, cost savings, equipment, quality, operations, and maintenance care, industry innovation and best practices.
- Challenges in net metering: Consumers often require multiple approvals to avail net metering, leading to delays in the implementation of grid connectivity.
- High customer acquisition cost – The costs associated with acquisition of residential customers leave less margins for the companies due to smaller market size.
- Lack of access to finance-lack of dedicated financial products from banks and reluctance of consumers to put their residences as bank collateral, limits the financing options for consumers to avail loans for RS RTPV.
- Government policies can drive growth-Central Government updated the model building bye-laws and Energy efficiency building code that suggests residential solar PV installation can lead to sustained growth of the residential PV market.
- The long term new residential installations can increase their share in RS RTPV markets driven by socket parity and a quest for unreliable self-generation with small scale PV rather than urban counterparts
- Net metering is far more a good enabler for small residential scale solar than for business. Businesses consume more power throughout the day. Residents draw less power when PV panels produce more electricity for self-consumption, and the surplus is fed into the grid.
- India has one of the world's highest rates of transmission and distribution losses, with more than 30% of generated electricity loss. Transmission and distribution losses can be minimized, if there is the proximity of power generation to usage.
- India needs to build effective distribution and retail networks, and assess consumer demand.
- Chinese solar panels imported by India have no quality certification, as 95% of the components are required for the installation of solar projects.
- High costs, poor after-sales service, and maintenance deter consumers. Upfront costs can be reduced by offering lease options, other cheaper finance options, and separating sales from after-sales service contracts, which can be offered at an additional cost, improving quality, and building customer loyalty.

VI. RESULTS AND DISCUSSION

India needs a more competitive manufacturing policy together with the installation of smart metering, which can help individuals sell surplus power, and buy back cheaper electricity from the grid- a great incentive. India should protect the solar energy industry by focusing more on domestic manufacture to avoid competition, lower international prices impacting R & D efforts, affecting exchange rate fluctuations, price risk,

quality imports, lack of quality certification of imported products, and sudden price play by Chinese. If manufacturing is taken up under 'Make in India' initiative, we can help create employment, and assimilate, imbibe advanced solar power technologies. Indian manufacturers can partner with other global players for upgrading our solar power technology. Besides allowing liberal policies for MNCs would seem a reasonable venture, lest we will be allowing foreign suppliers to make all the profit with no scope for any advantage to India.

India needs to build distribution, and marketing channels, give incentives to local manufacturers, facilitate short term debt financing, encourage management expertise, and give access to business network laying the ground work for a profitable, long term future PV industry.

Educating about the various schemes, and the advantages can help. The demand is currently small, and it can grow when RS RTPV becomes more affordable. Financing and partnerships with non-profit, and micro finance institutions, can lower upfront costs.

To-day, India's policies, and procedures support solar Industrial and Commercial PV Projects and much emphasis is not given by the Central and State Governments to RS RTPV. Residential Solar PV is in a nascent stage due to its inability to convince potential clients to adopt this technology and save on power bills. India should assess consumer demand and raise awareness of RS RTPV –its health influencing impact by reducing the harmful emissions while using fossil fuels, economic benefits, and other positive attributes of a clean energy. Residential owners who have installed Solar PV systems can now sell power to distribution companies with several state governments allowing selling of solar power after connecting to the grid. This is expected to boost solar or green power generation across States, and encourage people to install PV systems.

VII. IMPLICATIONS OF THE STUDY

- The study can help emulate the Chinese road map to success in solar PV manufacture.
- The study is a pointer to show that Chinese put their whole government system into manufacturing PV.
- The study helps understand that economies of scale in PV can be achieved through capital, technology, and expertise as in the case of China.
- The study signifies the importance of a local free PV market like that of China.
- The study emphasizes on building distribution, marketing channels, and retail networks of PV.

VIII. CONCLUSION

The factors responsible for growth of Residential Solar PV in China can serve as an impetus

for India to overcome the challenges faced in RS RTPV segment. The extent of grid parity achieved by China, it's solar PV technology, the quality, ease of finance, installation, connectivity to the grid, and the government support, and industry-friendly policies are enumerated. India can stay focused in promoting Residential PV owners as *prosumers* of solar energy contributing to environmental sustainability, thereby fulfilling the dream of owning PV panels on the idle, shadow free roof of every home. Generating enough power to reduce the country's fuel bill and dependence on fossil fuel can become a reality, when wholehearted efforts are made by all stakeholders, including the Government, to create knowledge, awareness of the beneficial environmental good of this technology. Government's role in incentivizing the adopters with affordable financial options, credit guarantees, quick loans, easy EMLs and attractive subsidies needs to be emphasized. Concluding on an optimistic note, by going solar, India can save considerable foreign exchange as it imports 89% of its fossil fuel requirement. Nevertheless, India can also look forward to a clean, green economy, becoming the world's second-largest population moving to a low carbon economy, taking a cue from China.

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The Effect of Knowledge Identification and Knowledge Use on Performance of Small and Medium-Scaled Enterprises (SMEs): A Study of Apparel SMEs In Sri Lanka

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Abstract- The previous empirical findings identified knowledge identification and knowledge use as two dimensions of knowledge management; however, both areas were not extensively studied in the literature. Therefore, the paper attempted to determine the nature of knowledge identification and knowledge use on the performance of apparel sector Small and Medium-scaled Enterprises (SMEs) in Sri Lanka and also to analyze the effect of the performance of apparel SMEs. The population was determined from export performance indicators of the Export Development Board of Sri Lanka (EDB) as of 2017, and National Frame Work for SMEs in Sri Lanka was taken as the parameter to classify SMEs, which record annual turnover less than LKR 750 million. A simple random sampling technique was used as the sampling technique to ensure appropriate representation of the sample population. The owners of export-oriented apparel SMEs in Sri Lanka have been considered as respondents. A self-administrated questionnaire was used to gather primary data and SPSS 21 version was used to generate results.

Keywords: *knowledge identification, knowledge use, small and medium-scaled enterprises.*

GJMBR-A Classification: *JEL Code: L16*



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I. P. W. Sirinaga ^α, Prof. (Dr.) Ali Khatibi ^σ & Dr. Ferdous Azam ^ρ

Abstract- The previous empirical findings identified knowledge identification and knowledge use as two dimensions of knowledge management; however, both areas were not extensively studied in the literature. Therefore, the paper attempted to determine the nature of knowledge identification and knowledge use on the performance of apparel sector Small and Medium-scaled Enterprises (SMEs) in Sri Lanka and also to analyze the effect of the performance of apparel SMEs. The population was determined from export performance indicators of the Export Development Board of Sri Lanka (EDB) as of 2017, and National Frame Work for SMEs in Sri Lanka was taken as the parameter to classify SMEs, which record annual turnover less than LKR 750 million. A simple random sampling technique was used as the sampling technique to ensure appropriate representation of the sample population. The owners of export-oriented apparel SMEs in Sri Lanka have been considered as respondents. A self-administrated questionnaire was used to gather primary data and SPSS 21 version was used to generate results. The results were released indicating both knowledge identification and knowledge use is in existence at apparel SMEs in Sri Lanka at an average level, and both of the knowledge categories are having significantly positively influence on the performance of apparel SMEs, jointly. Out of them, knowledge identification was the most influential factor on the performance of apparel SMEs.

Keywords: *knowledge identification, knowledge use, small and medium-scaled enterprises.*

I. INTRODUCTION

The knowledge identification is the beginning of the knowledge management process. However, insufficient existing empirical evidences are unable to sufficiently endorse the linkage between knowledge identification and knowledge management. Further, researchers are not adequately evaluating the extent of which the knowledge identification brings an impact on knowledge management in today's knowledge intensive economy, where the new knowledge can be used to achieve the sustainable competitiveness (Tow & Kim, 2017). Ortiz, Donate & Guadamillas (2017) argued that knowledge identification capabilities available in a firm

enable to accelerate the amount of knowledge required by the firm. Once the right knowledge has been identified, it should be captured and use as an ongoing activity for the benefit of the organization and need to be successfully distributed across the organization as well. Otherwise, the new knowledge will be deteriorated or perish quickly; wasting time and investment made in the process of identifying the critical knowledge asset. Gonzalez & Martins (2017) argued that effective knowledge use is one of the knowledge management processes and both knowledge acquisition and effective knowledge use maximize organizational returns (Smith & Lyles, 2011; Hislop, 2013).

Hussain et al. (2019) pointed out that knowledge identification has a positive and significant effect on the innovation capacity of Small and Medium-scaled Enterprises (SMEs). Moeuf, Lamouri et al. (2019) argued SMEs identify new knowledge internally or through many other external sources or in both ways, anyway, right knowledge identification effects on the success of SMEs. Doran et al. (2019) argue the SMEs generate knowledge internally. Jeong, Chung & Roh (2019) argued that both internal and external knowledge flows bring an impact on improving products, process as well as innovation of SMEs. Those empirical arguments highlighted that SMEs are managing knowledge requirements either internally or externally.

Tan, Brewer & Liesch (2018) identify the exporting as the unique way of entering into international markets. From this perspective, SMEs to become success globally, identification of external knowledge is essential (Ferrerias - Méndez, Fernández-Mesa & Alegre, 2019). However, identification of the right knowledge itself is not sufficient if the new knowledge has not been properly used in achieving performance. Therefore, owners, managers, and employees of those SMEs are required to play a proactive role, together, to capture and learn how to use that identified knowledge regularly for the betterment of SMEs, thereby achieve the higher performance (Hu, Williams, Mason & Found, 2019).

Many researchers argued that knowledge management is a strategic approach that enhances the performance of SMEs (Hassan & Raziq, 2019). The

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knowledge management practices and processes have an influence on the performance of SMEs (Luliia, 2018). However, SMEs are practicing knowledge management incidentally or informally (Andronikou, 2018). Becker, Jørgensen & Bish (2015) argued that SMEs often identified critical knowledge more in an informal way. Nevertheless, identified new knowledge and its application help SMEs in many ways in improving performance (Hussain, Qurashi, Mujtaba, Waseem & Iqbal, 2019).

These empirical findings highlighted that new knowledge has to be identified and the new knowledge to be used to enhance organizational performance, thereby to compete in today's competitive business environment. However, the SMEs are poorly understood the value of both knowledge identification and knowledge utilization (Durst & Edvardsson, 2012). The SMEs more often use and adopt traditional knowledge management tools instead of newly updated, user friendly, cost-effective methods and intensively use knowledge management practices already they know and do not extensively focus on effective knowledge management process although SMEs could overcome its usual drawbacks such as financials and human resources with proper knowledge management practices despite the both knowledge management tools and knowledge management practices reinforces to other and vice versa (Cerchione & Esposito, 2017).

a) *Research Objectives*

- 1) To determine the nature of knowledge identification and knowledge use on the performance of apparel sector Small and Medium-scaled Enterprises.
- 2) To analyze the effect of knowledge identification and knowledge use on performance of apparel sector Small and Medium -scaled Enterprises.

b) *Research Questions*

- 1) What is the nature of knowledge identification and knowledge use on the performance of apparel sector Small and Medium-scaled Enterprises?
- 2) Is there any effect of knowledge identification and knowledge use on the performance of apparel sector Small and Medium-scaled Enterprises?

II. LITERATURE REVIEW

a) *The Knowledge-Economy*

Taylor's principles of scientific management (1911) argues the workers in the industrial economy were there to perform manual job tasks, and managers were there to get the work done. Hayek (1945) pointed out that knowledge decentralization was an effective in solving the economic problem rather than integration because knowledge decentralization enables proper use of knowledge when it has been found at a particular time and place. However, scientific knowledge is not the sum of all knowledge.

Arrow (1972) argued that knowledge is resource-driven and its profitability in welfare economies. Wernerfelt (1984) argument was that resources and products simultaneously reflect in two sides of the same coin. Barney (1991) and Miller (2019) pointed out those resources have been heterogeneously spread across the organization. Grant (1991) argued resource-based view of the firm believes profit maximization through economic resources. However, the transformation of industrial economies to the knowledge economy in which knowledge drives performance of the organization and the specialized knowledge categories available among individual employees are integrated and used towards production; accordingly, the value of knowledge application has been considered as vital than knowledge creation in knowledge-based view of the firm (Grant, 1996).

Accordingly, knowledge has been considered as the principal source of economic rent under the light of information age where the knowledge and its management are reflecting on knowledge work (Spender & Grant, 1996). Accordingly, to be in success in business, organizations are required to acquire specific knowledge and skills that would enhance business performances (Drucker, 1993), and organizations need to allocate such knowledge into productive use in organizational activities to gain competitive advantage and thereby to achieve best business performance to survive in the competition.

The production equipment had been the most valuable asset of organizations in the 20th century that mainly focused on manual worker productivity in manufacturing industries, however, with the dawn of 21st century, knowledge work and their productivity have been considered as the most valuable asset in the both business oriented or non-business-oriented organizations and the knowledge worker who processes those attributes is considered as the most valuable asset in organizations than a cost (Drucker, 1999). Garcia & Coltre (2017) further discussed the knowledge worker productivity recognizing the knowledge worker as a person who possesses a combination of both soft skills and hard skills. Hence, the role of the 'knowledge-worker' in emerging knowledge economies is still in existence.

b) *Knowledge Categories*

Polanyi (1962) argued knowledge consists of many domains; in some instances, kinds of knowing cannot be distinct from each other and mutually exclusive. The individual's knowledge that comes through actions, commitments, and experience, rooted through a specific context, is referred to as tacit. Accordioning, the tacit knowledge attributes an individual's quality, which cannot have been easily expressed. Polanyi (1966) described it as "There are things we know but cannot tell". On the other hand,

Polanyi described the knowledge can be communicated through a formal or a systematic language, in the way of either words or numbers, and it is referred as explicit knowledge. Polanyi's two knowledge categories were discussed by (Nonaka, 1994) further elaborating on what Polanyi defined the tacit knowledge in a philosophical context. Nonaka argued the cognitive nature of tacit knowledge, which enables individuals to understand what is existing and also to visualize further directions of the firm. Accordingly, the tacit know-how is the image of the reality of an individual and vision for the future. The practical approach of tacit knowledge is further discussed considering its technical component from which an individual gains hard know-how, crafts, and skills in a specific context.

Histop (2018, p. 18) argued those two knowledge typologies in the objectivist perspective, the explicit knowledge as objective and tacit knowledge as subjective. Durst & Leyer (2014) argued limited tacit knowledge, which has been centered among a smaller number of employees in the SMEs to be utilized and share within the firm as a remedy to losing such knowledge. Bojica, Estrada & Mar Fuentes-Fuentes (2018) pointed out that SMEs' ability to acquire different types of knowledge diminishes considerably. However, just being knowledgeable is not adequate for organizations to gain a competitive advantage in the knowledge economy, unless the new knowledge is created even at inter-organizational level or from outside sources, together, maybe in some, networking with all the stakeholders who are connecting with the business (Takeuchi, 2006).

The new knowledge creation is a process which comes through a constant dialogue between both tacit knowledge and explicit knowledge categories; hence, once the knowledge has been developed by individuals, it shouldn't be kept along with individuals itself. The organizations need to be proactive to articulate and amplify the individual's knowledge across the organization (Nonaka, 1994). Further, rapid technological development, frequent changes in the business environment, and overflow of compactors' entrance to the market, eventually get products obsolete, perhaps over nightly. The survivals were the ones who created new knowledge regularly and transmitted that knowledge across the organization quickly embodying it into new technologies and products. The whole processes define the "knowledge-creating company" which discussed how companies gain business success through continuous innovation. Moreover, the only certainty in an economy is an uncertainty, and the only certain source to gain a complete advantage is the knowledge (Nonaka, 1995). Today's organizations are competing with knowledge intensive market environment (Hunter & Scherer, 2009). Today's organization are highly dynamic, more complex and collaborative; accordingly, knowledge intensive

organization are required to capitalize the both individual and collective critical knowledge through knowledge-intensive process to become a success (Hassen, Turki, & Gargouri, 2016).

c) *Knowledge Management*

The knowledge management general model (Newman & Conrad, 2000) discussed about knowledge creation, knowledge retention, knowledge transfer, knowledge utilization and gave a better understanding of knowledge flow in a firm that includes a set of processes, events, and activities. The SWISS forum building block of knowledge management (Probst, 1998) identified knowledge identification, knowledge acquisition, knowledge development, knowledge distribution, knowledge utilization, and knowledge retention as dimensions of knowledge management.

The popularity of knowledge management began in the 1990s (North & Kumta, 2018). Since then, academic interest in knowledge management is reflecting in many ways (Hislop, Bosua & Helms, 2018). Since ever, academics discussed those knowledge dimensions together with some other dimensions that effect on the performance of SMEs. Gozalez & Martins (2017) described the knowledge management process in four stages, namely knowledge acquisition stage, knowledge storage stage, knowledge distribution stage, and knowledge use stage. The knowledge inception, creative process, knowledge transformation, and organizational learning were being discussed under the knowledge acquisition stage. The knowledge storage stage covers with the organization and information technology are being described. The social contract themes, practice community, and sharing via information technology are being discussed under the distribution phase. The form of use, dynamic capacity, retrieval, and knowledge transformation are being categorized in the final stage of knowledge use.

Bagoroza (2015) argued knowledge acquisition, knowledge dissemination, responsive to the knowledge that improve performance, openness, action orientation, continues improvements, long term commitment, workforce quality, and management quality as some of the dimensions of knowledge management. Nawab, Nazir, Zahid & Fawad (2015) argued that creation, organization, storage, sharing, and utilization of knowledge are being considered as stages in the knowledge management process. Johnson (2015) found both sustainability management tools such as environmental management systems, corporate citizenship, audit, intensive system, and sustainability and knowledge management tools such as knowledge identification, knowledge acquisition, knowledge conservation, knowledge application, and knowledge retention join hands as contributory factors for performance of SMEs and those tools allow to establish sustainability knowledge into day to day routine

practices in SMEs. Nawaz, & Shaukat (2014) found that knowledge acquisitions, knowledge dissemination, and responsive on knowledge have a significant effect to both innovation and financial performance.

Gholami et al. (2013) argued knowledge acquisition, knowledge storage, knowledge creation, knowledge sharing, and knowledge implementation as significant factor loadings for knowledge management. Omerzel (2010) identified knowledge use, knowledge acquisition at the individual level, knowledge store, motivation, measuring the efficiency of knowledge management implementation, and knowledge transfer, gave an impact of knowledge management and concluded that all the dimensions are interrelated and important for performance growth of SMEs.

Durst & Edvardsson (2012) argued the role of knowledge identification in achieving the productivity of SMEs despite knowledge intensity in SMEs. Egbu, Haris & Renukappa (2005) argued knowledge identification, knowledge capturing, knowledge sharing, knowledge mapping, as knowledge disseminations. Veneble & Dell (2012) argued that knowledge identification to be fixed to the mainstream agenda when formulating knowledge management strategies as it is important to continuously identify new knowledge to the firm to counter the scarcity that creates when employee leaves the firm at their retirement, in some cases premature retirements. Moreover, SMEs are often in danger of leakage (Durst & Ferenhof, 2014).

The empirical argument on knowledge management is continuing even today. Al Ahbabi, Singh, Balasubramanian & Gaur (2019) described knowledge management processes such as knowledge

creation, knowledge capture, knowledge storage, knowledge sharing, knowledge application, and knowledge use have a positive and significant impact on operational, quality and innovation performance of public sector organizations. Hassan & Raziq (2019) identified knowledge management as a strategic approach that enhances the performance of SMEs. However, nearly 82 percent of SMEs are inefficient or ineffective in knowledge management tools and knowledge management practices, and only 12 per cent are succeeding in both aspects (Centobelli, Cerchione & Esposito, 2019).

Japanese companies are the frontier of knowledge management (Takeuchi, 2006). The scholars in business management pay a close interest in external knowledge acquisition over the consecutive years due to its strategic impotence. However, it was found that knowledge management faces continuous challenges. However, knowledge identification capabilities of the firm enable to accelerate the amount of acquired knowledge. Accordingly, firms which understood how knowledge available is embodied within inter-organizational network comparatively can develop new strategies to acquire that institutional knowledge; thereby, integrate those knowledge categories with exiting knowledge base either current or future use (Ortiz, Donate & Guadamillas, 2017). The knowledge-based leadership through innovations which has a positive relationship with knowledge management practices, and those effective knowledge management practices will enhance business performance (Sadeghi & Rad, 2018).

III. CONCEPTUAL FRAMEWORK

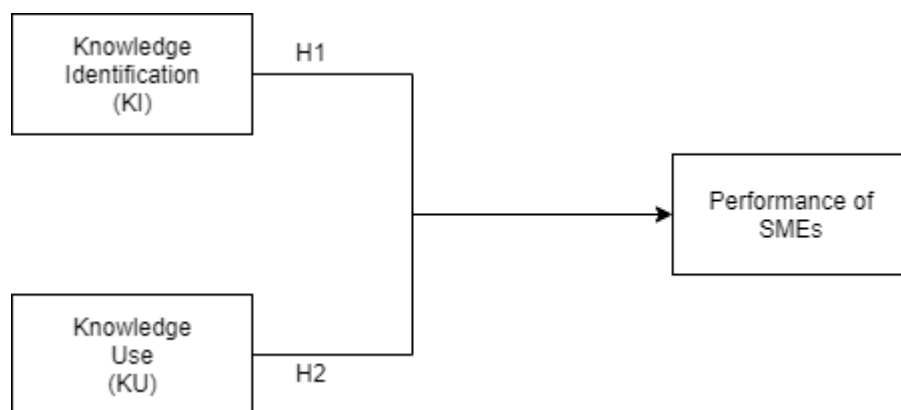


Figure 1: Conceptual Framework.

a) *Research Hypothesis*

H1: Knowledge identification has a significant positive effect on the performance of apparel sector Small and Medium-scaled Enterprises.

H2: Knowledge use has a significant positive effect on the performance of apparel sector Small and Medium-scaled Enterprises.

b) *Methodology*

The proposed study is exploratory research with the objective of the understanding relationship of knowledge identification and knowledge use on the performance of apparel SMEs in Sri Lanka. Primary data were gathered, at once, through a self-administrated questionnaire, and a simple random sampling technique was used to select the sample population, which included owners of apparel SMEs, as respondents. As per the export performance indicators of Sri Lanka published by Sri Lanka Export Development Board, as of 2017, the population of 402 export-oriented apparel SMEs were being identified and out of which 235 samples were taken (Krejcie and Morgan, 1970). The gathered data were statistically analyzed through SPSS 21 version to generate results.

IV. ANALYTICAL TECHNIQUES

- 1) Reliability Analysis
- 2) Descriptive Statistics for 1st research objective

Table 4.1: Cronbach's Alpha Values

Variables	Cronbach's Alpha	Number of Items
Knowledge Identification	0.709	7
Knowledge Use	0.705	7
Performance	0.704	14

Cronbach's Alpha value represents reliability. All the Cronbach's values of the Pilot test are over 0.7, which is accepted (Hinton et al., 2004; Hair et al., 2010; Peterson, 1994).

To determine the appropriateness of measurable items used in the study, a validity test was

Table 4.2: Result of Factor Analysis

Variables	KMO	Bartlett's Chi-Square	Bartlett's P Value	Explained Variance
Knowledge Identification	0.720	325.6	0	52.06
Knowledge Use	0.747	237.6	0	36.29
Performance	0.705	579.3	0	57.31

To determine the appropriateness of factor analysis, KMO to be read as 0.60 minimum (Pallant, 2007). The KMO values are over 0.7, which is considered to be middling. This indicates that the distribution of values is adequate for conducting factor analysis (Kaiser, 1974). The probability of the Bartlett Test of Sphericity to be significant, P-value should be less than 0.05. Hence, factor analysis can be carried out to determine the factor loading (Pallant, 2007); as the results are highly significant for both variables of knowledge identification and knowledge use, data do

3) Multiple regression analysis for 2nd research objective

a) *Reliability Analysis*

Reliability analysis has been carried out to determine internal consistency.

The formula is being given by Eq.01

$$\alpha = rk1 - (1+k)r - \dots - Eq.01$$

Where:

r: Average inter-item correlation pair-wise

k: Number of items in the scale.

The researcher initially tested internal consistency of Likert scale items before variables are operationalized. The direction of responses has been determined in this analysis to study uni-dimension. Researcher applied Cronbach's Alpha, and results are being provided by table 4.1.

conducted through factor analysis, incorporating two statistical measures, namely; Kaiser-Meyer-Olkin (KMO), the measure of sampling adequacy, and Bartlett's Test of Sphericity. The results are provided by table 4.2.

not produce an identity matrix and thus approximately multivariate normal. The variance extracted by each factor is represented by explained variance.

As the data have internal consistency and adequacy, mean values of the corresponding number of items to operationalize variables were computed, and then other analyses was carried out to address research objectives. Table 4.3 provides the results of the descriptive statistics in line with the first research objective.

Table 4.3: Descriptive Statistics of 1st research objective one

Measures	Identification	Use	Performance
Mean	4.2790	4.2991	4.2629
Std. Deviation	.36654	.35290	.26600
Skewness	-1.145	-.714	-1.267
Std. Error of Skewness	.159	.159	.159
Kurtosis	1.930	.434	3.671
Std. Error of Kurtosis	.316	.316	.316

The first research objective is expected to explain the nature of responses about knowledge identification, knowledge use on the performance of apparel SMEs. Based on the results of descriptive statistics, all the mean values consist of Likert scale values are around 4. This represents agreed level responses to the knowledge identification, knowledge use, and performance of apparel SMEs. Meaning, owners of apparel SMEs in Sri Lanka are practicing both knowledge identification and knowledge use at

workplace of SMEs at an average level. Accordingly, these factors have positive responses in the SME sector. All the coefficient of skewness is between -2 and +2, meaning, data are normally being distributed.

The second research objective is expected to analyze the effect of knowledge identification, and knowledge use on performance of apparel Small and Medium-scaled Enterprises and multiple regression model was being used to analyze the effect. Table 4.4 provides the results of the regression ANOVA.

Table 4.4: Results of Regressions ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	Durbin-Watson
1 Regression	3.748	2	1.874	33.940	.000	1.921
Residual	12.809	232	.055			
Total	16.556	234				

Probability of F-test statistics is significant as the P-value is 0.000. This indicates that knowledge identification and knowledge use jointly influence on the performance of apparel SMEs. As the model is jointly significant, the leaner regression model is appropriate.

Durbin-Watson test statistics is 1.92. This is between 1.5 to 2.5. This represents that residuals are independent. Table 4.5 is providing individual effect of knowledge identification and knowledge use on the performance of apparel SMEs.

Table 4.5: Individual effects of knowledge identification and knowledge use on performance of apparel SMEs.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.535	.218		11.624	.000		
Identification	.274	.046	.378	5.938	.000	.824	1.214
Use	.129	.048	.171	2.689	.008	.824	1.214

The probabilities of knowledge identification and knowledge use are respectively 0.000 and 0.008. Both of these probabilities are highly significant at 1%. Therefore, knowledge identification and knowledge use individually influence on the performance of apparel SMEs. Their Beta values are respectively 0.274 and 0.129. Results indicate that knowledge identification and knowledge use significantly positively influence on the performance of apparel SMEs. According to the standardized coefficient of Beta, knowledge identification is the most influential factor as it comprises the highest standardized coefficient of Beta. Accordingly, research hypotheses one and two are accepted. According to the collinearity statistics, the VIF

value is 1.2. Therefore, knowledge identification and knowledge use are not perfectly correlated. This means that no Multicollinearity problem. Figure 1 presents the behavior of standardized residuals.

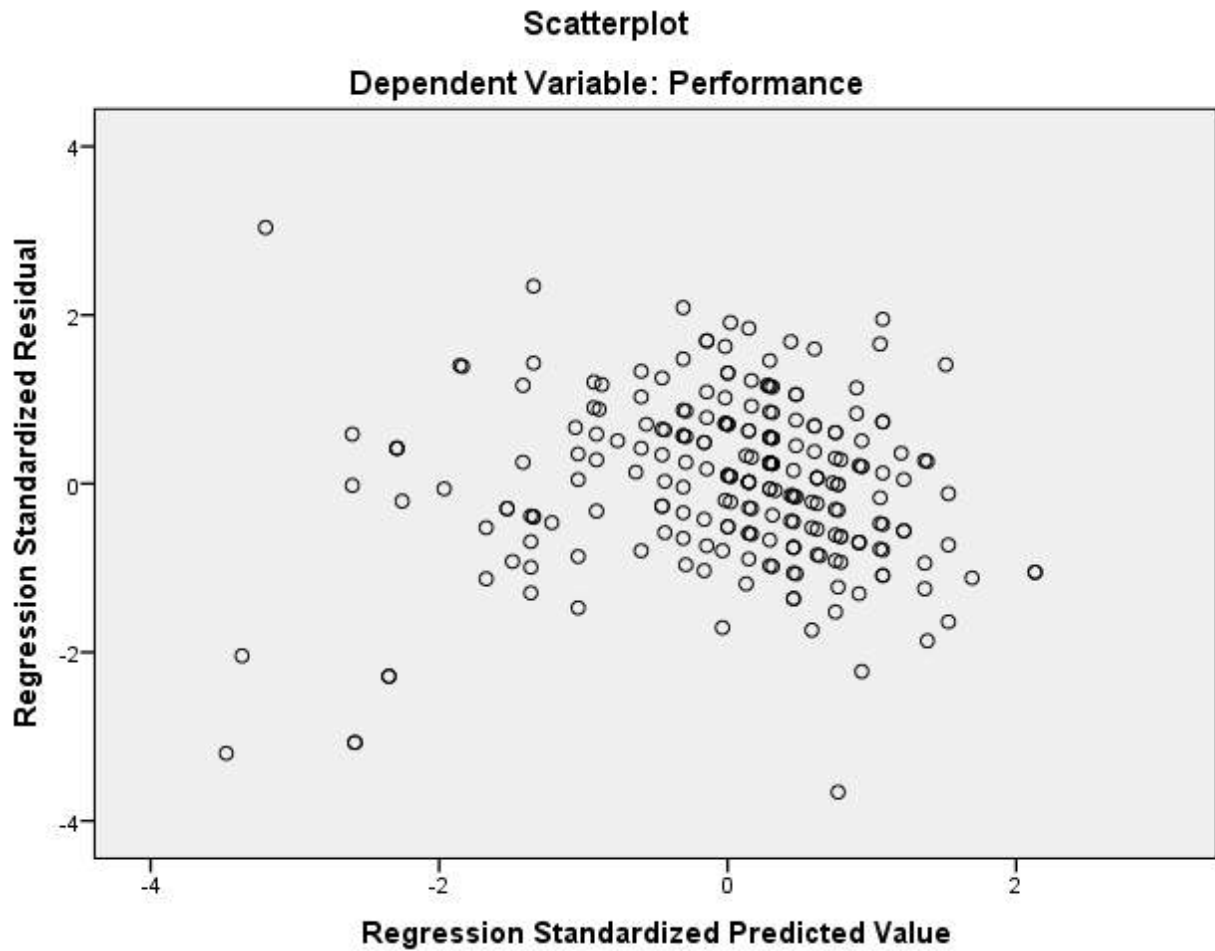


Figure 2: Behavior of standardized residuals.

The appropriateness and validity of the results were being determined by the above graphical presentation, the diagnostic test. The scatter plot represents standardized residuals concerning standardized predicted values, and the values are distributed randomly without showing any systematic pattern. It means, residuals are not being distributed in a funnel shape. Hence, the variance of residuals is constant. That indicates the model does not have a heteroscedasticity problem. Therefore, the regression model is highly valid. The normality of residuals is presented in figure 2.

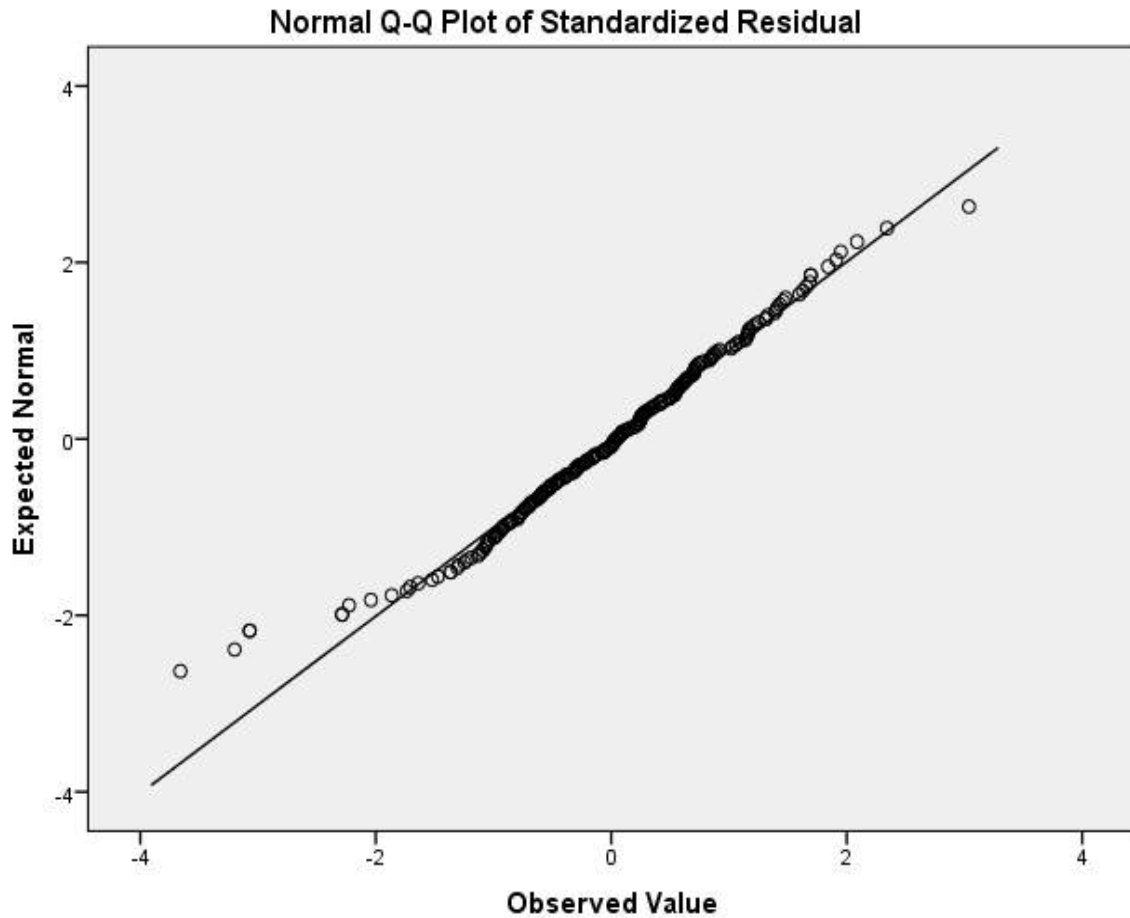


Figure 3: Normality of Residuals for Multiple Linear Regression Model.

In the normal Q-Q plot, residuals are being distributed close to the linear line, and it represents that residuals are normally being distributed. Accordingly, The Regression Model is more appropriate.

V. DISCUSSION AND CONCLUSION

The findings of the study highlighted that both knowledge identification and knowledge use are in existence at apparel SMEs in Sri Lanka at an average level, meaning, owners of those apparel SMEs are getting benefit out of those knowledge management practices while practicing at the workplace (Table 4.3). As the first research objective was to determine the nature of knowledge identification and knowledge use on the performance of apparel Small and Medium-scaled Enterprises, the finding is being addressed to the first research objective. The results further highlighted

that knowledge identification and knowledge use are having significantly positive influence on the performance of apparel SMEs, jointly (Table 4.4). Although, both knowledge identification and knowledge use significantly positive influence on performance of apparel SMEs, knowledge identification was the most influential factor on the performance of apparel SMEs as per the results indicated in Table 4.5 and outcome of those findings are addressed to the second research objective which was focused on analyzing the effect of knowledge identification and knowledge use on performance of apparel Small and Medium -scaled Enterprises.

The outcomes of research objectives were further endorsed with the acceptance of research hypothesizes. The summary of the research hypothesis is being given in Table 5.1.

Table 5.1: The Summary of Research Hypothesis

	Research Hypothesis	Status
H1	Knowledge identification has a significant positive effect on performance of apparel sector SMEs	Supported
H2	Knowledge use has a significant positive effect on apparel sector performance of SMEs	Supported

The findings of the study are further supported with the previous studies done by (Hussain, et al., 2019; Gozalez & Martins, 2017; Nawab et al., 2015; Gourva, 2010; Evangelista et al., 2010; Evangelista et al., 2010; Nonaka, 1995; Probst, 1998; Desouza & Awazu, 2006) using the both knowledge identification and knowledge use. It was evident to prove that both dimensions are in existence at SMEs as part of the knowledge management process in achieving performance. Therefore, the findings of the study could be useful to owners of apparel SMEs to use identified new knowledge to achieve performance success. As there were limited studies in this area (Tow & Kim, 2017), the findings could also be considered as an additional empirical contribution to narrow the existing literature gap.

The study has its limitations, like many other studies, which allow further research. First, the study was limited to export-oriented owners of apparel SMEs as the respondents instead of taking owners of other export categories. The cross-sectional nature of the study prevented to carry out data collection from the respondents on repetitive occasions. Secondly, study was only to establish relationship of two dimensions of knowledge management where previous studies were done taking other dimensions of knowledge management towards performance of SMEs (Al Ahbabi, Singh, Balasubramanian & Gaur, 2019; Gozalez & Martins, 2017; Nawab, Nazir, Zahid & Fawad, 2015; Johnson, 2015; Bagoroza, 2015; Nawaz & Shaukat, 2014; Gholami et al., 2013; Omerzel, 2010). Accordingly, the study leaves to carry out further studies on how knowledge development and knowledge retention establish a relationship on the performance of SMEs because Probst (1998) identified both of them as some of the dimensions of knowledge management.

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Organizational Culture and Employees' Performance Evidence at the National Institute of Public Information Kaduna, Nigeria

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National Institute of Public Information Nigeria

Abstract- The importance of organizational culture to the growth and survival of organizations has been taken for granted over the years by top management level. This study is set out to examine the relationship between organizational culture and employee performance at the National Institute of Public Information (NIPI). For this research, the entire staff of the National Institute of Public Information (NIPI). Totalling 33 forms the population of this study. A census study was considered because the target population was small to sample hence the entire population was considered for the research study. The major technique used for data analysis is ANOVA and multiple regressions. It was used to test if there is any significant relationship between the three independent variables and employees' performance. The result shows a significant relationship in three of the independent variables which include; Artifacts culture, Espouse values and Assumptions culture. It was recommended that; Management of organizations should entrench Ethical values, conducive physical working environment, rules and norms that engender good corporate image for the organization.

Keywords: *organizational culture, employee performance.*

GJMBR-A Classification: *JEL Code: D23*



Strictly as per the compliance and regulations of:



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Keywords: organizational culture, employee performance.

1. INTRODUCTION

This study intends to look at organizational culture and its impact on employees' performance in the organization. Organizational Culture can be defined as "the personality of an organization, reflecting the artifacts, Espouse values, assumptions, and norms of people within the organization as well as their behaviors (Mishra, 2009). According to Juneja (2015), Organization culture refers to the beliefs and principles of a particular organization. Understanding the relationship between an employee's performance and culture of the organization is crucial. Marcoulides and Heck (1993) showed that culture, as reflected in task organization, had a positive direct effect on performance. The culture followed by the organization has a deep impact on the employees and their

relationship amongst themselves. Every organization has a unique culture making it different from the other and giving it a sense of direction. The employees need to understand the culture of their workplace to adjust well (Juneja, 2015). There are two types of organization culture: Strong Organization Culture where employees adjust well, respect the organization's policies, adhere to the guidelines, enjoy working, take every assignment as a new learning accept their roles and responsibilities willingly whereas in weak Organization Culture individuals accept their responsibilities out of fear of superiors and harsh policies, employees do things out of compulsion, and they see their organization as a mere source of earning money and have no personal attachment to it (Juneja, 2015).

The National Institute of Public Information is primarily responsible for the training of Information Officers in the public Service. NIPI is a Training Institute that was established in May 1978 by the Federal Government of Nigeria, following the recommendations to the Federal Executive Council by the National Council on Information that held at the Durbar Hotel, Kaduna in 1977. The goal of NIPI is to be a First Class facility that would be the center of excellence for the training and retraining of senior-level Information Officers in the Public Service, top Broadcast and Communications Personnel, and some categories of senior media personnel. Organization needs to have a strong positive culture which could impact greatly on employee's performance. Information Officers in the public Service are the mouthpiece of the government and the leaching pin between the government and the governed. According to Bart (1998), It is a fundamental right of citizens in a well-functioning democracy to know what public officials are doing. What policies they are pursuing, what laws and regulations they are preparing, what programs they are running, how they are raising and spending money and what international agreements they are negotiating.

Culture affects the way we communicate and relate with one another within or outside the organization. Organizational culture reflects the organization's vision, values, business ethics, beliefs, personalities and even the traits of the organization's founders and the management. According to Griffin and Pustay (1999), components of culture in any region or

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country are communication, values, and attitudes, religion, social constructions, and language. Values and attitudes vary from society to society are depending on the culture. Some countries, especially in Europe and America value time so much and are keen to keep appointments as per agreed timings, other countries like Kenya, Nigeria, and most African countries have no much value for time and tend to delay for meetings or even fail to show up for appointments.

Individuals' work performance is crucial for the success of an organization particularly in the information department of the public service in Nigeria. Alvesson (2003) concluded that the productivity of an organization is greatly affected by its culture. Performance is measured by the quality of service offered and is reflected by the quality of Information officers NIPI is ably produced hence the National Institute of Public Information was established by the federal government to cater for the training needs of all Information Officer. Armstrong (2006) defines employee performance as the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. Ogbor (2003) concluded that the productivity of an organization is greatly affected by its culture. The problem may arise when individuals are unable to adjust to a new work culture which could affect their motivation and ability to perform. Poor employee and organizational performance may not be as a result of poor recruitment strategies and selection processes, lack of employee motivating strategies, poor management and leadership or any other employee well-being initiatives, but the failure of employees, supervisors and managers and organizational leaders to understand the profound effect that corporate culture has on employee as well as organizational performance (Antonnette, 2016).

Sadly, the perception of Nigerians of public information officers over the years has been negative. According to Bart (2000), several special challenges, starting with poorly performing public administrations. Other problems include immature media, secrecy, and political influence, and a lack of training and skills affect Public Information Officer. Most government offices especially the outstation offices are dilapidated and one can only imagine whether such a condition of work environment could affect employees' performance. It is disheartening to note that the management of some government organizations diverts monies meant for training to other activities that do not have any bearing on staff development. Also, some organizations are cultureless. They have no real corporate culture, everything goes and they lack identity.

A previous study by Fakhra, S. Zahid, I. & Muhammad, G. (2014) focused on the impact of Organizational Culture on Employees Job Performance carried out in Pakistan. Another study was conducted by Antonnette, (2016) looks at the Effects of Organizational

Culture on Employee Performance carried out in Nairobi, Kenya. This current study focuses on the relationship between employees' performance and organization culture in the National Institute of Public Information Kaduna, Nigeria. Consequently, the objective of this study is to examine whether there is a relationship between organizational culture and employee performance in NIPI. The main aim and objective of this research work is to:

1. Evaluate the relationship between Artifacts Culture and Employees Performance in NIPI.
2. Examine the relationship between Espouse Culture and Employees Performance in NIPI.
3. Look at the relationship between Assumptions Culture and Employees Performance in NIPI.

Base on the strength of the above, this paper sought to test the following fundamental hypothesis stated in the null form:

H01: There is no significant relationship between Artifacts and Employees Performance at National Institute of Public Information (NIPI).

H02: There is no significant relationship between Espoused Values and Employees Performance at the National Institute of Public Information (NIPI).

H03: There is no significant relationship between Assumptions Culture and Employees Performance at the National Institute of Public Information (NIPI).

II. LITERATURE REVIEW

Organizational culture is the collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive context for everything we do and think in an organization (Atkinson, 2009) Ideologies and policies formed the culture of an organization. Every organization has a unique culture making it different from the other and giving it a sense of direction. Problem arises when individuals are unable to adjust to new work culture which could affect their motivation and ability to perform. Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Organizational culture performs four functions: gives members a sense of identity, increases their commitment, reinforces the organizational value and serves as a control mechanism for shaping behavior (Nelson & Quick, 2011). Culture in an organization can be thought of as the organization's accumulated learning that becomes so taken for granted that it drops out of awareness (Schein, 2004). Stewart (2010) Observed that the norms and values of organizational culture affect those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. He was of the view that norms and values are the first things to look into the

organizational culture. Luthans (1998) stated that organizational culture has often time presented within the organization, and it was not given importance needed in an organization. The culture of an organization is highlighted to bring out every important component of the organization. Greenberg and Robert (1995) observed that organizational culture is a framework of values, beliefs, consisting of attitudes, norms; behavior of employees, and their expectations, organizational culture is the mindset of people that distinguishes them from each other, within the organization or outside the organization (Hofstede, 1991).

Ethical values and the rules and norms they embody are an inseparable part of an organization's culture because they help shape the values that individual and group members of the organization use to manage situations and make decisions (Antonnette, 2016). Dessler (2007) described organizational culture as the atmosphere that pervades the interior of a company or association. Organizational culture was also identified as what was conveyed to the individuals with the organization, what they experienced, believed, and demonstrated (Nadler M & Nadler D., 1998).

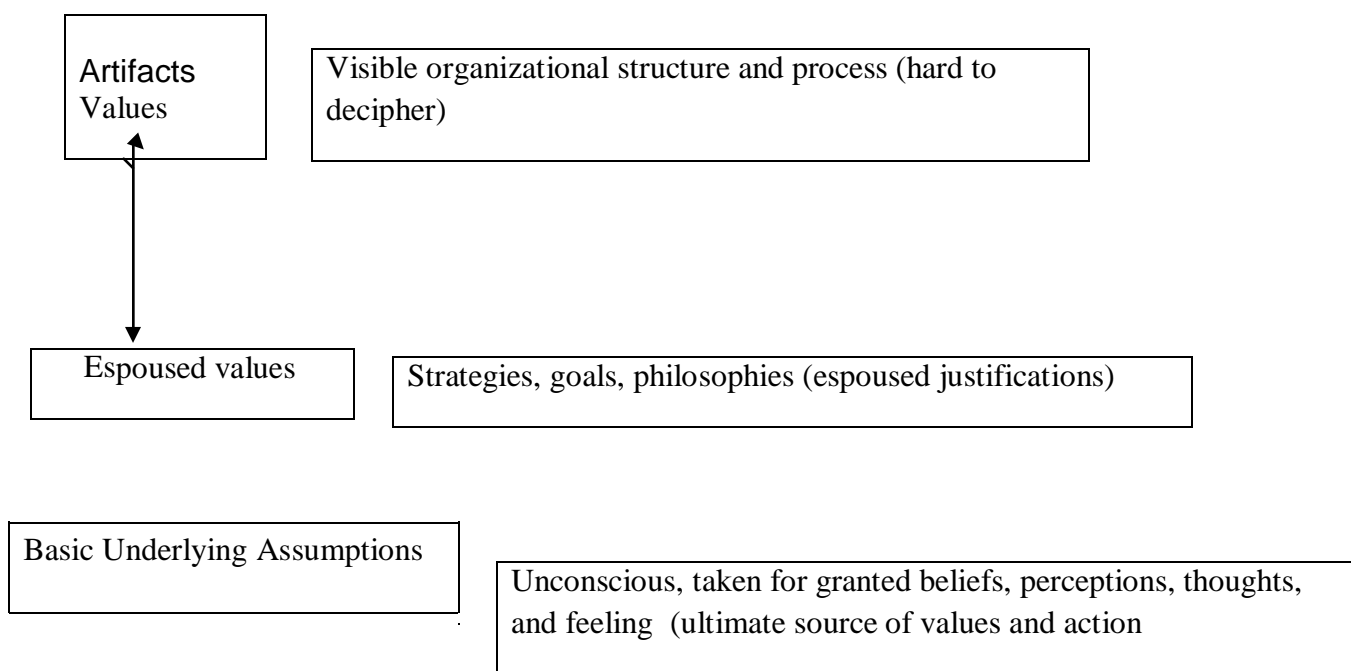
Cooperate culture has also an impact on the performance of the employee commitment to the organization (Ezekiel Saasongu Congo & Darius Ngutor lkyanyon 2012). It is commonly believed that organizational culture has a great impact on the performance of the organizations (Hafeez & Rehman 2012). There is a correlation between the culture of an organization and employee job performance (Sheridan, 1992). Fakhar (2014) in his study established that the culture of organizations has a significant positive impact on employees' job performance. Marcoulides and Heck (1993) showed that culture, as reflected in task organization, had a positive direct effect on performance. Magee (2002) argued that organizational culture is inherently connected to organizational practices which in turn influence employees' performance. Martin and Siehl (1990) argued that organizational culture is theoretically related to performance and has a positive influence on it. According to Daft (2010), A positive culture supports adaptation and enhances employees' performance by motivating, shaping and channeling their behaviors towards the attainment of corporate objectives. Organizational culture has the potential to enhance organizational performance, employee job satisfaction and a sense of certainty about problem-solving (Kotter, 2012).

In light of the literature, certain parameters are taken to understand the impact of culture on the employee's job performance. Poor employee and organizational performance may not be as a result of poor recruitment strategies and selection processes,

lack of employee motivating strategies, poor management and leadership or any other employee well-being initiatives, but the failure of employees, supervisors and managers and organizational leaders to understand the profound effect that corporate culture has on employee as well as organizational performance (Omukaga, 2016) Hiring is the single most important lever for shifting company culture, because every employee creates artifacts, therefore, hire and retain the people who value what you value (Chales, 2017).

a) *Edgar Schein, (1992) Model for Organizational Culture.*

Edgar Schein discusses the direct and indirect mechanisms within organizations. The organizational culture model is directly influenced by direct mechanisms that include the behavior, status of the staff, opinions among others. Indirect mechanisms indirectly influence the organizational culture; this includes the mission and vision of a company, rules, and regulations, corporate identity, rituals, and design.



Source: Schein, 1992.

Structural model of culture indicating different levels of culture.

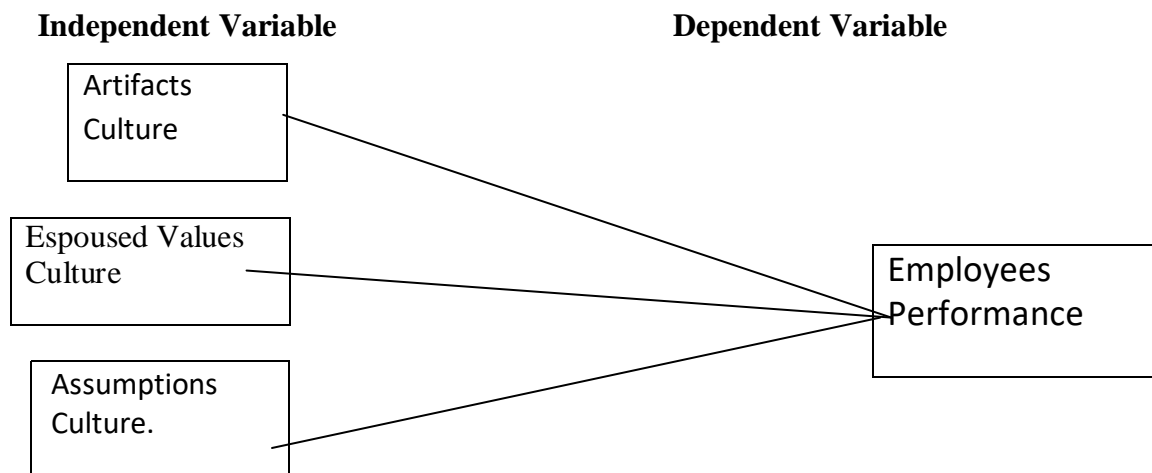
Edgar Schein divided organizational culture into three different levels discussed below: Artifacts and symbols; this is the first culture discussed here and they are the detectable features in the organization including logos, corporate clothing, structures, processes, and architecture. This marks the surface of the organization and is visible by all stakeholders.

The second culture under discussion is espoused values; these concerns set standards, values, and code of conduct. This guides how the organization expresses strategies, objectives, and philosophies and how the same are made public. Basic underlying assumptions are the last culture discussed by Edgar; these are the assumptions that are rooted in the organizational culture and are experienced as self-evident and unconscious behavior. Such assumptions are hard to recognize internally.

The three cultures models can be exemplified as an onion based on different layers with the outer layer being fairly adjustable and easy to change for example the artifacts and symbols. Surrounding in the core of the onion we find the assumptions which state how things are done based on the people who belong to the organization and is a result of previous experience and perception. And values are around the core and considered the most important.

b) Conceptual Framework

Based on the literature review carried out on this study and the different framework that has been analyzed for this research, the researcher has adopted Edgar Schein framework which is suitable for this study.



Model Design by Schein (2004)

c) Culture Levels and Employees Performance Model

Employee Performance:

Employee performance is the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization (Armstrong, 2006). *An employee can get satisfied with the environment which they work, as this physical element plays very important roles on employee's performance (Adeoti & Isiaka 2006).* According to Armstrong (2006) employee performance is the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. Performance refers to the aggregate effort comprises of abilities and task employees' expended on their jobs (Gberevbie, Osibanjo, Adeniji & Oludayo 2014).

Artifacts:

At the level of artifacts of the culture, this includes visible products of the group, such as the design of its physical environment, technology and products, and other manifestations that are clear but are not necessarily decipherable. All artifacts send a value statement, each of those physical items are artifacts which send a message (Chales, 2017). Also, the environment of the group is an artifact of the deeper cultural levels, as is the visible behavior of its members. Artifacts also purpose of cultural analysis the organization process by which such behavior is made routine and structural elements (Schein, 2004).

Espoused Values:

According to Schein (2004), the entire group learning ultimately reflects someone's original beliefs and values, their sense of what ought to be, as distinct from what is. espoused value is concerned with setting standards, values, and code of conduct That guides how the organization expresses its strategies Schein (2004).

Assumptions:

Schein (2004) defines that assumption concept, have becomes so taken for granted that one finds little variation within a social unit. That degree of consensus results from repeated success in implementing certain beliefs and values, as previously described. if a basic assumption comes to be strongly held in a group, a member will find behavior based on any other premise inconceivable. However, learning is intrinsically difficult because of the re-examination and interpersonal world, releasing large quantities of basic anxiety (Schein 2004). The shared basic assumptions that make up the culture of a group can be thought of at both the individual and the group level as psychological cognitive defense mechanisms that permit the group to continue to function (Schein 2004).

III. RESEARCH METHODOLOGY

The study relied on primary data, which was gathered using questionnaires.

A questionnaire was distributed to ensure adequate participation of every employee in the study. Formal and informal interview was conducted for data collection. Primary and secondary data were used to identify the different factors and getting the desired result. For this research, the entire staff of the National Institute of Public Information (NIPI). totaling 33 forms the population of this study. A census study was considered because the target population was small to sample hence the entire population was considered for the research study.

Multiple regressions were used for the model specification which is very pivotal in predicting the value of a dependent variable.

Analysis of variance (ANOVA) was used for establishing the existence and strength of relationships among staff job performance and tested at 0.05 level of significance. Anozie and Ismail (2016) utilized multiple regression analysis in a similar work in Malaysia, Statistically, it is represented by the following regression model:

Model Specifications

- $= 0 + 1 X_1 + 2 X_2 + 3 X_3 + \varepsilon$
- Y is the dependent variable represented by Employees Performance.
- X_2, X_3 , Represent the independent variable.
- ε Denotes error term.
- 0 is the intercept of the equation.
- 1, β_2 , and β_3 are the coefficients of the independent variables
- = Artifacts Culture
- = Espouse Values
- = Assumptions Culture

IV. RESULTS AND DISCUSSION

a) Regression Analysis

Table 1

Model Summary

Model	R	R ² Model	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.701(a)	.811	.723	0.831	0.701	324.126	2.201	1.22	.01(a)

a. Predictors: (Constant) Artifacts Culture, Espouse Values and Assumed Culture

b. Dependent: Employees Performance

Source Field: Field Research (2019).

Table 2

ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.3124	1	2.3124	1.6341	0.01(a)
	Residual	3.2432	31	.126		
	Total	5.5556	32			

a. Predictors: (Constant) Artifacts Culture, Espouse values and Assumed Culture

b. Dependent: Employees Performance

Source Field: Field Research (2019).

Table 3

Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.311	.000		2.573	.002
	Artifacts Culture	.826	.724	.246	3.321	.001
	Espoused Values	.723	.711	.356	2.317	.001
	Assumptions Culture	.663	.826	.483	2.841	.002

a. Predictors: (Constant) Artifacts Culture, Espoused Values and Assumptions Culture

b. Dependent: Employees Performance

Source Field: Field Research (2019)

The regression equation is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where: Y=Employees Performance, X1= Artifacts Culture, X2=Espouse Values, X3= Assumptions Culture and e = Error Term. β_0 is the intercept of the equation while β_1 , β_2 , and β_3 are the coefficients of the independent variables.

$$Y = 1.634 + .826X_1 + .723X_2 + .663X_3$$

Table 1 shows the value of adjusted r-square 72% which is relatively high which means a good representation of the data and hence a good fit. However, the remaining 28% is due to other predictive variables not included in the model and other errors in the measurement of Employees Performance.

Table 3 shows a positive coefficient of .826 and a p-value of .001 which is lower than the significant level 0.05, therefore the null hypothesis that says there is no significant relationship between Artifacts Culture and employee performance at the National Institute of Public Information Kaduna, Nigeria was rejected. Table 3 shows a positive coefficient of .723 and a p-value of

.001 which is lower than the significant level 0.05, therefore the null hypothesis that says there is no significant relationship between Espoused Values and employee performance at the National Institute of Public Information Kaduna, Nigeria was rejected. Table 3 shows a positive coefficient of .663 and a p-value of .002 which is lower than the significant level 0.05, therefore the null hypothesis that says there is no significant relationship between Assumptions Culture and employees' performance at National Institute of Public Information Kaduna, Nigeria was rejected.

Table 4

Hypothesis	Significant (P<0.05)	Decision
H01: There is no significant relationship between Artifacts Culture and employees performance at NIPI	.001	Rejected
H02: There is no significant relationship between Espoused Culture and employees performance at NIPI	.001	Rejected
H03: There is no significant relationship between Assumptions Culture and employees performance at NIPI	.002	Rejected

V. DISCUSSION OF FINDINGS

All the hypotheses tested in the foregoing sections were ejected based on the value of computed results which are as follows;

Null hypothesis which states that there is no significant relationship between Artifacts Culture and employees' performance was rejected. The result of this study revealed that artifacts culture exists in NIPI and it also impacts on employees' performance positively. This finding is consistent with the assertion of Hafeez and Rehman (2012), It is commonly believed that organizational culture has a great impact on the organization.

The null hypotheses which state that there is no significant relationship between Espouse Value and employees' performance were rejected. Also in the cause of this study, it was revealed that Espouse Values exist in NIPI and impact positively on employees' performance. This further confirms Omukaga (2016) who observed that Ethical values and the rules and norms they embody are an inseparable part of an organization's culture because they help shape the values that individual and group members of the organization use to manage situations and make decisions.

The null hypothesis which states that there is no significant relationship between Assumed Culture and employees' performance in NIPI was rejected.

VI. CONCLUSION AND RECOMMENDATIONS

The study shows that the male respondents are the majority by 51% while the female is 49%. This is an

indication that there no discrimination in terms of employment since the difference is very insignificant. The study also reveals that 26% of the respondents are within the age group of 26-33 and 30% represent respondents within 50 years and above. This implies that NIPI has a lower percentage of younger people and with a relatively high percentage of older people nearing the retiring age. The study also reveals that 60% had HND/B Sc while only 3% had a Ph.D. degree. This implies that NIPI Staff does not aspire for higher degrees.

The results of the various test carried out in this study, all three hypotheses were rejected which include; (1) There is no significant relationship between Artifacts Culture and Employees' performance in NIPI. (2) There is no significant relationship between Espouse Values and Employees performance in NIPI. (3) There is no significant relationship between Assumptions Culture and Employees' performance in NIPI.

Given the findings and conclusions from this study, the following recommendations are made:

Management of organizations should take serious structures of organization, edifices of the offices and the entire surroundings of the building. It must always be clean and in top shape because it represents the corporate image of the organization and it also affects employees' performance.

Management should put in place policies and rules that are workers friendly and one that encourages performance. Policies that are discriminatory and unfavorable to the career advancement of workers should be discarded. Policies that reward hard work and welfare package to workers should be introduced.

Management should organize special training for individuals who are unable to adjust to the new work culture to enable them to adjust to the organization's core culture which is described in this research as an assumption culture.

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Business Strategy in Bangladesh | Electric Vehicle SWOT-AHP Analysis | Case Study

By Md. Nazmul Hasan Suman

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Keywords: electric vehicle, SWOT analysis, analytical hierarchy process (AHP), sensitivity analysis.

GJMBR-A Classification: JEL Code: M00



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I. INTRODUCTION

The world is moving faster by adopting new technologies. Technologies helps us to work smarter, quicker and more efficient than before. Electric vehicle is one of the most advanced technology in the field of automobile sector. It began to change the whole infrastructure of the automobile sector that people were not imagine before. Within 2020, EV will be in mass production in Europe. It is being realized that EV business will be top priority in upcoming days. Bangladesh's neighbor country India has set their goal to switch into EV within 2029. The global market of electric vehicles is increasing day by day. The era of electric vehicles starts in around 1832 by Robert Anderson, a British inventor[1]. In the end of 19th century an inventor named William Morrison introduced first electric vehicle in United States. The EV1 model is the first electric vehicle in United States introduced by General Motors. In 2006, Tesla Motors breakthrough the automobile market with the fully electric car named Tesla Roadster. This car made the electric vehicles successful in the automobile industry by which the other automobile makers are inspired in electric vehicles[2]. As the fuel cost is much higher than electricity in all continents, countries or even regions, people and automobile makers are felt the necessity of electric vehicles. Also, the electric car has zero emission to the environment, which is an unquestionable advantage over combustion vehicles. Thanks to its fast charging option, it can travel a sorter distances around the town with in a couple of hour charging[3].

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Although Electric Vehicle has more advantages there also have some issues in this sector. Many developing countries are not ready yet with their infrastructure to adopt electric vehicle into their transportation system. Cost is another vital barrier in this section. Due to high cost, people in developing countries are not capable of afford it. But recently the Asian countries are encouraging more to introduce and adopt it in their transportation system. Japan, Singapore, China and India are already using Electric Vehicles in their countries. Also, to remind that China is the largest market of Electric Vehicles until 2040[4]. It means developing Asian countries like us are going to adopt this new technology in transportation system for the welfare of environment and energy.

To start business organizations needs to analyse the market well and set up their strategy. But from hundreds of strategies, they have to pick up the best strategy. Making correct decision is always difficult. But today's decision will determine the future. Analytical Hierarchy Process or AHP is one of the popular methods of decision making. SWOT analysis is also used a lot to analyse the situations. In this paper we will merge both SWOT and AHP to find out the criteria, sub criteria and the best strategies of electric vehicle business in Bangladesh.

II. LITERATURE REVIEW

Electric vehicles have started a new era in the automobile industries. The developed countries are already introducing their transportation system from Internal Combustion Vehicle (ICV) to Electric Vehicle (EV). It is assumed that electric vehicles will reach price equivalency with ICV vehicles in near future and that EV sales will overtake petrol & diesel sales.

Bangladesh has great opportunities in the transportation sectors by implementing this new technology. EV can play an important role for taking the automobile sectors in Bangladesh into a new level. As, all the developed countries are switching their transportation system to EV; so, starting business on EV will be profitable and effective for the entrepreneurs[5]. This automobile sector has a major contribution to Bangladesh's economy. The transportation industries are playing the major role to the development of the vehicles as people demand and their purchasing power. Bangladesh achieved 7 percent economy growth because of the stable unemployment and rise in foreign

investments. A huge number of vehicles imported in Bangladesh which indicates that Electric Vehicles have a great opportunity to rule this automobile market in this country[6]. Bangladesh along with its government and transportation policy makers are needed to put effort in this sector which can help to develop the economy of the country. The market industry is enough mature to import Electric Vehicles and also build automobile industries in Bangladesh. So, it can be easily realized that starting a business on EV in Bangladesh will help to build the transportation system in the global level. EV ensures zero emission & helps to reduce the greenhouse gas of environment. It is also an eco-friendly technology & cost effective to global market[2].

An organization needs to assess their opportunities and chances as well as the risks and threats before starting a business in a new location. It is very important to understand the situation before investing. The situation can vary to one place to another. To assess the situation SWOT analysis is a very essential tool. SWOT stands for strengths, weakness, opportunities and threats. Strengths, weakness are internal factors and opportunities, threads are external factors. "SWOT Analysis is a simple but powerful tool for sizing up and an organization's resource capabilities, and the external threats to its future." [7].

But inclusion of Analytical Hierarchy Process (AHP) into SWOT helps an organization to make its strategy more appropriately. Organizations often face complex situations in making decisions[8]. AHP is a very effective tool for dealing with these complex decisions. "We are all fundamentally decision makers. Everything we do consciously or unconsciously is the result of some decision." [9]. If the decision making is too much complex to take, then AHP helps to take the correct decision[10]. A goal, criteria, sub-criteria and alternatives is needed at first. Then we need to find out the best alternative to take the correct decision[9].

In this paper we will try to collaborate both SWOT and AHP techniques to determine the business situation of Electric Vehicle in Bangladesh. SWOT will give us the external and internal factors that should be

taken care before making strategic plan of starting electric vehicle business in Bangladesh and AHP will prioritize the factors. So, SWOT-AHP will give us a quantitative overview about the potentiality of EV business in Bangladesh. The result will be more relevant to take. A lot of research has been done to solve problems by SWOT-AHP. Kahraman, Demirel & Demirel (2007) used this same method to solve their problems[11].

III. RESEARCH METHODOLOGY

The steps of our methodology of this paper is given below

1. Determine the strengths, weaknesses, opportunities and threats of electric vehicle business in Bangladesh by SWOT analysis.
2. Find the criteria, sub-criteria of strengths, weaknesses, opportunities, threats
3. Make pair wise matrices of criteria and sub criteria and calculate the priorities of these criteria with the help of AHP methodology.
4. Find out the best alternative and rank them.
5. Sensitivity analysis to observe the behavior of any alternative with the change of priority weights.

The basic procedure of AHP consists of following these steps[12]. These are given below;

Developing the weights for the criteria by a) evaluating a single pairwise matrix for the criteria; b) normalizing each column of the matrix and calculating appropriate priority or weights; c) computing and checking the Consistency Ratio (CR) by using the following equation;

Computing and checking the Consistency Ratio (CR) by using the following equation

$$CR = \frac{CI}{CR}$$

$$\text{Here, CI} = \text{Consistency index} = \frac{\text{Eigen Value} - n}{n - 1}$$

Where, the small n denotes the number of criteria. Random Consistency Index (RI) and which is taken from the table below

Table 1: Random Consistency Index (RI)

Criteria	3	4	5	6	7	8	9	10
RI	.58	.90	1.12	1.24	1.32	1.41	1.45	1.49

If the CR is less than 10%, then the pairwise matrix will be accepted. Otherwise, the pairwise matrix will be rejected.

From Table 2, we can see the fundamental scale of absolute numbers. It is also known as Saaty's scale. Here, 1 is referred as equal importance and 9 is absolute importance. Saaty's 1-9 scale is given below

Table 2: The fundamental scale of absolute numbers[9]

Intensity of importance	Definition
1	Equal importance
2	Weak or slight
3	Moderate importance
4	Moderate plus
5	Strong importance
6	Strong plus
7	Very strong importance
8	Very, very strong
9	Absolute importance
1.1–1.9	If the activities are very close

SWOT Analysis for Electric Vehicle Business in Bangladesh

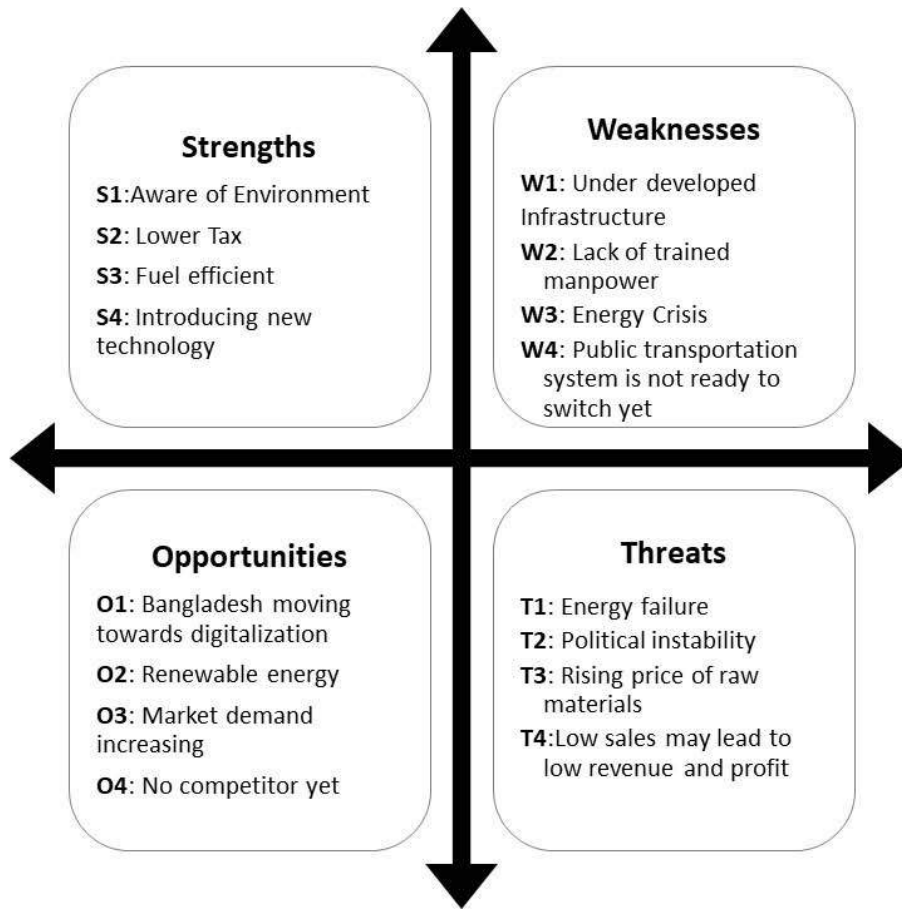


Figure 1: SWOT analysis of Electric

a) Strength

The four main strengths are determined as follows

Environmental awareness of Bangladesh Government: Bangladesh Government flagged the various initiatives to adapt to climate change in a pro-active manner through its own resources and international co-operation. It was particularly mentioned that a roadmap for implementing Bangladesh’s Intended Nationally Determined Contribution (INDC) was currently in the making. Bangladesh signed the Historic Paris Climate Agreement at the United Nations in 22 April 2016.

“Collective wisdom and commitments are essential to implement the Paris Climate Agreement... We all must consider the urgency of acting now,” the Statement read.

Bangladesh urged, “All countries need to be united in our collective journey, keeping in mind that one’s non-compliance may threaten the existence of all. However, developed countries have to take lead in this case.”[13].

Plug-in electric vehicles (also known as electric cars or EVs) does not emit carbon, CFC gas. It helps keep the world clean and emission free and help to reduce greenhouse effect. As Bangladesh is very permissible to take any supportive role for the welfare of the environment, so it means that any organization will get enough support to start their own EV business in Bangladesh.

Lower duty charge: Bangladesh govt is encouraging EV transportation system. If we look at the supplementary duties of EV and ICV (Table 3), it will show that imported EV car will be charged 15-50% lower. This is a good sign for any company who might be interested doing business here. It would encourage manufacturing companies as well[4].

Table 3: Supplementary duty charge of regular vehicle and electric vehicle[14]

Car CC	Supplementary Duty	
	Regular Vehicle	Electric Vehicle
1500	45%	30%
1501-2000	100%	60%
2001-2700	200%	150%

Fuel efficient: In modern world, the economy of every country depends on fuel. But the stock of fuel is decreasing day by day. So, people are trying to invent fuel efficient technologies like EV. EVs convert about 59%–62% of the electrical energy from the grid to power at the wheels. Conventional gasoline vehicles only convert about 17%–21% of the energy stored in gasoline to power at the wheels. An electric motor typically is between 85% and 90% efficient[15]. That means it converts that percentage of the electricity provided to it into useful work. The only losses occur in EV by charging and discharging of battery and power transmission from battery to motor.

This mainly hamper the after sale and maintenance of the product and it is a major weakness of the business.

Introduction of new technology: In modern world, every developed country is switching EV over CV (combustion vehicle). Day by day companies are introducing new technologies for their customers to grab this big market. In 2030, 125 millions of cars sold will be of the electric variety, accounting for one third of the global car fleet[16].As this technology is still new and Bangladesh is not familiar with this, the organization who will bring this technology here will have better chances to attract their customer and grab the market[17].

Energy crisis: Crisis of power is one of the major issues in Bangladesh. Day by day the gap between demand and production of energy increasing rapidly. Moreover, most of the power plants are gas based which will be phased out in future. Bangladesh’s energy infrastructure is quite small, insufficient & poorly managed. The per capita energy consumption in Bangladesh is one of the lowest (136 kWh) in the world. Commercial energy consumption is mostly natural gas (around 66%) followed by oil, hydropower & coal. Electricity is the major source of power for country’s most of the economic activities. Bangladesh’s installed electric generation capacity was 4.7 GW in 2009; only three-fourth of which is considered to be available. Only 40% of the population has access electricity with a capacity of 136 kWh per annual[18].

b) Weaknesses

Public transportation system is not ready to switch yet: Economical growth of Bangladesh more or less depends on the transportation. A huge number of vehicles registered and moving daily in Bangladesh. This number of vehicles often causes traffic congestion, time waste, energy loss, fuel loss by which our travelling getting more difficult day by day. As describe earlier, most of the vehicles are fuel based. And the initial cost and infrastructure cost is high of Electric Vehicles. So, the owner may not will to buy electric vehicles.

The four main weaknesses are determined as follows

Under Developed Infrastructure: Bangladesh is a developing country in the south Asia. Though Bangladesh is developing day by day but still it is lack behind from the developed countries. It is quite difficult for Bangladesh to start a business on EV because the infrastructure of transportation system is not ready yet. The charging station, energy for the vehicles, road infrastructure etc. should be done properly for ensuring this aspect. Without ensuring the infrastructure this EV business will not be easy to start.

c) Opportunities

Lack of Trained Manpower: Skilled manpower is very important for any organization. This manpower leads an organization to achieve their own perspective goals. As EV is very new technology in Bangladesh, so there is a lack of trained and skilled manpower for starting the

The four main opportunities are determined as follows

Digital Bangladesh: Bangladesh has vision of fully digitalization in every sector before 2021[19]. Government has already taken many steps and has plan to invest more in this sector. So, any type of business or organization who would help to fulfill this vision will be benefited. Electric vehicle is not only a mechanical structure, it is also becoming an electronic device. Lots of electric sensor, wire, motor and batteries are mounted here. It can be programmed also. Driverless car, IoT

(internet of things) are also important features. To make digital transportation system, EV can play an important role and this will also help Bangladesh to be introduced as a digitalized country.

Renewable Energy: Energy or in specific electricity is one of the most essential things for electric vehicle. We have already discussed that Bangladesh does not have energy security. But there is still hope that Bangladesh has already taken some steps and has master plan about developing renewable energy power plant. Bangladesh has already invested on its first nuclear power plant. There are two plants and each on will add not less than 1150 megawatt in national power grid on year 2023[20]. Bangladesh has a good potential of wind energy. The country has its two-wind energy plant at Muhuri Dam, Feni which has a capacity of 0.9 MW (225 KW, 4 Turbines) and another one at Kutubia Island (20 KW, 50 turbines) with a capacity of 1 MW[21]. Bangladesh also made their first solar energy power plant at Teknaf's Hnila which has a capacity to produce 28 megawatts (MW) and will feed 20MW to the local substation during sunlight hours [22]. Again, electric vehicle can be powered through solar panel of its own as well. So, it will not need energy from outside or the car does not need to wait in charging station.

Market Increasing: The automobile market is increasing at constant rate globally. Bangladesh is also having a growth rate over last few years. In 2017-18, a total of 4,68,706 vehicles were registered. And it was 5,24,016 vehicles in the following year[22]. So, this is a positive sign for doing automobile business in Bangladesh. Bangladesh is also having around 7% GDP growth from 2010 to 2018. As EV is cost effective and its price is lower than ICV, so middle class people can easily enter into this market.

No competitor yet: Bangladesh is a big market. Around 160 million people live here. But still there is no promising company for this EV market. So, the market is fully unsaturated. The company who will move fast in this business will have larger opportunities. It can easily grab this huge market by fulfilling customer's requirements. A company who does not have any competitor gets not only large number of customers but also may get good brand value and a recall value from the customers. These values will also help the company to maintain constant growth in future as well.

d) Threats

The four main threats are determined as follows

Energy Failure: As Bangladesh is a under developing country, there is a lack of power source and charging stations. EV is fully depend on electricity. Electricity sector in Bangladesh has one national grid with an installed capacity of 16,525 MW. The total installed capacity is 20,000 MW (combining solar power). But the

demand was too high than its supply and this demand is rising every day. For this Bangladesh has a serious concern about load shedding from many years. And this problem may bring the unhappiness to the customers. If our power system fails to provide the demand of EV then, it will be a huge disaster for the transportation system. This thread can make the whole system in a standstill[23].

Political instability: Since the liberation war 1971, Bangladesh have many political violence. It had a very bad impact to our market as well as our progress. As the political instability have extremely involved with the market of our country, so it is an important concern for thread. As political unrest continues to take a toll on the Bangladesh economy, major sectors have incurred a loss equivalent to Tk. 4900 core or 0.55 per cent of GDP of FY2015 during January to mid-March this year. So, the organization have a good focus in this point[24].

Rising Price of Raw Materials: EV is a new era of technology to the global world. As this technology just came to the market, so there may have lack of parts in the market. This technology is still in the R & D sector. So, the mass production of EV need some time to launch the market. Moreover, the industrial eco-system of EV has not grown yet. So, the price of the parts is still high. This led to the high price of the vehicle.

Low Sales lead to Low Revenue & Profit: As EV is very new to the global world, there is a high risk that the sales of the EV may not grow properly. People of Bangladesh may not feel comfortable with this technology because they are not ready to enter this system. This will lead to a great impact to the business sector of EV.

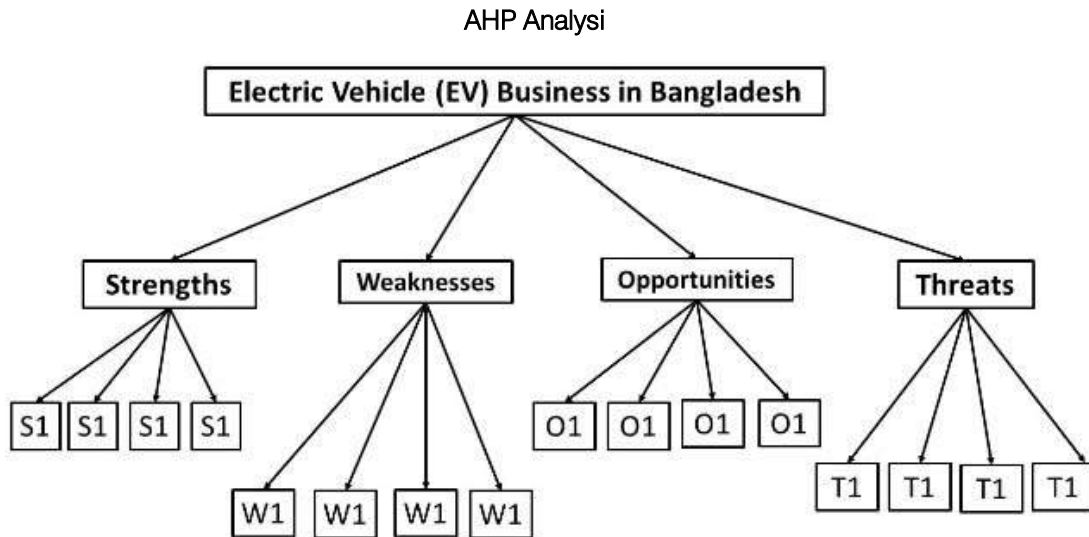


Figure 2: Hierarchy SWOT

IV. SWOT-AHP ANALYSIS

In previous sections, we identified and analysis SWOT of electric vehicle business in Bangladesh. Now in this section we will prioritize the criteria-subcriteria through pairwise comparison matrices. These pairwise comparison matrices were filled by the experts in automobile industry, business strategy maker, marketers and technical experts of Bangladesh, so that

the data reflects the original scenerio and drive us towards our goal.

Table (4-13) show the pairwise comparison matrices and priorities of each matrix. Consistency ratio (CR) is determined and each consistency ratio is less then 10%, so according to AHP methodology AHP methodology the pairwise comparison matrices and priorities of the criteria are accepted.

Table 4: Pairwise matrix of SWOT

	Strengths	Weaknesses	Opportunities	Threads
Strengths	1	1/3	1/6	1/3
Weaknesses	3	1	1/3	3
Opportunities	6	3	1	5
Threads	3	1/3	1/5	1

Table 5: Priorities of the Criteria of SWOT

SL	Category	Priority	Rank
1	Strengths	0.069	4
2	Weaknesses	0.244	2
3	Opportunities	0.561	1
4	Threads	0.126	3

Check for Consistency
 Eigen value = 4.163
 $CI = (4.163-4) / (4-1) = 0.0543$
 $RI = 0.90$
 $CR = CI / RI = 0.06707 = 6.7\% < 10\%$

Table 6: Pairwise Matrix of Criteria of Strengths

	S1	S2	S3	S4
S1	1	1/3	1/4	3
S2	3	1	2	4
S3	4	1/2	1	3
S4	1/3	1/4	1/3	1

Table 7: Priorities of the Criteria of Strengths

SL	Category	Priority	Rank
1	S1	0.148	3
2	S2	0.442	1
3	S3	0.328	2
4	S4	0.083	4

Check for Consistency

Eigen value = 4.238

CI = (4.238-4)/ (4-1) = 0.0793

RI = 0.90

CR= CI/ RI = 0.08811 = 8.81% < 10

Table 8: Pairwise Matrix of Criteria of Weaknesses

	W1	W2	W3	W4
W1	1	6	2	5
W2	1/6	1	1/4	1/3
W3	1/2	4	1	4
W4	1/5	3	1/4	1

Table 9: Priorities of the Criteria of Weaknesses

SL	Category	Priority	Rank
1	W1	0.507	1
2	W2	0.064	4
3	W3	0.311	2
4	W4	0.118	3

Check for Consistency

Eigen value = 4.150

CI = (4.150-4)/ (4-1) = 0.05

RI = 0.90

CR= CI/ RI = 0.0555 = 5.55% < 10%

Table 10: Pairwise Matrix of Criteria of Opportunities

	O1	O2	O3	O4
O1	1	1/6	1/5	1/3
O2	6	1	2	3
O3	5	1/2	1	3
O4	3	1/3	1/3	1



Table 11: Priorities of the Criteria of Opportunities

SL	Category	Priority	Rank
1	O1	0.062	4
2	O2	0.472	1
3	O3	0.320	2
4	O4	0.146	3

Check for Consistency

Eigen value = 4.079

CI = (4.079-4)/ (4-1) = 0.02633

RI = 0.90

CR= CI/ RI = 0.0292 =2.92% < 10%

Table 12: Pairwise Matrix of Criteria of Threats

	T1	T2	T3	T4
T1	1	5	3	4
T2	1/5	1	1/3	1/2
T3	1/3	3	1	3
T4	1/4	2	1/3	1

Table 13: Priorities of the Criteria of Threats

SI	Category	Priority	Rank
1	T1	0.538	1
2	T2	0.082	4
3	T3	0.256	2
4	T4	0.124	3

Check for Consistency

Eigen value = 4.108

CI = (4.108-4)/ (4-1) = 0.036

RI = 0.90

CR= CI/ RI = 0.04 =4.00% < 10%

Table 14 represents summary of all the criteria and sub-criteria priority. From table 4 and Table 5, we obtained priorities of SWOT. And after that we

calculated each sub criteria of SWOT. Overall priority of the factor is the multiplication of the criteria and sub criteria priorities. The result is shown in Figure 3.

Table 14: Priorities and Consistency ratios of comparisons of the SWOT groups and factors

SWOT Group	Priority of the group	SWOT factors	Consistency ratio	Priority of the factor within the group	Overall Priority of the factor
Strength	0.069	S1: Aware of Environment	0.08811	0.148	0.010
		S2: Lower Tax		0.442	0.030
		S3: Fuel efficient		0.328	0.023
		S4: Introducing new technology		0.083	0.006
Weaknesses	0.244	W1: Infrastructure	0.0555	0.507	0.124
		W2: Lack of Trained Manpower		0.064	0.016

		W3: Energy Crisis		0.311	0.076
		W4: Public transportation system is not ready to switch yet		0.118	0.029
Opportunities	0.561	O1: Bangladesh moving toward digitalization	0.0292	0.062	0.035
		O2: Renewable energy		0.472	0.265
		O3: Market demand increasing		0.320	0.180
		O4: No competitor yet		0.146	0.082
Threats	0.126	T1: Energy failure	0.04	0.538	0.068
		T2: Political instability		0.082	0.010
		T3: Rising Price of raw materials		0.256	0.032
		T4: Low sales may lead to low revenue and profit		0.124	0.16

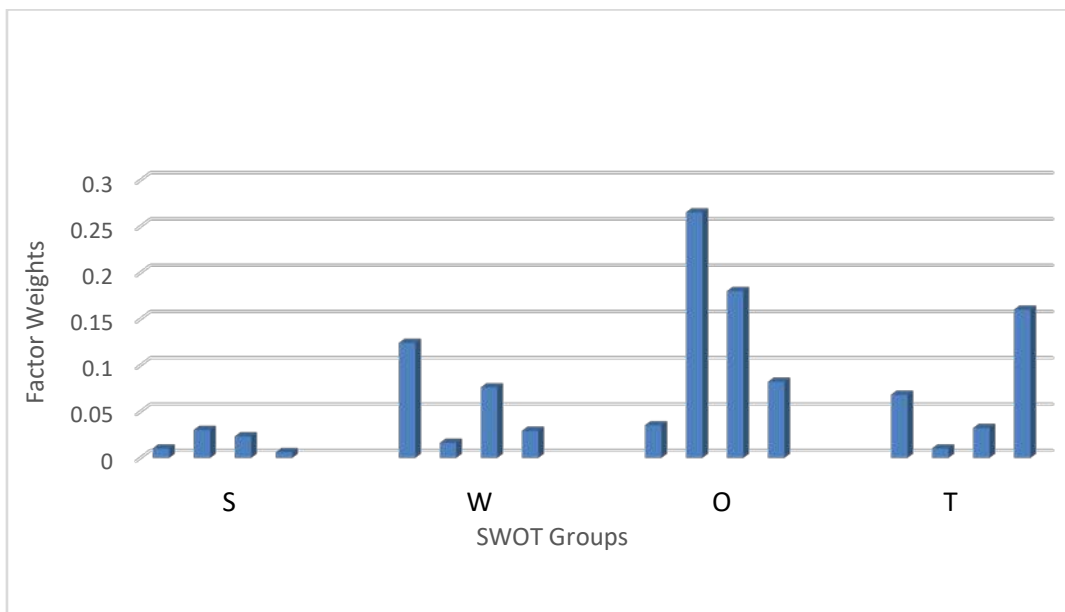


Figure 3: The priority weights of the categorized subfactors

V. POSSIBLE BUSINESS STRATEGIES

Any startup business needs strong strategies. These strategies determine the future of business. Before introducing electric vehicle business in Bangladesh, firm should consider the vehicle and service at low cost and satisfy the customers. Considering outside the capital city, Bangladesh is not ready yet to welcome electric vehicle as its infrastructure is poor. So, firm may take four strategies to grab a big market potential.

(A1) Analyze customer behavior and grab market attention with new technologies

Customer oriented organization has more sustainability than product-oriented organizations. Firm should understand European or North American customer demands and Bangladeshi customer demands are different. So, firm should have a strong analysis of

market and customer data which may help it to grab big market opportunities.

(A2) Introduce efficient and low operate costing vehicles

Efficient vehicle always attracts new customers. As Bangladesh has high energy cost and it has also energy crisis, so efficient car will attract the customer. Firm should introduce low price vehicles than internal combustion vehicles. Operating cost is another headache of the consumers. Firm should take this in their consideration as well.

(A3) Customized vehicle suitable in Bangladeshi infrastructure

Bangladesh still importing customized vehicles of renowned brands. As the infrastructure is not up to date, so organization needs to customize to increase the durability. It is very important for customer satisfaction. Minor customization might do.

(A4) Vehicle availability according to customer demand

Different customer has different taste and their purchasing power is also not constant. So, to grab the big market potential, firm should have variety in their product. It will help different category people to be more interested in electric vehicle.

Table (15-18) represents the pairwise comparison matrices of four alternative strategies with

respect to each sub-criterion of strengths, weaknesses, opportunities and threats respectfully. Consistency ratio and priorities of the alternatives is determined by AHP methodology.

Table 15: The pair-wise comparison of alternative strategies with respect to the strengths

With Respect to S1	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	7	9	9	0.03	0.734
A2	1/7	1	1	1		0.093
A3	1/9	1	1	1		0.087
A4	1/9	1	1	1		0.087
With Respect to S2	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	1/3	1/2	1/7	0.041	0.073
A2	3	1	1	1/3		0.256
A3	2	1	1	1/3		0.132
A4	7	3	3	1		0.539
With Respect to S3	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	1/7	1	3	0.067	0.138
A2	9	1	4	9		0.667
A3	1	1/4	1	1		0.119
A4	1/3	1/9	1	1		0.075
With Respect to S4	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	5	5	9	0.042	0.640
A2	1/5	1	2	5		0.194
A3	1/5	1/2	1	3		0.118
A4	1/9	1/5	1/3	1		0.048

Table 16: The pair-wise comparison of alternative strategies with respect to the weaknesses

With Respect to W1	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	1	1/7	2	0.011	0.121
A2	1	1	1/5	2		0.131
A3	7	5	1	8		0.679
A4	1/2	1/2	1/8	1		0.070
With Respect to W2	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	1/4	1/3	2	0.03	0.127
A2	4	1	2	4		0.477
A3	3	1/2	1	3		0.311
A4	1/2	1/4	1/3	1		0.085
With Respect to W3	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	1/6	1/3	2	0.083	0.11
A2	6	1	3	7		0.492
A3	3	1/3	1	2		0.310
A4	1/2	1/7	1/2	1		0.087
With Respect to W4	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	2	1/3	3	0.048	0.248
A2	1/2	1	1/2	3		0.191
A3	3	2	1	5		0.483
A4	1/3	1/3	1/5	1		0.078

Table 17: The pair-wise comparison of alternative strategies with respect to the opportunities

With Respect to O1	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	4	6	4	0.067	0.600
A2	1/4	1	4	4		0.243
A3	1/6	1/4	1	2		0.091
A4	1/6	1/4	1/2	1		0.065
With Respect to O2	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	1/2	3	5	0.024	0.327
A2	2	1	3	5		0.465
A3	1/3	1/3	1	2		0.134
A4	1/5	1/5	1/2	1		0.074
With Respect to O3	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	2	2	1	0.04	0.388
A2	1/3	1	1	1/3		0.121
A3	1/3	1	1	1/4		0.104
A4	1	3	4	1		0.388
With Respect to O4	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	2	4	2	0.03	0.428
A2	1/2	1	3	2		0.284
A3	1/4	1/3	1	1/3		0.087
A4	1/2	1/2	3	1		0.200

Table 18: The pair-wise comparison of alternative strategies with respect to the threats

With Respect to T1	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	1/4	1/3	2	0.03	0.131
A2	4	1	2	4		0.481
A3	3	1/2	1	3		0.295
A4	1/2	1/4	1/3	1		0.092
With Respect to T2	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	2	3	3	0.017	0.449
A2	1/3	1	3	2		0.288
A3	1/3	1/3	1	1		0.126
A4	1/3	1/2	1	1		0.138
With Respect to T3	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	1/3	2	1	0.017	0.201
A2	3	1	3	2		0.460
A3	1/2	1/3	1	1/2		0.119
A4	1	1/2	2	1		0.220
With Respect to T4	A1	A2	A3	A4	Consistency Ratio	Priorities of alternatives
A1	1	1	1/3	1/5	0.017	0.100
A2	1	1	1/2	1/4		0.116
A3	3	2	1	1/3		0.235
A4	5	4	3	1		0.549

Our aim was to identify the best alternative that suits electrical vehicle business of Bangladesh. We took four best alternatives which might be the best alternatives. But we have to select one strategy. Table 19 represents all the sub criteria and their overall priorities (From Table 14) priorities of alternatives (From Table 15-18). These overall priorities of all the criteria and alternatives are multiplied and added respectfully.

The percentage of the summation gives us a clear view of the best alternative.

Table 19: Synthesized table for the optimal alternative selection

SWOT criteria	Overall Priority of the criteria	Local Priorities of alternatives				Overall Priority of the criteria × Local Priorities of alternatives			
		A1	A2	A3	A4	A1	A2	A3	A4
S1: Aware of Environment	0.01	0.734	0.092	0.087	0.087	0.00734	0.00092	0.00087	0.00087
S2: Lower Tax	0.03	0.073	0.256	0.132	0.539	0.00219	0.00768	0.00396	0.01617
S3: Fuel efficient	0.023	0.138	0.668	0.119	0.075	0.003174	0.015364	0.002737	0.001725
S4: Introducing new technology	0.006	0.64	0.194	0.118	0.048	0.00384	0.001164	0.000708	0.000288
W1: Infrastructure	0.124	0.121	0.131	0.678	0.07	0.015004	0.016244	0.084072	0.00868
W2: Lack of Trained Manpower	0.016	0.127	0.477	0.311	0.085	0.002032	0.007632	0.004976	0.00136
W3: Energy Crisis	0.076	0.11	0.493	0.31	0.087	0.00836	0.037468	0.02356	0.006612
W4: Public transportation system is not ready to switch yet	0.029	0.248	0.191	0.483	0.078	0.007192	0.005539	0.014007	0.002262
O1: Bangladesh moving toward digitalization	0.035	0.6	0.243	0.092	0.065	0.021	0.008505	0.00322	0.002275
O2: Renewable energy	0.265	0.327	0.465	0.134	0.074	0.086655	0.123225	0.03551	0.01961
O3: Market demand increasing	0.18	0.388	0.121	0.104	0.387	0.06984	0.02178	0.01872	0.06966
O4: No competitor yet	0.082	0.428	0.284	0.088	0.2	0.035096	0.023288	0.007216	0.0164
T1: Energy failure	0.068	0.131	0.481	0.295	0.093	0.008908	0.032708	0.02006	0.006324
T2: Political instability	0.01	0.449	0.288	0.125	0.138	0.00449	0.00288	0.00125	0.00138
T3: Rising Price of raw materials	0.032	0.201	0.46	0.119	0.22	0.006432	0.01472	0.003808	0.00704
T4: Low sales may lead to low revenue and profit	0.16	0.1	0.116	0.235	0.549	0.016	0.01856	0.0376	0.08784
Total Score						0.297553	0.337677	0.262274	0.248496
Percentage						27.11%	32.36%	21.27%	19.25%
Decision						2nd	1st	3rd	4th

Percentages of total score shows that A2 strategy wins. It secured 32.36% of total score. After that A1, A3 and A4 contains 21.11%, 21.27% and 19.25% respectfully. So, the best strategy of starting electric vehicle business is A2 or Introduce efficient and low operate costing vehicles

VI. SENSITIVITY ANALYSIS

A sensitivity analysis is a methodology that shows how different values of an independent variable affect a particular dependent variable and this is the study of relative importance of several inputs influencing the total output. In AHP, when the weight of a certain criteria is changed, the final decision will also change. This is why, a “what if” analysis is taken under consideration. [8].

In prior calculation, we estimated that renewable energy (O2) has largest impact than the others. The change of its criteria weight may have a significant impact on decision making. From table we can see that

renewable energy has 26.50% impact. If we increase it up to 50%, then overall priorities of A1, A2, A3, A4 will be 27.11%, 32.36%, 21.27% and 19.25% respectively. Now, if we increase it up to 50%, then overall priorities of A1, A2, A3, and A4 will be 27.96%, 34.53%, 20.00% and 17.4363% respectively.

Again, if we do not consider the impact of O2, then overall priorities of A1, A2, A3, A4 will be 23.94%, 24.34%, 25.74% and 25.98% respectively. Here, Alternative 4 or A4 will be the right decision.

VII. CONCLUSION

This research is a brief presentation of opportunities and business strategies of electric vehicle business in Bangladesh. Efficient and low operating cost vehicles would be better here. Good market analysis is also very essential to sustain in the market for long period of time. But energy crisis, undeveloped infrastructure, political instability may creat some issues. So, organizations should be aware of this. But as

Bangladesh's economy is rising in good pace, it will be a good market for big automobile industries. In future, the criteria may change and new challenges will rise, this model will help the organizations and the industries to make a correct decision. Further research may be done to find out the solution of the problems and finding out the best market strategy as well.

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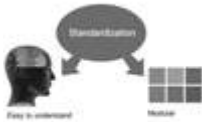
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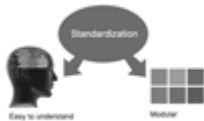
The Board can also play vital role by exploring and giving valuable suggestions regarding the Standards of “Open Association of Research Society, U.S.A (OARS)” so that proper amendment can take place for the benefit of entire research community. We shall provide details of particular standard only on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

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- 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.

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PREFERRED AUTHOR GUIDELINES

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

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

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

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

BEFORE AND DURING SUBMISSION

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

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

Declaration of Conflicts of Interest

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

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Plagiarism is not acceptable in Global Journals submissions at all.

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

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

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



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

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2. Drafting the paper and revising it critically regarding important academic content.
3. Final approval of the version of the paper to be published.

Changes in Authorship

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

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

Acknowledgments

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

Declaration of funding sources

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

PREPARING YOUR MANUSCRIPT

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

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



Manuscript Style Instruction (Optional)

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

Structure and Format of Manuscript

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

A research paper must include:

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

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

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

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

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



FORMAT STRUCTURE

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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



Figures

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

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

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

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TIPS FOR WRITING A GOOD QUALITY MANAGEMENT RESEARCH PAPER

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

INFORMAL GUIDELINES OF RESEARCH PAPER WRITING

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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



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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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



Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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



Content:

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

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

Approach:

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

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

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



Approach:

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<i>References</i>	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring



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