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Business Ethics, Coding, Compliance and Practices: Examining Findings of Old Secondary Data Analysis and Comparing them with Current Trends

By Dr. Magdy M. Hussein, Dr. Patricia Wiggin & Jenny Zhou

Abstract- This study examines the research's findings done by Value-Based Management.net, which is a management portal specifically aimed to provide the information needed by senior executives who are interested in value creation, managing for value, and valuation. This study focuses on tracing whether business ethics coding, compliance, and practices have been adequate over the past decade. It also elaborates on the impact of financial dilemmas during the beginning of the new millennium in the United States until this current time. It monitors the efforts spent by different levels of management to comply with existing codes of ethics to prevent any business misconduct in their organizations. The paper came to conclude that a new scope of the current economy and shareholders/investors' confidence aligns management's core practice with its contribution in shaping organization ethical culture. If the appropriate training and good examples are set among the organization's culture, leaders can handle many of the current challenges much easier.

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Dr. Magdy M. Hussein [α], Dr. Patricia Wiggin [σ] & Jenny Zhou [ρ]

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Authors are dedicating this paper to the memory of their coauthor Jenny Zhou, the Doctorate of Business Administration student who passed suddenly away in January 2020.

I. The Historical Events

Ethical questions and misconducts on the part of government and business entities continue to be newsworthy and of interest to the general public. In the first five months of 2019, several US states discussed passing legislation or creating governing bodies to deal with oversight and governance on ethical practices. For instance, in May 2019, the state of New Mexico created a State Ethics Commission, and in April 2019, the state of Georgia called for creating a Journalism Ethics Board. As government and business ethics are inextricably tied, so are organizational ethics and moral behavior. Misconduct stories focused on International banks also frequented the news, describing 2019, scandals in Brazil, followed by further 2019, banking scandals in Malaysia and Germany. A recent study (Erenhard & Fiorito, 2018) examined the written values for 25 of the largest European banks after the 2008 financial crisis. According to the investigation, "integrity" and "customer focus" were widespread values mentioned by the 25 banks. However, since 2013, 15 of these same studied institutions were associated with one or more banking scandals.

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Corporate malfeasance has become the core theme of the last decade and a half. It caused the present global recession and the Occupy Wall Street movement where 99% of the people with different colors, genders and political persuasions no longer tolerate the greed and corruption of the 1%. Employees and shareholders suffer an enormous loss. Shareholders of the Enron scandal lost $74 billion, thousands of employees, and investors lost their retirement accounts and many employees lost their jobs. The company filed for bankruptcy. World com's scandal caused 30 thousand employees to lose jobs, and investors suffered a $180 billion loss, the company doomed to file bankruptcy. Tyco's class-action lawsuit forced Tyco to pay $ 2.92 billion to cover investors' damage. Ernie Mad off's scandal tricked investors out of $64.8 billion through the largest Ponzi scheme ever.

In all of the scandals, both laws and ethics were violated. Corporations such as Enron, World Com, Tyco, Global Crossing, Microsoft, and AOL were involved in financial fraud, inaccurate accounting statements, antitrust violations, and false marketing. All charges can be categorized as unethical behavior of these companies' executives. Gary's research (2008) further confirmed this drama. Gary looked at the most imperative scandals in 21 century and found similar unethical practices in these scandals. It appears that moral and unethical cases are still common business practices, as evidenced by the more recent cases from Volkswagen, Wells Fargo, and Facebook. These series of business misconduct cases have tarnished Corporate America's reputation nationally and globally, causing lower investment and trade. Especially in the Enron-like scandals, the unethical conduct caused thousands to lose their jobs, benefits, and pension savings. Stockholders were victims of the scandals due to the sharp drop in their stocks' value.

II. The Academic Background

Business researchers such as Argyris & Schon (1993) suggest that organizational leaders espouse their

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company's particular values, and believe these values affect their leadership and organizational behaviors. However, upon further examination, these same leaders' behaviors are found to be very different from their espoused beliefs. Organizational talk, that is, written statements espousing integrity and ethics, must be followed by the actual walk such as policies producing observable or measurable ethical behaviors. In an annual study on trust in leaders and their institutions, the Edelman Trust Barometer describes a decrease in the level of organizations globally considered as "trusted institutions". The authors cite that overall trust in the people running organizations and in the organizations themselves is at a low point. However, the research also references opinions from those labeled as the "informed population" whose trust in elite organizations has held steady. On the other hand, the opinions and trust of the "mass population" for these same organizations have fallen.

Machan (1999) described ethics as a controversial branch of philosophy, addressing the questions of how one should act or as standards of conduct that guide a decent human life. He added that the term ethical might also mean moral, appropriate, or acceptable. Business ethics can be identified and characterized as to the congruity of referenced standards and the unity of a controlling legal platform. However, there are two schools of thought on this subject. First is the legal approach; the second is the self-regulated approach. The difference between these two approaches depends primarily on business leadership's perception of ethics.

Vogel (1992).found that although increased globalization of the economies of the US, Western Europe, and Japan is making business practices more uniform~~,~~ their ethical principles and practices continue to be widely different. During the last decade, highly publicized incidents of misconduct on the part of business managers have occurred in virtually every major industrial economy. These reports have raised intensive public concern about the morality of business conduct in the US, compared to other advanced capitalistic nations. American approaches to business ethics are unique; they not only lie in the typical American business system but are also more individualistic, legalistic, and universalistic than in other capitalist societies.

U.S. corporations prefer self-governance for the operational and economic freedom it provides in policing themselves. Competitively bound businesses today may find a lack of focus on business ethics or virtues, as firms wrestle to gain and maintain customers and profits (Caldwell, C., Hasan, Z., & Smith, S. (2015). Corporate self-governance is motivated and based on the organization's culture, management structure, traditions, industry nature, and reputation. However, many see the necessity of a legal frame to guard against unethical business misconduct. Culturally, businesses are influenced by their inherited corporate management style. This was originated on the efforts of top executives in compliance with codes of ethics and also to set the needed programs and regulations to enforce these codes.

Federal and State legislators issue regulations to ensure the businesses conduct their operations within a legal framework. However, industry differences require a different set of principles. Kultgen (1988) emphasizes the value of distinguishing an ethics code as group values or "...instruments for persuasion, both members of a profession and the public. They enhance the sense of community among members, of belonging to a group with common values and a common mission." (p.212-213). Applying these regulations as a whole guarantee at least a minimum level of ethical business practice. Yet, companies and their managers are not obligated to make moral judgments as long as they do not violate the law.

The lack of tough and smart laws has contributed to minimal criminal action or soft punishment. Eitzen (1986) summarized this fact with one example: "Jack L Clark's Nursing Home Construction Company was found guilty of a gigantic stock fraud that bilked shareholders of $200 million. $10 million of this swindled money allegedly went for Clark's personal use, and prosecutors accused him of hiding another $4 million as well. Clark apologized to the court, pleaded guilty to one count (out of sixty-five), and was sentenced to one year in prison, eligible for parole after four months, with no fine" (p-427).

III. The Role of Leadership

Most of the biggest corporate scandals in recent history were led by top executives. The great losses by Enron's scandal" over $60 billion" uncovered ethics, or lack thereof, to be a central defect in this company's executives' business misbehavior [Boston Globe-3/8/02].

World com's CEO Bernie Ebbers underreported line costs and inflated revenues with fake accounting entries, inflated assets by $11 billion. The CEO and top executives of Waste Management falsely increased the depreciation, time length for their property, plant, and equipment on the balance sheet reported $1.7 billion fake earnings. The CEO and CFO of Tyco stole $150 million, inflated company income by $500 million. Even the federally backed mortgage-financing giant Freddie Mac whose executives intentionally misstated and understated $5 billion earnings. Therefore, many like Laurent (2000) suggested that top executives should be held accountable for fatalities, injuries, or illnesses caused by their business decisions and to penalize the company by paying compensatory damages to victims or their families.

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Another example could be found in some of the worst corporate accounting scandals in history. CEO of HealthSouth Richard Scrushy inflated $1.4 billion to meet stockholder expectations by allegedly telling underlings to make up numbers and transactions from 1996 to 2003. But he was acquitted of all 36 counts of accounting fraud, and only convicted of bribing the Alabama governor and led to a seven-year prison sentence. Today Scrushy works as a motivational speaker and maintains his innocence. Lehman Brothers' executives and the company's auditors hid over $50 billion in loans disguised as sales. The company was forced into the largest bankruptcy in U.S. history, but SEC did not prosecute because it was lack of evidence. The CEO of AIG Hank Greenberg allegedly booked loans as revenue, steered clients to insurers that AIG had payoff agreements, and told traders to inflate stock prices. Hank was fired but had no criminal charge.

Countries such as the U.S. and the EU have liberal traditions and use the self-regulation approach to serve their political and economic purposes. Adaptation of self-management approaches has become more common (Baggot, 1989; Leveque, 1996; Scarpa, 1999). Large numbers of ethics committees, coming from different political, social, and economic systems have created a certain momentum for establishing self-regulation codes and guidelines that organizations operate within.

IV. Corporate Challenges

Many questions arose from the US business examples of moral and ethical collapse. Experts questioned whether these failures were a matter of exceptional business misconduct or a result of business norms. They asked if there were other corporate executives still following such unethical behavior, regardless of the consequences that affect communities and society at large. America and business leaders asked what action is needed to prevent such unethical behavior from happening again.

Executive-level management in an organization contributes heavily to ethical practices, as leadership authority plays a key role in changing an organization's behavior. Hence, Heifetz (1994) assessed leadership on its capability to realistically cope with situations, stating "changing the status quo requires more than changing the authoritative figure. Adaptive work requires adjustments, learning, and compromise of many of the dominant, complacent, and beleaguered." (p-238).

For this reasoning and in an attempt to preserve investor confidence in the integrity of the U.S. financial markets, Congress enacted the Public Company Accounting Reform and Investor Protection Act of 2002 after the World com scandal, the Act was also called the Sarbanes-Oxley act. The Act is the most significant piece of securities legislation in the United States since the 1930s. The Act includes severe financial and criminal penalties for corporate fraud, obstruction of justice, and the certification of false financial statements by Chief Executive Officers (CEOs) and Chief Financial Officers (CFOs). It also bans executive loans, imposes limitations on the type of non-audit services that accountants can supply clients, and proposes the creation of a private-sector board to administer the accounting industry. After the Great Recession from December 2007 to 2009, President Obama signed into federal law the Dodd-Frank Wall Street Reform and Consumer Protection Act in 2010, also called the Dodd-Frank Act, to put regulations on the financial industry after Lehman Brothers, the fourth-largest investment bank in the US, collapsed. This bill included the government's most substantial changes in response to the economy since the Great Depression and considered the most comprehensive financial reform since the Glass-Shegall Act, which was created after the 1929 stock market crash.

However, following Sarbanes-Oxley and Dodd-Frank Act, the four biggest accounting firms, Deloitte & Touche LLP, Price Water House Coopers LLP, Ernst & Young LLP, and KPMG LLP, continued to fail to apply accounting principles in their procedures. Exercising business ethics by enforcing the law needs time. It cannot guarantee that no further disasters, whether intentional, unintentional, or as a result of loopholes and gaps in existing laws. So, the management question is: did the current ethics' laws change executives' standpoint to make effective decisions to ensure compliance with their codes of ethics?

V. The Research Question

Ethics represent moral conduct, duty, and judgment. People perceive ethical leadership as a gatekeeper to distinguish right and wrong. In business, ethics is an essential principle of leadership. Consequently, George (2003) extended the scope of ethics, saying:

> "We need authentic leaders, people of the highest integrity, committed to building enduring organizations. We need leaders who have a deep sense of purpose and are true to their core values. We need leaders who dare to build their companies to meet the needs of all their stakeholders, and who recognize the importance of their service to society" (p-198).

In an attempt to check whether these laws have caused an impact on business executives' behavior toward the ethical practices of their business, ValueBasedManagement.net surveyed in the period from March until April 2004 on business ethics. The survey tended to answer the question of "are there any practical changes taken to follow and comply with the business code of ethics? ".

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VI. The Research Hypothesis

The survey was to prove or reject a null hypothesis that U.S. corporations have done enough to ensure another Enron dilemma from happening again.

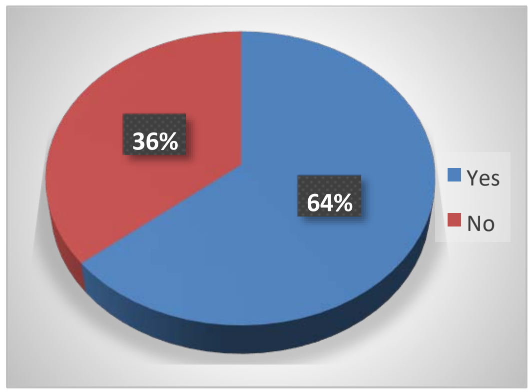
a) The Research Sample

The survey targeted mainly business executives and those related to ethics and moral studies academically and professionally. Those who answered the survey:

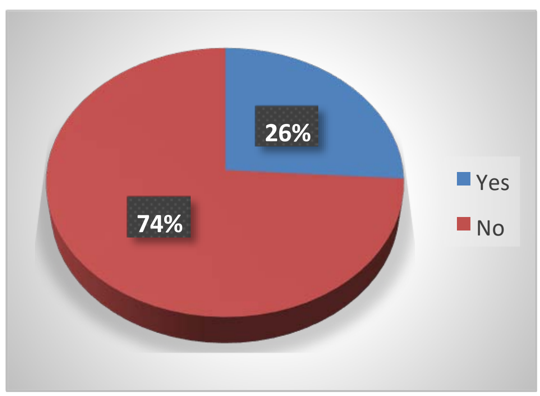
a) 42% were executive officers and directors.
b) 27% were other business executives.
c) 31% were students and consultants.

The Questions and the Answers

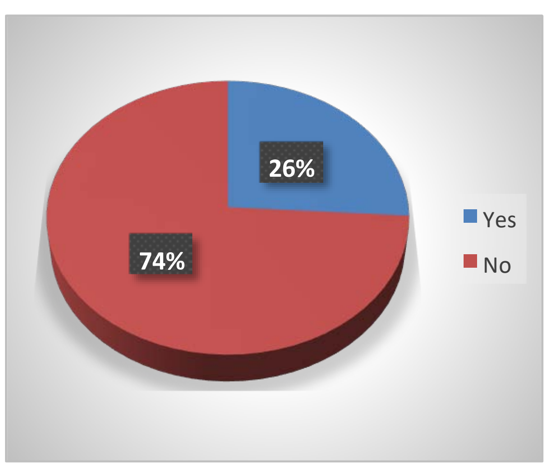
1. Do you believe ethics/compliance education for senior managers will help prevent future Enronitis cases?



2. Does your organization have a helpline for ethics/compliance issues?



3. Does your organization have an ethics/compliance officer?



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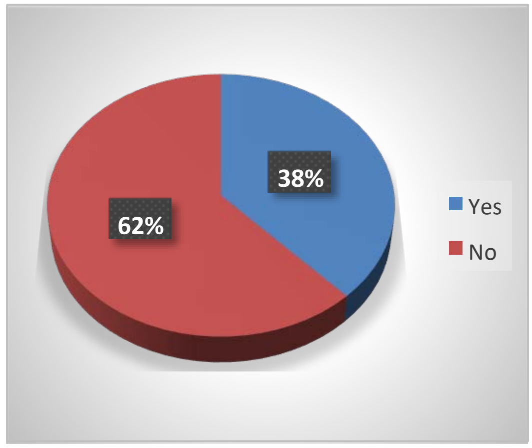
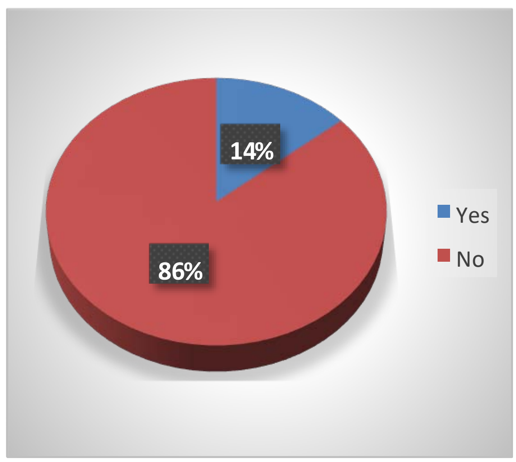
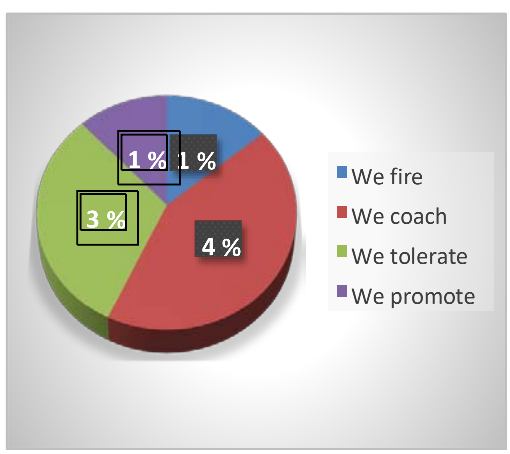
4. Does your organization have an ethics/compliance program?



5. Does your organization have ethics/compliance measurements in its performance appraisal system?



6. What happens in your organization with strong performers who don't live up to your organization's ethics/ compliance values?



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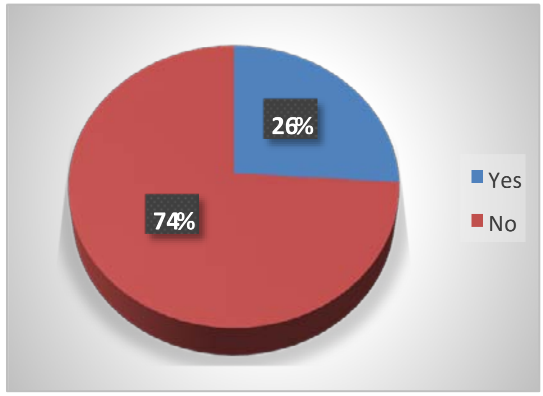
7. Do you think senior executives have really learned their lesson from Enronitis?



VII. Analysis of Data

After reviewing the answers, the following analysis was comprehended:

1. Approximately two-thirds of the respondents expect that ethics/compliance education for senior management might help to prevent future Enron cases.
2. A fourth of the organizations have established a helpline for ethics/compliance issues.
3. A fourth of the organizations employ an ethics/compliance officer.
4. One-third of the organizations of the respondents have an ethics/compliance program going on.
5. 86% of the respondents' organizations don't measure ethics/compliance in their performance appraisal systems.
6. 43% of the organizations do not take appropriate action towards a strong performance that doesn't live up to their organization's ethics/compliance values.
7. 74% of all respondents believe senior executives have not learned a lesson form Enronitis.

VIII. The Research Finding

The survey indicates that the U.S. executives still maintain the denial mode that what happened in Enron was exceptional. Therefore, they are reluctant to take action toward thoughtful changes in their organization behaviors and operations. Although the survey did not mention the Sarbanes-Oxley Act in the questions, one can notice the absence of its impact on Corporate America management style.

IX. Advantages and Limitations

The survey was used as secondary data that has its advantages and disadvantages. This particular survey took advantage of the Internet to complete its mission rapidly. A skillful analyst can collect substantial useful secondary data in a matter of days. Consequentially, it is generally less expensive than primary research.

The random sample was a great asset added value to the research validity. Moore (2000) valued qualitative researchers for weighing the random sample as a value as well as a number. This gives qualitative research an edge that is missed in the quantitative research.

There are also several disadvantages to this secondary data. There must be secondary information on the research topic of business ethics. It was either not available, or was only available in insufficient quantities. This information includes the human factor in any ethical misconduct, the level of punishment, and the alternative approach of self-regulation.

Brooks (1998) brought to the researchers' attention that the balance needed to approach truthful conclusion falls between narrow truths proved convincingly by statistically sound experiments, and the broad truths, generally applicable, but supported only by possibly unrepresentative observations.

Also, some data may be of questionable accuracy and reliability due to the limited levels of measurements that lead to questioning the biasing in research design. Around this subject, Cooper & Schindler (2003) alarmed researchers about the impact of their own experience when analyzing the data and interpreting it in a biased way. One can notice that most questions must be answered by yes or no. The simple measurement used served the broad purpose of the survey.

Cooper & Schindler (2003) stated that "the ability of research measurement to what it is purported to measure" (p.231). However, the statistics used were acceptable based on the fact that the primary change in organizational behavior can take more than a decade to be noticed. Lastly, the display of the data was very approachable and easy to read by ordinary readers.

In conclusion, in the United States, ethics has always been taken as following by the rules or abiding by the law; therefore unethical means unlawful. However, moral can be different, it may be a matter of doing the right thing even if it is illegal. Many scenarios have faced first respondents or surgeons or teachers; all

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have to make a quick moral decision at some point to save lives and assure wellbeing. As such, organizations and legislators cannot afford to issue laws and regulations with continuous review and development. The need to invest in implanting ethical culture would significantly serve all stakeholders and society at large.

On the business scale, one finds that despite laws and regulations that epitomize ethical codes for general business' practice, the approach of self-regulation has shown a considerable measure of success. Usually, industry-wide standards of ethics are established by the various industries on an industry-by-industry basis. The difficulty of writing one standard code of ethics, to fit different industries and match their surrounding environments, has encouraged legislators to allow industries to self-regulate their ethical practice. This enlightened philosophy suggested that a company should have a social conscience. Companies and managers should apply high standards of ethics and morality when making corporate decisions, regardless of what the system allows. The business ethics application becomes more and more critical for company success and economic sustainability. There is hope that more and more corporate executives would put business ethics into practice. One of the good examples is Waste Management whose new CEO

A. Maurice Meyers and the management team went through the books and uncovered the company's $1.7 billion scandals in 1998. After the scandal, Maurice set up an anonymous company hotline where employees could report dishonest or improper behavior. It is reasonable to believe that the best approach to regulating business ethics is to involve a blend of light-handed intervention by the government combined with the industry self-regulation. Hopefully, this approach will provide sufficient flexibility to enable businesses and industries to use a suitable management style to achieve the organizations' goals without any violation of the codes of ethics.

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Three Generations of Haji Noor Ali Sowdagar and Sons Limited: SWOT Analysis of a Family Business

By Dr. Nusrat Jahan

East Delta University

Abstract- The purpose of this study is to discover the factors that lead to sustaining a business for three generations from the early 20th century to the 21st century. For this purpose, this study used a SWOT model and identified internal strengths and weaknesses; and external threats and opportunities of the Haji Noor Ali Sowdagar and Sons Limited, which is a soap manufacturing enterprise established in the port city of Chittagong, Bangladesh. The study reveals goodwill as the enterprise's key strength while lacking of dynamic management as the major weakness. This study also found growing local competition as the main threat while expanding demand as the major opportunity for the enterprise. This study concluded that Haji Noor Ali Sowdagar and Sons Limited lacks a proper segmentation, targeting and positioning strategy and needs to revaluate it's 'one size fits all' approach to adapt to the changing and expanding demand of the country.

Keywords: SWOT, 1937 saban, haji noor ali sowdagar.

GJMBR-A Classification: JEL Code: M00

THREEGENERATIONSOFHAJINOORALISOWDAGARANDSONSLIMITEDSWOTANALYSISOFAFAMILYBUSINESS

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Three Generations of Haji Noor Ali Sowdagar and Sons Limited: SWOT Analysis of a Family Business

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I. Background

During the period of undivided India under British rule, the Muslim industrialists were mostly traders, and lack of industrial development in Muslim majority areas suggested that it was difficult to prosper in a Hindu dominated business environment. In such a period of dominance, the entrepreneur "Haji Noor Ali Sowdagar" introduced a brand of soap and competed with locally made soaps of undivided India and others that are imported from abroad mainly England. During the early 1900s, Haji Noor Ali Sowdagar gravitated toward the city from a village of Chittagong, which is a port city of Bangladesh. He used the financial resources that he inherited from his father to set up a proprietorship enterprise in 1919 by the name of 'Haji Noor Ali Sowdagar' and started trading in the area of Chaktai, which is the hub of traders in the port city of Chittagong. He used to trade commodities like tin, cement, and spices of different kinds in Chaktai. It is worth mentioning that Chaktai is located near to the Kornofuli River of Chittagong, thus giving easy access to traders in transporting commodities in and out of Chaktai since the primary mode of shipping was via boats during pre and post-partition era of undivided India. In 1937, the proprietorship was turned into partnership as 'Haji Noor Ali Sowdagar and Sons' and initiated a new business of manufacturing laundry soap. Haji Noor Ali bought land adjacent to his trading center in Chaktai, where the non-mechanized soap manufacturing facility was set up. The ball-shaped soap was named '1937 *Saban',* each weighing 500 grams and packed in a plastic bag. Since it was circular; it became popularly known as '*ball soap'* or '*Bangla Saban'* to date. During British rule, Haji Noor Ali Sowdagar earned the reputation of being a trustworthy businessman while trading in the area of Chaktai. Besides, in his village, he was admired for his honesty and philanthropic activities. This reputation helped him establishing the partnership concern alongside continuing his trading business. From the inception, the local market accepted his manufactured soap as a symbol of trust and quality, and it is still a leading brand of soap in Chittagong to date. The successors of Haji Noor Ali Sowdagar maintained the goodwill the founder had created and upheld the legacy of more than 79 years of successful business operations. The enterprise, 'Haji Noor Ali Sowdagar and Sons Limited'; is still prospering at the hand of his third generation of descendants and serving the local market of Chittagong. Sustaining a family business for such a long time is exemplary evidence of enduring goodwill. Haji Noor Ali Sowdagar gained the trust and loyalty of customers by always offering a laundry soap that never compromised in terms of quality while making his mark through contribution in the economic and social development of the community and locality.

A SWOT analysis looks at future possibilities for an enterprise through a systematic approach of introspection into both positive and negative issues. It is a relatively simple way of communicating ideas, policies, and concerns, and it can also help management to quickly expand their vision. Probably the core message from a SWOT analysis is that, whatever course of action is decided, the decision should focus on building on Strengths, minimizing Weaknesses, seizing Opportunities, and counteracting Threats. To be most effectively used, a SWOT analysis needs to be flexible. Since situations change with the passage of time and an updated analysis should be made frequently. SWOT is neither cumbersome nor time-consuming and is effective because of its simplicity. Used creatively, SWOT can form a foundation upon which to construct numerous strategic plans for an enterprise

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(Balamuralikrishna and Dugger, 1995). This study employs a SWOT model to identify the resources and capabilities for the enterprise under review, building on which the enterprise can exploit opportunities, counter threats, and correct the weaknesses.

II. Literature Review

SWOT is an acronym used to describe the particular strengths, weaknesses, opportunities, and threats that are strategic factors for a company. Over the years, SWOT analysis has proven to be the most widely used and enduring analytical technique in strategic management. SWOT analysis should result not only in the identification of a corporation's distinctive competencies, the particular capabilities and resources a firm possesses and utilizes, but also in the identification of opportunities that the firm is not currently able to take advantage of due to a lack of appropriate resources (Hunger & Wheelen, 2011). According to Ghazinoory et al. (2011), the main advantage of SWOT analysis is its simplicity, thus resulting in its continued use in both leading companies and academic communities for evaluating performance and suggesting strategies. Numerous researches have been conducted to assess the strategic position and performance of a firm, sector, or even a program. Shojaei et al. (2010) conducted SWOT analysis along with QSPM and MAUT model to develop an appropriate strategy for a company with a history of forty years in providing production lines' equipment for a dairy producing factory. Their research showed that the company was placed in the region of aggressive strategies. Using the SWOT analysis and QSPM models, Saghaei et al. (2012), in their paper methodize an appropriate strategy for a lubricant manufacturing company of Iran. Bohari et al. (2013) analyzed the competitiveness of the halal food business in Malaysia using the ICT-aided SWOT analysis techniques. They identified 16 strength factors, 18 weaknesses, nine opportunities, and nine threat factors. To enhance the sector's current competitiveness and preparedness for future challenges, the researchers recommended a comprehensive ICT-based strategy. Chen (2014) conducted a SWOT analysis to guide a semiconductor manufacturer in planning Cloud manufacturing (CMfg) implementation project, which is a new-generation service-oriented networked manufacturing model that provides distributed users centralized managed manufacturing resources, ability, and services. Moghaddaszadeh et al. (2015) integrated SWOT and the factors analysis for prioritizing strategies for the Persian food industry. They suggested that SO strategies are more applicable than WO and ST strategies for this industry. Kaczmarek (2016), in his study, employed SWOT analysis to identify the strengths, weaknesses, opportunities, and threats for the Planned Maintenance pillar of Total Productive Maintenance program and suggested action enabling the increase of efficiency of the maintenance system. Mahajan and Patil (2019) conducted a SWOT analysis of the agro-based industry in India. They found abundant natural resources, suitable geographical conditions as strengths while the atmosphere, availability of raw material, cheap labor supply, the potential for export as the opportunities. They identified lack of infrastructure facility, low quality of the product as weaknesses, and global competition as threats for this industry. The literature review reveals that researchers employed both subjective and quantitative approaches of the SWOT model is suggesting strategies for different entities. However, this research employs a subjective approach to evaluate the strategic position of the enterprise under review.

III. Methodology: SWOT Analysis

The purpose of this study is to identify the internal strengths and weaknesses and external threats and opportunities of the enterprise and summarize the overall strategic position of this company through SWOT analysis. The researcher collected the qualitative information for developing the SWOT model by interviewing the chairman and board of directors of Haji Noor Ali Sowdagar and Sons Limited. As the managers can derive both internal and external issues from the SWOT model, it allows them to derive a strategic direction for the business. Hence, this study also proposes a few strategies for effective competition in the soap manufacturing sector of the Chittagong division of Bangladesh.

a) *Strengths*

The following aspects contributed to the success and progression of the business:

i. The entrepreneur possessed enough financial resources that he inherited from his family and also generated by his trading business to ride out the challenges faced by this enterprise during pre and post-partition of undivided India and also after the independence of Bangladesh.
ii. The entrepreneur minimized labor costs by employing mostly contractual laborers with few permanent employees working in the manufacturing process while most of the permanent employees were typically performing administrative tasks. The organization still maintains a similar policy of managing human resources.
iii. Though the target market of this soap was middle to upper-income group of customers, this soap gained popularity among the lower to middle-income class despite the price being at par with the other competing brands of the different eras. The reason is particularly associated with its ball shape as it can be cut into four separate pieces, hence allowing the

longer duration of usage by the consumers, thus generating cost savings. Especially, the villagers started using it as an all-purpose soap rather than a laundry soap, and used the soap for cleaning utensils, washing clothes and also bathing.

iv. The soap employed direct selling method to customers and retailers along with other merchandises belonging to the entrepreneur's trading business during pre and post-partition era of undivided India and also after the independence of Bangladesh. Face to face contact with direct customers and retailers has helped the company in building trust for its products and also to gain regular feedback from them.

v. The company has also been offering a calendar as a souvenir to each of its customers since the independence of Bangladesh. The front page of the same exhibits the picture of "1937 Saban' and the name of the enterprise and twelve pages of monthly English or Georgian, Bengali, and Islamic calendar.

vi. The soap was sold from the sales center, which was located inside the area of the manufacturing facility. After the independence of Bangladesh to date, the soap was solely and directly sold from the company's sales center. Along with the sales center, this enterprise has introduced its system of transport to deliver the product to its customers during the later part of the 2010s. This newly introduced system of delivery is lauded by its existing customers and helped in gaining new customers.

vii. The company introduced a new variant of the same laundry soap in a wheel shape and smaller size weighing 130 grams during the early part of 2010s. Though the raw material is the same, the production process is fully-mechanized for this new variant. This new soap is found to be more popular among the low-income customer groups.

viii. The enduring goodwill of the enterprise is established by the founder and sustained by the successors for more than a third of a century. The company has accomplished this success and succession through building trust among its customers for its products.

b) *Weakness*

The followings are identified as the weaknesses of the business where it needs improvement:

i. The production process of this soap remained fully non-mechanized during the pre and post-partition era of undivided India and also after the independence of Bangladesh. The manufacturing process became partially mechanized during the early part of the 2010s. Due to the lack of mechanization, the company could not meet the expanding demand of the city for a long time.

ii. The company lacked innovation in its product offering for a long time, and only in the 2010s, a new variant of the same soap was introduced.

iii. The business does not allow credit sales, whereas other competing brands of laundry soaps offer the same. The company lost customers to competing brands, offering sales on credit.

iv. The product was sold directly to retailers and customers from the sales center until the 2010s. The entrepreneur did not use any distribution channel to supply the product, and hence expansion of the market is hindered due to lack of a system of distribution in place.

v. The company did not use any mode of transport for delivering the product until the late 2010s. Hence, the benefits of reaching and expanding the customer base have been lost for many years.

vi. The successor had a disapproving mindset toward introducing mechanization, expansion, diversification, promotion, and a new system of delivery and distribution, which hindered gaining market share for many years. The lack of dynamism and proactiveness of management is found to be major weakness of this enterprise.

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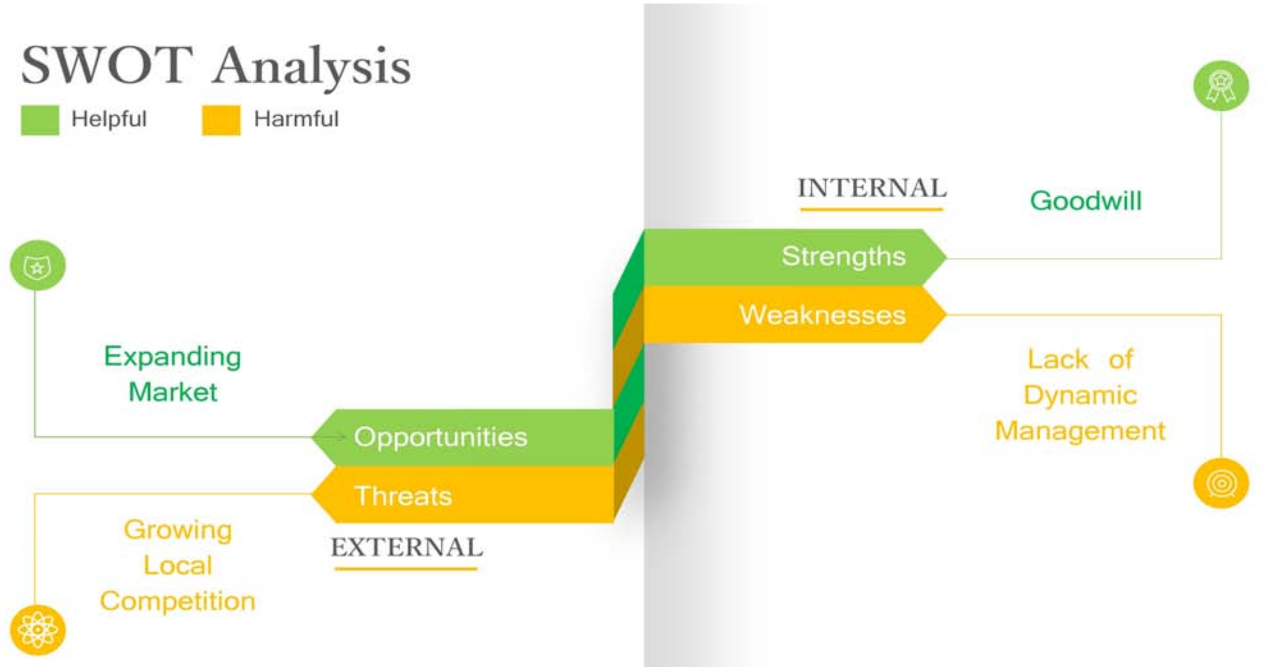

Figure 1: SWOT Analysis of Haji Noor Ali Sowdagar and Sons Limited

c) *Opportunities*

The future growth and the succession of the enterprise depend on the ability of the business to capitalize on the following external factors:

i. Customers' innate belief about the uncompromised quality of the product over generations can be used for gaining more market share for the existing brand of laundry soap.
ii. The company could expand its business through the introduction of similar products building upon the established goodwill. The company can introduce products like detergent, washing powder for washing machines and fabric whitener, liquid laundry soap, etc.
iii. Despite any advertisement and promotional activity, this brand remains popular in the locality it serves. The enterprise can introduce new advertisement campaigns with the introduction of each new product offering to familiarize customers with the product. However, as this enterprise has a diverse group of customer ranging from lower to higher-income groups, hence the promotional and advertisement campaigns must be clearly directed toward the customer segment the product is targeted for.
iv. The retailers established in villages and suburban areas must travel to the city to buy the soap from the company's sales center. The enterprise could outsource or introduce its pervasive distribution channel and reach out to villagers where the existing brand of soap is highly popular.
v. The population in the city of Chittagong and above all the number of inhabitants of the entire Chittagong division is increasing day by day. Hence, an expanding market is existent for an essential commodity like laundry soap.
vi. The company can utilize its goodwill to diversify into a new product category by making products like dishwashing bar and liquid, floor and bathroom cleaning liquid, etc., which are mostly by-products of laundry soap.

d) *Threats*

The factors which are found to be unfavorable to the progression of the business are as follows:

i. New laundry soap of different sizes, shapes, colors, and prices are emerging and meeting the demand of different income classes of customers.
ii. The company was mostly losing its middle to high-income group of customers since with the changing time and culture; these customers want products that offer novel and innovative usage. Mostly these classes of customers are shifting to substitutes like detergent, washing powder, liquid detergents, etc.
iii. Since inception the brand faced tough competition from foreign brands like Sunlight bar soap, Lifebuoy laundry soap, Rinso soap powder, Nirma laundry soap, 501 laundry soap of Tata Oil Mills and many other imported soaps during the pre and post-partition era of undivided India.
iv. After the independence of Bangladesh, the company faced tough competition from the locally made brands like Wheel bar, Rin bar, Tibbet 570 bar, Tibbet ball soap, Chakka ball soap, Taala ball soap, 1947 ball soap, 1965 ball soap, Josna ball soap, etc.

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v. The cost of production is rising due to rising material and labor costs, hence the price of the product needs to be adjusted from time to time, thus a creating loss of market share to cheaper alternatives.
vi. Technology and mechanization of the production process is allowing mass production by competing brands, and this will hinder gaining new market share.

IV. Conclusion

'1937 Saban' is a local brand serving only the customers in the port city of Chittagong. To avoid losing sales and market share to both local and foreign brands, this enterprise must adapt strategies considering the internal and external issues identified for this enterprise. This study suggests changes required in the functional level strategies of the enterprise to adapt to the needs of the market, thereby improving the effectiveness of operations, such as product development, manufacturing, marketing, and distribution, etc. Very recently, in the early part of the 2010s, this brand partially mechanized the production process of its ball-shaped soap and introduced a bar soap of the same brand using a fully mechanized manufacturing process. To serve the expanding demand of the city of Chittagong, and to serve even a bigger market, complete mechanization of the production process is essential for this enterprise. The SWOT analysis indicates that this brand under serves certain segments of the market, and suffers from unclear selling proposition and promotional strategies as its target customers are not precisely defined. However, despite its vague segmentation, targeting and positioning, this company has immense possibilities to become one of the leading soap manufacturers of the country if it utilizes its most important internal strength, that is, its goodwill; and exploit the external opportunities of the growing market of Chittagong diligently.

At present, this brand is targeted towards all types of customer from lower to higher income class of customers, but the company needs to realize that a certain product cannot be all things to all the people. With the changing culture and lifestyle in the city of Chittagong, the upper-middle to higher-income groups of customers prefers detergent over laundry soap. Since the "1937 soap" has always been popular among the lower to middle-income class of customers of Chittagong, the company should reconsider its "one size fits all" approach. Based on both demographic and geographic criterion of segmentation, the appropriate target market for this brand appears to be lower to middle-income class of customers residing in villages, cities, hill tracts, and suburb areas of the Chittagong division of Bangladesh. The enterprise needs to identify those customers belonging to a particular income class and a particular location that is contributing most to the profitability. The enterprise must compare how each segment of the market compares to others in terms of size, demand, growth, revenue, and profitability. It needs to carefully design its marketing-mix as the type of media, promotional program and content of advertisement would vary from one segment to another. Local media of different sorts such as print, electronic, etc. can be used for promotion. For price-sensitive customers, the content of ads should be emphasizing on savings in terms of price and usage. Messages targeting customers of the varying location should emphasize on the fact that consumers residing in villages, suburbs, cities, and hill tracts areas have differences in their lifestyle and consumption behavior. This enterprise has neglected its distribution side of marketing for decades. It has started using its system of transport to deliver products very recently, but the service is limited to the nearby areas of the port city of Chittagong. However, to reach the customers of different areas of the Chittagong division, the enterprise can outsource distributors or combine its delivery system with other non-competing brands that are already making deliveries to different localities of Chittagong division.

This study shows that '1937 Saban' has sustained its brand image among its diverse group of customers for three generations. Building on the inherited goodwill and excellence in quality, the brand was able to overcome many of its internal weaknesses and external threats. This enterprise is very slowly moving away from its conservative position regarding expansion, innovation, and technological up-gradation of its business process. However, the pace of adaption is not enough to meet the demand of changing time and lifestyle. Hence, this enterprise needs dynamic management with proactive entrepreneurship skills to overcome its current weaknesses and lead it into the future by availing the opportunities existent in the marketplace.

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Managerial Innovation and SME Performance in Africa: The Case of Cameroon

By Ben Boubakary, Doumagay Donatienne Moskolai & Gladys Che Njang

Abstract- The introduction of new management practices has become a real imperative for any company; it is more for SMEs because these companies are vulnerable and have a specific management mode, based on the personality of their leader. Moreover, in a constantly changing environment, the performance of any company is now based on this new situation. However, while innovation in general, and managerial innovation in particular, has been successful in the Western context, that of the African context remains unclear and does not seem to be a major concern, especially in sub- Saharan Africa. Therefore, this article proposes a reflection on managerial innovation and the performance of SMEs in Cameroon. By seeking to specify and quantify the degree of influence of managerial innovation on the overall performance of SMEs, the study establishes, through an econometric approach with a sample of 163 Cameroonian SMEs, a positive and significant link between both concepts.

Keywords: managerial innovation, performance, SMEs, cameroon.

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Ben Boubakary [α], Doumagay Donatienne Moskolai [σ] & Gladys Che Njang [ρ]

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I. Introduction

The liberalization of markets and the globalization of trade, with the corollary of the intensification of competition, are having their full impact on organizations, forcing them to use a good strategic sense to stand out of their competitors (Gargouri, 2015). To face this new world order, companies in general, and SMEs, in particular, are called to question a new form of management, better adapted to the need for agility, innovation, but also the fulfillment of employees enabling them to boost their performance: this is managerial innovation. The latter can be defined as a new combination of means, material and conceptual, already existing or new, in the business management process (Gilbert, 1998). For Birkinshaw and Mol (2006), managerial innovation is the implementation of new practices, processes and management structures, which are significantly different from the usual norms. Hamel (2006) considers managerial innovation as a particular contribution to traditional management principles, processes and practices. In a more recent paper, Birkinshaw, Hamel and Mol (2008) define managerial innovation as the invention and implementation of a new practice, process, structure, or management technique. Compared to what is known to better achieve the goals of the organization. It is, therefore, the introduction of a novelty in an organization to improve its performance (Mol and Birkinshaw, 2009).

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If this introduction of novelties has become a real imperative for any company, it is more for SMEs when we know that they are vulnerable and have a specific management mode (Julien, 1997), based on the personality of their leader (Quairel and Auberger 2005, Paradas 2006). Moreover, in a constantly changing environment, the performance of any company is now based on this new situation. Various studies have even shown in the past that the failure of African enterprises has various causes (Grégoire 1991, Ouattara 1995, Kamdem 1999), the most important of which is attributed to their lack of innovation. Thus, while in the Western context, companies attach a lot of importance to innovation, the African case remains unclear and does not seem to be a major concern, especially in sub-Saharan Africa (Nkouka Safoulanitou *et al*., 2013). Yet, it is a source of growth for SMEs, which make up almost the entire business population in Sub-Saharan Africa and contribute more than 30% of GDP (Nkouka Safoulanitou *et al*., 2013).

The interest in conducting this study within SMEs is no longer to be demonstrated. Indeed, according to RGE (2016), the Cameroonian productive fabric is marked by the predominance of SMEs. In fact, SMEs account for 99.8% of Cameroonian enterprises (79.1% of which are very small, 19.4% of SEs and 1.3% of MEs), which account for nearly 72% of employment and 30% of SMEs. % of the country's GDP. SMEs are, therefore, an undeniable factor in creating jobs and wealth.

According to Article 3 of Law No. 2015/010 of July 16, 2015, amending and supplementing certain provisions of the Law No. 2010/001 of April 13, 2010, promoting SMEs in Cameroon, is considered SME, any business, regardless of its sector of activity, which employs at most one hundred (100) people and whose annual turnover excluding taxes does not exceed three (03) billion CFA francs.

Basically, this study aims to understand the impact of managerial innovation on the performance of African SMEs, more specifically those of Cameroon and Nigeria. Managerial innovation seems like a competitive strategy (Haji Karimi, Hamidizadeh, Nasrin and Hashemi, 2013); the determination of its influence on performance may help to reduce the losses related to the lack of such a practice in African SMEs that employ more than half of the active population (Boubakary, Boukar and Tsapi, 2017). In other words, the purpose of

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this research is to contribute to enriching the empirical knowledge that we have about the role of SME innovation in their performance. The thesis that we want to defend here is that innovation behavior variables, very often used to explain differentiation strategies, can have an important explanatory role in improving the performance of SMEs.

The article is divided into three sections: the first section reviews the various existing works, the second illustrates the methodology of our research and the third presents the results of the study.

II. Literature Review

In this section, we will successively present: conceptual literature on managerial innovation, performance conceptualization and theoretical link between managerial innovation and performance.

a) *Conceptual literature on managerial innovation*

According to the OECD (2005), an innovation is the implementation of a new or significantly improved production of goods or services or processes, a new marketing method or a new organizational method in the practices of a company, the organization of the workplace or external relations. For Hamel and Breen (2007), there are four forms of innovation: product innovation that involves the design of new or technologically improved products or services. It can be at the origin of considerable development of the organization, but it is easily imitable, process innovation that relates to the production or distribution processes of the good or service. It has an undeniable interest, but spread quickly from one company to another and therefore does not seem to be decisive in terms of competitiveness; strategic innovation, which consists in offering a new economic model, which corresponds to a break that could disrupt competition, but whose identification of the key factors of success remains relatively easy, which prevents from proving decisive; the managerial innovation that is most likely to cause a lasting break. It differs from other forms of innovation because it is based on a complex combination of resources and know-how that is particularly difficult to identify and duplicate for a competitor. However, as part of this study, we will focus on managerial innovation.

Introduced by researchers such as Mintzberg (1973) and Kimberly (1981), who have established the distinction between managerial innovations and other types of innovation, in this case, technological innovation, managerial innovation stands out from others by its propensity to influence the traditional decision-making process of the company. It is considered an organizational means or strategy for managing uncertainty. Thus, for Kimberly, a managerial innovation is defined as "*any program, product or technique that represents a significant distance from the state of management when it first appears and where it affects nature, location, quality or the amount of information that is available in a decision-making process* "(Kimberly, 1981: 86).

For Damanpour (1984), managerial innovation is distinguished from administrative innovation, which is an innovation that influences the social system of an organization, especially the relationships between individuals who interact with one another to accomplish a task or achieve a specific objective. Van de Ven (1986: 591) argues that "*managerial innovation is a new idea that can be either a combination of old ideas, a schema that changes the order of the present, a formula or a unique approach perceived as new by the individuals concerned* ".

For Hamel (2009), managerial innovation is the foundation for creating unique skills for the company. According to the latter, it is the ability to develop managerial innovations that depend on the performance of companies. However, it should be noted that, analysis of the literature on innovation reveals that managerial innovation has several acceptances that are used interchangeably. It is in this sense that Kimberly (1981) argues that managerial innovation is still called organizational innovation. Williamson (1975), Edquist, Hommen and McKelvey (2002) and Sanidas (2005) have used the term administrative innovation. Nevertheless, all the terms used reveal a common sense (Rowley *et al*., 2011).

Previous works dealing with managerial innovation (Hamel, 2006, Birkinshaw *et al*., 2008, Damanpour and Aravind, 2011, Vaccaro *et al*., 2012, Dodgson, Gann and Phillips, 2013, Phillips, 2013, Hecker and Ganter, 2013, Khanagha, Volberda, Sidhu, and Oshri, 2013), we identified three dimensions: practices, processes, and management structures (Dodgson *et al*., 2013).

Management practices: For Vaccaro *et al*. (2012), management practices are changes made by managers in what they do as part of their work within the organization, including the introduction of new rules and associated procedures. This can also result from assigning work to someone (i. e. the task) and having to do some work (e. g. function). Birkinshaw *et al*. (2008), Mol and Birkinshaw (2009) explain that management practices refer to what day-to-day managers do in their work (defining objectives and associated procedures, organizing tasks and functions, talent development and satisfaction of different stakeholder requirements). Phillips (2013) defines a managerial practice as a bundle of behavioral routines, tools and concepts to accomplish a certain task. Organizations differ greatly in their eagerness to adopt innovation practices. Also, new practices may lack political, technical or cultural forms making adoption unlikely without adaptation of practice. The adoption of new innovation practices may therefore

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require careful analysis of the adjustment of new practices and an inappropriate management strategy to ensure broad and high adoption of fidelity those results in maximum benefits. Finally, innovation occurs when individual practices and organizational strategies are integrated into the social structure to support that innovation (Dodgson *et al*., 2013).

Management processes: According to Hamel (2006) and Birkinshaw *et al*. (2008), management processes refer to the routines that govern the work of leaders, drawing on abstract ideas and turning them into achievable tools, which typically include strategic planning, project management and, among other things, performance evaluation. But Vaccaro *et al*. (2012) focused on how the work is done and include the changes in the routines that govern people's work and the way compensation is set up.

The organizational structure: This is the way companies organize the communication system within them, aligning and leveraging the efforts of their members that feed into the context in which the work is done. These elements are linked to changes in the communication structure as a sign of different ways of doing things, for example, by allowing different groups to exchange information (Vaccaro *et al*., 2012). Also, the formal structure of the organization could be modified to bring about changes in communication, autonomy and discretion (Hamel, 2006, Birkinshaw *et al*., 2008).

Managerial innovation, therefore, includes the three facets, the practices that concern what leaders and managers do, the processes that explain how they do it, and the structures that show the organizational context in which the work is done (Hecker and Ganter, 2013). Thus, to implement managerial innovation, it is necessary to introduce a change that reflects a novelty in the way the organization is managed through new practices, processes or structures, including associated techniques (Khanagha *et al*., 2013). For Hamel (2006), managerial innovation is an innovation that derogates from traditional management principles, processes and practices that change the way work is done. Managerial innovation, therefore, consists of a set of rules and work routines that are done within organizations (Birkinshaw *et al*., 2008; Damanpour and Aravind, 2011).

For Le Roy *et al*. (2013), managerial innovation is the adoption, by an organization, of new management practices or methods for it, to improve its overall performance. This definition encompasses two meanings of the concept: "*(1) managerial innovation is the invention and adoption by an organization of a completely new management practice or method about known management practices and methods; the organization develops an innovation and implements it first; the success of this organization, because of this managerial innovation, leads other organizations to adopt it; (2) managerial innovation is the adoption by an organization of a management practice or method that already exists but is new in relation to its current management practices and methods; the organization does not develop innovation and is not necessarily the first to adopt it; it is the success of the* organizations that have adopted this managerial innovation that has led it to adopt it as well "(Roy *et al*., 2013, p.85). In this study, we will retain these two definitions of managerial innovation. This choice is justified by the fact that they seem to be more appropriate, because the managerial innovation, beyond being an invention of a new practice or method of management by an organization, is also the adoption of a practice or management method already existing but new for the organization adopting it.

b) Performance conceptualization

Business performance is a central concept in management science that many researchers have sought to define for more than four decades (Couret, 2011; Marmuse, 1997; Bouquin, 1993; Lawrence and Lorsch, 1973). The term performance is widely used, although its definition is not unanimous (Bourguignon, 1995). According to Marmuse (1997), the performance of an organization is the way it is organized to achieve its objectives. For Lawrence and Lorsch (1973), the performance of the organization translates its capacity to satisfy the requirements of the environment which includes actors who realize market relations with the organization (the providers of resources necessary for its activities and the clients) but also the community in its broad sense which is located outside the market. For Bouquin (1993), performance does not exist intrinsically, but in relation to users.

Historically, corporate performance has been measured by financial indicators (Neely, 1999; Walker and Brown, 2004), which are considered objective and reliable and easily interpreted for evaluation or benchmarking purposes. However, since the mid-1980s, many critics have been raised about financial measures as performance indicators, notably due to: their short-term orientation, their lack of link with the strategy (Neely, 1999), their inability to consider the interest of the various stakeholders and their tendency to want to “normalize” behaviors, which is far from accounting for the reality and heterogeneity of SMEs (St-Pierre and Cadieux, 2011).

Several types of performance modeling are widely used in management science literature. The models most cited by this literature are those of Quinn and Rohrbaugh (1983), of Morin *et al*. (1994) and de Bourguignon (1996). Each of these models takes a different look at performance but is unanimous on the multidimensional aspect of this concept. By referring to the theory of Stakeholders or Stakeholders (Freeman, 1984), it is, in fact, possible to interpret the performance according to the challenges of the different actors who make up the organization or who hold an interest in it.

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For some, the financial or accounting dimension will be predominant while for others, the consumer-product, socio-political or even employment dimension will be significant (Le Louarn and Wils, 2001). In this perspective, Dyer and Reeves (1995) proposed different types of performance level indicators, the most used of which are four: 1) the results of human resources such as absenteeism, turnover, satisfaction at work and the performance of the individual and the group; 2) organizational results such as productivity and quality of products and services; 3) financial results such as return on assets (ROE) and returns on investment (ROI); 4) market efficiency (Tobin stock price or Q which is the ratio of a firm's market value to the cost of replacing its assets).

Other authors, such as Kalika (1988), Bayad and Liouville (1998), have distinguished three dimensions for measuring the performance of organizations. First, the social dimension of performance, which is broken down into four indicators: work performance, working time, staff capacity to perform tasks and absenteeism. Second, the organizational dimension of performance which is made up of three indices: productivity, innovation and quality. Third, the economic dimension of performance, which is measured using four items: profitability, sales growth, market share and customer loyalty.

Ultimately and as Louart (1996) pointed out, in its plurality of meanings, performance is based on multiple benchmarks: economic (profitability, competitiveness), legal (legal compliance, solvency), organizational (skills, consistency and efficiency) or social (involvement, satisfaction, quality of life at work). In the context of this study, we consider performance in a global manner, which is to say through its three essential dimensions, namely: the economic dimension, the social dimension and the organizational dimension. The advantage of these three indicators is that they are easily observable. Also, as we work in SMEs, it seems more realistic to combine them.

Once the concept of performance has been identified, we will now dwell on the theoretical link that may exist between this concept and managerial innovation.

c) *The theoretical link between managerial innovation and performance*

Used for the first time by Kimberly in 1981, the term "*managerial innovation*" is motivated by a desire to recognize innovations that have been neglected so far and are not technological (Le Roy *et al*., 2013). Indeed, public authorities, companies, managers and researchers have always focused most of their attention on technological innovation. They have shown little interest in other forms of innovation, such as managerial innovation (Le Roy *et al*., 2013). In fact, managerial innovation, its context and innovation process, its innovator and its effect on the performance of companies in general, and SMEs in particular, are very unpopular. Yet, according to Le Roy *et al*. (2013), managerial innovation is the main factor that explains the company's performance.

For Van Auken *et al*. (2008), managerial innovation can lead to increased market share, greater efficiency of production, higher productivity growth, and increased bottom line. Managerial innovation thus enables SMEs to adopt new practices in order to differentiate themselves from their competitors and improve their financial performance (Zahra *et al*., 2000). Indeed, according to the latter, managerial innovation enables SMEs to obtain higher financial performance by offering a greater variety of products (precious, rare, inimitable and differentiated). For Keizer *et al*. (2002), managerial innovation is one of the most important ways in which SMEs can compete and perform well. In the same vein, Barney (1997) pointed out that SMEs can gain a sustainable competitive advantage through their managerial innovation.

According to Zhu, Zou and Zhang (2018), the implementation of CSR practices is a form of managerial innovation for SMEs that helps improve their performance. In the same vein, Arnold (2017) emphasizes that SMEs that place greater emphasis on managerial innovation, such as CSR, have a great capacity to improve their performance. Bocquet *et al*. (2017) also argue that managerial innovations such as CSR may be necessary for SMEs with strategic objectives to improve their performance, such as growth. Thus, managerial innovation is a key lever for Cameroonian SMEs to improve their performance through CSR practices. For Mattera and Baena (2015), managerial innovation can interact with CSR practices that improve performance. Adam, Strahle and Freise (2017) also confirm that managerial innovations, such as the implementation of a management system, interact with CSR practices in order to improve the performance of SMEs.

Managerial innovation based on market orientation and organizational learning, therefore, has a significant impact on the company's performance (Besbes, Aliouat and Gharbi, 2013). According to the latter, the market orientation is an information resource and learning, an organizational resource, and both, as dynamic capacities crucial for the development of the company's competitiveness, have a significant impact on the competitive advantage and SME performance. The authors thus combine the resource-based strategic approach of the firm that the true source of competitive advantage and higher performance lies in the specific resources of the firm and not in the unique positioning of the firm at the market level (Barney, 2001); and the capacity-based approach of Helfat and Peteraf (2003) for whom an organization's ability to perform a set of tasks in a coordinated manner using organizational

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resources achieves a particular goal, including performance.

According to Birkinshaw *et al*. (2008), managerial innovation that is seen as the creation and application of a renewed management practice, process or technique achieves organizational goals such as performance. In the same vein, Mol and Birkinshaw (2009) note that managerial innovations, which are typically incremental and include new approaches to structuring the firm, new management techniques, and new marketing methods, have only one ultimate goal, which is that of improving the company's performance. However, Walker *et al*. (2010) find that the relationship between managerial innovation and performance is subject to the organization's ability to put in place management systems, effectively manage organizational processes, and implement its mission and strategies. Such a relationship first requires a competitive advantage by referring to Hunt's "*resource-benefit*" theory (1999), which conceptualizes the relationship between resources, competitive advantage and superior performance.

For some authors (Adams, John and Phelps 2006; Birkinshaw *et al*., 2008), managerial innovation, about product/service innovations, is generally intended to increase the efficiency and effectiveness of internal business and administrative processes of the organization. It can include changes in structure, management systems, knowledge used to perform management work and management skills that enable an organization to function effectively and efficiently (Hamel, 2006). Thus, managerial innovation translates the adoption of new management systems and processes to make management work more efficient, but also the use of new management and information systems to improve the efficiency of systems and processes. The organization's operating performance increases the company's performance (Damanpour, Walker and Avellaneda, 2009). The combined effect of introducing new practices, processes and techniques to improve the organizational adaptation and effectiveness that management innovation conveys enables the company's performance to be achieved. This view is championed by proponents of theories of contingency and resource dependence that organizations are adaptive systems that introduce changes to function effectively and improve their performance (Lawrence and Lorsch, 1967; Pfeffer and Salancik, 2003).

Managerial innovation plays a central role in the process of organizational change, facilitating the adaptation of organizations to the external environment and increasing the efficiency and effectiveness of internal processes (Walker *et al*., 2010). Boyne and Walker (2002) indicate that managerial innovation, such as total quality management, has positive consequences for performance. Ndalira, Ngugi and Chepkulei (2013), in their studies in Kenya, report empirical evidence that managerial innovation has a strong link to sales performance. Indeed, for these authors, the tendency of owners to engage in new ideas, new practices, creative processes, results in new products, services or technological processes that have a great influence on the performance of SMEs. However, proponents of the institutional theory suggest that managerial innovation can have indirect effects on performance because the factors driving adoption are initially focused on ensuring internal and external legitimacy (Staw and Epstein, 2000). Nevertheless, like the majority of previous work, we consider that managerial innovation, which induces changes in the management processes of SMEs, positively and significantly influences their performance.

III. Methodology of the Study

To provide some answers to the problem stated in this research, this study combines the theory of resources and capabilities, thus bringing them closer to the performance of SMEs. The methodological elements presented in this work concern the measurement of variables, the characteristics of the sample and the collection of data as well as the statistical tools used.

a) *Measuring variables*

To measure managerial innovation, we adapted the measurement scales resulting from the work of Birkinshaw *et al*. (2008) and Le Roy *et al*. (2013), namely: (1) Implementation of a new structure to manage technological innovations and facilitate process and product innovations; (2) Establishment of a new organizational structure to manage multiple products and markets; (3) Implementation of a new production management method that improves efficiency and reduces lead times; (4) The practice of a new method to reduce quality defects and increase customer satisfaction; (5) The adoption of new costing techniques that are more realistic; (6) The adoption of a new method to integrate information of a different nature necessary for the decision; (7) Implementation of a new structure allowing the launch of complex and innovative products; (8) Establishment of a new structure allowing problem solving by employees; (9) Establishment of a new structure to facilitate coordination between the different functions and the project type organization. These items are measured by the 5-point Likert scale, ranging from "1 = strongly disagree" to "5 = strongly agree".

Regarding the measurement of overall performance, we have selected three dimensions (each of which includes two indicators) to understand this concept, namely: the economic dimension (asset profitability and financial profitability); the social

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dimension (social climate and quality of life at work) and finally the organizational dimension (cost control and stakeholder satisfaction (customers, suppliers, employees, investors, etc.)) over of three years. Financial indicators are measured using a three-point Likert type scale: "1 = decline; 2 = stable; 3 = rise. The social climate was also measured using a three-point scale: "1 = bad; 2 = good; 3 = very good.

Also, we took into account in our analyses several control variables suggested by Kim, Cable and Kim (2005). These are the size of the business, its age, industry and type of respondents. Indeed, these authors suggest that the control variables retained must make sense conceptually. As a result, the literature analysis led us to include four control variables in the model to be tested.

The company's performance has indeed been correlated with gender (Bauweraerts *et al*., 2017; Dang *et al*., 2017 and Garnero, 2017), with men-led SMEs generally performing better than women-led ones. The size of the enterprise has also been measured because it is likely to influence performance, as the larger the enterprise, the more its structure offers standardized procedures and differentiated work methods, and more it is likely to perform well (Mlouka and Sahut, 2008, St-Pierre, Julien, and Morin, 2010). The relationship between age and the performance of business would be positive (St-Pierre, Julien and Morin, 2010). With age, the increase in experience is concomitant with that of the competitive advantage, which increases the profitability of the company. We controlled the business sector, whether industrial, commercial or service. This distinction appeared necessary because Moati (2000) and Issor (2017) point out the diversity of performance from the sector of activity. Indeed, SMEs are not a homogeneous category, but a convenient name which designates a diverse reality likely to be differentiated by the sector of activity, by the technological degree of their productive system, but also their appreciation of the performance indicators.

b) Characteristics of the sample and collection of data

Initially, our investigation consisted of 180 companies from the reference population (identified in a file of 203,482 companies, including 6,055 companies in Ngaoundéré, 6,789 companies in Garoua, 6,870 companies in Maroua, 49,970 companies in Yaoundé and 70,082 companies in Douala) (RGE, 2016). A non-probabilistic sample, more precisely by reasoned choice, given the growing insecurity in certain regions of the country, particularly the Far North, North West, West, and South West where the phenomena of Boko Haram and separatists (or secessionists) have made life impracticable and the environment inaccessible in these localities of the country. Moreover, according to RGE (2016), the five cities account for nearly 75% of the country's enterprises, where Douala and Yaoundé remain the main economic centers of the economic units, with respectively 37% and 27%. Also, these five cities are representative of the different layers of the population of the national triangle, where the cities of Ngaoundere, Garoua and Maroua represent the far north; Yaounde, the great south and Douala, the great west.

However, after eliminating the non-workable questionnaires and non-responses, we finally obtained a sample of 163 companies. That is a response rate of almost 91%. For the most part, we administered the face-to-face questionnaire to managers of SMEs, because we also wanted to have interviews with them. However, we did not receive a favorable welcome from all doors. The usable questionnaires collected in the five Cameroonian cities are presented in Table 1 below.

Table 1: Report on the administration of the questionnaire

Cities	Frequency	Percentage	Cumulative percentage
Ngaoundere	26	15.95	15.95
Yaounde	33	20.25	36.20
Douala	47	28.83	65.03
Garoua	37	22.70	87.73
Maroua	20	12.27	100.0
Total	163	100.0	

Beyond the geographical aspect, our sample is characterized by other elements, as shown in Table 2 below.

Table 2: Characteristics of SMEs studied

Characteristics studied	Response modalities	Frequency	Percentage
Age range of the leader	Under 35	71	43.6
	35 years and over	92	56.4
	Total	163	100.0
Level of studies	Primary	32	19.6

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	Secondary	68	41.7
	University	63	38.7
	Total	163	100.0
Business sector of the company	Trade	52	31.9
	Industry	63	38.6
	Service	48	29.4
	Total	163	100.0
Type of respondent	Male	102	62.6
	Female	61	37.4
	Total	163	100.0
Employee number (company size)	0 to 49	89	64.6
	50 to 100	74	45.4
	Total	163	100.0

It emerges from this table 2 that two age groups are displayed among the leaders of our sample. That of managers aged 35 and over being the majority (56.4%) compared to those under 35 years of age. Also, many of the leaders in our sample have a secondary level of education (41.7%). Those with a university-level represent 38.7% of the companies in our sample. Only 19.6% of leaders have a primary level of education. However, one should be cautious in interpreting these results because there is a risk of bias due to inaccurate responses provided by respondents. Indeed, it is difficult for a leader to accept that he has a degree less than the Baccalaureate. This is what would justify the low rate of leaders with a level of primary education. However, this result shows that the entrepreneurial landscape of SMEs in Cameroon is heterogeneous according to the level of study, and dominated by individuals with secondary education. In addition, the companies in our sample belong to three sectors of activity, namely: the industrial sector which constitutes the majority of the companies in the sample (38.6%), the commercial sector (31.9%) and the services that come as a last resort (29.4%). Also, the sample shows that male leaders (62.6%) outnumbered females (37.4%). This confirms the idea that men hold a more important place than women on the business scene in Cameroon. Finally, we have a heterogeneous sample of the bridge of view of the size of firms. Indeed, 64.6% of the companies in our sample are small businesses, 45.4% are medium-sized enterprises. If we see this predominance of small businesses, this confirms the view that the Cameroonian entrepreneurial landscape is dominated by small businesses. Of course, very small businesses are numerous, even though they are hard to find on the formal stage, whereas we have the formal framework as a sampling base.

In the framework of this study, we have judged econometric modeling via the linear regression technique. This choice is justified by the fact that our dependent and independent variables are variables with the same measurement levels (metric/metric). The principle consists in integrating into the same regression the independent variables (CMP and COS) and the control variables (size and sector of activity).

As a reminder, the modeling makes it possible to highlight the existence of an association (between the explanatory variables and the explained variable) by a robustness test and measurement procedure. The most commonly used association measure is the Pearson correlation coefficient. The objective pursued by regression analysis is to determine the value of the parameters βi, making it possible to identify the link between the dependent variable and the independent variable. The linear regression method is based on the following statistical indicators:

The correlation coefficient (R) which indicates the intensity of the relationship between the variables studied and its value is between -1 and 1 (this value is good when it tends to 1 in absolute value);

The coefficient of determination (R2) which is the usual indicator of the overall quality of fit. It measures the percentage of the variance of the variable to be explained returned by the model; its value is between 0 and 1 (this coefficient is interesting when it is close to 1);

The t of Student, which measures the significance of the regression coefficients of the model, is significant when its value is greater than two;

The Fisher-Snedecor (or F Fisher) test that measures the robustness of the model at the 0.000 level of significance.

The equation of the estimate of our regression model can be as follows:

c) Statistical tools used

$$OPC = \alpha + \beta_1 CMP + \beta_2 COS + \beta_3 AGE + \beta_4 SIZ + \beta_5 SEC + \beta_6 SEX + \varepsilon$$

OPC: the Overall Performance of the Company;
CMP: the explanatory variable "Change in Management Practices";
COS: the explanatory variable "Change in the Organizational Structure;

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AGE: a control variable expressing the age of the enterprise;
SIZ: a control variable, measured by the size of the firm;
SEC: a control variable, measuring the business sector of the enterprise;
SEX: a control variable expressing the sex of the respondent;
β1 to 6: the coefficients of the variables involved;
ε: the error term of the model;
α: the constant.

IV. Results of the Study

Here, we are talking about presenting our main results, namely: verifying the validity of measurement scales, matrix of correlation of variables and regression analyzes.

Verification of the validity and reliability of the measurement scales used in this study was carried out using principal component factor analysis under SPSS.20 software. The results of these analyzes are recorded in the various tables 3 below.

a) Verifying the validity of measurement scales

Table 3: Factor Analysis of Managerial Innovation

Items	Components		*Commonality*
	F1	*F2*	
Implementation of a new production management method that improves efficiency and reduces delays (V1)	0.982		0.966
The practice of a new method to reduce quality defects and increase customer satisfaction (V2)	0.980		0.963
The adoption of new costing techniques more realistic (V3)	0.977		0.855
The adoption of a new method to integrate information of a different nature necessary for the decision (V4)	0.959		0.843
Implementation of a new structure to manage technological innovations and facilitate process and product innovations (V5)		0.939	0.838
Establishment of a new structure to facilitate coordination between the different functions and the project type organization (V6)		0.925	0.833
Establishment of a new organizational structure to manage multiple products and markets (V7)		0.913	0.825
Implementation of a new structure allowing the launch of complex and innovative products (V8)		0.907	0.815
Establishment of a new structure allowing problem solving by employees (V9)		0.812	0.759
Own values	3.809	2.386	-
% variance explained	51.414	30.551	-
% cumulated explained variance	51.414	81.965	-
Cronbach alpha coefficient	0.809	0.794	-

Managerial innovation is apprehended using a battery of nine items. The KMO has a value of 0.794 (> 0.5) and can be considered satisfactory. Similarly, the Bartlett sphericity test result of 639,438 at the 0,000 significance level indicates that the correlation matrix is not unitary. Given these two elements, the CPA is relevant to our data. The results in Table 3 reveal two factors, each of which has an own value greater than 1. And both factors return the information to 81.965% of the total variance. On the other hand, the internal coherences of these two factors are satisfactory about their Cronbach alpha coefficient. It thus emerges that the concept of managerial innovation is two-dimensional since it has two relevant dimensions. The first is represented by the first factorial axis (F1), which is strongly correlated with variables V1 to V4. The second, represented by the second factorial axis (F2), is strongly correlated with variables V5 to V9.

It can be inferred that the first factorial axis represents the "*change in management practices*" that we call CMP. In contrast, the second factorial axis represents the "*change in organizational structure*" that we call COS.

Table 4: Result of factor analysis on the overall performance concept

Items	*F1*	*Commonality*
Cost control	0.964	0.928
Quality of life at work	0.958	0.918
The profitability of the assets	0.943	0.909

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Financial profitability	0.938	0.877
Stakeholder satisfaction	0.923	0.873
The social climate	0.917	0.858
Own values	4.734	-
% variance explained	84.570	-
% cumulated explained variance	84.570	-
Cronbach alpha coefficient	0.851	-

After analyzing the Pearson correlations between the items constituting the overall performance, it emerges that these (items) are not orthogonal since there are significant correlations between them. This led to an ACP to identify the relevant but hidden dimensions of the concept. The results of the analysis, contained in Table 4 above, are satisfactory. Indeed, the KMO index and the Bartlett sphericity test give a value of 0.864 and 1284.631, respectively, at the significance level of 0.000. This shows that the structure of the correlation matrices for the data of the study sample lends itself well to the PCA. This analysis retains, according to Kaiser's principle, a single factor. All variables have a commonality greater than 0.5. The value of Cronbach's alpha for this factor is satisfactory since it is greater than 0.65, which is the minimum threshold, which reflects acceptable reliability of the scale used for measuring overall performance.

b) Matrix of correlation of variables

Multivariate analysis through the study of correlations indicates that there is no problem of multicollinearity between the independent variables of the model since the correlation coefficients between the explanatory variables are all less than 0.7. Indeed, the presence of the multicollinearity problem is a sign of redundancy of information in the model and deteriorates its quality. Reading Table 5 leads to the observation that all the partial correlation coefficients are low (all between 0.1 and 0.7) and significant (at the 5% threshold). According to Anderson *et al*. (2015), there is a presumption of multicollinearity when a correlation coefficient between two independent variables is greater than 0.70 (or lower -0.70). Overall, the different explanatory variables are positively correlated with each other and below 0.70 (Table 5). These weak correlations significant at the 5% threshold illustrate a prediction made on the measures of managerial innovation. Similarly, while admitting that the sex of the leader can be a confounding factor, the analysis following the gender aspect shows that the different dimensions of managerial innovation are positively correlated regardless of age, size, sector of activity and sex and with a value less than 0.7. These weak correlations at the 5% threshold suggest that there is no great disparity between the managerial innovation of small and medium-sized enterprises, industrial sectors, trade and service, elderly or otherwise, led by a man or woman.

Table 5: Correlations between the different explanatory models

Variables	1	2	3	4	5	6
1. CMP	1.000					
2. COS	0.140	1.000				
3. AGE	-0.044	-0.041	1.000			
4. SIZ	-0.014	-0.031	-0.021	1.000		
5. SEC	-0.022	-0.021	0.043	0.651	1.000	
6. SEX	-0.041	-0.021	0.022	0.691	0.132	1.000

c) Regression analyzes

The analysis of the results (carried out under EVIEWS 9) of Table 6 below shows that the coefficient signs of the GPC and CSO variables are positive. The same is true of the student's t exam, which reveals the significance at the 1% level of these two variables. In addition, the overall quality of the estimate is satisfactory. In fact, the results show a Fisher statistic with a value of 76.186 and the associated probability is 0.000 (strictly less than the 5% significance level). We reject the null hypothesis in favor of the alternative hypothesis. Thus, the model is globally significant and of good quality. In fact, as the adjusted R2 value is equal to 0.7997, this means that 79.97% of the overall performance of SMEs is explained by managerial innovation. Also, since adjusted R^2 is less than DW (0.7997> 2.545), according to Granger in 1983 and Engel in 1987, we can safely say that our regression model is correct.

For control variables, the results show a positive and significant effect at the 5% threshold of all control variables on the overall performance index, except the

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EGM. It can thus be noted that the age of the company has no significant influence on the overall performance of the company, even though the experience conditions are satisfied by this variable. The company's performance does not increase with age. However, "gender", "size" and "the business sector" significantly influence the overall performance of SMEs. Thus, men-led SMEs seem to perform better than women-led ones, and overall performance increases with "size" and depends on the sector of activity (that is, industrial SMEs are more likely to performers than SMEs in other sectors).

The econometric equation of the estimated final model can therefore be written as follows:

$$OPC = 0.587719 + 0.831641*CMP + 0.846104*COS + 0.364935*AGE + 0.628661*SEC + 0.034624*SEX + \varepsilon$$

Table 6: Results of the regression analyzes

Dependent Variable: OPC				
Method: Least Squares				
Sample: 1 163				
Included observations: 163				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.587719	0.046307	12.69193	0.2684
CMP	0.831641	0.055083	15.09809	0.0000
COS	0.846104	0.052314	16.17372	0.0000
AGE	-0.035225	0.040352	-0.872926	0.3847
SIZ	0.364935	0.089104	4.095612	0.0001
SEC	0.628661	0.070699	8.892119	0.0000
SEX	0.034624	0.041047	0.843516	0.0408
R-squared	0.810323	Mean dependent var		0.587719
Adjusted R-squared	0.799687	S.D. dependent var		0.494418
S.E. of regression	0.221284	Akaike info criterion		-0.119307
Sum squared resid	5.239404	Schwarz criterion		0.048705
Log likelihood	13.80048	Hannan-Quinn criter.		-0.051120
F-statistic	76.18629	Durbin-Watson stat		2.545456
Prob (F-statistic)	0.000000			

V. Discussion

The results obtained allow us to make several observations, including their scope and limits to guide future research. The results of the regression analyzed show that managerial innovation is positively associated with the overall performance of SMEs. These results are similar to those obtained by a number of authors, notably those of Van Auken *et al*. (2008), Birkinshaw *et al*. (2008), Damanpour *et al*. (2009), Walker, Damanpour and Devece (2010), Alzuod and Kharabsheh (2015), Maalej and Amami (2016), in their study aimed at understanding the influence of managerial innovation on business performance. Thus, the adoption of new innovative management practices and the change in the organizational structure within SMEs improve their overall performance. This confirms once again the role played by innovation in value creation and improving business performance. As a result, Cameroonian SMEs can improve their overall performance through the implementation of new management practices, methods or techniques, new ideas and organizational structure. However, unlike previous work that looked at performance from a financial or organizational point of view, in the context of this study, we appreciated it from a global perspective. The differences observed in the regression coefficients compared to previous work can be attributed to the performance indicators used, but also to the effect of the sample size.

This study also found two dimensions of managerial innovation (management practices and organizational structures) having a positive and significant influence on the performance of companies, contrary to previous work that found three (management practices, management processes and organizational structures) (Alzuod and Kharabsheh, 2015). This difference can be explained by the nature, quality and number of items used to apprehend managerial innovation. Indeed, Alzuod and Kharabsheh (2015) used fifteen items to measure this concept, unlike us who only used nine.

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VI. Conclusion

At the end of this study, which aimed to analyze the influence of managerial innovation on the performance of SMEs in Cameroon, we are convinced that managerial innovation, as most of the literature presents, is a lever of performance in that, it allows the implementation of new management practices which, until now are little or not explored by the company and which allow to increase the market share, the effectiveness of the production, net results and, in turn, improve the overall performance of the company.

Empirical analyzes have shown that, in the Cameroonian context, managerial innovation is two-dimensional (innovation in management practices and innovation in the organizational structure) and the combination of these different dimensions has a positive and significant effect on the performance of SMEs in these regions of Cameroon. This ability of SMEs to develop a managerial innovation is therefore an internal force that produces change in the company, facilitating the adaptation of the company to the external environment and increasing the efficiency and effectiveness of internal processes. This is reflected in the implementation of new products, services or technological processes that have a great influence on the performance of SMEs.

On the theoretical level, the direct links between managerial innovation and overall performance are rare in the literature, therefore this research fills this gap by bringing additional results: previous studies having apprehended the organizational or financial performance of companies, we have broadened our vision in this field to the notion of overall performance, taking into account both the economic dimension (profitability of assets and financial profitability); the social dimension (the social climate and the quality of life at work) and finally the organizational dimension (cost control and stakeholder satisfaction (customers, suppliers, employees, investors, etc.). Also, if managerial innovation was considered until then as a vague and abstract concept, because it was not sufficiently operationalized to capture its various components, the present study makes it possible to overcome this limit, distinguishing the two essential dimensions of managerial innovation, given the scarcity of empirical work that has operationalized this concept.

In addition, this study supports theories of contingency and resource dependence, according to which organizations are adaptive systems that introduce changes to function effectively and improve their performance. Indeed, our contribution lies in the fact that the study explains by the managerial action of the valuation of so-called strategic assets that allow creating value of the firm. Indeed, according to resource dependency theory, the enterprise must focus on a minority of the resources that have the characteristic of being of value, rare, difficult to imitate and substitute, and thus ignores other resources that do not fulfill any of these conditions. However, in this study, we have apprehended managerial innovation as a strategic resource enabling the company to perform well.

On the managerial level, our results showed the importance of SMEs to develop managerial innovation to guarantee their performance. To remain efficient, SMEs must implement innovation their management practices and their organizational structure. This study will thus enable SME managers to optimize the chances of their companies' sustainability because managerial innovation is for them a source of creativity enabling them to: differentiate themselves from their competitors by inventing new offers that "*surprise and delight*" More and more demanding and volatile customers; to be agile in order to adapt to permanent changes in their environment; to acquire the flexibility and responsiveness necessary to face future challenges; Attract and retain committed employees who are passionate and eager to contribute to the success of their business. Moreover, this study will allow SME managers to no longer be limited to the technological aspect of innovation (products, processes) whose lifespan is constantly shortened by the evolution of science and technology, but also to grasp the managerial aspect that allows them to develop a horizontal or network organizational structure and no longer on vertical and pyramidal structures; to increase their capacity for innovation and promote happiness at work.

While this study has contributed to an understanding of the influence of managerial innovation on the overall performance of SMEs, it has some limitations. The first limit is to have wanted an essentially explanatory study. It offers few tools within reach of managers to make strategic decisions. Indeed, our choice to carry out, exclusively, a quantitative study based on the administration of the questionnaire, do not allow us to have more details and understanding of the studied phenomenon, compared to a qualitative study based on semi-annual interviews directive (Gavard-Perret *et al*., 2012). The second limitation of this search is the sample size that can be considered low. Indeed, although the sample in this study is statically acceptable (> 30), it is nevertheless limited. This could affect the accuracy of the results and leave some doubts about the generalization of the study to all Cameroonian SMEs.

Also, much remains to be done to improve our knowledge of the links between managerial innovation and the overall performance of SMEs in Cameroon. Intuitively, one can imagine that cultural specificity plays, despite everything, an important role in understanding the performance of SMEs. It would be interesting to take this factor into account to improve the quality of our

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results. A qualitative exploratory study with companies from different countries could also identify best practices for managerial innovation that can create value. Similarly, it would be particularly stimulating to question the existence of a business climate that could, more or less strongly boost the managerial innovation within SMEs.

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Role of Effective Corporate Governance and Motivational Leadership in Increasing Productivity and Efficiency of Human Resources

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Abstract- Workforce motivation is a concern for the corporate sector. Corporate governance and leaders have a significant role in motivating human resources to increase their productivity and efficiency. This study aims at identifying the impact of effective corporate governance and motivational leadership factors on the productivity and efficiency of human resources. The authors, in this paper, critically discussed determining human resources, elements of effective corporate governance, features of ideal corporate leader, and motivational leadership factors that influence the workforce in organizations. This study is descriptive and conceptual, and used secondary data obtained from different books, journals, and research articles (both theoretical and empirical) in the related field.

Keywords: corporate governance, efficiency, human resources, motivational leadership, motivational factors, productivity.

GJMBR-A Classification: JEL Code: O15

ROLEOFEFFECTIVECORPORATEGOVERNANCEANDMOTIVATIONALLEADERSHIPININCREASINGPRODUCTIVITYANDEFFICIENCYOFHUMANRESOURCES

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Role of Effective Corporate Governance and Motivational Leadership in Increasing Productivity and Efficiency of Human Resources

Mohammad Mahfuzul Islam Chowdhury [α], Khatijah Binti Othman [σ], Mohammad Aktaruzzaman Khan [ρ] & Ibrahim Fahad Sulaiman [Ѡ]

Abstract- Workforce motivation is a concern for the corporate sector. Corporate governance and leaders have a significant role in motivating human resources to increase their productivity and efficiency. This study aims at identifying the impact of effective corporate governance and motivational leadership factors on the productivity and efficiency of human resources. The authors, in this paper, critically discussed determining human resources, elements of effective corporate governance, features of ideal corporate leader, and motivational leadership factors that influence the workforce in organizations. This study is descriptive and conceptual, and used secondary data obtained from different books, journals, and research articles (both theoretical and empirical) in the related field. After a thorough analysis of secondary materials, the authors identified several salient motivational factors and components for effective corporate governance; that directly influence human resources in increasing their productivity and efficiency. Organizations can use the findings of this study to ensure effective corporate governance and to motivate human resources in increasing their productivity and competence to cope with the changes and meet the challenges of the corporate sector.

Keywords: corporate governance, efficiency, human resources, motivational leadership, motivational factors, productivity.

I. Introduction

It is essential for managers to attract, motivate, and retain employees (Mrudula, 2006). Employees' attraction, motivation and retention are most fundamental for increasing their efficiency and productivity as well as for the organization. Motivating human resources is a challenging, critical, and sensitive task for managers in the corporate sector. Employees' commitment and loyalty toward their employers are diminishing in today's competitive corporate world because of some reason. Lack of proper motivation is one of the reasons. Executive managers perform as leaders in the corporate sector. On the other side, employers are a central part of corporate governance. There must have a joint effort of executive leaders and corporate governance in motivating human resources. Managers' duty not only focuses on implementation and handling the complication of ongoing tasks in their respective organizations but also to uphold their responsibilities for advancement and preparing the organizations for the future. Side by side, they must be an effective change agents and deal with overcoming resistance to change. A manager's goal must be to help create a truly "motivating organization," one that inspires each employee to do his or her very best every day, particularly when the manager is not looking (Bruce, 2006). Corporate leaders accomplish their tasks in organizations with their loyal workforce. Without skilled and committed workforce, they are not able to meet the objectives of the organizations. The productive and efficient workforce is helpful in this regard. Corporate executives ought to know how to accomplish their tasks fruitfully according to the increased productivity of their workforce, as people in the workplace is salient part of the advancement of the organization. Without the positive motivation of the workforce, it is impossible to meet the objectives and cope with the changes in the competitive corporate sector. People who work in the organization are different in attitudes, skills, and manners. In such a diverse workforce, ideal managers work tactfully and influence their human resources for ensuring proper outcomes from them. On the other hand, good governance is a more discussed issue in the corporate sector. Beside corporate leaders, there is a vital role of corporate governance to motivate people in the workplace to increase productivity and efficiency. For effective corporate governance, there must have some salient features. Shortage of these features, corporate governance never motivate the workforce effectively. To establish unity in diversity among the human resources in achieving organizational goals is not an easy task. Corporate leaders, as well as corporate governance, are to do this difficult task comprehensively with innovative strategy. As a whole, an organization needs a motivated and productive workforce to be a productive organization. Joint efforts of motivational leadership and effective corporate governance ensure a motivated workforce in an organization in meeting organizational goals. To

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determine motivational corporate leader, we ought to differentiate political leader and corporate leader considering their responsibilities and tasks. The concept and establishment of motivational corporate leadership, in some cases, is neglected. We have to eradicate this negligence to get a motivated workforce. Corporate governance and leadership in the corporate sector should consider several salient motivational factors to influence human resources in increasing productivity and efficiency. In this study, the authors try to focus on the elements of effective corporate governance, characteristics of motivational leadership, and salient factors of human resource motivation. Through ample literature review, the authors determined that amalgam of effective corporate governance, motivational leadership, and motivational factors can ensure and increase efficiency and productivity of human resources that meet organizational goals.

II. Objectives

In this study, the authors emphasized the recognition of salient factors of human resource motivation in increasing productivity and efficiency in them with the amalgam of elements of effective corporate governance and motivational leadership factors. The justification of this study is that no such inclusive research is done to focus on the joint efforts of effective corporate governance and motivational leadership to motivate the workforce in organizations. Several scholars did separate studies on employee motivation, corporate governance, and leadership. Related to the main objective, the authors determined the number of other goals in this study; these are as follows:

- To focus on the concept of human resource and human resource management.
- To focus on the concept of corporate governance.
- To identify the salient elements of effective corporate governance.
- To focus on the concept of leadership, management, and leadership character.
- To focus on the concept of motivation and human resource motivation.
- To identify the salient factors of human resource motivation.

III. Methodology

This study is library-based research, and in this research, the authors used secondary materials. The researchers studied available published literature, journals, articles, magazines in this related field to determine elements of effective corporate governance, identify exclusivity of motivational corporate leader as well as develop salient factors of human resource motivation in increasing productivity and efficiency in the workforce. This research is structured and accomplished according to the research objective and goals.

IV. Human Resource & Human Resource Management

There is no existence of an organization without human resources; it may be a profit or not for profit organization. Organizations achieve their goals by proper use of their workforce under the supervision of corporate leaders within a structured human resource management system.

a) *Human resource*

The term "human resources" can refer to the company's employees, who are one element of the resources available to organizations, sitting alongside financial and other assets that facilitate the attainment of business goals (Gilmore, 2009a). Some people do not agree to consider humans as resources a resource like other resources such as financial resources, technological resources, natural resource, or environmental resources. They think that human is not a machine or material asset and cannot be a resource. However, in short, we can say, human works in organization for attaining organization goals as well as personal achievement is called human resource. Every human cannot be considered as human resources, such as a beggar however, he/she is a human, as he/she is not involved in an organization to meet objectives of the organization and has no personal attainment from the organization. Human resources must work in an organization under the set rules of the management and committed to working for attaining organizational goals.

b) *Human resource management*

There is no one accepted definition of human resource management, and several definitions are there. Personnel management was the previous term for human resource management. Boxall, Purcell, and Wright (2007) defined human resource management (HRM), the management of work and people towards desired ends, is a fundamental activity in any organization in which human begins are employed. If we see the companies in the UK, not all organizations in the country use the term "human resources" to describe the people management function. Some organizations still choose to use the previous words "personnel" or "personnel management." The history of personnel management's role is prolonged. It emerged at the end of the nineteenth century. The latest term human resource management, instead of personnel management, arrived in the UK in the 1980s.Whatever we say, personnel management or human resource management, the role of both is to manage people and deal with the people in the organization. Furthermore, it

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deals with recruiting and selecting staff in an organization, developing human resources, administering performance, rewarding people at work, ensuring health safety, and employee well-being. It also deals with equality, diversity, grievance, discipline, and dignity at work. It engages a wide range of activities and issues, with responsibility for their performance lying with different people. Human resource management also has a vital role in developing policies and procedures related to the workforce of the organization. But making these policies and procedures, in many cases, lies with others. It means that human resource management is not only the sole authority of working people in an organization. Accordingly, it does not always have control over its area. Extensively it manages and controls the workforce with the collaboration of other operational bodies of the organization. In this regard, human resource management works as a bridge between corporate governance and workforce and keeps close working relationships among all functioning units of the organization.

Boxall et al. (2007) studied that HRM is an inevitable consequence of starting and growing an organization. While there is a myriad of variations in the ideologies, styles, and managerial resources engaged. The functions of HRM are to monitor and oversee the people in the organization, and it ensures implementation of the human resource policies. At this juncture, policies are the pronouncements of principles intended to be informed by strategy and to guide practice. They can clarify situations, reduce dependence on individuals, produce consistent behavior, and help employees and managers to know where they stand. Some organizations hold a gap between human resource policy and practice. This gap has a direct impact on people in the workplace. Traditionally, much human resource management work has been about developing policies to do with recruitment, selection, promotion, and appraisal. A common problem to human resource management functions is the failure to evaluate or monitor policies. Unless policies are monitored and evaluated against concrete objectives, no one will know whether or not objectives are being met or whether a gap between policy and practice exists (Newell & Scarbrough, 2002). Aspects of human resource motivation should properly be included in human resource management policy so that it can be ensured productivity and efficiency of human resources to attain organizational goals. In making such a policy, there is a vital role in effective corporate governance as well as motivational corporate leadership.

V. Effective Corporate Governance

Before going to discuss corporate governance, we need to identify what is meant by governance. From the Cambridge English Dictionary (2019), we find the definition of governance that "the way that organizations or countries are managed at the highest level."Governance associates to government and the root word govern means to control. Corporate governance means the system of rules, practices, and processes by which a company is directed and controlled. The purpose of corporate governance is more associated with the dictionary definition. Governance principles dictate the company objectives should be met the organizational processes and should be executed effectively, not neglected, skirted, or altered for the benefit of individuals (Weill & Ross, 2004).

Effective corporate governance composed of several salient features. These traits are functional and directly related to the effectiveness of corporate governance.

a) Board of directors

It is a vital part of effective corporate governance. Governance board of an organization should have highly skilled directors, with principled personality and extensive business knowledge. The board of directors oversees and controls the functions of top corporate leaders, as they are the operational leaders in the organization. Side by side, the board, also monitors the overall activities of the organization. In this connection, the top-level executives are just one level below the board of directors. So, the intensive relationship between board of directors and executives is very much crucial for good governance. The effectiveness of an organization's governance system is the ethics and attitudes of the directors chosen to serve on the board (Tiller, 2011). An effective and efficient board needs to be composed of professional directors. The professional and ethical mannered directors are resistant that the company's executives or any other people cannot manipulate them personally. Also, such directors do not receive any unfair means and do their level best for the betterment of shareholders as well as stakeholders of the organization.

b) Management configuration

Another crucial component of corporate governance is the management configuration. It refers to how an organization categorizes its management hierarchy. In this configuration, the top corporate executives carry out their tasks for overseeing all activities of the company and ensure that they are accountable for all decisions they take on behalf of the company. Tiller (2011) quoted the recommendation of Stanford that organizations need a decentralized management configuration with least vertical layers since excessive levels of executives tend to slow down the decision and review process and potentially hide any unlawful activity. By a flatter, less hierarchical layer, decisions, and policies of the organization can be implemented smoothly and within the timeframe. Companies in Sweden, like other egalitarian countries,

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have this type of organization pattern. Prompt execution of decisions is crucial for the productivity and efficiency of the organization. Management structure with minimal vertical layers can ensure on-time execution of decisions taken by the respective authority.

c) Shareholders

Shareholders are a fundamental part of corporate governance. By definition, shareholders are owners of the company limited by shares, and they form the board of directors. There is a vital role of shareholders in various issues of the company. The shareholders themselves must be able to vote independently for different aspects of executive appointments, financial decisions, and other critical issues of the company's future (Tiller, 2011). In organizational perspective, shareholders must be free from any unjustified influence from any side of the organization so that they can be able to vote independently for financial matters and any other concern of the organization. It's corporate executives' duty with full oversight by the board of directors to create a free-fare corporate environment for the shareholders in this regard. Providing constructive opinions freely for the betterment of all stakeholders of the organization, shareholders can keep fruitful contributions to effective corporate governance.

d) Auditors

Tiller (2011) noted that proper governance dictates all financial actions, decisions, and outlays be audited routinely by a completely independent organization. In this regard, an organization should arrange regular audit by an independent auditor firm for its all financial activities and decisions to ensure transparent and effective corporate governance. The auditor firm should have the authority to thoroughly examine the company's financial record. An organization should establish openness and transparency in all activities for good governance, and independent auditors can ensure this type of corporate environment. Without the scrutiny of all monetary decisions, an organization cannot ensure effective governance and, as a result, will not be a productive one. In this regard, the personal and organizational integrity is a must for a transparent transaction of finance. Organizational integrity largely depends on personal integrity of top-level corporate leaders since they are the mentors of their subordinates. Honesty should be one of the main concerns of an organization to meet the challenges in a changing competitive environment and achieve organizational goals. Organizational integrity is more important than employees' integrity, as integrity motivates the employees, to be honest. The fruitful and regular audit can ensure the overall integrity of the business, and it influences individuals to be productive.

There is a significant role in corporate governance to motivate human resources in increasing and maintaining productivity and efficiency to attain organizational goals. In this regard, the government must be composed of a professional-skilled and ethical board of directors, management configuration, furthermore, it should have proper participation of shareholders, and independent audit of all financial activities on a regular basis. Also, holding aforesaid four elements, effective corporate governance maintains the following affairs accordingly:

- To ensure the rule of law for all individuals,
- To establish transparency and accountability in all levels of management,
- To make responsiveness to serve the best wellbeing of stakeholders,
- To set up participatory management involves all management staff in decision making,
- To ensure equity and inclusiveness from top to bottom of the organization.

Effective corporate governance oversees organizational integrity, and such integrity has a direct impact on personal integrity from top-level managers to lowest level workforce. Gandz, Crossan, Seijts, and Reno (2013) explained that corporate directors look or should look for three things in the executives they hire, assess and occasionally have to fire: competencies, commitment and character. These are relevant issues in corporate governance. Competency of individuals in an organization refers to be able to accomplish the task. Commitment means to be devoted to a particular activity or affair. It determines how prepared the workforce is to make the sacrifices necessary to achieve organizational goals. The character of human resources means how individuals use their capabilities, by which they are identified in and out of the organization. Organizational character refers to how decision is shaped and how these decisions are implemented and evaluated in the organization. Competencies, commitment, and character of executives, primarily depend on motivation and organizational integrity. Effective corporate governance is a substantial motivational factor that has a direct impact on human resources to increase their efficiency and productivity; consequently, the organization becomes productive and attains organizational goals.

VI. Leadership, Management and Leadership Character in the Corporate Sector

Quality of corporate leadership, management of organization, is important discussed issues in the corporate sector. They are correlated with each other.

a) Leadership and management

Robbins and Judge (2011) explained that leadership is the ability to influence a group toward the achievement of a vision or set of goals. The source of this influence may be formal, such as that provided by managerial rank in an organization. Corporate leaders' salient tasks are organizing-monitoring-motivating-communicating and developing human resources. On the other hand, they deal with analyzing-appraising and interpreting the performance of their people. In the twenty-first century, the tasks of management and leadership have become more multifaceted. Leadership and management are often confused terms, although they are part and parcel of the organization. Kotter (1999) of the Harvard Business School noted that leadership and management are two distinctive and complementary systems of action. Each has its own function and characteristic activities. Management is about coping with complexity. Leadership, by contrast, is about coping with change.

Many business enterprises failed to increase and ensure organizational productivity, caused by proper leadership, though they had skilled human resources and well-equipped workplace. Corporate leaders in these enterprises could not be able to motivate their people with the implementation of salient factors of workforce motivation. Human resources need persuasion to inspire them to working better for the organization. In this regard, corporate leaders need to be self-motivated first to stimulate others. If they do not feel to do something more for the betterment of their people and organizations, besides their routine tasks, it may not be possible to cope with the existing and upcoming corporate challenges and changes. Organizations need strong corporate leadership and management for optimal effectiveness and meeting organizational goals. Corporate leaders are the authoritative part of management. They must know the gap between policy and practice in the organization to determine an action plan for minimizing this gap. It helps to make the workforce motivated and increase productivity as a whole. Linda A. Hill, a management expert, identifies that there is a general perception; the manager is as boss (Hill, 2003). When asked to describe about a manager, nearly all the managers began by discussing management's rights and privileges, not its duties.

It is a wrong perception of a large number of executives of organizations that to become a manager to exercise power and control over their people. In this connection, they forget that not to exercise power but to motivate their workforce is a crucial part of their corporate leadership in increasing organizational productivity. Considering all aspects of corporate leadership, managers are not only bosses but also they should be effective motivators, change-makers, and well-wishers of their people. It is possible to achieve organizational goals by inspiration of the workforce in the organizations.

Honesty in all levels of management is crucial for an organization. When business executives take decisions between right and wrong, these alternatives are usually easy. On the contrary, at the time of deciding between two options that both seem to be right, it is tough for them to make a decision. Tiller (2011) asserts it is the job of corporate governance to watch over the business process and ensure that business leaders conduct themselves appropriately. Also, he quotes from Colvin that top leaders sometimes abandon their ethics and turn to greed, selfishness, and corruption.

Value centered corporate leadership can ensure integrity at both individual and organizational level, and that is contributing to meet challenges and cope with changes in and out of the organization. This kind of leadership can nurture integrity through a combination of own action and different programs arranged by the organization.

b) Character of leadership

Effective leadership in the corporate sector largely depends on how many motivational elements of character, a corporate leader holds or does not hold. Leadership is a term with multi-dimensional aspects; it may be a political leadership or corporate leadership, but there is a significant difference between political leaders and corporate leaders. Political leaders also motivate their people as like as corporate leaders; in this regard, they do not have any structured action plan to appraise-analyze and interpret the performance of their followers. On the contrary, business leaders must have a structured action plan to oversee their people. Hence they should have some elements of character that manage their workforce. It needs to learn from where corporate leaders obtain the elements of character. Gandz et al. (2013) studied that some elements, especially personality traits are inherited and rest of these come from early childhood development, education, and experiences in both works related and socially related organizational settings. Furthermore, corporate leaders gain some significant elements of the character directly from their life experiences. Motivational leadership power is one of the parts of personality of an executive to manage their people effectively, and it is fundamental to make the organization dynamic. By these settings, fundamentals of the character of a corporate leader become multi-dimensional.

VII. Motivation and Motivational Factors Influencing Human Resources

Every person gets motivated positively or negatively (Mrudula, 2006). Ideal corporate leaders lead

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from the front using different motivational techniques to influence people in an organization to increase their efficiency and productivity. It is needed to define motivation first to discuss motivational factors. In short, "Motivation is the drive of the mental forces to accomplish an action." The dictionary definition of motivation is "having the encouragement to do something."Anne Bruce (2006), a featured presenter for the London Institute of Management, highlighted that managers make every employee feel like a business partner. Because when people feel ownership of something, they feel a strong motivation to look out for it. Corporate leaders ought to influence their people to make them efficient and productive. Successful management largely depends on employee motivation. Motivational team spirit should be ensured by the corporate leaders so that employees can work with strong motivation to be more committed to the organization. But in many cases, a large number of business executives fail to understand practical process of human resource motivation. They also fail to realize that motivation is a critical aspect of corporate leadership. Lack of practical knowledge of motivation, many corporate leaders, cannot handle the unwanted situations in organizations. If they had practical understanding, they would be able to manage and influence their people successfully. Without motivation in the workplace, the business will lack efficiency and productivity.

Motivation and job satisfaction are related with each other. Mrudula (2006) noted that the factors that motivate employees are the same factors that decrease or prevent job satisfaction. For effective motivational procedures and to make sure productivity of the workforce as well as organization, corporate leaders always need to understand the factors that motivate employees successfully. Following motivational factors may be considered to inspire human resources in organizations in ensuring effective corporate governance, productive human resources, and successful organizations:

a) Organizational citizenship feeling

Corporate leaders should eliminate authoritative manners so that they can build up a friendly work environment in an organization to influence their people in feeling organizational citizenship. Citizenship behaviors lubricate the social machinery of the organization. They provide the flexibility needed to work through many unforeseen contingencies; they enable participants to cope with the otherwise condition of interdependence on each other (Smith, Organ, & Near, 1983). Corporate Executives should explain the workforce; how they are running the business. When employees know how they fit in and the difference they make, they can do their work more intelligently (Bruce, 2006). By this explanation, employees will be able to know the gap between what they do and what they should do. Employee friendly work environment is crucial for productivity and efficiency that minimizes this gap. Corporate leaders must help the employees feel as if they own the business, and are the citizens of the organization. It is only possible when managers empower their people. In this regard, profit sharing may be a way to make a feeling of ownership. If an organization shares its profit proportionately to the people work in the organization, they will feel them as partners of the organization and will be more committed to work for the betterment of the organization.

b) Innovative and calculated risk-taking

Bruce (2006) asserts that the only way to get better is to try new things, and organizations that don't innovate stagnate. They may even go out of business. Innovative and calculated risk-taking increases the performance and effectiveness of the workforce as well as business enterprises. Corporate leaders should encourage their people to find out new ways of doing their work, which may be better than the previous one. In some cases, the workforce may make mistakes for taking a risk, though they have done the job sincerely. But they should not be blamed for this mistake. If people blame them, they will not be eager to take a risk for a second time. Business executive should keep in the mind that failure is not a crime. Trying new things may be better for organizations in today's competitive corporate environment. Though there is a chance of making mistakes, the ideal corporate leaders ought to develop a calculated and creative risk-taking mentality in their workforce that will help them to build up their individual as well as organizational performance. Taking a calculated risk, employees become able to learn; how to meet the managerial challenges and cope with the changes in the changed competitive situations. Employees can develop their performance by a taking risk with the help and monitoring of their supervisors. So, corporate leaders should motivate their people to receive creative and calculated risk for meeting organizational goals.

c) Encouragement of becoming an innovative thinker

Corporate leaders, who encourage creative and innovative thinking among their people, are considered as natural born motivators. In some cases, employees are afraid of thinking creatively, because of their rude supervisors; as a result, their performance turns down or remains unchanged. Here we see no improvement of the performance of employees in this situation. Managers should eliminate their rudeness and should inspire their people for innovative and creative thinking for the betterment of their organizations.

d) Proper assistance in achieving performance

Managers should help employees to achieve performance. All employees do not need the same help;

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it depends on their requirements and talent. The job and responsibility of the individual employee should be specified to them, and employees ought to be informed; what the objectives of the organization are. If the corporate leaders co-operate their employees in achieving performance, the employees will be motivated highly and be able to meet the challenges in the changing environment. During helping the employees, managers should keep in their accounts that all employees do not have equal talent in achieving their target. In this regard, John F. Kennedy, former president of the United States, says, "all of us do not have equal talent, but all of us should have an equal opportunity to develop our talent."

e) Reward and appreciation for the performance

Reward management is one of the motivational activities of human resource management. Corporate leaders ought to ensure rewards for their workforce for better performance. Eerde (2015) explained that a reward system consists of the policies and mechanism by which organizations administer employee rewards, for example, by annual pay increases. This method has a powerful influence on the recruitment and retention of employees. Performance-based reward motivates employees, and it increases productivity and efficiency. People at work want remuneration and appreciation. In this regard, the reward system must be well structured and free from any unfairness. If managers fail to establish fairness in rewarding employees, it will not motivate them in increasing productivity; as a result, they will not feel committed to their tasks. In the case of appreciation for better work, money is not always a matter. In some cases, corporate leaders can appreciate the work of someone by sending an e-mail or memo to others publicly, recognizing the good work of that person (Bruce, 2006), and it influences the employee to uphold his/her performance in the future. Pilbeam (2009:170) describes three strategic approaches in the reward system. These are employer perspective involves achieving a reward strategy that fosters the knowledge, competence, and behaviors necessary for business success, the employee perspective ensures that the reward strategy is attractive. The cost perspective has to make sure the reward strategy is affordable and sustainable. He also emphasizes the need to balance these three perspectives. Corporate leaders should consider these perspectives to form a structured reward system in organizations.

f) Incentives for workforce

Employees want an entrepreneurial environment, skill development, and opportunities for growth and competitive compensation to be motivated (Harunavamwe & Kanengoni, 2013). An organization can offer different motivational incentives to their workforce in increasing their efficiency and productivity. Organizations can design their employee incentives for the higher performance levels. In this connection, corporate leaders have a vital role in establishing a structure of incentive scheme with their creative and innovative skills, considering the mentality and needs of their employees; and organizational settings.

g) Empowerment of workforce

Empowerment is a core concept of the new management model by which the organization harnesses individual talents to the fullest (Chebolu, 2006:60). Corporate leaders should give authority to their workforce in accomplishing everyday jobs so that the employees become powerful in doing their tasks freely. This kind of empowerment increases its capability. But it is tough for managers to do so and many managers are resistant to do this, and they like to hold all the power on their own. But smart managers release the authority within their every employee so that the employee can do the work his/her level best. If an employee gets power, it means that he/she takes the authority and responsibility to do his/her job efficiently and effectively. Consequently, feeling of accountability grows in the employee's mind. Empowerment makes the workforce motivated. It ensures job satisfaction and employees become happier to work with the organization.

h) Pleasurable workplace

There is a misperception among many managers that fun doesn't belong at work. But in the workplace, fun is needed to motivate the workforce. Fun on the job and employee productivity, creativity, morale, employment satisfaction, and retention are correlated. Bruce (2006) asserts that people who work in an enjoyable and fun-filled workplace come to see their jobs as a place to fulfill many different needs, reinforcing their motivation to perform at a higher level. The author also suggests some guidelines to make the workplace pleasurable, such as laughing with people, lightening up, thinking with a sense of humor, adopting a fun and playful attitude, planning to have a good time every single day, and helping others see the lighter side of things. Fun at work makes a happier environment and motivates employees. When the employees feel stress, and tired and are not eager to continue their tasks, a laugh can make the environment different, and they become inspired to work again with pleasure.

i) Team spirit among the workforce

Team spirit unifies the employees and encourages them to work together. Smart corporate leaders attempt to build up team spirit among their people and lead them from the front. Chandler and Richardson (2005) explained that there is nothing more motivational than leading from the front. It hits harder and lasts longer than any other practice. Also, they added that it changes people more deeply and more

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completely than anything else we can do. Leading from the front creates team spirit. Ideal corporate leaders care about their workforce as well as the organization. They show their employees the practicality of the work. This action inspires employees and has a positive impact on them, and they become influenced to work together for the betterment of the organization. To build up team spirit among the workforce, corporate leaders should give the team a clearly defined organizational goal. It motivates the workforce in achieving the goal. Regarding team spirit, Henry Ford's word is mentionable here; "Coming together is a beginning, keeping together is progress, and working together is a success."

j) Promotion in due time

Employees should get promotion in due time since it is an important motivational factor. Promotion in the higher position makes an individual happier and satisfied. By this, an employee gets motivated and committed to do more something for the betterment of the organization. Consequently, he/she becomes more productive and efficient. Organizations ought to develop a well-built promotion policy for their workforce. This policy must be free from any biased and unfairness. During the promotion, there must have a free and fair selection process. Otherwise, it will create mismanagement in the organization and bring frustration to the employees.

k) Leading with enthusiasm

Enthusiasm is a crucial part of motivational factors. We know that nothing great was ever created without interest. It is a part of the character of a motivational leader. Corporate leaders must be enthusiastic first, and then their people will be energized accordingly. Chandler and Richardson (2005) assert that enthusiasm is contagious. People love to be around it. It makes them smile. When the manager is excited regarding his/her idea, everyone else will be excited. Ideal corporate leaders make their employees enthusiastic about doing their job cordially. In this regard, the top-level management ought to identify the different interests of individuals in an organization.

l) Personal and organizational integrity

Gandz et al. (2013) asserts that integrity is essentially about wholeness, completeness, and soundness of leadership character. It is most readily apparent in principles, such as honesty, authenticity, transparency, candor, and consistency, but it is also used to describe high moral standards. A corporate leader should be honest personally to lead and motivate his/her employees. Organizational integrity mostly depends on the personal integrity of all levels of individuals in the organization. If a manager is not honest, he/she has no morale to influence others, to be sincere. Corrupted managers cannot stop corruption in organizations. Transparency and accountability in all levels of management can ensure managerial integrity that motivates the workforce, to be honest and productive to achieve organizational goals.

m) Organizational vision and goals

Corporate leaders can influence their people to format an organizational vision and goals. Formatting vision and goals, corporate leaders show the guidelines to their people where they must go and what they should carry out first to achieve the goals. In this regard, Chandler and Richardson (2005) explain that without goals (the subsets of vision), the team will just fight fires, work through emotional upsets, and worry about the dysfunctional behavior of other people. If corporate leaders spend their time doing second things first, most goals will not be achieved. There should be made an action plan in the organization for successfully meeting the goals. Furthermore, organizational vision and goals make the human resources in meeting the challenges and coping with the changes in the corporate sector.

n) Producing optimism among the workforce

Optimism is the practice of focusing on opportunities and possibilities rather than complaints and regrets. Chandler and Richardson (2005) emphasize that pessimism is the most fundamental of all the mistakes managers can make. It is a position, a pose, taken by the manager of not being optimistic about the future of the organization and, therefore, the future of the team. Also, they added optimistic leaders acknowledge the downside of every situation, and then focus the majority of their thinking on the upside. The downside is always well known by the individuals of the organization. On the contrary, the upside is not constantly well known. Optimistic corporate leaders bring the upside to light so that employees can look at the bright future by doing their level best. Corporate executives must believe in a better tomorrow. It is corporate leaders' responsibility to hold hope, trust, and faith high for their workforce. These optimistic issues increase employees' self-confidence. Corporate leaders with a hopeful mentality can manage their people to do the best effectively and efficiently for the betterment of the organization as well as the stakeholders.

o) Religious belief and values

Religious belief stands on the spiritual aspects of religion, and also, religious values hold ethical principles based upon religion. Religious belief and values influence the workforce in an organization. A believer employee, who is aware of the consequences of his/her action, cannot be corrupted. If a human becomes spiritually motivated, he/she will maintain transparency in the workplace. Accordingly, this transparency will help the employee to increase his/her productivity. But in many cases, this motivational issue is neglected in organizations. Corporate leaders ought to ensure the spiritual environment in organizations so

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that the employees can maintain their religious beliefs and values properly since it makes sure honesty-transparency and consequently increases efficiency and productivity.

p) Training and development programs

Gilmore (2009b) asserts that training and development activities are matters of concern for individuals, employers, and government. Furthermore, the author added that an educated and skilled workforce is essential for firm competitiveness, the effective functioning of the economy, the competitiveness and wealth of the nation, and the overall well-being of society. Mrudula (2006) highlights an effective training program results in motivation. It is a vital function for every organization. It helps in creating a sustainable win-win relationship between employee and employer and also facilitates employers in retaining the talented workforce. Werner and DeSimone (2012) defined human resource development as a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn the necessary skills to meet current and future job demands.

An organization can arrange two types of training programs for its human resources; on-the-job training and off-the-job training. Naturally, on-the-job training is prearranged, and it takes place at the trainee's natural workplace. In this training, the trainee learns by doing his/her job at the workplace under the supervision of respective senior executives and becomes familiar with his/her work environment and gains practical knowledge. In contrast, off-the-job training is held away from the workplace of the employee, and it provides a learning atmosphere away from instant work stresses. In such training programs, employees gain a working knowledge in a designed training session. This type of training will not be helpful, if not directly associated with actual organizational issues. Training and development program is a salient motivational factor that makes the workforce confident to be efficient and productive.

q) Comfortable work environment

The work environment is a broad term and means all the surroundings when working and comfortable work environment means that all the surroundings are favorable for someone in the workplace. Work environment directly relates to physical (physical resources) and psychological (how the work is organized and wellbeing of the workforce) aspects. The environment of the workplace should be comfortable and conducive for the workforce so that it can relieve their work stress and make the work enjoyable. If employees can work without mental stress, it will increase their productivity. The workforce ought to get supporting resources to accomplish their tasks smoothly. In this regard, if employees can work with all essential resources in their workplace, it will make them concentrated on their assignments. Happier employees become satisfied with their job. A comfortable work environment brings happiness to the workforce and motivates them to increase their efficiency and productivity.

r) Resolving conflict

Conflict resolution is one of the factors of employee motivation in increasing productivity because any kind of conflict decreases productivity. Some of the signs of workplace conflict are job insecurity, back-biting, low morality, negative attitudes, and performance when one's work is not appreciated (Mrudula, 2006). There is no one accepted definition of conflict in an organization, and it can be defined in several ways. Conflict takes place when two or more individuals or groups have differing interests, and they pursue these interests intensely. It can range from friendly competition to extreme violence (Carter, 2006). There are four types of conflicts at the workplace based on their scopes:

- *Psychological conflict:* This type of conflict occurs in the mind of an individual, and an individual's ideas, decisions, or actions don't match with the job. In this situation, the individual suffers from the dissatisfaction with his/her work and duties.
- *Personal conflict:* This conflict occurs between two individuals at the workplace and where two people don't just get along. In this regard, they try to defeat each other to attain goals.
- *Group conflict:* It happens between two linking groups in the organization, and they do not intend to collaborate with each other.
- *Organizational conflict:* This kind of conflict occurs between two competitive organizations in achieving their goals.

Any kind of workplace conflict increases absenteeism in an organization. It is common that where two or more people; or groups work together, conflicts may arise. If we want to resolve clash in the workplace, first of all, we have to identify the root cause of the conflict. In this regard, corporate leaders can consider five conflict modes; collaborating, accommodating, competing, avoiding, and compromising according to the Thomas-Kilmann (1974) model (Brahnam, Margavio, Hignite, Barrier, & Chin, 2005):

- *Accommodating:* The goal of accommodating is to give up the conflict maintaining harmony. Accommodating occurs when one side is yielding another's point of view and obeying an order when one part doesn't want to. It reduces the gap between individuals and increases personal relationships.
- *Avoiding:* The goal of avoiding is to hold up. In this mode, one or both sides withdraw from the situation just to stay away from the bad situation. Avoiding

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makes the work environment calm and ensures concentration on the assigned tasks of individuals.

- *Competing:* It is an aggressive approach. In this mode, an individual tries to win and stands up for his/her position or rights. There is an option of a win-loss struggle between individuals. It is appropriate if no future relationship is needed with another party, and resolution of dispute needs to secure maximum possible result now.
- *Collaborating:* Collaborating is an attempt made by one or both parties to satisfy the needs of both. With collaboration, both sides can be winners. It is appropriate where the future relationship of both parties is significant for achieving their goals. The goal of this mode is multiple participation. It tries to find out a win-win solution for both.
- *Compromising:* The goal of compromising is to find a middle ground. It happens when both parties gain and lose to resolve the conflict. In this resolution, each party is partially satisfied and partially dissatisfied. In compromising, relationships remain undamaged, and it may be acceptable to all.

There are constructive and destructive conflict management styles in organizations. Constructive approaches refer to mutual respect, cooperation, and protecting others. At this juncture, a person or group focuses on the others' needs and collective relationships. Accordingly, it resolves the conflict. On the contrary, destructive styles involve threat, manipulation, and coercion. In this case, individual focuses on one's need desired outcomes; it encourages conflict. Expert corporate leader or counselor can resolve the psychological conflict of an individual by proper counseling. Organizations should eradicate conflict so that individuals can concentrate properly on their assigned tasks.

VIII. Conclusion

Effective governance and motivational leadership are the two parts of an organization that significantly help to achieve organizational goals. Furthermore, they are change-makers and motivators of people in the organization. Corporate governance and managerial leadership can jointly employ numerous motivational factors to motivate the workforce in an organization. Motivated people become more efficient and productive and able to cope with the changes in a competitive corporate environment. Proper motivation can ensure more committed human resources that are crucial parts of the organization in increasing organizational productivity. A healthier organization is vital for making motivated workforce.

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Improving Performance of Public Universities in Ghana Through Talent Management: Does Leadership Support Matter?

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University of Cape Coast Ghana

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Design/methodology/approach: The study adopted an explanatory design. It quantitatively approached the measurement and testing of the proposed hypotheses. Through the drop-and-pick method, primary data were collected with the structured questionnaires. The population included permanent lecturers in the University of Cape Coast, and through simple random sampling technique, 430 lecturers were selected and surveyed. The study recorded a 100% response rate. Reflective structural modeling was applied to testing the hypotheses with the SMART pls application.

Keywords: talent management, leadership support, lecturers, organizational performance, public universities.

GJMBR-A Classification: JEL Code: M10

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Findings: Talent management (talent attraction practices), talent development, talent engagement practices, and talent retention practices) accounted for substantial variance in organizational performance. Talent engagement practices, talent development practices, talent attraction practices, and talent retention practices prove to be significant positive predictors of improved organizational performance. The mediation analysis shows leadership support improves variance in organizational performance for the majority of the components of talent management practices except for talent engagement practices.

Practical implications: To improve the performance of public universities, management of these universities must effectively devise and implement talent management programs (with much emphasis on talent attraction strategies, talent development strategies, talent engagement strategies and talent retention strategies) that are specifically tailored to the exact needs of public universities by providing appropriate resources, and creating enabling environment that could enhance the talent management implementation process across all colleges and units within public universities.

Originality/value: The study makes contributions to the literature by filling the research gaps proposed by several prior empirical studies and then offers a theoretical framework of the relationship among talent management, leadership support, and organizational performance in the context of public organization in the higher education sector in the African context.

Keywords: talent management, leadership support, lecturers, organizational performance, public universities.

I. Introduction

Talent management [TM] is among the top priority areas in developed economies such as the UK, USA, China, France, and Austria (Egerová, 2013). In 1997, McKinsey brought the focal view of "war for talent" forward and then prompted the success of some companies while managing their teams' enormous assets. Consequently, the expression of TM attracted much attention in both the theoretical and practical practices (Scullion & Collings, 2011) for its inherent pursuit of life-long learning owing to the shifts for lifelong employment and job security globally (Latukha, Selivanovskikh & Maclennan, 2019). TM encompasses the process of identifying, recruiting, developing, retaining, and deploying high potential individuals at the workplace (Wellins, Smith & Erker, 2009)to the most strategic organizational goals (Scullion & Collings, 2011).

TM affects the organizational performance of higher education institutions (Dahshan, Keshk & Dorgham, 2018; Eghbal, Hoveida, Seyadat, Samavatyan & Yarmohammadian, 2017) but there are limited studies in Ghana except few that linked TK to staff retention (Kwegyir-Aggrey, 2016). Performance has been the most important issue for profit and non-profit organizations. Researchers have different beliefs and thoughts about OP, but it remains a controversial issue (Barney, 2001). Non-profit organizations view their performance in terms of how they meet their missions and goals. Performance refers to the degree of achievement of the mission at work place that builds up an employee job. Researchers mostly use performance to express the range of measurements of transactional efficiency and input and output efficiency (Stannack, 1996).

TM is increasingly becoming a priority for companies and CEOs have new, more strategic expectations of their HR leadership (Betchoo, 2014). The strong involvement of senior corporate leaders in scouting, attracting, and retaining talents (Moser, Dawson & West, 2019) can promote positive work

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attitudes (Chukwusa, 2019) and elicit supportive corporate behavior (Veronesi, Kirpatrick & Altanlar, 2015). Leadership is special force for success in a fast-paced, dynamic environment for all forms of organizations. Particularly, knowledge-oriented leadership promotes the acquisition of knowledge from external resources and rewards its sharing and application which, can enhance research collaboration, and academic progression. There is a strong internal drive, not just within HR, but also within the entire organisation to bring current talent to the next level of leadership. Thus, talent management will fail if it is viewed purely as an HR initiative and therefore requires the support of senior management teams (Preece & Iles, 2008). The resolve lies within the remits of internal transformation, driving competitiveness, and the organization's achievement towards its strategy and goals (Betchoo, 2014). Mohammed, Hafeez-Baig, and Gururajan (2018) hint in academic institutions, high-level leadership provides talented individuals with sufficient opportunities regarding functional planning programs. Therefore, leaders in public universities are to demonstrate strong leadership support to guide the implementation of TM programs to promote improved organizational performance.

The challenge with Africa is that over the years, the continent has suffered brain drain, as talented employees seek greener pastures in Europe and America. Knott (2016) equally argues that TM in Africa is huge challenge due to inadequate compensation by companies, and the commonness of uncompetitive work environments that negatively impact employee performance and desire to remain with the company. Global studies reveal shortages of talent in under-performing business entities (Parry, Stavrou-Costea & Morley, 2011). Talent needs of Africa have evolved, resulting in noticeable voids with businesses being unable to fill their employment vacancies with the appropriate talent. Firms in Africa do not effectively develop and maintain the unique talents of their workforce even, when their potentials are recognized (Chukwusa, 2019). Studies in TM seem to have focused on other continents at the neglect of Africa (Anlesinya, Amponsah-Tawiah & Dartey-Baah, 2019), which makes it impossible to apply the strategies of these studies in a developing country context (Gallardo-Gallardo, Thunnissen & Scullion, 2019). Furthermore, African firms that practice TM usually face organizational and macro-level challenges (Anlesinya, Amponsah-Tawiah & Dartey-Baah, 2019). Talent retention is one of the problems facing businesses today (Vaiman, Collings & Schullion, 2017); hence the existence of numerous TM questions puzzling HR practitioners (Gallardo-Gallardo, Thunnissen & Scullion, 2019).

The keen focus on TM in large MNC organizations (Collings, Mellahi, & Cascio, 2019; Thunnissen & Gallardo-Gallardo, 2017) raises questions about whether current assumptions in the TM literature related to this specific context help us to understand and explain the TM issues in other settings such as public sector organizations, SMEs, and organizations based in emerging market context (Gallardo-Gallardo, Thunnissen & Scullion, 2020).To date, most TM researches target large, private-sector, and multinational corporations, and scholars often apply the findings of these researches to all other organizations without contemplating whether it is feasible (Meyers, van Woerkom, Paauwe & Dries, 2019). Besides, little comparative research has examined the extent to which TM can be applied across national boundaries in such contexts (Boussebaa & Morgan, 2008). Khoreva and Kostanek (2019) also found that most TM studies targeted HR practitioners who may have a different interpretation than any other groups in firms, hence the decision to survey lecturers as beneficiaries of TM programs in public universities.

TM studies lag when it comes to offering visions and directions to organizations (Cascio & Boudreau, 2016). Again, studies on TM have neglected contextual factors and their respective roles (Thunnissen & Gallardo-Gallardo, 2019) hence this study treated leadership role as a mediating factor. It is envisioned that active, proactive and strategic approach to leading TM process can accelerate the impact of TM on OP of public universities (Paisey & Paisey, 2018) in Ghana. Public universities in Ghana churned out, *"Chew! Pour! Pass! And Forget!"* philosophy (Quansah & Asamoah, 2019) thereby questioning the integrity and professionalism of lecturers who teach these students. To Muyia, Wekullo and Nafukho, (2018), students in Africa are ill-prepared and talented people migrate to developed countries, thereby deepening the developmental challenges of the continent. Higher education institutions are facing some difficulties and challenges in attracting qualified staff, particularly in the areas of safety and security, workloads and conflicting opinions (Mohammed, Hafeez-Baig & Gururajan, 2018).

There is no clear conception of TM and how it impacts on OP (Mensah, 2015), in practical terms (Mensah & Bawole, 2017). Organizations implementing TM may not understand the mechanism through which TM improves employee performance and how this translates into OP (Mensah, 2015). The construct "talent" and "talent management" lack theoretical vigour and standardized definition (Ansar & Baloch, 2018; Damarasri & Ahman, 2020) hence the existence of inconclusive debate among scholars. TM usually focuses on the differential treatment of high-performing/high potential employees by organizations who are considered as key professionals either at present or in the future (Mensah & Bawole, 2017; Collings & Mellahi, 2009) which defies the position that all individuals have talents that must be uncovered and identified for purposeful strategic organizational actions

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to be taken (Eghbal et al., 20107). Firms are quick to recognize the importance of TM. However, they fail to manage it effectively (Vaiman, Scullion & Collings, 2012).

Higher education institutions are based sturdily on the attraction of experienced staff to fill crucial positions (Mohammed, Hafeez-Baig & Gururajan, 2018).

Public universities are noted for employing professionals. This is because these professionals play strategic roles in these institutions of higher learning (Gallardo-Gallardo, Thunnissen & Scullion, 2019). Universities and higher education centres play active role in achieving nations goals; hence, the higher premium put on these institutions to create and educate specialized workforce required by nations (Eghbal et al., 2017). It becomes imperative for these institutions to rely on the most strategic asset-human capital (Cappelli, 2008) and, for that matter, lecturers-to improve their productivity. For instance, Zainab (2000) advises research performance strengthens society's confidence in universities, build a solid and appealing corporate image in the lenses of the society, and lends synergetic effects to the development of science and knowledge creation. Furthermore Zheng and Liu, (2020) clarify evaluation of high-level talents contributes to the output of high-quality scientific research results and promotes disciplines to develop further. Higher educational institutions such as universities of late do not only give input into innovation. Still, they are also embedded in it (Etzkowitz, 2014) by taking advantage of an innovations, philosophies, strategies, and techniques that are being used in private and public commercial sectors to create strategic knowledge for strategic purposes (Boroujerdi, Hasani & Delshab, 2020). This study technically supports the Sustainable Development Goals [SDGs] championed by the United Nations (2015) based on the 2030 Agenda for Sustainable Development. According to Nwila and Turay (2018), the discipline and practice of TM have the potential to contribute to at least 3 of the 17 sustainable goals, namely:

1. Goal 8-decent work and economic growth
2. Goal 1-No poverty
3. Goal 17-Partnership for the goals

This study would be useful in providing insights into the aspects of TM practices and leadership support among public universities that contribute significantly to improvement in these public universities and further provide a framework for carving strategic TM programs tailored to the exact needs of public universities in Ghana and beyond. Several stakeholders may, therefore, be informed scientifically as to what policy direction they must pursue to justify investments in TM programs in public universities. It is against these backgrounds that the study was carried out to assess the impact of TM practices on the performance of the University of Cape Coast after controlling for the mediating effect of leadership support.

II. Literature Review

This section provides information relating to the theoretical perspective that delineates the proposed framework of the study. It then seeks to explain in detail the concepts otherwise construct upon which the theoretical relationship is anchored. Again, the critical empirical review is carried out which then leads to the development of the testable hypotheses. The conceptual framework delineating such relationship is also presented.

III. Talent-Based Theory

Talent-Based Theory postulates talent is a crucial resource for providing sustainable competitive advantage, which warrants the stance that decision-making should primarily focus on talent and competitive capabilities derived from talents (Roberts as cited in Moturi, 2013). Thus, an organization must evolve through talent integration approaches (Rukunga & Nzulwa, 2018). The theory further posits talent resides in and with individual persons. Therefore, firms merely integrate the individually owned talent by providing structural arrangements of co-ordination and co-operation of the specialized talent workers (Sunanda, 2018).Organizations rely on their structural capacities to create talents, store talent and deploy such talents for their benefits (Sunanda, 2018; Rukunga & Nzulwa, 2018). Talent in this sense is operationalized something that fits well certain organizational expectations and not something regarded as above average (Sunanda, 2018). Talent is therefore recognized as means to sustaining competitive advantage because it is crucial corporate resource that supports effective execution of organizational strategies.

The "talent-based view of the firm" emphasizes the requirement of the organization to develop and increase the talent and learning capabilities of the employees through talent acquisition and talent sharing and transfer, to achieve competitive advantage. With this view, talent is regarded as valuable, rare, imitable, and non-substitutable, which jointly position organizations to achieve and sustain competitive advantage (Wandia, 2013).Empirically, this theory is applied to examine the impact of talent management on OP (Sunanda, 2018; Rukunga & Nzulwa, 2018) and competitive advantage (Rabbi, Ahad, Kousar, & Ali, 2015). The study, therefore, conceptualizes lecturers as talents that are valuable, rare, imitable, and non-substitutable whose contributions collectively positions universities for the attainment of corporate goals, especially improved organizational performance.

IV. What then is Talent?

Talent is generally synonym for people and is often narrowly defined in economic terms, such as

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human capital, assets, or market value (Brown & Tannock, 2009). Talent in a general sense refers to people who contribute to the achievement of firm performance or may also well refer to the performance of such individuals (Tansley, Kirk & Tietze, 2013; Lewis & Heckman, 2006). Talent is exclusive to a few high-performing individuals ora quality that all employees possess to some extent and that can be developed and managed through general strategies (Collings & Mellahi, 2009; Lewis & Heckman, 2006). Some talent may be dynamic or related to generic meta-competence, such as managerial or interpersonal competence. Others hold that the opinion that talent may be related to hard technical or operational competence that is associated with a specific job, organization, or type of industry or associated with the nature of the work (Tansley et al., 2013).

a) *Talent Management [TM]*

Talent management [TM] is the process of recruiting, managing, assessing, developing, and maintaining an organization's most crucial resource-people (Gupta, Gulati, Chauhan & Khatri, 2010). TM is a dominant constituent of corporate human resource strategies and has of late gained increasing interest in the area of HRM/HRD research (Burbach & Royle, 2010; Capelli, 2008). TM is not a new concept, but TM research is scarce (Burbach & Royle, 2010; Collings & Mellahi, 2009). The growing focus on talent has spread from knowledge-intensive organizations to broader segments in the labor market. Since 1997, when the consultancy firm McKinsey recommended that the global war for talent is becoming a dire driving force in corporate competitiveness and performance, the notion of talent management has become increasingly prevalent (Mellahi & Collings, 2010). There are several different perspectives on TM from the corporate point of view. The first perspective of TM is related with the shift from the department-specific focus of HRM activities to an organization-wide engagement at all levels in terms of attracting, recruiting, retaining, and developing talent. The second perspective on TM is associated with a concentration on talent pools and processes that secure the supply of employees in different parts of an organization about specific jobs and tasks (Lewis & Heckman, 2006). This perspective is related to human resource planning or workforce planning and development (Jackson & Schuler, 1990; Rothwell, 2010). The focus of this notion of TM is on the expectancy of future organizational employee or staffing needs, career advancement, and internal workforce matters (Schweyer, 2010).

The third perspective holds TM is universal and is not associated with specific positions or organizations (Becker & Huselid, 2006; Tarique & Schuler, 2010). Thus, talent is predominantly concomitant with persons who demonstrate high potential or high performance and are sought, recruited, and a focus on elitism rather than egalitarianism. The second stance of the third perspective of TM is that universal talent is "undifferentiated good," thus proposing that talent TM must cover of all employees, who are to be managed and guided to achieve high-performance levels by the human resource function in an organization (Buckingham & Vosburgh, 2001; Walker & Larocco, 2002). Some authors have attempted to take a extensive approach, which integrates various aspects of the perspectives described above. Collings and Mellahi (2009) suggested a fourth perspective. This perspective holds TM is associated with identifying key positions in an organisation contrary to the notion that individuals are central to an organization's sustainable competitive advantage (Boudreau & Ramstad, 2005). It is not considered to be desirable but rather is an over-investment if all the positions in an organization are held by high performers.

b) *Contextualizing tm Practices*

Although there are several different individual practices that are implemented to executing TM programs (Yener, Gurbuz & Acar, 2017), this study provides an integrated HR management approach focusing on influencing and creating a lasting competitive advantage (Jayaraman, Talib & Khan, 2018). This approach is similar to the approach by Boxal and Purcell (1995). The approach is characterized with well-designed and congruent HR practices (Hosen, Islam, Arshad, Khan & Alam, 2018) which aim at ensuring better organizational effectiveness and performance. Therefore, the study proposes the idea that the implementation of an integrated TM system in public universities in Ghana is to promote the attraction, engagement, development, and retention of talents (Hongal & Kinange, 2020) with the third perspective of the universality of talent in organizations.

Thus, TM process entailing the specific integrated system-wide HR practices include talent attraction or acquisition (Santhoshkumar & Rajasekar, 2012; Petkovic, Dordevic & Vasic, 2013), talent engagement or utilization or deployment (Jauhari, Sehgal & Sehgal, 2013), talent development (Sistonen, 2005; Santhoshkumar & Rajasekar, 2012) and talent retention (Santhoshkumar & Rajasekar, 2012; Petkovic, Dordevic & Vasic, 2013). It must be emphasized that each aspect of the TM process includes multi-dimensional HR practices and techniques (Yener, Gurbuz & Acar, 2017). These strategies evolved because changing markets reveal a prevailing "one sizes fit all" HR practices are no longer efficacious, hence the need for organizations to develop people strategies for their most core and critical segments that align directly with and supports business strategies (Hongal & Kinange, 2020).

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c) Talent Attraction [TA] Practices

Talent attraction [TA] is synonymous with talent acquisition, and it is operationalized as involving all the sub-processes around finding, attracting, and engaging highly talented individuals into an organization (Hongal & Kinange, 2020). Thus, talent attraction deals with the recruitment of employees with special qualifications who are future leaders of the organizations (Wolor, Khairunnisa & Purwana, 2020). It thus includes identifying, attracting, developing, engaging, and retaining a qualified workforce. Talent attraction, therefore, is a continuous process which in the long-run, should feature succession management planning. It must provide an avenue for attracting and acquiring potential high-performing candidates (Sivathanu & Pillai, 2019).Talent-oriented firms devised talent acquisition plan which features strategies for developing existing talents inventory, identifying the talent needs of the current industry to support future growth, measuring the gap between the two implementations of specific steps close the talent gap to meet the needs of existing industry and attract new business and identifying barriers to talent retention and implementation of action steps to resolve those obstacles (Hongal & Kinange, 2020).

Every recruit who joins the company should be sufficiently skilled during orientation in order to be well versed with the necessary knowledge and skills to undertake the responsibilities and accomplish organizational objectives. Several studies reveal that when firms reward employees fairly, the workers stay with such employers (Kwenin, Muathe, & Nzulwa, 2013; Terera & Ngirande, 2014), specifically competitive wages and benefits (Phillips & Gully, 2012) as well as monetary pay (Ismail & Zakaria, 2009). Besides, reputation is one of the best recruitment instruments for attracting superior prospective employees to an organisation (Doane, 2009). A company that is well-known for positive reasons tends to attract prospective candidates. Having a strong reputation can potentially allow reduced recruitment spending and increased retention (Berthon, Ewing, & Hah, 2005). Much effort is required to build a quality reputation. Berthon et al. (2005) maintain that earning a reputation as “Best Employer or Employer of Choice” attracts prospective employees.

d) Talent Engagement [TE] Practices

Talent engagement [TE] is consistently shown as something exchanged by employees who benefit from their organizations through commitment and dedication, advocacy, discretionary effort, using talents to the fullest and being supportive of the organisation’s goals, and values. Engaged employees feel a sense of attachment towards their organization, investing themselves not only in their role, but in the organisation. Employee engagement is crucial strategy to the retention of talent (Glen, 2006). To attract people with high potential is not enough; there should be an overall strategy for managing their talents. Deploying employees is a pre-requisite considering in the creation of the right environment or culture for talent to thrive.

In today’s business environment, organizations are looking more for a win-win solution that meets their needs and those of their employees. What they increasingly say is that they are looking for is an engaged workforce (CIPD, 2010). As an organization strives to meet its day to day business goals to achieve a competitive advantage, the organization must have employees who are engaged (Collings & Mellahi, 2009). Project assignments, job rotation, and international /national transfer create leaders the prospect to learn by doing-by working on real problems and dilemmas (Golik & Blanco, 2014). Predominantly, challenging assignments offer an avenue for on-the-job learning (DeRue & Wellman, 2009). Through TE strategies, employees become emotionally, physically, and cognitively connected to their jobs (Cui, Khan & Tarba, 2018; Golik & Blanco, 2014).

e) Talents Development [TD] Practices

Talent development [TD] represents a significant component of the overall talent management process (Cappelli, 2009). Effective methods for TD are those that are directly linked to the on-the-job or learning at the workplace, mainly involving cross-training and the involvement in projects with the support of managers, coaches or, mentors (Cappelli, 2009). Programs of TD are very closely connected with career planning and succession planning and fundamentally provide talents with opportunities to grow in their current job roles and to move forward to the positions of a higher level. While it is possible for organizations to pursue a strategy that focuses on talent acquisition from the external labor market, such approach is unlikely to be successful in the long term.TD focuses on the planning, selection, and implementation of development strategies for the entire talent pool purposely to ensuring the supply of both current and future talent. TD therefore seeks to meet strategic objectives by aligning developmental activities with organizational talent management processes (Jayaraman, Talib & Khan, 2018).

Companies can adopt several talent development strategies to improve employee competency-skills, attitudes, and knowledge-to create positive performance. Training and development, mentoring, coaching, and succession planning are all tools that makeup talent development (Rawashdeh, 2018). Talent is an ability that can be developed by gaining experience and skills (Borisova, Aleks, Saburova, Belokhvostova & Sokolova, 2017). TD helps firms to develop industry and firm-specific knowledge and skills (Lepak & Snell, 1999) to be competitive. Therefore, organizations are likely to make significant

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investments in TD activities, to equip employees to successfully implement business strategies. TD activities are typically undertaken by organizations to ensure that there are zero talent outages, to ensure planned succession rather than replacement, and to enhance the organisations' reputation as a talent magnet (Gandz, 2006).

f) Talents Retention [TR] Practices

Activities ensuring retention and stabilization of talents in the organization are an inseparable part of TM (Horváthová, 2011). Talented individuals should not leave an organization because their departures usually have extraordinary impact on organization's operation, which is irrelevant to their number (Armstrong, 2007). Firms employ TR strategies to make sure talented employees stay and work for the attainment of both personal aspirations and organizational goals. Among the factors influencing TR in the organization, there is the offer of motivating and valued work, ensuring opportunities for education and development, professional advancement, respecting a balance between professional and private life, the offer of a flexible work role, the offer of quality work conditions and equipment, provision of a sense of recognition and respect, the offer of adequate remuneration and recently also gaining grounds for organization's social responsibility approach (Horváthová, 2011).

Effective TM ensures that organizations can successfully acquire and retain essential talent. The second has to do with the extent to which these employees are engaged (Ashur, as cited in Wahba, 2016). The ability to effectively address both issues has become a primary determinant of organizational success, and in some cases, even survival. Hughes and Rog (2008) posited that labor shortages come as a result of an aging workforce, and the growing scarcity of highly skilled workers will establish employee retention as the main TM concern that organizations must confront in the next decade. Hence, recruitment and retention of employees become a critical business issue (Fegley, 2006). Organizations will not be able to maintain a competitive advantage in the marketplace if they fail to focus on their human capital, the asset to their organization. Therefore, increasing and maintaining employee satisfaction is vital. Thus, increasing employee retention which is crucial to an organizations' overall performance (Mc Guire, Bagher, Stewart & Harte, 2010). One strategy to retain talent is through reward management system (Jayaraman, et al., 2018) which consists of policies, practices, processes and procedure (Armstrong, 2001). Predictive analytics can provide early warning signs to HR managers to predict employee attrition (Wilkinson, Podhorska & Siekelova, 2019), which is avoided by early intervention before the resignation of the employees (Sivathanu & Pillai, 2019).

g) Organization Performance (OP)

Organizational Performance [OP] is a multi component concept. It has most of its foundations rooted in both behavioral engagements to an expected outcome (Chan, 2007; Pradhan & Jena, 2017). OP holds a strong position in the management of private and public organizations as well as in the field of organizational research and undeniably the most significant index of organizational success (Rukunga & Nzulwa, 2018). OP describes the extent to which the organization can meet the needs of its stakeholders and its own needs for survival (Griffin, 2003). Thus, OP depicts that an organization is achieving its mission and goals. OP as a set of financial and non-financial indicators capable of assessing the degree to which organizational goals and objectives have been accomplished. OP is determined mainly by planning which is an essential activity for meeting service objectives and developing organizational health and growth. Strategic planning for efficient OP is a process that provides an organization with medium to long-term direction. OP involves a construct perspective in which the focus is on the definition of the concept in terms of assessment and conceptualization (Sowa, Selden & Sandfort, 2004).

Daft (2000) states that OP is an effective and efficient manner for an organization's activity to achieve goals by using resources. Therefore, it demands the contextualization of what constitutes OP in this study. Rehman and Iqbal (2020) used indicators such as responsiveness, student satisfaction, graduate productivity, curriculum development, scholarly publications and citations, and research ranking as major indicators of the OP of higher educational institutions. For the most part, other OP measures in included indicators such as competitive advantage, attractive image, winning academic-oriented projects, creation of new programs, enrolment, astute corporate research capacity, a strong sense of global appeal for development partners, institutional affiliation, academic break-through, integration of technology into higher education, corporate visibility, improved propensity graduation of churning out graduates, completing academic programs per scheduled calendar, accreditation of new courses, good financial standing, corporate sponsorship, the opening of new branches, improved service quality delivery, employee attractiveness, attracting talented employees, and so forth. Thus, from the perspective of Sukmayanti and Sintaasih (2018), OP is a process-oriented result referenced and measured within a given defined period given cognizance to set of pre-determined conditions. OP relates to outcomes in respect of targeted a set goals of organizations. Its measurement is, therefore, subjective (Shiba, Nishimoto, Sugimoto & Ishikawa, 2015). The foundation of OP is built on employee

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performance because every firm sets objectives and human resources are the primary tool for attaining such goals. The concept of OP comes from the perspective that organisation is voluntary association of productive assets including human, physical, and capital resources for the purpose of achieving a shared purpose (Rukunga & Nzulwa, 2018).

h) Leadership Support in TM

TM is increasingly becoming a priority for companies, and CEOs have new, more strategic expectations of their HR leadership (Betchoo, 2014). Leadership is a powerful force for success in a fast-paced, dynamic environment for all forms of organizations. Leadership is form of competency because it is embedded with knowledge, skills, and abilities that enable organizational leaders to motivate and inspire a group of people to act toward achieving a common goal (Albetkova et al., 2019). It is necessary to link leadership to TM, in situations where local managers must improve their leadership abilities and develop the talent that the organization needs. It is not merely learning or getting trained in leadership that matters but, the need to generate talent from effective leadership strategies. The attitude of leaders across the organization about TM causes organization to succeed but not mere HM processes. A leader's attitude reflects the ability to retain and develop talents continuously, with productivity heading to the organization's vision (Ananthan, Manaf, Hidayati & Dewi, 2019). Leadership plays central role in knowledge creation activities such as knowledge sharing (Masa' deh, Obeidat & Tarhini, 2016), and therefore, organizations and their leaders should focus on providing an enabling environment where knowledge management activities, including TM may flourish (Le & Lei, 2018). Knowledge-oriented leadership exhibits active engagement, commitment, and support for learning and facilitates knowledge activities by inspiring their followers to generate, share, and implement novel ideas (Naqshbandi & Jasimuddin, 2018).

Traditional leadership role in improving organizational outcome is well-documented (Rehman & Iqbal, 2020).Knowledge-oriented leadership causes improvement in knowledge management capabilities and open innovation outcomes (Naqshbandi & Jasimuddin, 2018). Transformational leadership, which is characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, show determination to organizational objectives, creates a vision for the future, encourages question assumptions, and focuses on followers' developmental needs (Bacha, 2014; Limsila & Ogunlana, 2008). Leadership, therefore, influences individual job performance and organizational learning, which subsequently leads to improved organizational performance (Rehman & Iqbal, 2020; Masa'deh, Obeidat & Tarhini, 2016). Another form of leadership that plays a significant role in organizational effectiveness in sustainable leadership (Lee, 2017). Sustainable leadership prescribes a more humanistic approach to management with much emphasis on the prevention and cultivation of human talent.

Autocratic leaders have little or no role in developing talent in the firm. This is because autocratic leaders make decisions without consulting the group; People in the group may dislike such behavior because such people are not able to contribute ideas in decision making and hence little focus on developing talent (Betchoo, 2014). Democratic leaders, on the other hand are liable for effective leadership through the transmission of values, support, and deserving help to all their employees. Democratic leaders keep listening to their employees, empathize with them, offer the right environment to work and develop talent in the company, and ultimately get the best from managing talent. Leadership is a crucial factor leading to the development of talent (Betchoo, 2014). What it means is leaders should find out environments that are favorable to the development of talent. HR leaders strive to be more than transactional contributors and push for a seat at the executive planning table.HR managers must make system integration based on clean consistent data so as to provide CEOs with thoughtful prioritized talent intelligence. This is because of the elevation of HR role to the strategic managerial level. The study conceives leadership support as having the capacity to enhancing the effect of TM practices on the corporate performance of public universities in Ghana, hence was treated as a mediating variable in the study. The conceptual framework illustrates this conceptual relationship.

i) Hypotheses Development

Oluwadurotimi and Abosede (2019) examined the effect of TM on employee performance among some selected banks in Nigeria, Ondo State. The targeted banks included Wema Bank, Zenith Bank, Skye Bank, and First Bank Plc. The total population included 406 talented employees from the banks. 201 respondents were selected to participate in the study through the use of the proportional stratified sampling technique. Primary data collection exercise was carried out through administration of structured questionnaires to the respondents. The findings indicated that TM significantly predicted positive variance in employee satisfaction. Among the factors that influenced the implementation of TM practice included culture, the relationship between top management, and employees, salary and promotion. Elsewhere in Australia, Mohammed, Baig, and Gururajan (2019) examined the effect of TM on knowledge creation. The study targeted Austrian higher education and surveyed professional and academic staff who were actively working in both private and public universities. Primary data was collected with the

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administration of structured questionnaires. TM had three components, including talent retention, talent development, and talent attraction. Socialization, externalization, combination, and internalization were the sub constructs for knowledge creation. The hypotheses were tested through a regression analysis. The findings indicate talent attraction was a significant positive predictor of knowledge creation among universities. Again, talent development also was a significant positive predictor of knowledge creation. Similarly, it was concluded that talent attraction caused a significant positive variance in the performance of Universities in Austria.

Sivathanu and Pillai (2019) conducted a study that sought to examine the impact of talent management on organizational performance through the application of technology and analytics. The study surveyed HR managers. These managers are experts in talent management and technology applications. The aspect of TM measured included talent development, talent acquisition, and talent retention. The study was guided by the grounded theory, which allowed the researchers to examine the research topic from different view-points and find out the meaning of the underlying beliefs and actions. Primary data processing was done through a two-stage coding through the Nvivo 8.0 software. One hundred twenty-two interviews were subsequently carried out. The study proved that technology usage in talent management contributes to talent analytics and strategic HR management. Talent analytics and strategic HR management cause improvement in a building high-performing talent pool, which then cause improvement in organizational performance.

A study by Anlesinya, Amponsah Tawiah, and Dartey-Baah (2019) sought to examine "TM research in Africa: towards the multilevel model and research agenda." The researchers carried out a systematic literature review approach as the main approach of the study. Data search was done in six databases, including Emerald Insight, Taylor and Francis Online, Wiley & Son Online Library, Sage, Science Direct, and Google Scholar on empirical studies between 2008 and May2019. Based on the recommendation by Gallardo-Gallardo and Thunnissen (2016), the study followed the search for keywords. Only papers published in international peer-reviewed journals, written in English, have available authorship (Boselie et al., 2005; Gallardo-Gallardo & Thunnissen, 2016), and full-text article available (Knipschild, 1995) were included in the systematic literature review. Although 69 articles were retrieved, 41 were retained for further analysis. The results proved that TM in Africa was very low. More than half of the published papers were from South Africa. Only four came from Ghana. 43.90% of the studies focused on individual-level issues, 39.02% on organizational level analysis, 12.20% macro-level analysis, and 4.88% on multilevel analysis. Quantitative approach (76.32% as against conceptual papers) topped in terms of empirical studies (18.42%). Most of the articles were dominated by positivism philosophy owing to the less concentration of qualitative studies. The outcome of TM at the firm-level indicated that TM has the potential to attract the best talent, reposition firms strategically in the environment, eliminate waste, and improve firm-level quality performance. Again, regarding the challenges associated with TM in Africa, included limited leadership mindset for TM, lack of professional talent officers, unsupportive cultural factors, the problem of ill-prepared graduates and immigration of talented young Africans.

Rawashdeh (2018) studied the impact of TM strategies on the performance of Jordanian Commercial Banks. Components of TM practices measured included talent attraction practices, talent development practices, and talent retention practices. Structured questionnaires were used to collect the primary data. One hundred and one respondents (line managers and HR managers) were selected and surveyed through the random sampling technique. The multiple regression analysis revealed that TM accounted for a statistically significant substantial variance in OP (R^2=0.740; p=0.0001: p<0.05).Talent attraction (Beta=0.340; p=0.002: $p < 0.05$), talent development (Beta=0.320; p = 0.320; $p < 0.05$) and talent retention (Beta = 0.402; p = 0.006: $p < 0.05$) were significant positive predictors of bank performance. Elsewhere in Kenya, Rukunga and Nzulwa (2018) conducted an empirical study that examined the role of TM strategies on OP, by surveying 279 management staff of three telecommunication firms in Kenya. On measuring TM, the study measured dimensions of TM including talent attraction strategy, talent retention strategy, learning and development strategy, and career management strategy. Semi-structured questionnaires were self-administered to collect the primary data. The regression results proved that TM accounted for a statistically significant positive variance (68.4%) in OP. All the sub-constructs of TM were significant positive predictors of OP; for talent attraction strategy (Beta = 0.782; p = 0.003: $p < 0.05$), talent retention strategy (Beta=0.701; p=0.030; $p < 0.05$), learning and development strategy (Beta=0.599; p=0.006: $p < 0.05$) and career development strategy (Beta=0.813; p=0.0001: $p < 0.05$).

Maurya and Agarwal (2018) conducted an empirical study that sought to assess the effect of organizational TM on perceived employer branding. The study population included public sector mining employees in India. The study used a structured questionnaire for the collection of the primary data. Some of the questionnaires were mailed electronically to the respondents while some of the questionnaires were also sent to the respondents via the postal system. The sample included HR executives in various departments such as HR, Mining, Electrical, Mechanical, and

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Finance. Three hundred fifteen respondents were contacted and issued with the questionnaires, but only 232 respondents returned their questionnaires. A 5-point Likert scale (1-strongly disagree; 5-Strongly agree) was employed for the measurement of the opinions of the respondents concerning the items in the sub-scales. The study adopted the 43-item scale developed by Oehley (2007) to measure TM. Employer branding was adapted from Berthon, Ewing, and Hah (2005). The study used the Pearson-product moment correlation, and standard multiple regression to analyse the hypotheses of the study. There was a statistically significant but positive correlation between organizational TM and employer branding. The regression results indicated that among the eight dimensions of organizational TM, the most parsimonious set of predictors that were most effective in predicting the employer branding included the rewards and remunerates fairly (regression weight 0.621), manages work-life balance (regression weight 0.404) and attracts and recruits talent (regression weight 0.349).The following hypotheses were formulated based on the above submissions:

H_1: Talent attraction is a significant positive predictor of organizational performance

H_2: Talent engagement is a significant positive predictor of organizational performance

H_3: Talent development is a significant positive predictor of organizational performance

H_4: Talent retention is a significant positive predictor of organizational performance

Rehman and Iqbal (2020) examined the effect of knowledge-oriented leadership and knowledge management innovation on the organizational performance in higher education. The study targeted 21 public and private sector universities in Pakistan. The target respondents included faculty members such as professors, associate professors, assistant professors, and lecturers. Convenience sampling was employed to select 422 and surveyed through questionnaire administration. The study recorded 79.15% response rate. The study proves knowledge-oriented leadership significantly predicts improvement in organizational performance. Knowledge-oriented leadership and knowledge management processes collectively accounted for 89% variance in innovation in higher education. Elsewhere in Thailand, Sattayaraksa and Boon-itt, (2018) examined the role of ECO transformational leadership and organizational factors on product innovation performance. Through a quantitative study, 269 CEOs of manufacturing companies were surveyed through a mail survey. A two-step structural equation modelingwas configured to test the formulated hypotheses. The results indicate that CEO transformational leadership indirectly affects product innovation performance through an innovation culture, organizational learning, and the new product development (NPD) process. CEO transformational leadership had a strong effect on innovation culture and organizational learning. Organizational learning was strongly associated with the NPD process, which significantly leads to product innovation performance. Riquelme, Rios and Gadallah, (2019) also examined the effect of servant leadership on an organization's serving-driven capabilities in a Kuwaiti bank environment. A cross-sectional survey was adopted as the main design of the study. Structured questionnaires were issued to managers and staff of the targeted firms for the collection of the primary data. The study used the LISREL 8.8 software to analyse the primary data. The study proves servant-leadership is a significant positive effect on serving-driven capability in the banking industry. Similarly, servant-leadership predicts significantly positive variance in employee identification as well as customer-service behavior. Hendriks, Burger, Rijsenbilt, Pleeging, and Commandeur (2020), in their empirical study, also found virtuous leadership have a significant impact on employee well-being dimensions such as work-related wellbeing, job satisfaction affect, and work engagement which ultimately induce improved organizational performance. The overall impulse from the review is that for organizations to succeed in their policy implementation, such as talent management, active support of leadership must be sought after. Based on the above assertions, the study hypothesizes that:

H_5: Leadership support positively and significantly mediates the talent engagement-organizational performance predictive relationship

H_6: Leadership support positively and significantly mediates the talent attraction-organizational performance predictive relationship

H_7: Leadership support positively and significantly mediates the talent development-organizational performance predictive relationship

H_8: Leadership support positively and significantly mediates the talent retention-organizational performance predictive relationship

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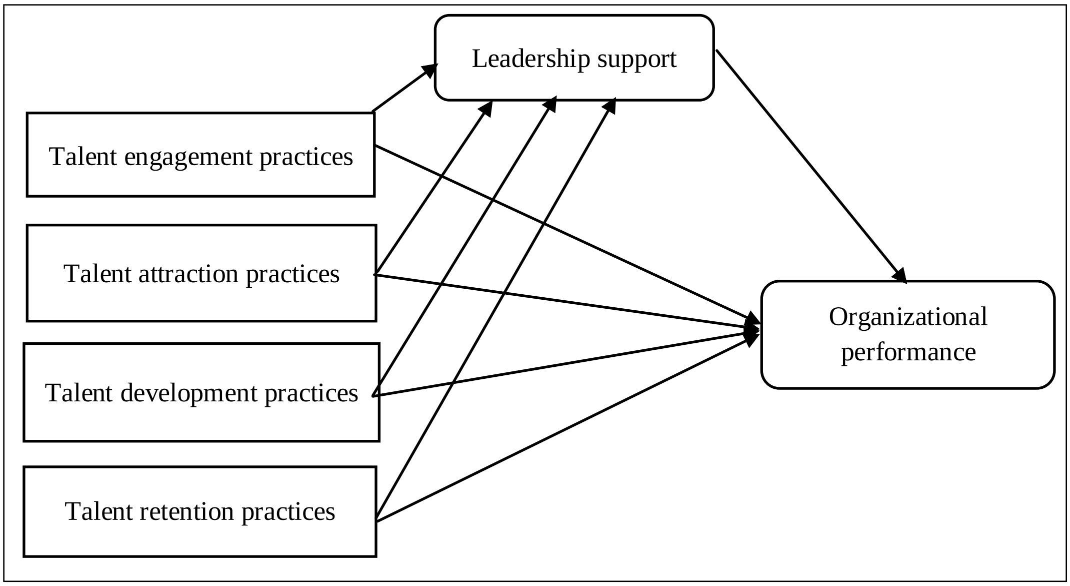
j) Conceptual Model



Source: Author's Construction (2020)

Figure 1: Conceptual Framework

k) Methods

The research method provided the blueprint for the conduct of this study (Sileyew, 2019). Through explanatory research design (Abutabenjeh & Jaradat, 2018) we examined how changes in TM strategies affect changes in the performance of University of Cape Coast, after controlling for the possible mediating effect of leadership support for TM programs in the university (Coy, 2019). The variables were numerically measured, and this justified the quantitative approach to analyzing and testing hypotheses formulated in this study (Schutt, 2018). Structured questionnaires were employed for the collection of the primary empirical data (Sileyew, 2019), which ultimately made statistical analysis easy (Coy, 2019). Hypotheses were tested which either led to confirmation or rejection of a theory (Zyphur & Pierides, 2019).

Lecturers in public universities in Ghana constitute the target population. However, this was delimited to lecturers in the University of Cape Coast. The university was established in October1962 as a University College and placed in a special relationship with the University of Ghana, Legon. On October 1, 1971, the college attained a full and independent status of a University (Act 390; PNDC Law 278). As of 2018, the university is structured under five colleges with different academic programs including regular programs, sandwiches, and distance learning at various levels. A total of 761 permanent lecturers constitute the target population. Therefore, non-academic staff, as well as temporary lecturers, were excluded from the study. Through a simple random sampling technique, 430 lecturers were selected and surveyed. Random numbers were generated through a computer program [Random Number Generator] and then assigned to the list of lecturers, which then directed the random selection of the respondents.

The use of structured questionnaires provided easy access to controlled data that made data coding, data processing, and analysis easier when appropriate statistical techniques are employed (Nyarku, Kusi, Domfeh, Ofori, Koomson & Owusu, 2018). Drop-and-pick method of data collection was carried out for the primary data collection between November 2019, and February 2020. At the end of the primary data collection exercises, we achieved 100% response rate. The sex distribution of the respondents shows that most of the respondents were male, representing 60%. However, an equally sizable number of the respondents (40%) were female, signifying that although the workforce structure on gender may seem a bit dominated by males, females, are also represented. The results relating to the target respondents revealed 56.5% were lecturers, followed by 29.3% assistant lecturers and14.2% senior lecturers. The respondents see themselves as talents that must be explored and exploited for the benefit of the university. Most of the respondents rated TM practices of the university as being excellent, representing 32.3%. Very few of the respondents rated the talent management initiatives of the university as being poor (8.8%) and fair (17.2%). The length of service among the respondents showed that relatively, the respondents had working experience as lecturers between 5-10 years (25.1%) and above 20 years

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(23.5%), respectively. Very few had working experience between 11-15 years (12.8%) and less than five years (17.2%) in that manner.

l) Measurement

The study adapteds cales for TM from some empirically validated scales (Mahfoozi, Salajegheh, Ghorbani & Sheikhi, 2018; Pandita & Ray, 2018; Farooq, Othmam, Nordin & Ibrahim, 2016). TM had four sub-constructs. Talent attraction practices (6-items); Talent engagement practices (7-items); Talent development practices (8-items); Talent retention practices (8-items). Respondents were asked to indicate their level of perceived effectiveness of the implementation of TM practices in the university on a 5-point Likert scale (1-Not at all effective-5-Very effective). We adapted the OPscale from some previous empirically validated scale (Rukunga & Nzulwa, 2018). Also, other OP indicators were identified through the extensive literature review carried out in this study. OP was measured on a 5-point Likert scale. Thus, respondents were asked to indicate their level of agreement on the extent to which they agree or otherwise of how performance of University of Cape Coast improves because of effective implementation of TM practices (1-Not at all in agreement-5-To a very great extent in agreement).

The study therefore used recognized 13-items to measure OP in higher education industrial context (universities) in Ghana. Measures of leadership support [LS] were derived from the extant literature. A 5-point Likert scale was used to LS. The LS scale had six items; respondents were asked to indicate the extent of agreement or otherwise on leadership support in TM program in the university (1-Not at all in agreement-5-To a very great extent in agreement).

m) Model Configuration

SMART PLS 3.2.8 was used for data processing. Statistical Package for Socia Sciences (Version 25.0) was however used for coding and data entry (data preparation). The prepared data file was converted into a useable format "comma-delimited" before the final file was imported into the SMART PLS application (Kumar & Kumar Baradiya, 2019; Lew, Lau & Leow, 2019) for the data analysis. The use of SMART PLS application for this type of analysis is recognized in structural modelling studies (Hair, Black, Babin, & Anderson 2018), particularly for estimating the hypothesized model (Ahrholdt, Gudergan, & Ringle 2019). The SMART pls software is robust because it models both factors and composite structures (Schberth, Henseler & Dijkstra, 2018). This software also supports prediction-oriented PLS-SEM analyses (Sharma, Shmueli, Sarstedt, Danks, & Ray 2019). The set-up of the PLS tool for the configuration of the model was as follows.

The Consistent Algorithm and Consistent Bootstrapping with 5000 maximum iterations was used for the processing of the specified models (Nikitina, Paidi & Furuoka, 2019). Case wise, deletion was configured for missing values (Shmueli, Sarstedt, Hair, Cheah, Ting, Vaithilingam & Ringle, 2019) although there were no missing values in the data. The model was configured reflectively with a 95% confidence interval with a corresponding 5% level of significance. A one-tailed test of hypotheses was configured in this regard because of the directional nature of the hypotheses. The decision to retain or delete an indicator in the measurement model was guided by the rule of thumb; all indicators with outer loadings less than 0.7 (not statistically significant) must be eliminated to improve the measurement model. Several runs of consistent algorithms and a run of consistent bootstrapping were carried out to arrived at the final model. The choice of SMART pls 3.2.8 for the modeling is currently known as the best appropriate method for multivariate analysis (Hussain, Fangwei, Siddiqi, Ali & Shabbir, 2018).

The measurement of the model began with a measurement model and ends with a structural model since PLS-SEM validates measurement models before structural models (Ringle, Sarstedt, Mitchell & Gudergan, 2020; Hair, Risher, Sarstedt & Ringle, 2019).In validating the measurement model, reliability of the scale was measured with the rho_A ($\geq$0.7). The study also computed Cronbach's Alpha ($\geq$0.7) and Composite Reliability ($\geq$ 0.7) and reported same. To ensure content validity, a constant review of literature in line with main constructs was carried out. This exercise informed the inclusion of the items for measuring each construct of interest. Average Variance Extracted ($\geq$ 0.5) was used to measure convergent validity. Heterotrait-Monotrait Ratio ($<$1) was used to measure discriminant validity. Evaluation of the Inner Structural Model involved examining the Outer loadings, path estimates (Unstandardized β value) and T-statistics value, Effect size (f^2), the Predictive relevance of the model (Q^2) and Coefficient of determination (R^2). Outer loadings can also be considered a form of item reliability coefficients for the reflective model (Garson, 2016; Henseler, Rimgle & Sarstedt, 2012). Hair et al. (2016) disclose the outer loadings are single regression results with an indicator in the measurement model, as independent variable. Measurement loadings are standardized path weights that connect the factors to the indicator variables and range from 0 to 1. Loadings should be significant (Garson, 2016). By convention, for a well-fitting reflective model, path loadings should be above 0.70 (Ringle, 2006: Henseler, Ringle & Sarstedt, 2012). However, indicators with not less than 0.5 loadings are maintained. Items with a threshold less than 0.7 are retained because their deletion could not improve CA and CR (Hair et al., 2014). In general, the larger the loadings, the robust and more reliable the measurement model.

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Path estimates otherwise coefficients denote the expected variation in the endogenous latent construct for a unit variation in the exogenous latent construct (Schberth, Henseler & Dijkstra, 2018). Technically, higher values of path estimate the stronger the effect of the exogenous latent construct on the endogenous latent construct (Hussain et al., 2018). T-statistics was used to verify the significance of path estimates. The f^2 was used to measure the effect size of the path estimates. The f^2 measures the degree of the effect of each exogenous latent contrust on the endogenous latent construct (Ahrholdt, Gudergan, & Ringle 2019). f^2 values > 0.35 are considered strong effect, f^2 value > 0.15 is considered moderate effect whilst f^2 value > 0.02 is considered weak effect (Hussain, et al., 2018). Q^2 test measures predictive relevance of endogenous factors in the predictive models (Ghulami, Hamid & Zakaria, 2014). In the words of Vinzi, Trinchera & Amato, 2010), the Q^2 represents how well-observed values are reconstructed by the model, given its parameter estimates. The approach followed in the test was the blind-folding procedure, which epitomizes a synthesis of function fitting and cross-validation. To have predictive relevance, the constructs in the structural model should have Q^2 value greater than zero. The coefficient of determination measures the overall effect size and variance explained in the endogenous constructs for the structural model and thus measures the predictive accuracy (Hussain et al., 2018). The R^2 measures the coefficient of determination. Hair et al. (2014) proposed that R^2 value of 0.75 is substantial, R^2 value of 0.5 is moderate while R^2 value of 0.26 is weak. The findings were presented in Tables and Figures.

n) Common Method Bias

A common method bias (for the entire dataset) was assessed through the Haman's Single Factor approach through a dimension reduction technique (Principal factoring axis) in SPSS (version 25.0). It was discovered that the single accounted for 31.754%, which is far less than 50% of the loading percentage of variance hence the conclusion that there is no threat of common method bias for the primary data collected for the analysis in respect of the specific research objectives.

V. Results

a) Model Configuration Indexes

The hypotheses formulated were tested reflectively through SMART pls configuration. Consistent PLS Algorithm and Consistent Bootstrapping were dully marshaled for the analysis after the model specification with these setting up features: Test type=1-tailed; significance level=0.05; the maximum number of iterations=5000. The measurement model was first examined and then, after that, the structural model. Once the measurement model is accurately measured, the structural model together with the significance level is then computed accordingly. Thus, confirming the two-step procedure as recommended by Henseler, Ringle, and Sinkovics (2009).

b) Measurement Model

The study sought to assess the predictive capacity of TM practices to causing a change, if any, in OP in the University of Cape Coast in Ghana, in a single reflectively specified model. The model was reflectively specified and assessed based on recognized procedures for the assessment of reflective models. The measurement model includes the validation of the reliability and validity of the scales and data.

Table 1: Construct Reliability and Validity

	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Organizational performance	0.906	0.909	0.923	0.572
Talent attraction	0.737	0.743	0.850	0.654
Talent development	0.792	0.796	0.856	0.544
Talent engagement	0.692	0.701	0.830	0.620
Talent retention	0.761	0.771	0.849	0.585

Source: Field Survey, (2020)

Cronbach's Alpha value (Table 1) indicated that the internal consistency was reliablebecause the CA value for most of the items exceeded the minimum 0.7 cut-off point (Hair, Hult, Ringle & Sarstedt, 2016) except talent engagement. The facts are as follows: OP (CA=0.906); Talent attraction (CA=0.737); Talent development (CA=0.792); Talent engagement (CA=0.692) and Talent retention (CA=0.761). Composite reliability is a preferred alternative to Cronbach's Alpha to test convergent validity in reflective model because Cronbach's Alpha may either over-estimate or under-estimate scale reliability (Henseler, Rongle & Sarstedt, 2012). All the constructs were reliable (Afum, Sun & Kusi, 2019; Ringle, Wende & Becker, 2015) because the constructs had composite relability scores higher than 0.7 (Garson, 2016; Hair,

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Hult, Ringle & Sarstedt, 2014). These are the facts : OP (CR=0.923); Talent attraction (CR=0.850); Talent developement (CR=0.856); Talent engagement (CR=0.830) and Talent retention (CR=0.849). Even though the the values of the composite reliability are somehow very high, this may signal some design problem; the indicators were, however, representative of the desired constructs and simply correlated highly and therefore acceptable (Garson, 2016).

The Cronbach's Alpha and the composite reliability refer to sum scores, not composite scores (Henseler, 2017). The rho_A is the most important PLS reliability measure (Dijkstra & Henseler 2015), which is currently the only consistent reliability measure of PLS construct scores (Henseler, 2017). From the findings, all the constructs had a rho_A scores higher than 0.7. The AVE was used to measure convergent validity. Convergent valaidity measures the level of correlation of multiple indicators of the same construct that are in agreement (Ab Hamid, Sami & Sidek, 2017). AVE values must be or exceed 0.5 before they can adequately measure convergent validity (Ringle, Wende & Becker, 2015). Close observation for the AVEs for the constructs, therefore proves that they accurately measured the convergent validity. Thus, these confirm the claim: OP (AVE=0.572); Talent attraction (AVE=0.654); Talent development (AVE=0.544); Talent engagement (AVE=0.620); and Talent retention (AVE=0.585).

Construct Validity

Table 2: Heterotrait-Monotrait Ratio

	Organizational performance	Talent attraction	Talent development	Talent engagement
Talent attraction	0.863			
Talent development	0.914	0.944		
Talent engagement	0.863	0.995	0.976	
Talent retention	0.898	0.896	0.926	0.938

Source: Field Survey, (2020)

Heterotrait-Montrait [HTMT] is better measure discriminant validity in the reflective model than Fornell-Larcker Criterion and Factor Loadings (Ringle, Wende & Becker, 2015). In a well-fitted model, the HTMT ratio should be below 0.9 in reflective constructs to accurately measure discriminant validity (Henseler, Ringle & Sarsstedt, 2015; Ringle, Wende & Becker, 2015). This suggestion is a more conservative approach. Gaskin, Godfreyand Vance (2018), however provide; a score less than oneis acceptable measure of discriminant validity. The findings in Table 2show the constructs measured discriminant validity.

Collinearity Statistics

Table 3: Outer Model (VIF)

Name	Label	VIF
At2	Attractive working conditions and fair wages	1.426
At4	Strong social networking in the organizational context	1.437
At6	Good communication climate	1.535
Ef1	Improved competitive edge	1.939
Ef2	Winning of economically viable academic-oriented projects,	2.026
Ef3	Quality service delivery	2.840
Ef4	Research ranking	2.416
Ef5	Outstanding institutional affiliation	2.712
Ef6	Improved enrollment	1.919
Ef7	Development of accredited new educational programmes,	2.595
Ef8	Astute academic research capacity	2.346
Ef9	Scholarly publications and citations	2.140
Td3	Career management	1.626
Td4	Competence training and development	1.657
Td5	Special in-service training for talents	1.722
Td7	Training in international operations	1.548
Td8	Short term international assignments	1.756

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Te1	Distribution of tasks based on skills and competencies	1.250
Te2	Preceding training needs with skill-gap analysis	1.424
Te4	Practice of skills mapping to improve recruitment and selection	1.443
Tr1	Succession planning	1.399
Tr4	Showering top performers with opportunities	1.406
Tr5	Incentivized working conditions	1.547
Tr6	Competitive compensation package	1.920

Source: Field Survey, (2020)

Since reflective models are prone to biases and errors (Afum, Sun & Kuis, 2019), it becomes critical to examine the test of collinearity statistics and report same (Hair et al., 2016) as a means to detecting common method bias (Afum, Sun & Kusi, 2019). Common method bias was masured with the VIF values as has been confirmed in reflective models (Kock, 2015). Generally, as a rule of thumb, VIF needs to have a score of 5 or lower to avoid multicollinearity problem (Kock & Lynn, 2012; Hair, Sarstedt, Ringle & Mena, 2012) in situations where algorithms incorporate measurement error especially for factor-based PLS-SEM algorithms (Kock, 2015). The VIF scores for the outer model, therefore demonstrate there is no common method bias forall the constucts.

Table 4: Inner VIF

	Organizational performance
Talent attraction	2.587
Talent development	2.977
Talent engagement	2.624
Talent retention	2.412

Source: Field Survey, (2020)

Since reflective models are prone to biases and errors (Afum, Sun & Kuis, 2019), it becomes critical to examine the test of collinearity statistics and report same (Hairet al., 2016) as a means to detcting common method bias (Afum, Sun & Kusi, 2019). This was masured with the VIF values as has been confirmed in reflective models (Kock, 2015). Generally, as a rule of thumb, VIF need to have a score of 5 or lower to avoid muticollinearity problem (Kock & Lynn, 2012; Hair et al., 2012) in situations where algorithms incorporate measurement error especially for factor-based PLS SEM algorithms (Kock, 2015). The VIF scores (Table 4) for the inner model therefore portray there is no commom method bias for all the constructs.

c) Structural Model (Hypotheses Testing)

Table 5: Factor Loadings

	Loadings	T Statistics	P Values
At2 <- Talent attraction	0.821	73.710	0.000
At4 <- Talent attraction	0.777	47.626	0.000
At6 <- Talent attraction	0.828	69.027	0.000
Ef1 <- Organizational performance	0.704	46.954	0.000
Ef2 <- Organizational performance	0.736	46.202	0.000
Ef3 <- Organizational performance	0.788	62.082	0.000
Ef4 <- Organizational performance	0.749	50.395	0.000
Ef5 <- Organizational performance	0.823	79.656	0.000
Ef6 <- Organizational performance	0.711	42.414	0.000
Ef7 <- Organizational performance	0.778	54.072	0.000
Ef8 <- Organizational performance	0.786	69.901	0.000
Ef9 <- Organizational performance	0.726	37.640	0.000
Td3 <- Talent development	0.744	45.492	0.000
Td4 <- Talent development	0.745	52.606	0.000
Td5 <- Talent development	0.741	44.041	0.000
Td7 <- Talent development	0.735	41.008	0.000
Td8 <- Talent development	0.723	45.844	0.000
Te1 <- Talent engagement	0.722	33.497	0.000

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Te2 <- Talent engagement	0.822	60.987	0.000
Te4 <- Talent engagement	0.813	58.491	0.000
Tr1 <- Talent retention	0.735	36.668	0.000
Tr4 <- Talent retention	0.706	35.582	0.000
Tr5 <- Talent retention	0.754	48.999	0.000
Tr6 <- Talent retention	0.856	102.202	0.000

Source: Field Survey, (2020)

The outer loadings of the indicators of each of the constructs considered in the model are presented Table 5Results relating to the factor loadings indicate all the indicators had loading more than 0.7 which shows that they strongly measured the constructs they purported to measure, especially as attested by their respective p-value. The p-values indicate the level of significant predictions of the indicators to accurately measuring the respective constructs. The outer loadings were all statistically significant because they had p<0.05. Thus, in all instances, a T-Statistics for the indicators were more than 1.96.

Table 6: Path Coefficients, Effect Size, and Predictive Relevance

	Beta	F-square	Q-square	T Statistics	P Values
Talent attraction ->Organizational performance	0.186	0.046	0.0117	6.097	0.000
Talent development ->Organizational performance	0.381	0.169	0.0467	12.408	0.000
Talent engagement ->Organizational performance	0.073	0.007	1.6694	2.005	0.046
Talent retention ->Organizational performance	0.303	0.132	0.0351	8.865	0.000

Source: Field Survey, (2020)

The predictive results (Table 6) indicate TA is a significant positive predictor of OP (Beta=0.186; t=6.097; p=0.000: p<0.05). It makes sense to quantify how substantial the significant effects are, which can be done by assessing their effect size f^2 (Henseler, 2017). Effect size values above 0.35, 0.15, and 0.02 are strong, moderate, and weak (Cohen 1988). The effect size shows that talent attraction causes a weak, statistically significant positive variance in OP (f^2=0.215). The predictive relevance score shows TA has a small predictive relevance (Q^2=0.0117). This finding confirms the proposition of H_1.

Similarly, the study proved that indicate TD made a statistically significant positive contribution to causing the positive variance in performance of the University of Cape Coast (Beta=0.381; t=12.408; p=0.0001: p<0.05). In this sense, a unit increase in scores for TD causes 0.381 significant improvement in the performance of the Cape Coast University. On the other hand, it can be inferred that a unit fall in scores for TD causes 0.381 significant reduction in the performance of the University of Cape Coast. The effect size shows that TD causes a moderate statistically significant positive variance in performance of University of Cape Coast (f^2=0.169). The predictive relevance score shows talent development has a small predictive relevance (Q^2=0.0467).

TE made a statistically significant positive contribution to causing the positive variance in the performance of the University of Cape Coast (Beta=0.073; t=2.005; p=0.046: p<0.05). Thus, a unit increase in scores for TE causes 0.073 significant improvement in the performance of the Cape Coast University. On the contrary, a unit fall in scores for TE causes 0.073 significant reduction in the performance of the University of Cape Coast. The effect size shows that TE causes a weak statistically significant positive variance in the performance of the University of Cape Coast (f^2=0.007). The predictive relevance score shows TE has a medium predictive relevance in the model (Q^2=1.6694).

Moreover, TR made a statistically significant positive contribution to causing the positive variance in the performance of the University of Cape Coast (Beta=0.303; t=8.865; p=0.0001: p<0.05). Thus, a unit increase in scores for TR causes 0.303 significant improvement in the performance of the Cape Coast University. On the other hand, a unit fall in scores for TR causes0.303 significant reduction in the performance of the University of Cape Coast. The effect size shows that TR causes a weak statistically significant positive variance in the performance of the University of Cape Coast (f^2=0.132). The predictive relevance score shows TR has a small predictive relevance in the model (Q^2=0.0351).

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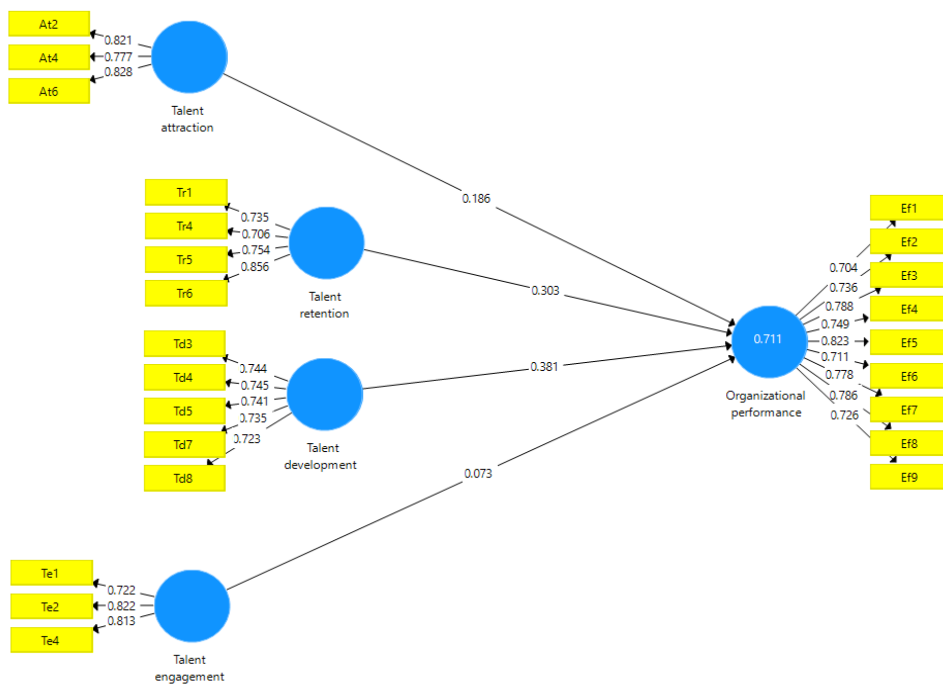
Table 7: Coefficient of Determination

	R Square	R Square Adjusted
Organizational Performance	0.711	0.710

Source: Field Survey, (2020)

The predictive capacity of the model shows TM practices as measured by talent attraction, talent retention, talent development, and talent engagement collectively account for a substantial (71.1%) improvement in OP (R^2=0.711) when the effect of other factor accounting for the change in OP is statistically controlled for in the analysis.



Source: Field Survey, (2020)

VI. Mediation Analysis

a) Measurement Model

Table 8: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership support	0.831	0.831	0.887	0.663
Organizational performance	0.906	0.910	0.923	0.573
Talent attraction	0.737	0.742	0.850	0.655
Talent development	0.792	0.795	0.856	0.544
Talent engagement	0.692	0.699	0.830	0.619
Talent retention	0.761	0.775	0.848	0.584

Source: Field Survey, (2020)

A close observation of the Cronbach' Alpha value (Table 8) indicated that the internal consistency was reliable because the CA value for most of the itemsexceeded the minimum 0.7 cut-off point (Hair, Hult, Ringle & Sarstedt, 2016) except talent engagement. The facts are as follows: Leadership support (CA=0.831); OP (CA=0.906); Talent attraction (CA=0.737); Talent development (CA=0.792); Talent engagement (CA=0.692) and Talent retention (CA=0.761). According to Henseler, Rongle and Sarstedt, (2012),

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composite relaibility is considered a preferred alternative to Cronbach's Alpha to test convergent validity in the reflective model because Cronbach's Alpha may either over-estimate or under-estimate scale reliability. Close observation also shows that all the constructs were reliable (Afum, Sun & Kusi, 2019; Ringle, Wende & Becker, 2015) because the constructs had composite reliability scores higher than 0.7 (Garson, 2016; Hair, Hult, Ringle & Sarstedt, 2014). These are the facts : Leadership support (CR=0.887); OP (CR=0.923); Talent attraction (CR=0.850); Talent developement (CR=0.856); Talent engagement (CR=0.830) and Talent retention (CR=0.849). Althoughj the values of the composite reliability somehow are very high, this may signal some design problem; the indicators were representative of the desired constructs and simply correlated highly, hence acceptable (Garson, 2016).

From the findings except for talent engagement, all the remaining constructs had rho_A scores higher than 0.7. Close observation for the AVEs for the constructs, therefore, proves that they accurately measured the convergent validity. Thus, these confirm the claim: Leadership support (AVE=0.663); OP (AVE=0.573); Talent attraction (AVE=0.655); Talent development (AVE=0.544); Talent engagement (AVE=0.619); and Talent retention (AVE=0.584).

Table 9: Discriminant Validity

	Leadership support	Organizational Performance	Talent attraction	Talent development	Talent engagement
Organizational Performance	0.930				
Talent attraction	0.855	0.863			
Talent development	0.877	0.914	0.944		
Talent engagement	0.776	0.863	0.995	0.976	
Talent retention	0.976	0.898	0.896	0.926	0.938

Source: Field Survey, (2020)

The findings in Table 9 show discriminant validity was accurately measured for the paired constructs in the measurement model.

Collinearity Statistics (VIF)

Table 10: Outer VIF values

Name	Label	VIF
At2	Attractive working conditions and fair wages	1.426
At4	Strong social networking in the organizational context	1.437
At6	Good communication climate	1.535
Ef1	Improved competitive edge	1.939
Ef2	Winning of economically viable academic-oriented projects,	2.026
Ef3	Quality service delivery	2.840
Ef4	Research ranking	2.416
Ef5	Outstanding institutional affiliation	2.712
Ef6	Improved enrollment	1.919
Ef7	Development of accredited new educational programmes,	2.595
Ef8	Astute academic research capacity	2.346
Ef9	Scholarly publications and citations	2.140
Ls1	Strong leadership support for talent management	1.998
Ls5	Alignment of talent management to corporate strategy	1.896
Ls6	Leaders are change agents who develop others who align with them and become the next generation of talents	1.886
Ls7	Genuine leadership interest in fostering corporate learning and development of talents	1.845
Td3	Career management	1.626
Td4	Competence training and development	1.657
Td5	Special in-service training for talents	1.722
Td7	Training in international operations	1.548

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Td8	Short term international assignments	1.756
Te1	Distribution of tasks based on skills and competencies	1.250
Te2	Preceding training needs with skill-gap analysis	1.424
Te4	Practice of skills mapping to improve recruitment and selection	1.443
Tr1	Succession planning	1.399
Tr4	Showering top performers with opportunities	1.406
Tr5	Incentivized working conditions	1.547
Tr6	Competitive compensation package	1.920

Source: Field Survey, (2020)

From the VIF scores (Table 10), one can conlcude there is no commom method bias for all the constructs.

Table 11: Inner VIF values

	Leadership support	Organizational performance
Leadership support		3.137
Talent attraction	2.613	2.719
Talent development	2.953	3.216
Talent engagement	2.631	2.662
Talent retention	2.393	3.244

Source: Field Survey, (2020)

The VIF scores (Table 11) for the inner model, therefore demonstrate there is no common method bias for all the constucts.

b) Structural Model (Hypotheses Testing)

Table 12: Outer Loadings

	Loadings	T Statistics	P Values
At2 <- Talent attraction	0.817	71.558	0.000
At4 <- Talent attraction	0.779	49.662	0.000
At6 <- Talent attraction	0.830	72.074	0.000
Ef1 <- Organizational performance	0.700	44.093	0.000
Ef2 <- Organizational performance	0.738	47.525	0.000
Ef3 <- Organizational performance	0.786	61.473	0.000
Ef4 <- Organizational performance	0.750	50.850	0.000
Ef5 <- Organizational performance	0.825	85.344	0.000
Ef6 <- Organizational performance	0.708	41.880	0.000
Ef7 <- Organizational performance	0.781	56.714	0.000
Ef8 <- Organizational performance	0.785	66.479	0.000
Ef9 <- Organizational performance	0.729	41.977	0.000
Ls1 <- Leadership support	0.824	69.000	0.000
Ls5 <- Leadership support	0.810	68.006	0.000
Ls6 <- Leadership support	0.810	71.157	0.000
Ls7 <- Leadership support	0.812	67.573	0.000
Td3 <- Talent development	0.736	45.106	0.000
Td4 <- Talent development	0.752	52.248	0.000
Td5 <- Talent development	0.732	43.705	0.000
Td7 <- Talent development	0.740	46.191	0.000
Td8 <- Talent development	0.727	45.940	0.000
Te1 <- Talent engagement	0.736	35.110	0.000
Te2 <- Talent engagement	0.825	64.216	0.000

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Te4 <- Talent engagement	0.798	50.110	0.000
Tr1 <- Talent retention	0.733	34.490	0.000
Tr4 <- Talent retention	0.689	30.853	0.000
Tr5 <- Talent retention	0.770	58.404	0.000
Tr6 <- Talent retention	0.857	108.430	0.000

Source: Field Survey, (2020)

Results relating to the factor loadings indicate all the indicators had loading more than 0.7, which shows that they sturdily measured the constructs they purported to measure, especially as attested by their respective p-value. The p-values indicate the level of significant predictions of the indicators to accurately measuring the separate constructs. The outer loadings were all statistically significant because they had $p<0.05$. Thus, in all occurrences, a T-Statistics for the indicators were larger than 1.96.

Table 13: Specific Indirect Effect

	Beta	T Statistics	P Values
Talent attraction -> Leadership support ->Organizational performance	0.076	4.381	0.000
Talent development -> Leadership support ->Organizational performance	0.120	7.092	0.000
Talent engagement -> Leadership support ->Organizational performance	-0.041	2.008	0.045
Talent retention -> Leadership support ->Organizational performance	0.216	7.640	0.000

Source: Field Survey, (2020)

The mediation analysis (Table 13) shows that LS, in all cases mediated the impact of the individual components of TM strategies on OP. For the specific instances, the study proved that LS mediated positively and significantly the predictive relationship between TA and OP (Beta=0.076; t=4.381; p=0.0001: $p<0.05$); positively mediated positively and significantly the predictive between TD and OP (Beta=0.120; t=7.092; p=0.0001: $p<0.05$); mediated positively and significantly the predictive between TR and OP (Beta=0.216; t=7.640; p=0.0001: $p<0.05$) and then mediated negatively and significantly the predictive between TE and OP (Beta=-0.041; t=2.008; p=0.045: $p<0.05$).

Table 14: Coefficient of Determination

	R Square	R Square Adjusted
Leadership support	0.681	0.680
Organizational performance	0.765	0.763

Source: Field Survey, (2020)

The predictive capacity of the model (Table 14) shows TM practices (As measured by TA, TR, TD, and TE) and LS collectively account for a substantial (76.5%) improvement in OP (R^2=0.765) when the effect of other factor accounting for the change in OP is statistically controlled for in the model. Aspects of University of Cape Coast's performance improved as a result of implementation of the TM include competitive edge, winning of economically viable academic-oriented projects, research ranking, scholarly publications and citations, quality service delivery, development of accredited new educational programs, outstanding institutional affiliation, astute academic research capacity, and improved enrollment. A close observation of the R^2 behavior showed there was an improvement in the level of variance in OP from 71.1% to 76.5% owing to the inclusion of LS in promoting talent management implementation. This improvement in OP signifies the need for corporate leaders in public universities to spearhead and support TM programs in public universities in Ghana.

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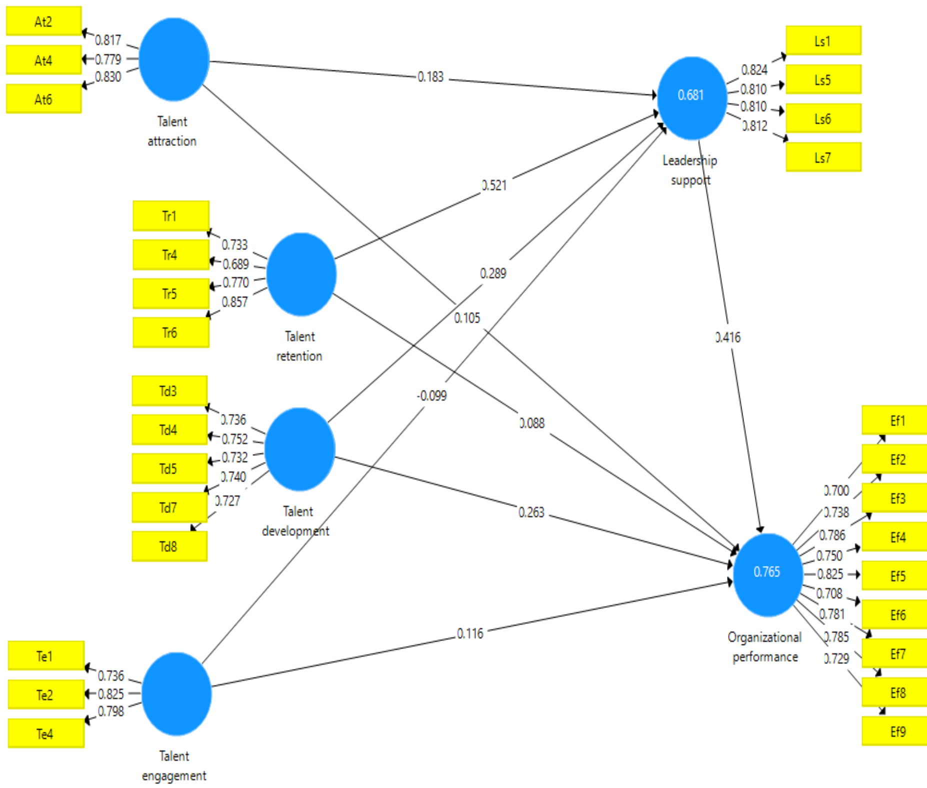

Source: Field Survey, (2020)

Table 15: Summary of Hypotheses Results

No	Hypotheses	Decision
H_1	Talent attraction is significant positive predictor of organizational performance	Supported
H_2	Talent engagement is significant positive predictor of organizational performance	Supported
H_3	Talent development is significant positive predictor of organizational performance	Supported
H_4	Talent retention is significant positive predictor of organizational performance	Supported
H_5	Leadership support positively and significantly mediates the talent engagement-organizational performance predictive relationship	Not supported
H_6	Leadership support positively and significantly mediates the talent attraction-organizational performance predictive relationship	Supported
H_7	Leadership support positively and significantly mediates the talent development-organizational performance predictive relationship	Supported
H_8	Leadership support positively and significantly mediates the talent retention-organizational performance predictive relationship	Supported

Source: Field Survey, (2020)

VII. Discussion

The direct model (without the inclusion of LS) results showed that TA proves to be a significant predictor of OP. This finding supports the conclusions held in some previous empirical studies that found TA strategies as a significant predictor of OP (Rawashdeh, 2018; Rukunga & Nzulwa, 2018; bin Magbool, Amran, Nejati, & Jayaraman, 2016). Among the TA practices that cause improvement in OP in public universities included promoting attractive working conditions and fair wages to talented employees. Management of Cape Coast University must, therefore, continue implementing these TA practices would collectively enhance the performance of the University. TD practices such as career management for employees, implementation of competence training and development, organization of in-service training for talents, training of lecturers in international operations as well as involving lecturers in short term international assignments. Conditions affecting these variables should be improved significantly by the leadership of the University, and this will produce desired organizational performance. These findings support the collective conclusion held in some previous empirical studies that found TD strategies as a significant predictor of OP (Sivathanu & Pillai, 2019; Rawashdeh, 2018; Rukunga & Nzulwa, 2018). It is managerially prudent for management of public universities to rely on TE practices and ensure their effective implementation. Special emphasis should be placed on the distribution of tasks based on skills and competencies of lecturers, proceeding training needs with a skill gap analysis as well as practicing skills mapping to improve recruitment and selection of lecturers in public universities. Thus, TE strategies proved to be a significant positive predictor of OP and therefore confirms the positions of some previous empirical studies (Rukunga & Nzulwa, 2018).

Again, from the findings, a particular insight worthy of mentioning is the issue of how TR causes improvement in OP of public universities thereby supporting the collective conclusion held in some previous empirical studies that found TD strategies as significant predictor of OP (Sivathanu & Pillai, 2019; Rawashdeh, 2018; Rukunga & Nzulwa, 2018) and contradicting the finding of Doane, (2009). Particular TR practices that improve the OP of public universities include succession planning, showering top performers with opportunities, creating incentivized working conditions, and payment of competitive compensation packages to lecturers. Aspects of University of Cape Coast's performance improved as a result of the implementation of TM include improved competitive edge, winning of economically viable academic-oriented projects, research ranking, scholarly publications and citations, quality service delivery, development of accredited new educational programs, outstanding institutional affiliation, astute academic research capacity, and upgraded enrollment. Thus, this confirms the position held in some previous empirical studies that found TM as a significant predictor of OP (Oluwadurotimi & Abosede, 2019; Rawashdeh, 2018; Rukunga & Nzulwa, 2018; Maurya & Agarwal, 2018; Sivathanu & Pillai, 2019).

The mediation results (with LS) prove that although TM strategies cause substantial improvement in the performance of university of the Cape Coast, such impact is however enhanced if leaders in the university spearhead and provide appropriate leadership support regarding the formulation and implementation of TM programs (Rehman & Iqbal, 2020). This confirms the assertion heldby previous empirical studies that leadership support is highly instrumental in securing the successful implementation of TM programs (Rehman & Iqbal, 2020; Chukwusa, 2019; Moser, Dawson & West, 2018; Sattayaraksa & Boon-itt, 2018). Therefore, ineffective corporate leadership would hamper the successful and efficient implementation of TM programs (Aboyassin & Abood, 2013). Predominantly, the study proves leadership support helps to better explain the impact of TA on OP, the effect of TD on OP, and the impact of TR on OP. On the other hand, the study proves leadership support, however, proved not to be efficacious in improving positively the effect of TE practices on OP. It rather reduced significantly the effect of TE practices on the performance of the University of Cape Coast. Inherently, Management of the University should relook at TE practices at particularly issues affecting the measures of TE in higher educational context to improve these factors to produce desirable OP. Thus, leadership support in promoting TE to effectively improve organizational performance rather proves to be counter-productive. Generally, the mediating role of LS contradicts the claims responsible leadership is not a significant mediator in inclusive/exclusive TM-organizational downsizing (Mousa & Ayoubi, 2019) and, on the contrary, holds the view TM will fail if it is viewed purely as an HR initiative (Preece & Iles, 2008).

a) *Theoretical, Practical and Policy implications*

The findings of this study shed light on several unresolved issues in TM-leadership-OP literature. First, the findings have fulfilled the gap exposed by Anlesinya, Amposah Tawiah, and Dartey-Baah (2019) that studies in Africa regarding TM and OP have neglected the leadership mindset and that most of such studies also were not conducted in Ghana, only four were conducted in the Ghanaian context. Besides, the proposition that organizations in Ghana and the other parts of Africa do not effectively develop and maintain the unique talents of their workforce even when their potentials are recognized (Chukwusa, 2019) has been disproved by the findings of this study. This study emphatically shows public universities actively implement TM strategies as part of their humanistic managerial functions to ensure the attainment of corporate goals including improvement in OP. As part of reducing the literature gaps, the study once again narrowed its scope to a public organization to provide grounds to challenge the assertion that the more focus on TM in large MNC organizations (Collings, Mellahi, & Cascio, 2019; Thunnissen & Gallardo-Gallardo, 2017) raises questions about whether current assumptions in the TM literature related to this specific context help us to understand and explain the TM issues in other settings such as public sector organizations, SMEs, and organizations based in emerging market context (Gallardo-Gallardo, Thunnissen & Scullion, 2019).

Secondly, the study highlights the significant role of leadership support in the quest to fostering effective TM implementation to improve OP. It, therefore,

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provides the framework that explains the mechanism between TM, OP, and leadership support. Theoretically, the test of hypotheses relating to the nature of the relationship between the independent variable (TM practices), dependent variable (OP) and the intervening or mediating variable (LS) has provided empirical evidence that better explains the nature of mechanism that explains behavior in the proposed framework thereby justifying the proposition championed by the Talent-Based Theory that talent is a crucial resource for providing sustainable competitive advantage which warrants the stance that decision-making should primarily focus on talent and competitive capabilities derived from talents (Roberts, as cited in Gallardo-Gallardo, Thunnissen & Scullion, 2020).

Besides the theoretical contributions, the findings of this study offer important practical managerial implications. First, to improve the performance of public universities, management of these universities must effectively devise and implement TM programs and specifically tailor such programs to the exact needs of public universities (contextualized) by providing appropriate resources and creating enabling environment that enhance the TM implementation process across all colleges and units within public universities. Special priority should be placed on TE practices because the direct effect proved to have the strongest predictive accuracy. However, the remaining components of TM (TD, TR, and TA) had weak predictive relevance. With this notwithstanding, all the various sub-constructs individually significantly cause positive improvement in OP of public universities. Therefore, it is managerially prudent for management of public universities to integrate these TM practices, given their significant factor loading, in the TM program, and implement same to ensure significant yet substantial improvement in OP.

Secondly, the study proves leadership support is key to better explaining the impact of TM strategies (on paper) otherwise practices (when implemented) on OP in public universities in Ghana. Management of public universities must provide, therefore, commitment resources to developing corporate leaders to create talent-oriented leaders to spearhead TM programs in public universities. HR experts in public universities could be a reliable pool to target. Thus, emphasizing on OP must integrate LS aspects into the TM programs. However, much must be done by leaders in terms of TE because this aspect rather interacted with LS negatively, which significantly reduced the combined effect on OP.

For policy purposes, the study proposes that all public universities in Ghana must formulate TM policy and integrate the same into their traditional HR functions to make it mandatory for these institutions to implement TM to improve OP. Such a policy should not discriminate against any category of the workforce in these public universities because the talent is found in everyone in organizations. Besides, leadership training programs in public universities should champion TM orientation to build talent-mindset among corporate leaders in these public universities in Ghana and beyond.

VIII. Limitations and Future Research

The study targeted only lecturers in public universities and again targeted only those in the University of Cape Coast, hence limiting the generalizability of the findings to cover all universities (with the inclusion of private universities) in Ghana. Again, the model failed to relate how the predictors of the endogenous latent constructs relates with the predictors of the latent exogenous latent construct configured in the reflective model.

The study may not cover all factors associated with OP, and therefore, future studies may expand the current theoretical framework by integrating additional mediating or moderating variables into the analysis. Secondly, the study could be extended to SMEs in Ghana to close the gap of emphasis on large MN companies.

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Challenges and Benefits of ERP System and Non-ERP System Integration in a Developing Country

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Abstract- Enterprise Resource Planning systems (ERP) have emerged as solutions oriented to manage organization´s resources in an integrated way. They allowed the automation of its department's activities, made information available to users at the right time, supporting more accurately their decision-making needs. It is empirically proved that the best of the breed application for the optimum benefit of an organization is a mixture of both ERP and non-ERP application. Organizations faces lot of challenges while integrating these two application systems. ERP system uses world best practices and they uses better software development standards to develop the ERP application and to incorporate the application security. However, other application vendors do not follow the best practices for application development and do not incorporate optimum security to their application. Owing to these mismatches, the integration of ERP and non-ERP system become very challenging.

Keywords: ERP, ERP integration, non-ERP system integration, benefits of integration.

GJMBR-A Classification: JEL Code: M10

CHALLENGESANDBENEFITSOFERPSYSTEMANDNONERPSYSTEMINTEGRATIONINADEVELOPINGCOUNTRY

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Challenges and Benefits of ERP System and Non-ERP System Integration in a Developing Country

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Abstract- Enterprise Resource Planning systems (ERP) have emerged as solutions oriented to manage organization´s resources in an integrated way. They allowed the automation of its department's activities, made information available to users at the right time, supporting more accurately their decision-making needs. It is empirically proved that the best of the breed application for the optimum benefit of an organization is a mixture of both ERP and non-ERP application. Organizations faces lot of challenges while integrating these two application systems. ERP system uses world best practices and they uses better software development standards to develop the ERP application and to incorporate the application security. However, other application vendors do not follow the best practices for application development and do not incorporate optimum security to their application. Owing to these mismatches, the integration of ERP and non-ERP system become very challenging. However, after this painful integration exercise, the management start to realize the benefit of that integration. This research is based on two case study of two subsidiary companies of a conglobate group in Sri Lanka. These two companies have implemented an ERP system and an operational system with the motive of automating their operational and back office function and to ultimately consolidate the accounts to the group management. A questionnaire has been developed based on the literature review and discussions with consultants and supervisor. Managers, senior managers and consultant have been interviewed according to the questionnaire. This interview data was analyzed to come up with the finding and conclusions. The ultimate finding proves that, only the ERP system does not fulfill the expectation of the analyzed companies. It is essential to build a tailor-made application to suite the unique need of the operational function of the company. Further the both applications must be integrated to achieve the fullest benefit of both the applications.

Keywords: ERP, ERP integration, non-ERP system integration, benefits of integration.

I. Introduction

It is obvious that over the last few decades, ICT has seen a significant growth. Simultaneously the modes of business the modes of business operations have become overly complex with higher functional integration. Thereby, management decision making has become more complex and more data oriented. In this context, efficient information systems that inter-relate all business functions such as finance, logistics, and production are obligatory and further, accurate and timely information is considered a key for winning the competitive advantage. The purpose of this research is, either through the review of literature on the topic, or via the case study, examine how an organization is a mixture of both ERP and non-ERP application benefit for performance in a positive curve in a business model. One of the most important characteristics of ERP systems is that they are built on a single comprehensive database to share information across the enterprise. ERP system integration, on the internal side, can be assumed to be complete and comprehensive. Further, if the ERP systems covers all your information management needs, and there are no external systems or applications in place or planned, integration should not be a concern. An ERP system is an integrated software system package composed by a set of standard functional modules such as Financial, Sales and Marketing, Purchasing, Production, Inventory, Human Resources etc... Developed by the vendor, that can be adapted to the specific customer needs. (Elragal and Haddara, 2012).

The integrated process framework provided by ERP enables standardization, visibility, traceability and controllability over the business. A successfully integrated ERP system can improve operational efficiency by supporting a firm's business processes as well as create competitive advantage by enabling pioneering practices. (Albadri and Abdallah, 2009)).The Global ERP market grows 7 % annually through 2009 and to become from $8.8B in 2004 to over $12B in 2009. Even though the demand for ERP applications rising, failure rate of ERP applications is remaining high and according to survey conducted by Robbins-Gioia LLC, a leading provider of management consulting services found that 51 % of companies across a wide range of industries stated that their ERP implementations were unsuccessful. Sri Lanka has experienced ERP systems for nearly two decades, and it is observed that several Sri Lankan organizations are still struggling to achieve the anticipated benefit of their ERP implementations.

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The emergence of the enterprise resource planning (ERP) software radically transformed the computing platform of most organizations (Haddara and Hetlevik, 2016). One of the ERP systems characteristics is the ability to automate and integrate organizations' business processes (Ha and Ahn, 2014). However, even though ERP systems were introduced as integrated suites, they have not achieved many of their anticipated benefits while they still co-exist with autonomous and heterogeneous applications (Peng and Gala, 2014). This fact indicates the importance and the need for applications integration and justifies the recently large number of publications examining integration technologies. (Claybaugh et al, 2017)

Despite the advantages, ERP implementations have a nasty reputation for going over time, over budget, and underperforming. There are several examples and many reasons why. Let's look at a few of the reasons ERP software implementations go over time, over budget, and under perform. One issue with implementing an ERP system is, knowing what should be integrated, and what should not. It is difficult to know where integrating systems in an organization can gain a competitive advantage and where it will hinder the organization's workflow. This becomes even more complicated in a large organization where different business divisions view each other as competition, or good old-fashioned office politics gets in the way. The challenge this adds with ERP implementations is that decision makers often do not know fully what the ERP system is capable of when they are planning the system, and these decisions and goals need to be decided on in the beginning.

The biggest problem by far though with ERP implementations comes from not having well-defined measurable goals and objectives at the outset of the project as well as a process in place for adding to or changing these goals. Many projects, not just an ERP implementation, have failed because of this. One of the most often misunderstood issues with most ERP systems is that they typically require extensive customization. Often what a company is buying is not a packaged solution, but a framework with which to build a solution. When decision makers do not ask the right questions and do not appreciate these two factors, projects are delayed and experience cost overruns.

Another issue that is often a problem is that an ERP system that is not flexible may force an adopter to change their business processes to fit the ERP system model. This requires a re-engineering of steps needed to complete business tasks and a retraining of employees and business partners; and sometimes even customers. As we all know people inherently do not like change, and this will create resistance and delays for any organization (at least in the short term). Despite these challenges, ERP is a resource that is here to stay and can significantly improve an organization's workflows, business, and decision making. Doing it right though is worth the extra effort.

Although integration success in ERP implementations is questionable, ERP system functionality and integration greatly improved over the last decade by incorporating specific industry solution. In addition, integration capabilities with third party non-ERP systems increase system functionality, flexibility and integration, supporting streamlined business processes. This research reports on a case study aiming at describing and evaluating the integrated operational and financial system implemented at a group company utilizing an ERP application and non-ERP systems. Serendib Group is presently implementing, Oracle E-Business Suite ERP application, for few of its subsidiary companies, and plan to extend the ERP system to other subsidiaries also. Though the organization has implemented a sophisticated ERP application, they had to implement some non-ERP application also to fully automate their entire operation and needed to integrate both the ERP and non-ERP application to get a maximum benefit of the automation. At the present implementation they face lot of challenges in integrating the ERP system with existing and newly developed non-ERP system. Hence, this understanding would make them more committed and would make them to provide more support in the future ERP implementation.

II. Methodology

a) *Conceptual Framework*

Researcher has developed the following conceptual model based on the literature review and discussions with experts (Figure 1).

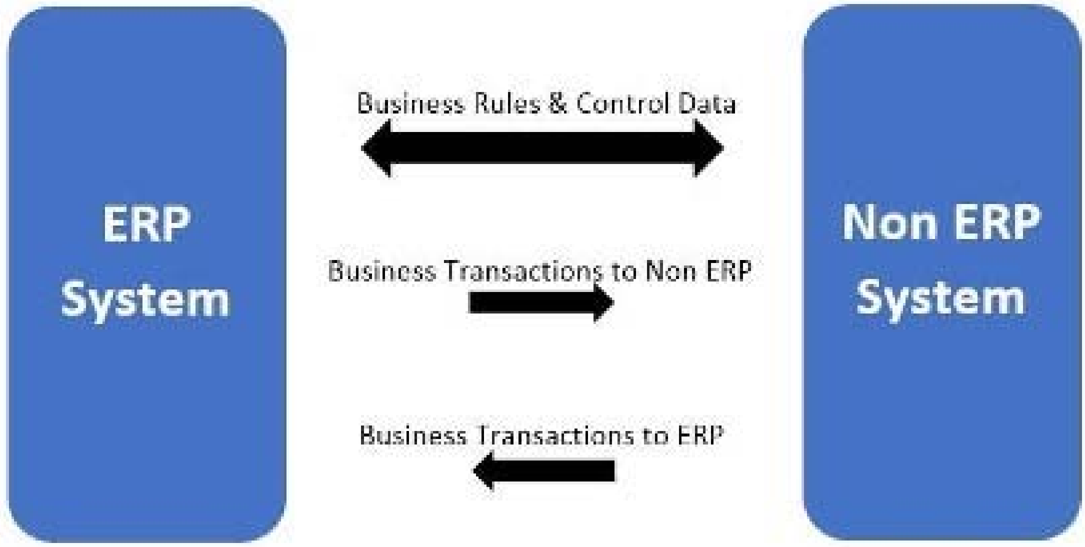

Figure 1: Conceptual Framework

b) Case Study

The case study technique was selected as the methodology for the research. Case study is now accepted as a preferred research strategy within the IS research community (Haddara and Moen, 2017). A series of well-known research investigations have used the case study method to develop and support a range of IS hypotheses and Yin has provided the guidelines to follow for case study researchers (Seethamraju, 2015). Case study-based researchers are aligned more towards practically, which may suggest more relevance for practitioners. The natural setting gives case researcher the opportunity to conduct situational and in-depth studies of complex phenomena that is not always possible due to the restrictions on studies conducted using laboratory conditions.

c) Questionnaire

Questionnaire has been designed in English, and the questions are driven from the observation and literature review of the researcher and the discussions had with consultants and research supervisor. The structure of the questionnaire has divided into three parts, and the parts are as follows. Part A: Need for both ERP system and Non-ERP system; This part is constructed to identify the objectives of the companies to implement an EPR system, and to identify the needs to implement a non-ERP system as well to the same organization. This part will find out the major benefits and drawbacks of the ERP system from their own business point of view and will ensure that there is a real business need for another non-ERP application. Part B: Challenges faced during the integration of ERP system and Non-ERP system. This part is constructed to identify the various challenges faced during the integration of the ERP system and the non-ERP system and how did they manage to overcome from those challenges. Part C: Benefits of the integration, this part is constructed to identify the ultimate tangible, intangible and monetary benefits achieved by the implementation and integration of both ERP system and non-ERP system. The work of this research was intended to answer questions that initially arose. These issues defined how the problem was approached and led the search for answers to the achievement of the objectives. The following are the questions that guided this research.

III. ERP System and Non-ERP System Integration: Challenges & Benefits

Why there is a need for both ERP system & non-ERP system?

1. What were your main reasons to go for an ERP system?
2. What are the benefits you were expecting from the ERP system?
3. Did you achieve those benefits? (if No, go to question 04)
4. Why do you think, that you could not achieve those benefits from the ERP application?
5. Did you consider customizing ERP application to suite your requirement?
6. Did you consider re-engineering your business process to suite world best practices of ERP?
7. So, did you require a customized application to full fill those gaps?
8. Did the customized/tailor make application full fill the expected benefit? / did it fill the gap?
9. Did it require to integrate the tailor-made application with ERP application? Why? What are the challenges when integrating?
10. Since the both applications are from two different vendors and uses two different technology, did you

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experience any difficulties in integrating both application?
11. Did both vendors supported well for the integration?
12. Did you ever require your senior management involvement to solve any issues?
13. Was the data transfer between both system smooth or have you faced any issues?
14. What would you say the key challenge for the integration of ERP system and non-ERP system?
15. How did you overcome from that challenge?
16. What are the benefits of the integration of ERP system and non-ERP system?
17. What were benefits you were expecting from the integration of the both application?
18. Did you achieve those benefits?
19. Do you see any tangible benefits from this integration? Any cost cutting or profitability increase?
20. Do you able to get a management information report easily now?
21. Does your management happy about the implementation of the both system and its integration?

a) Business Rules and Control Data

Business rules and control data, which defines or constrains some aspect of business and always resolves to either true or false. Business rules are intended to assert business structure/logic or to control or influence the behavior of the business model of any given business function. This rule is defined to control the information flow and management of the information inside the ERP system, and non-ERP system. Hence, this rule needs to be shared between the both applications to have seamless integration between the both applications.

b) Sampling

The sample selected should represent the population in unbiased manner. By studying the sample, the researcher should be able to draw the confusions that would be generalized to the interested population. However, presently only two companies have implemented the ERP and non-ERP system within the group. Serendib Group is a diversified group of company in Sri Lanka, manages one of the nation's most successful diversified blue-chip portfolios spanning into the following different industries. Therefore, the researcher will conduct interviews from both the companies key resource persons. The key objective of the research is to make the Serendib Group management to understand the importance of the ERP system and Non-ERP system integration and strategic benefits what they would gain from the integration. Hence, the sample should represent the senior management interest also. Therefore, the sample for the research has been categorized and identified as follows. These are the people at the management level, who actively involves in process designing, resource allocation and decision making. This people will use the systems for reporting and management decision making purposes.

c) Data collection

The researcher is part of the group ERP implementation team. Even before the idea of the research come to his mind, he was observing the total lifecycle of the implementation of ERP system, non-ERP system and the integration of the both systems. Therefore, starts the research with the observation, and then through the literature review he could find out the relevance of the same concept in other companies. In order to carry out the survey, an open-ended questionnaire has been constructed. Researcher made special emphasis on designing the questionnaire as this is the most critical stage in the research process and the more specific data collected would help the researcher to come to a better conclusion. Good questionnaire design should focus upon three areas; the wording of the questions, the principle of the measurements, the general appearance of the questionnaire (Juell-Skielse and Enquist, H. 2012).

IV. Results

In order gain competitive advantage by synergizing all the subsidiary companies, the group management has decided to move into a new model of operating with the concept of share services for the entire group. The group believes that this model of operating would enable the central point of control of all the subsidiary company and eliminate duplication of work and would bring optimum benefits by synergizing the resources within all the subsidiary company.

a) Consultant's View of Group IT System Implementation (Company 1)

"You need the ERP to cover the back office, and you must need customized system to match certain requirement of the company".

(Source: Mr. X, Head of Business Applications & Consulting, Company 1).

Therefore, the better solution is a hybrid solution of ERP and a tailor-made system. ERP may cover the back-office operation, and the tailor-made system bridge the gap of ERP and business requirement. This solution would reduce the total cost of a fully integrated application. This ERP system enhance the process and optimize the process to reduce the cost, by eliminating manual and non-value adding activities which incur additional overhead cost and time to the company. This helps to discontinue the legacy and isolated system and to come up with an integrated solution to manage all the companies in one platform and one window. Management need enough, accurate, and timely information in order to compete and survive in the

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market. Further, ERP provides better communication between not only between different functional units, but also between different legal entities. This helps the management to have a better consolidated picture of their entire function in a comparative manner. Which help them to take much better decisions.

Though the ERP system has all these benefits, some companies find difficulty to adopt ERP system alone to cater their entire requirement. Though the ERP system incorporate the world best practices in it, the uniqueness of certain business operations cannot be mapped with ERP system. Therefore, the ERP application may not fit to the exact and hundred present business requirements. When it comes to Sri Lankan context, to adopt a fully-fledged ERP application is very expensive and sometimes it may suite exactly the local requirement owing to its global nature. Therefore, it requires some customization and personalization to match with the exact requirement, however that also can be done up to a certain level. Owing to these reasons there are always a gap between ERP and business requirement.

Further, since we cannot upgrade, we are stuck with one version of the application. ERP is the world best applications, where they incorporate new enhancement and improvement to the application time to time in order to cater the dynamic world, which cannot be ad in to the customized application. Therefore, customizing up to a certain extend is fine, without changing the core of the ERP, however, customizing highly to exactly fit to the requirement is not advisable. Having said that, it is not advisable reengineer a business process to suite the ERP application also. Though the ERP application has all the world best practices, the way our business operates may have some unique nature to compete the market. If we change that process, then we may lose the competition.

Further, even the reengineering is costly. Mainly the cost of reengineering by changing the process model, introducing new functions and eliminating certain functions. Then, training the staff is also another additional cost. Nowadays, finding the labors to the shop floor work is very difficult, and their turn over also high. If we introduce a sophisticated process environment, then we must have a training team only to train the shop floor workers. Sometimes, we may have to layout people after reengineering, which is a very difficult task in Sri Lanka.

b) *Challenges Faced During the Integration (Company 1)*

ERP vendors always knows that they may need to integrate with other applications, therefore, they have incorporated this as part of their ERP application. ERP applications have some feature call interface tables, which provides any other application to use these tables to integrate the data transfer. These tables provide all the necessary validations, integrity checking, etc. However, the custom application vendors use outdated technologies provide cost effective solutions and they have limited human resources who knows those technology very well. This is one of the main problems when it comes to custom application.

When pulling out the data from custom made system, it does not provide all the required data by the ERP system as they make the system to exactly fit the requirement. Therefore, they need additional software components to feed the missing parameter to the custom application. Further, the data in the custom application is inconsistence and it is not in a standard presentable manner as they do not use better software development models and standards. ERP system has high information security and standardized data models; however, the custom application does not follow those standards. Therefore, ERP system cannot pull the data as it is from the custom applications.

"In ERP, high security and standardized data models are used. But in legacy system does not have those, or they do not follow those standards, therefore ERP cannot take data as it is from the legacy system. So it required to modifying legacy system to match with ERP data set standards, and it is a cost".

(Source: Mr. X, Head of Business Applications & Consulting, Company 1).

Sometimes, ERP consultants also not competent enough to understand the requirement and scenarios. Owing to these issues integration between ERP and non-ERP system become very challenging. Therefore, these type of project needs very keen attention of the senior management or the project steering committee of the company. When we face any issues which cannot be sorted out within our level, then immediately seek for the steering committee or senior management support. Without their involvement the project would be a failure.

As consultants, before we initiate any major project, we look at the level of commitment of the senior management towards the project. If we found that they are not very keen and sincere to the project, sometimes we may not commence the project. In summary, key challenge of the integration is not using the standard software development models and not having competent resource personal. To successfully address this, the key things are the management support and the testing of the integration with all possible scenarios.

c) *Benefits of the Integration (Company 1)*

ERP itself has a lot of benefits to the company, and a customized application also has numerous benefits to the company. ERP helps to streamline the processes and bring the processes into the right track, while custom application fills the gap of ERP and business process. By integrating both the application that would bring the benefit of the best of the breed

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application.Both the application together, will help the company to get the operational and financial information day by day and timely manner. Any management information could be obtained without any time delay, it is just one button click away. Communication between different functional divisions is easy and quick as the information passed through the applications can be accessible by any department any time. Accurate and consistent information, and the security and control of information is very high.

"The management can really achieve their benefits, as we have brought up the both systems together, it becomes the best of the breed application for them. Therefore, they will achieve. However, if it is only ERP or only legacy system, they may not achieve the full expected benefit".
(Source: Mr. X, Head of Business Applications & Consulting, Company 1).

Owing to the above benefits, any company can achieve their objectives of implementing a comprehensive application system to support their entire business function. Further, there could so many intangible benefits, such as less time for preparing monthly and quarterly accounts, elimination of duplicated and manual data entry work, and timely and accurate reporting makes the customers happy with the company so help to retain them, and employee's workload is reduced therefore relaxed and cool work environment without manual paper work.

Moreover, management always require management information reports with all the operational and financial analysis. Since the integrated application capture all the data into the share database, it is just a matter of pulling out the data into the required form. Which would have consumed number of days to prepare earlier, could be reduced to minutes.

"The Sri Lankan industries are not matured enough for an entire suite of an ERP solution. Few of the blue-chip companies and banks in Sri Lanka has implemented ERP. However, most of them has implemented part of the ERP system and have a legacy system cover-up the gap. Therefore, for country like Sri Lanka, the best of the breed application will be obtained by having both ERP and non-ERP application"
(Source: Mr. X, Head of Business Applications & Consulting, Company 1).

d) *Motivation for the ERP & Non-ERP system (Company 2)*

Our business model is quite simple when we consider with international business in the same industry. Certain functions in the ERP is exactly what we required, and we were needing that badly. As I have already explained to cover up the loopholes of our operation. However, some other functions and models in the ERP is not exactly what we require, it is very advanced. We cannot simply adopt that. Therefore, there was a gap there. I call it our expectation gap.
(Source: Mr. Y, Chief Financial Officer, Company 2)

Though the ERP is not fitting to the exact requirement, it also not possible to customize the ERP as it is huge cost and even the consultants does not advice to customize the ERP application. Sometimes, customizing may make their life more complex and difficult, there they have dropped the idea of customizing the ERP. Since they could not customize the ERP, they must reengineer certain business process, and reengineering is very beneficial for SL to eliminate the loopholes of the present business setup.

"Yes, with the ERP the process or this kind of a major system implementation re-engineering is a must, without reengineering certain practices we will not achieve the maximum benefit of those project, and by reengineering the process only we can eliminate the loop wholes which we have had".
(Source: Mr. Z, Director, Company 2)

However, SL could only reengineer their process up to a certain extent. They could not reengineer the process to exactly match with the ERP as it very expensive and not practical for their business model.

"We cannot re engineer entirely to match with the ERP practices. That is very expensive, and it is not a workable solution".
(Source: Mr. Z, Director, Company 2)

The ERP system has very advanced business process model, which requires SL to upgrade the workshop infrastructure and requires additional training to work shop staff. These are extra burden for SL, therefore they do not want to reengineer the process to match with the ERP practices.

"Our workshop people are just technicians they are not capable to hand computer systems, sometime one or two may capable, and the turnover also high. So that is very difficult".
(Source: Mr. Z, Director, Company 2)

Owing to the above reasons, they compelled go for another system to capture the nonfinancial and operational data where ERP is focusing on financial data and cannot match with operational requirement entirely. Without the operational system, the information what they get from only the ERP is not enough for the management decision making, and end of the day ERP is not beneficial from the management perspective. This custom application/operational system gave flexibility which ERP could not give to SL. ERP could be customizable up to a certain extend but the other system is made exactly to their requirement.

Moreover, both this system required integrate to achieve fullest benefit. Some of the information in the front end should be reported with financial information,

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then only the information is very meaningful to the management. Just only the operational system may beneficial to the operational staff and just only the ERP may beneficial to the finance department staff or shareholders, but for the management to run the business very effectively, they need the financial and non-financial data consolidated reports, which provides them the right detail for decision making.

e) Challenges Faced During the Integration (Company 2)

"We have just evaluated the requirement and output and accepted the solution. At the time of integration only we got to know, that there are so many things to consider. But that knowledge was not shared".
(Source: Mr. Y, Chief Financial Officer, Company 2)

Most of the companies including SL do not have technical expertise within the company. They see the system with the business and requirement point of view, they do not know the underlying technology and other stuff. There was no mediator between both vendors and both applications. Therefore, they have faced a lot of challenges and issues while integrating both the applications. SL would be more benefited, if both the vendors communicate very openly and frankly about their requirement and needs for the integration, etc. From SL point of view, is very less complicated the integration is, if the vendors put forward all what they require at the beginning of the implementation. Sometimes the consultants also exactly do not know, what they require. This is owing to their less expertise. This caused lot of issues as the both systems needed so may changes even at the live run.

Further, they faced some other issues like data transferred from one system to another was not smooth that could be because of data entry mistakes because the users are new to the system. Depending on the challenge and issue, they have required the senior management/director board involvement to sort out those. Sometimes, there were some additional development required to capture certain information which would be out of the scope and needed more funding, sometimes, need some changes in the process and it requires certain management decisions, therefore, these types of issues have got escalated to the board and sorted out.

"If there is a person who can understand both the language, which is the ideal solution for these kinds of implementation. That person will understand the business process and he can talk in IT technical term as well. I think that is the solution".
(Source: Mr. Z, Chief Financial Officer, Company 2)

f) Benefits of the Integration (Company 2)

Their major motive to go for these systems is to get the management information report with financial and non-financial data. Since they are in very competitive and challenging business, they need accurate information in timely manner. Secondly, they have a lot of loopholes in their operations due to information unavailability. They cannot monitor everything as and when it happens. It is all what they do is postmortem analysis. Therefore, by the time they found some mistakes, it has been already done and may not be corrected. Therefore they want control on every operation upfront.

"Do not just invest on ERP. You need to have customize solution to capture some data which does not captured by ERP. Then only you will have a 100% benefit from those applications. Further, you need to have one team to do the entire project a to z, and that must comprise with financial and non-financial team".
(Source: Mr. X, Chief Financial Officer, Company 1)

Comparison of both case studies was shown in the Table 1.

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Table 1: Comparison of Case studies

		Logistics Company	Advertising and Media Company
Company1	Common Requirements	To have a structured solution	To have proper structured solution
		To get report of operational and financial information linked together.	To provide very efficient and accurate management reporting with financial and non-financial data linked together.
	Unique Requirements	To eliminate lot of loopholes of present operation	To maintain the client accounts and monitor costing and profitability
			Group decision to go with ERP.
Company2	Common Requirements	They could not reengineer the process to exactly match with the ERP as it is very expensive and not practical for their business model.	They cannot adopt the ERP process to their business model as the organization's operational model is very simple and less complicated when compared with the international standards of the ERP.
	Unique Requirements	Some functions and the models in the ERP are not exactly that they require	The critical information what we need is coming from the operation and it does not get captured with the existing modules of the ERP
			They could not effort to buy a new module of the ERP as the cost of the module is not bearable by the company
Integration Company1	Common Challenges	Consultants also exactly do not know, what they require	Consultants' incapability
	Unique Challenges	There was no mediator between both vendors and both applications	The operational system was very straight forward and simple. However, the ERP system required some extra parameters to get captured from the operational system.
		Less communication between both vendors about their requirement and needs for the integration	Compatibility issue between the both systems.
Integration Company2	Common Benefits	The management information report with financial and non-financial data	The mix of the both systems helps to streamline the process to match with world best standards like budgeting and controlling and bridge the gap of the ERP and captures all necessary information required for management reporting.
		Management and control on each operation upfront.	

V. Conclusions

The intention of this study is to identify the need for the ERP system and non-ERP for an organization to fulfill the complete requirement, challenges of the implementation and integration of both application system and the final benefit from the integrated application. The researcher had three objectives to fulfil from the study.

First objective is to ascertain the importance of integrating non-ERP system to the ERP system. It is obvious that the ERP system has the world best practices incorporated to its functions and modules which benefitted to any company to streamline and match the business process to world standards and to have best control over the business information. It also provides best financial and management reporting function in various angles for the management to analyze their operational and financial activities very closely.

However, owing to the following reasons, all the companies may not be able to adopt the entire suite of the ERP functions. The list as certain unique nature of the business operation cannot be matched by the ERP. Furthermore, certain modules of the ERP are very advanced when compared to the operations of the firms in Sri Lanka. Also re-engineering of the operation to match the ERP's best practices is expensive and it may not be right solution. Finally customizing ERP system to match with the business process is never advised and the customization also very expensive.

Therefore, there is a gap between the ERP and the business requirement. To bridge the gap, the organizations need non-ERP applications. This non-ERP application required to bridge the gap of the ERP by capture all required data for the business management reporting purposes. Developing this custom application or non-ERP application is not enough, but this must get integrated with the ERP system to get best out of the both systems. Through the integration, the data is being shared from on system to another, then there will be on database with all the necessary data for the management to analyze. In conclusion, the best of the breed application solution can be achieved by these

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type companies by using a hybrid solution of ERP and non-ERP application and integrating those application.

Second objective is to determine the challenges & issues faced during the integration. From the above analysis researcher found out so many issues and challenges during the integration of both ERP and non-ERP application and found out the reasons and solutions also. The challenges of the integration of the both ERP and non-ERP system is listed below. Its custom application is developed for the exact requirement of the business need and does not intend to capture additional details required for an ERP. Also, ERP system follows best standards of application development models, however the custom applications does not. But also, ERP system is having lot of control sequence and measures on its data, but the custom application does not. Sometimes, ERP consultant or software application engineers do not the exact requirement for their system, and what type of data is needed for the integration.

Third objective is to make certain the benefits to the company in integration ERP systems are known for its world best practices and functions which allows the organizations to streamline their business processes and link all the functional departments in a single and common database. In the meantime, ERP does not full fill the entire requirement of an organization and non-ERP applications plays a major role in bridging these gaps.

After the integration of the both applications, these applications functions as the best of the breed application and bring the maximum benefit to the organization. The key benefits of the ERP system and non-ERP system integration is listed below. Benefits of the best of the breed application can be achieved by the organization. Also cost-effective solution to automate the entire business process. Management information reports can be driven with financial and nonfinancial data for decision making easily. Furthermore, less harm/modification to the existing business process or model. Any reports can be generated easily and comparatively in very much less time as the entire data are available in the shared database. From the analysis of the case study, the researcher has developed the model/framework for the adoption of ERP system and non-ERP system and its integration. The developed model is been given in Figure 02.

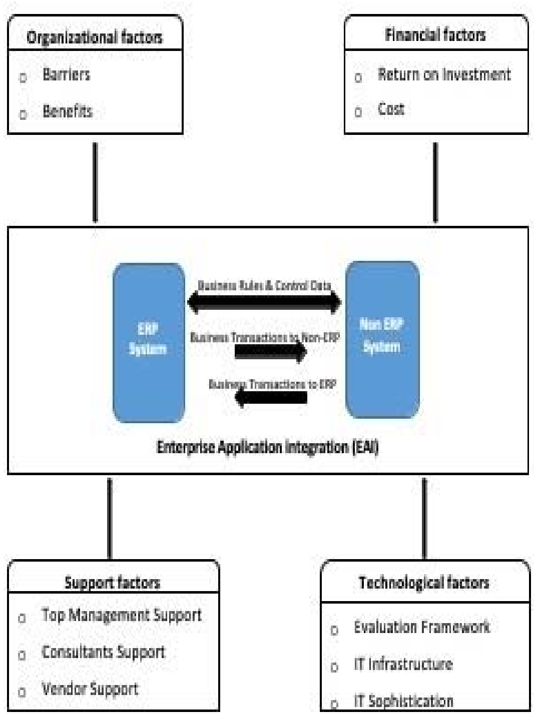

Figure 2: Proposed model for adoption of application integration

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The research has focused on few organization's case studies where they implement a specific ERP application. Subsequently, the research can be generalized through a quantitative research with the mix of all other world known ERP system. The companies selected for the case study is business to consumer companies. Research can be extended to other type of companies as well to find whether out the same condition is applicable.

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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

- 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:

- o Single section and succinct.
- o An outline of the job done is always written in past tense.
- o Concentrate on shortening results—limit background information to a verdict or two.
- o 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:

- o Explain the value (significance) of the study.
- o 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.
- o Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- o Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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

Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

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

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