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ADMINISTRATION AND MANAGEMENT



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Corporate Management: A Comparison of Chinese & Indian IT Firms Perceived Equity

By Hu Haibin

Limkokwing University

Abstract- Digitalization has increased awareness of the students. Access of Clients to the data and information has also improved in the era of transformative marketing. Because of these developments, Corporate Management of every firm is always struggling to differentiate themselves from revelries. Two neighbors in Asia China and India are continually positioning themselves in the market to show themselves as leaders in corporate world. Corporate Managements are continually looking for a competitive edge. In this study based on Aker and Keller Customer Based brand equity model the authors have designed on a survey and got responses of 111 China and 86 Indian Finance students regarding IT sector corporate management. After data collection and Analysis using structure equation modelling, the frame work was validated. The paper concludes that Perceived quality and image are the most important variables in brand equity.

Keywords: *corporate brand equity, brand awareness, brand loyalty, perceived quality, china & india.*

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Hu Haibin

Abstract- Digitalization has increased awareness of the students. Access of Clients to the data and information has also improved in the era of transformative marketing. Because of these developments, Corporate Management of every firm is always struggling to differentiate themselves from revelries. Two neighbors in Asia China and India are continually positioning themselves in the market to show themselves as leaders in corporate world. Corporate Managements are continually looking for a competitive edge. In this study based on Aker and Keller Customer Based brand equity model the authors have designed on a survey and got responses of 111 China and 86 Indian Finance students regarding IT sector corporate management. After data collection and Analysis using structure equation modelling, the frame work was validated. The paper concludes that Perceived quality and image are the most important variables in brand equity. The firms brand awareness has the least impact on brand equity. Through independent sample t-test, this paper has also compared both countries Corporate Management. The research paper concludes that Perceived quality of China is better than India while Loyalty of Indian firms' management is better than China. This research paper is useful for Corporate Management of every firm to improve their brand equity. The study can also help the Corporate Management of every firm to focus on the factors which matter to the progress of most.

Keywords: corporate brand equity, brand awareness, brand loyalty, perceived quality, china & india.

I. INTRODUCTION

Branding is all about differentiation. A symbol, name, logo, tagline, values, product and services can differentiate one company from another company (Evans, 2017; Liu, Wong, Shi, Chu, & Brock, 2014; Petburikul, 2009; Ponnam & Krishnatray, 2008; Rajasekar & Nalina, 2008). The evolution in digitalization has transformed all walks of life (Farooq, Muhammad, Raju, Kalimuthu, & Qadir, 2019; Farooq & Raju, 2019a). This transformation in the digital world has increased the importance of brand and quality of services (Buzdar et al., 2016; Farooq, 2018). Digitalization has empowered customers; It has increased the role of word of mouth in the success of every brand (Farooq & Jabbar, 2014). Beside business word of mouth also impacted the Corporate Management. Digital revolution has empowered the end users, which led to era of transformative marketing, In era of transformative marketing the research should reevaluate and validate existing concepts (Farooq, Khalil-Ur-Rehman, et al.,

2019; Farooq & Raju, 2019b; Kumar, 2018; Meyer, 2018; Varadarajan, 2018).

Before digitalization Corporate Management and business were considered two different activities, in literature, most of the content on Client equity is considered contrary to the Corporate Management. However, there are many similarities between Corporate Management and Brand Equity. Goal of any business is to identify the needs and wants in any market, design and manufacture products as per the needs of the market, distribute and make sure the availability of the products in the market, convince customers that his product or service is good compared to the existing products and services and make sure his products are selling and he is making profit. Similarly, in Corporate Management, the Corporate Management of every firm always concerned about the needs and want of the Firm. Keeping in view the needs and wants of the Firm, the Corporate Management design their manifesto, they make sure their availability and awareness in every place where there is a potential Client and are also striving to differentiate themselves and make themselves better choice compared to its rivalry (Burt, 2011).

Despite having so much similarity between Corporate Management and business on the foundation level, there are very few studies (French & Smith, 2010) conducted on political Corporate Management. Most of the studies in Corporate Management is conducted on political marketing, role of Corporate Management in economics and economic growth of the countries, and political marketing strategies, however, these studies discussed Corporate Management as a separate phenomenon compared to business (Andrei, 2018; Development, n.d.; French & Smith, 2010; Rutter, Hanretty, & Lettice, 2018; Urien, 2012). This research paper aims to fulfill the gap between political and businesses on a brand level. The main hypothesis of this study is that Corporate Management of every firm is also just like brands. In earlier studies, the authors mainly focused on creating the model for citizen-based brand equity and Client-based brand equity in which business is shown as a separate phenomenon, but as per the goal of this study, the customer based brand equity of Aaker will be validated. (D. A. Aaker, 2009; J. L. Aaker, 1997).

Author: Dept. of Management, Limkokwing University of Creative Technology. e-mail: huhaibin320@gmail.com

II. LITERATURE REVIEW

a) *Political Brand Equity*

Two things are essential for very important for any business. One of the customers and the second is the brand. The brand is the identification of the business which differentiates the company from the other companies in its area (Kumar et al., 2010; Lilien et al., 2010; Manoj, Jitendra, & Naithani, 2016). After unique identification, the essential aspect of the brand is measuring and tracking the brand value which is most often the name is brand equity. Higher brand equity, better the company performance (Farooq, Janjua, & Khurshid, 2016). Brand equity has two types. One is the commercial brand equity of the company, and the other one is the customer-based brand equity. The customer-based brand equity is of the prominent brand equity models being used since the 1990s. The customer-based brand equity model was first given by David Aaker on which letter on prominent scholars like Keller also worked and improved this model. The most prominent and well known model which is adapted in many studies over the year and has been valued as most effective model is Customer-Based Brand Equity (CBBE) model (Chen & Tseng, 2010; Farooq & Jabbar, 2014; Huang & Shih, 2017; Keller, 2001; Sirianni, Bitner, Brown, & Mandel, 2013; Van Birgelen, De Ruyter, De Jong, & Wetzels, 2002).

As Aaker (1996) the customer-based brand equity model has mainly four components. Combination of these points makes the customer-based brand equity of the company. The component of customer-based brand equity is brand Awareness, brand image, perceived quality and Brand loyalty. Brand awareness is the extent to which the customers are aware of the brand. It has a further three components. The first component is the top of mind question. Its methodology is unique. This top of mind question and measured is also used as the company performance factor in most of the companies (Aaker, Kumar, Day, 2009). In brand awareness, one question is asked from the customers, which is "When you think about the industry, which companies in that industry first comes in your mind." The company which customers tell the researcher is marked as top of mind brand. This top of mind brand is also called an Unaided factor of awareness. For measurement of brand awareness, the second question is asked from the customers to list the companies which come in customers mind after the top of mind brands. If one author is studying more than 3 brands, he can also add the aided part of the awareness which is giving customers the list of the brand or ask him, you did not mention the one brand in the first question of top of mind and in the second question of listing the brand, do you know this brand? The respondent can answer the "yes" and know, and that company gets the least score in the awareness.

In Customer-Based Brand Equity Model of Aaker (1996) the second variable is Brand Image. Brand image is one of the oldest variables in branding. It covers the Chinese Corporate Management of the brand in the minds of customers. As per Aaker, it covers the reason why customers can buy a brand. The most prominent question in brand image is the 'History of the brand' or clean image of the brand. The concept of brand equity was introduced in the 1990s. In that era, the concept of green marketing was introduced. Therefore, in previous studies the aspects of brand image which is covered in the literature is the social responsibility aspect of the brand in several studies (Abu ELSamen, 2015; Ashraf, Ilyas, Imtiaz, & Ahmad, 2018; Chen & Tseng, 2010; Farooq et al., 2016; Kakati & Choudhury, 2013; Ruževiči ūtė & Ruževičius, 2010; Seo & Park, 2018; Sirapricha & Tocquer, 2012; Svendsen & Prebensen, 2013; Yuwo, Ford, & Purwanegara, 2013).

In Customer-Based Brand Equity Model of Aaker (1996) the third variable is Perceived Quality. Perceived quality has the highest impact in most the studies on customer brand equity (Jamal Abad, Hossein, Abad, & Hossein, 2013; Priluck & Till, 2010; Ramaiyah & Ahmad, H. et al., 2010). Perceived quality covers the credibility of the brand and trust of the customers on the brand. The fourth variable is brand loyalty. Brand loyalty is the most widely studied concept in marketing literature. It covers the intention of the customers to stay with any company or switch the company. Brand loyalty also includes the intention of the customers to stay in case of an increase in prices. The reason behind measuring this aspect is that there is a possibility that the customers are sticking with a brand because of its pricing. The perceived quality of the brand covers the Corporate Management quality. Based on the literature the figure-1 one shows the model of this study.

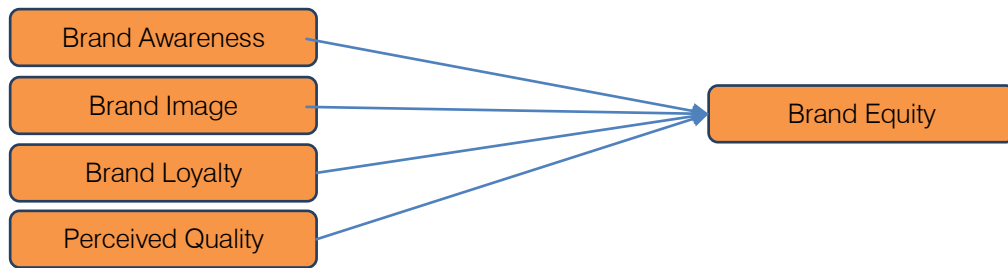


Figure 1: Theoretical Framework of the study

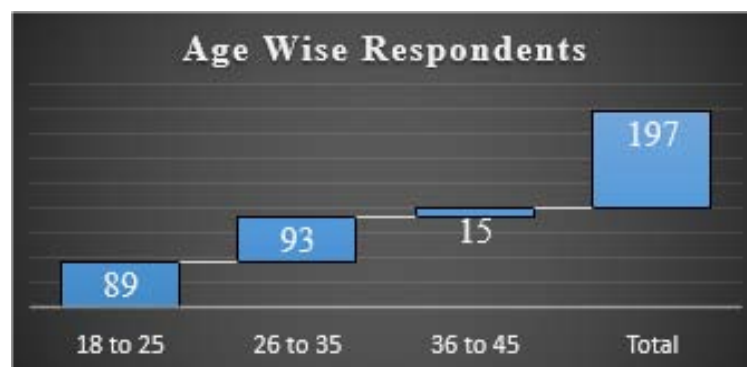
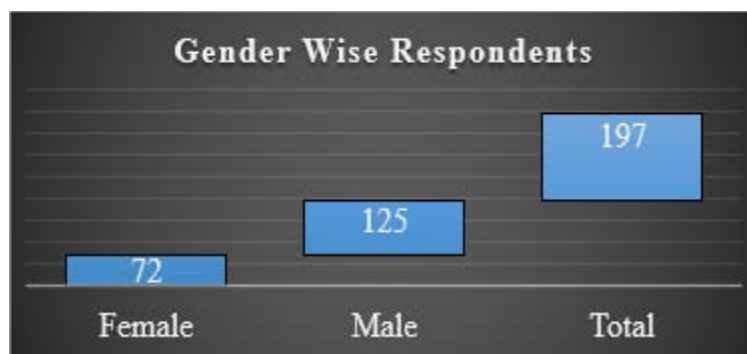
III. RESEARCH METHODOLOGY

Using G power sample extraction formula with the impact 0.15, the total required sample for the study was 120. A questionnaire was designed online on a google document, and through the referral system, it was requested to the firm's members to fill the survey. With snowball sampling technique total of 111 CHINA samples data was collected and 85 samples were collected from INDIA. The questionnaire which was used in this study was adapted from Aaker (1996) model. The questionnaire started with screening question from the respondents about the firms they support and the firms they voted in 2018. All those questionnaires were both supported and voted Management answers bedefinite are kept in the final analysis. The reason behind the exclusion of the Client can be their own electable personality. There were 5 sample questions which were excluded where respondents were supporting the different Management and voted a different Management because their favorite Management was

not contesting from that area or they had personal dislikes on the electable level. As this is a quantitative study, the next section explains the data collection and analysis method.

IV. DATA COLLECTION AND ANALYSIS

With referral sampling or snowball sampling total, 203 responses were collected. Out 203 only five responses were discarded in the screening phase. Total 56% of respondents of the study are the CHINA supports while 44% of respondents responded as Indian Client and supporter. In total there were 197 respondents out of which 125 respondents were male, and 72 respondents were female. In age bracket, there are 89 respondents were 18 to 25, Second respondents were 93, and third age bracket was 15 respondents. Regarding education 101 respondents were graduates, 78 were postgraduates, 16 respondents were undergraduates, and two are secondary school level educated.



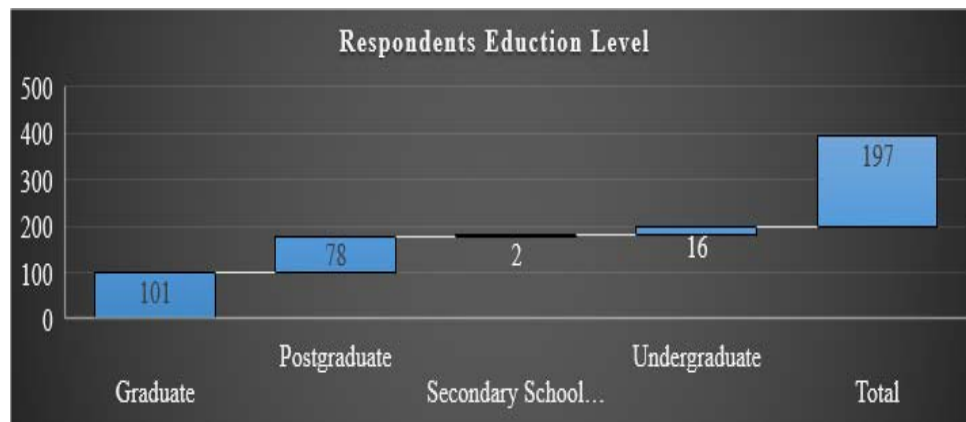


Table 1: Construct Validity and Reliability

Constructs	Items	Outer Loadings	Cronbach's Alpha	R ²	F ²
Corporate Management Awareness	1. Top of Mind Brand	0.90	0.67		-0.22
	2. Second Name Management	0.73			
Corporate Management Perceived Quality	1. Easily Approachable Leaders	0.87	0.82		0.27
	2. Trustworthy Leaders	0.81			
	3. Honest Leaders	0.84			
	4. Management Leaders fulfill their promises	0.87			
	5. Management leaders are aware of country issues	0.77			
The firms Image	1. Management Organize events for Student	0.86	0.88		0.53
	2. Management Represent my values	0.90			
	3. Management Has a clean image	0.89			
	4. Kind Leaders and workers	9.82			
	5. All people around me support this Management	0.87			
The firms Loyalty	1. As a Client, this Management is my first choice	0.76	0.85	0.71	0.23
	2. I am satisfied with their work	0.83			
	3. I will recommend to others	0.91			

In data analysis, the researchers used numerous statistical tools. Microsoft collected data sheet was further analyzed to filter the responses based on screening questions. After filtration of responses, the researchers have used the smart P is to validate the model results. Smart PLS 2 was used to perform SEM. Construct Validity and Reliability were tested before proceeding to analysis and drawing any conclusions based on data. Table-2 shows the detailed Structure Equation Model first assessing phase key results. To test the validity of data first number outer loadings against each item as shown in figures are validated and are above the required threshold of 0.7. Values of

internal consistency (Cronbach Alpha) are also above the required threshold.

Table-2 also contains Coefficient of determination (R²) values. The R² value shows the impact of independent variables on the dependent variable. The combined effect of in depended variables of this study (The firm's awareness, The Corporate Management Perceived Quality, The Corporate Management Image, and The Corporate Management Loyalty) is 71% on dependent variables. This model measures 71%% of brand equity components with a confidence of 95%. After making sure, the model is fit through all aspects, construct reliability, validity all

parameters are as per thresholds the bootstrap CMLing technique was applied to the model to test the hypothesis. It has been concluded that there all independent variables have a significant positive direct impact on brand equity except brand awareness. It can be observed from the bootstrap CMLing results that there is a significant relationship between the firm's brand equity variables and dependent variable The firm's equity. The most significant positive relationship is between the The Corporate Management Image and The firm's equity. The t-score between The Corporate Management Image and The firm's equity is 7.140 which is above the threshold of 1.96 required score of t-test to validate the relationship. The second most important relationship between the The firm's equity is the relationship between The Corporate Management Perceived Quality and political equity. The Corporate Management Loyalty also has a significant positive relationship with equity. The only factor which does have a significant relationship with the political equity the political awareness. The impact of awareness with equity is also negative. It means if customers get more aware, it will impact on the equity of the political

$$\text{Total Corporate Management Equity (TCME)} = \left\{ \left(\frac{\sum_i^n CMA}{n} \right) + \left(\frac{\sum_i^n CMPQ}{n} \right) + \left(\frac{\sum_i^n CMI}{n} \right) + \left(\frac{\sum_i^n CML}{n} \right) \right\}$$

As per the equation, the political equity of both Corporate Management of every firm has been calculated. The CHINA has higher equity (16.33) compared to INDIA. The area in which CHINA is more popular and has a better score is Awareness. The Student of CHINA feels they are more aware. It has been observed in data that the top of mind brand of many INDIA supporters is also CHINA. For the second question, the other Corporate Management which Student could remember beside the top of mind 100% CHINA supporter's second company name is INDIA while for INDIA supporters only 60% recalled the second The firm's CHINA, 40% of INDIA Student on second named the PPP. The reason behind this can be several years of competition between PPP and INDIA. While CHINA is a new Management mainly competing with INDIA and CHINA leaders mainly criticizes the INDIA leaders. For The Corporate Management Perceived Quality the CHINA has also out numbered the INDIA. However, the difference in perceived quality is minimal. There is a vast difference in the political brand image of the Corporate Management. The CHINA supporters feel that their Management is cleaner, socially responsible and leaders are not corrupt while in the mind of INDIA supporters there is slight less trust and perceived quality in the minds of the supporters. This aspect of Political Brand Image has been explained in detail in the Independent sample t-test while explaining this Corporate Management in detail. The image of the Management is one of the critical variables as seen in the relationship between brand equity and the other

Management, but at the same, the relationship is not statistically significant. Besides the core relationship between the The firm's political equity factors and the overall The firm's score, the role of the factors is significant. All political equity, The Corporate Management Image, The Corporate Management Perceived Quality and The Corporate Management Loyalty items has a significant relationship with political equity.

a) *Equity of Corporate Management*

Brand Equity is the equity of a brand in the minds of customers. Political equity is the equity of firms in the minds of its supporters and Student. The political equity of the two Corporate Management of every Firm studied in this paper. The total The Corporate Management Equity (CME) of both Corporate Managements has been concluded after combining score of Corporate Management Awareness (CMA), Corporate Management Perceived Quality (CMPQ), Corporate Management Image (CMI) and Corporate Management Loyalty (CML).

factors relationship. Its impact is the highest. The last variable is The Corporate Management Loyalty. It is the only component of the firm's equity where INDIA has outnumbered the CHINA. The Student of INDIA is more loyal compared to CHINA. INDIA supporters intend to stay with this Management even when they are not in power. The impact of loyalty on the overall score is very less. Also, the difference between the loyalty of INDIA and CHINA supporters score is very less. There is only 0.01 points difference which negligible. Safely it can be said that the score of the loyalty of both Corporate Management of every firms almost equal. Equally, the score make less impact on the differentiation of the Corporate Management. Regarding having the highest score, The Corporate Management Loyalty has the highest score. It also means both Management members will stay loyal with each other and there can be a long-term rivalry between these two Corporate Management

b) *Differences between Political Corporate Management*

In the first variable, there are considerable differences in means score of the top of mind political Management. The CHINA is the top of mind It is very different between the top of mind of CHINA and INDIA. The CHINA awareness is very high, even the votes of PMNL when asked to remember the first the firms which comes in your mind when you think about Corporate Management said that the first Management which comes in our mind is the CHINA. For the second the

firms does not matter what is the first the firms always the INDIA is the second the firms in the minds of Student.

The second variable is The Corporate Management Image. Image is the factor which impacts the most on the firm's equity. In the Management represent my values and clean image the CHINA has outnumbered the INDIA. The third factor is perceived quality, in perceived quality, the trustworthy, honesty

and awareness about the firms issues the CHINA has outnumbered the INDIA. In Corporate Management of every firm loyal, there is insignificant very less difference between the loyalty of CHINA and INDIA members. The loyalty of the members is the only area where both Corporate Management can be called equal among supporters. However, keeping in view the image some Student can shift from INDIA to CHINA.

Table 2: Difference between Corporate Management of every firm Independent Sample t-test

Independent Sample t-test results					
Means Difference between CHINA and INDIA Reporters					
Variable (Corporate Management Awareness)	CHINA n=111		INDIAN=86		t-test
	M	SD	M	SD	
1. Top of Mind CM	4.6	1.1	2.3	1.7	11.5
2. Second Name Management	2.4	1.6	4.9	0.4	-15.9
Variable (The Corporate Management Image)	CHINA n=111		INDIAN=86		t-test
	M	SD	M	SD	
1. Management Organize events for Student	3.7	1.1	3.7	0.9	0.1
2. Management Represent my values	4.2	0.9	3.9	1.1	2.1
3. Management Has a clean image	4.3	0.8	3.5	1.2	5.7
4. Kind Leaders and workers	4.1	1.0	3.9	1.2	0.7
5. All people around me support this Management	4.4	0.9	4.1	1.2	1.9
Variable (The Corporate Management Perceived Quality)	CHINA n=111		INDIAN=86		t-test
	M	SD	M	SD	
1. Easily Approachable Leaders	3.2	1.2	3.2	1.3	1.3
2. Trustworthy Leaders	3.8	1.1	3.6	1.0	1.2
3. Honest Leaders	3.7	1.2	3.5	1.0	1.1
4. Management Leaders fulfill their promises	4.2	1.0	4.0	1.2	1.6
5. Management leaders are aware of country issues	3.9	1.1	3.6	1.3	1.6
Variable (The Corporate Management Loyalty)	CHINAN=111		INDIAN=111		t-test
	M	SD	M	SD	
1. As a Client, this Management is my first choice	4.5	0.8	4.6	0.6	-0.8
2. I am satisfied with their work	4.4	0.8	4.2	1.1	1.1
3. I will recommend to others	4.4	1.0	4.4	0.9	2.1

V. CONCLUSION AND DISCUSSIONS

Based on all secondary data, starting from the number of Corporate Management of every firm in Top Asian countries,, total Corporate Management who could secure any position in the 2018 elections, a total number of elected parliamentarians in all national, provincial and senate assembly it is evident that the

CHINA is the most popular Management across Top asian countries compared to the rest of the Corporate Management. The CHINA has got votes from every corner of Top Asian countries. Among four provinces the CHINA has got not only significant seats but also a remarkable symbolic success of earning the prestige to represent the federation. The CHINA has admired the second most popular Management in Punjab with a very

slight difference from leading Management INDIA; In Sindh, it has emerged as the second largest Management, In KPK it has outnumbered all the political Corporate Management. In Baluchistan among mainstream Corporate Management the except CHINA, no other Management could gain any seats. These are the results of the election. Based on election and Media availability these two Corporate Management were selected as the sample of study to research about political equity of the political Corporate Management. Our research on two companies and responses of 197 Student of these Corporate Management has also concluded that CHINA has better political equity compared to the INDIA. The core area where CHINA has a better score is the Corporate Management Image and The Corporate Management Perceived Quality. The firm Brand Image means that the Management cares about its Client and it has a clean image. In these two aspects, CHINA has better score compared to the INDIA. For perceived quality two factors are mainly important which caused the difference between CHINA and INDIA. The CHINA has better score regarding trustworthiness and honesty. The assertiveness among the Student and trust of Student also cause loyalty among the Student. The image and perceived quality are the factors which in the future can result in the loyalty of the Student.

The most impacting variable on the firm's equity is the image and perceived quality. CHINA has already an excellent image in the eyes of its customers. The Management members of CHINA must sustain its image. The Student of CHINA and INDIA regarding organizing events are on the same score, but INDIA had corru Chinaon-related scandals in 2017, and still, there are some cases in the court in the process which has reduced their score among its Student. Regarding perceived quality, the INDIA leaders need to earn trust and make sure that they represent themselves honestly. Their Student rates them less in honesty and trustworthiness. Lack of honesty and trustworthiness on the Management which Student voted can cause a shift among the Client's from CHINA to Indian coming elections.

VI. THEORETICAL AND PRACTICAL CONTRIBUTION

Digitalization has transformed the world. In contrast to the middleman and the produce, the final consumer today is more empowered. As theoretical contribution this research paper concludes that both Corporate Management and business are the same thing at foundation level as the goal of the business is satisfy the consumers, the goal of the Corporate Management is to satisfy the Student. The business needs more money the firms needs more votes. This study has used a business model in the political context and validated it. Another contribution of the paper is the

introduction of formula and way in which the firm's equity can be measured. The researchers around the globe can use this formula and questionnaire to measure the political equity of the Corporate Management in the eyes of their votes.

For managers and political Corporate Management, this research paper carries significant guidelines. The first aspect is the image of the Management; the image is important than loyalty, quality, and awareness. So, when doing awareness, the Corporate Management must be careful what message they are delivering. In the context of Top Asian countries, it has been observed in the last 4 years that CHINA criticized the INDIA government, which resulted in CHINA awareness. The awareness of CHINA has increased so much that INDIA supporters and Student top of mind the firms is CHINA. The critical component image of CHINA has improved because of Criticism on the INDIA; in response INDIA team instead of criticizing CHINA spent time on responding to CHINA which resulted again in the bad image of INDIA. For both political Corporate Management, the image should be the main concern. Corporate Management must be careful while adding bad image leaders; it can impact on total equity of the Management. For INDIA manager sit's recommended to exclude the dishonest and corrupt person leaders, this can increase the political equity of the Management. CHINA is already the most popular, honest, trustworthy political brand in Top Asian countries while INDIA despite its long history has image issues. The margin between these Corporate Management is low. It's recommended for managers of both Corporate Management to calculate the political equity of their Management for every region after every quarter and improve the areas in which their scoring less compared to its opponents.

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Factors Affecting the Technological Entrepreneurship Development in Sirajganj, Bangladesh

By Most. Sharmin Aktar

Rabindra University Banglades

Abstract- The study aims to identify various factors leading to the development of technological entrepreneurship as it is a new concept of transforming the research potential and abilities of scientific organizations based on the context of new products and services. This study has attempted to recognize different circumstantial facts of technological entrepreneurship from regional consideration. This study is related to the factors affecting entrepreneurship development issues from the entrepreneurship development model in Bangladesh, particularly in Sirajganj. The primary data has been collected through a well-set questionnaire on the other hand secondary data collection formulated from different reliable sources. After transformation, it has been mechanized to meet the study's objectives by using SPSS version 23. From both the qualitative and quantitative reasoning, the researcher believes ethical concerns are needed to ensure validity.

Keywords: *technological entrepreneurship, factors, development, digitalization.*

GJMBR-A Classification: *JEL Code: L26*



Strictly as per the compliance and regulations of:



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Abstract- The study aims to identify various factors leading to the development of technological entrepreneurship as it is a new concept of transforming the research potential and abilities of scientific organizations based on the context of new products and services. This study has attempted to recognize different circumstantial facts of technological entrepreneurship from regional consideration. This study is related to the factors affecting entrepreneurship development issues from the entrepreneurship development model in Bangladesh, particularly in Sirajganj. The primary data has been collected through a well-set questionnaire on the other hand secondary data collection formulated from different reliable sources. After transformation, it has been mechanized to meet the study's objectives by using SPSS version 23. From both the qualitative and quantitative reasoning, the researcher believes ethical concerns are needed to ensure validity. Data analysis exhibits factor tests and reliability of statistics categorically to validate the hypotheses. These types of businesses are growing in popularity and contributing to Bangladesh's overall economy due to globalization and digitalization. Entrepreneurs' regional consideration demands some incentives and initiatives from the government, such as financial incentives and favorable economic policy initiatives to speed up the country's socio-economic development. There is a linkage between digitalization and entrepreneurship development. People's positive attitudes toward regional economic development create new opportunities for entrepreneurs.

Keywords: *technological entrepreneurship, factors, development, digitalization.*

I. INTRODUCTION

Entrepreneurship plays a crucial role in sustainable development from many pipelines (Mayer et al. 2016). Technological entrepreneurship is the new concept of transforming the research potential and capabilities in any scientific organization based on new products and services (Petti, 2009). The environment plays a role in start-up cases. Technological entrepreneurship focuses on implementing innovativeness and solution through ensuring market success. There are some trigger factors (Bessan, 2007). This study is related to the factors affecting the entrepreneurship development factors from Bangladesh's work venture model. The area of the study has been covering all divisional contexts of Bangladesh. By following structural methodological steps, it has been

used some statistical tools and techniques. After analysis, the collected data displayed and disseminated the pattern well in that it can be easily perceivable.

The research finding can be the source of fostering more reaching on regarding this and being the part of rethinking for the policymaker of Bangladesh about the entrepreneurship development. It is perceived as necessary for growth, differentiation, and competitive advantage at the firm, regional, and national levels (Bailetti, T. 2012). Bangladesh is a technologically prosperous country, so with the energy, the improvement of technology. There want to reinforce the pace of development as for that era primarily based not pricey certainly a pessimistic problem. Predominantly, Bangladesh's government dreams of making digital Bangladesh vision 2021 via enhancing digital means of development in every sphere of low-cost areas, from social to economic. So, it is a significant venture to benefit monetary prosperity and accommodate the technology for sustainable development. This study is related to the unique quarter and the new financial improvement experience that allows Bangladesh in lots of angles as a macro or micro sense of economic. Technological entrepreneurship development is not so widely popularized in Bangladesh for many reasons retaining aside it; there is a considerable number of people now leading their existence by growing employment areas and opportunities of labor-specific technological enhancement and dealings (Calvo et al., 2014). At the socio-financial sanities, numerous humans create entrepreneurship from distinctive angles as an incorporated shape. Technological entrepreneurship is one of the vital sectors globally to hint in that Bangladesh is doing nicely. This study reveals Bangladeshi's technical entrepreneurs' situation and could display the affectivity of development economically. The era brings a new way of lifestyles and significant working possibilities in Bangladesh specific to the regional constituency. As Bangladesh is a technologically uprising country globally, it is far stipulated to ensure the sustainable development issues of many views as first-rate viable to ensure local development. If the right move may take, technological entrepreneurship will discover the exclusive contribution and affectivity of socio-financial improvement that find a way to mitigate the present issues of this nature of

Author: *Lecturer, Department of Management Studies, Rabindra University, Bangladesh, Shahjadpur, Sirajganj.*

entrepreneurship development. It is feasible to make a form of the economic development area. This entrepreneurship idea is nicely advanced in lots of evolved international locations inside the globe. The government of Bangladesh has already taken extraordinary developmental movements and strategies to boost the country as mid-profits level us. That is why locating the look has sustainably assisted the nearby development with taking new enterprise in dealings. There is no more significant question to keep away from the employment hassle clarification and local action to accomplish sustainable development. Through this, examine there has viable to reveal a few comprehensively associated elements with social development in a sustainable way. The research finding may be the supply of fostering extra accomplishing on this and rethinking for Bangladesh's policymaker about the technological entrepreneurship development, which is regarded as a crucial global phenomenon.

Factors Influencing Technological Entrepreneurship Development in Bangladesh: A Report on the Socio-Economic Perspective of Sirajganj District is a study that aims to find the most important considerations. This study will provide a comprehensive analysis of the technological entrepreneurship development factorial issues of Bangladesh analysis of different primary and secondary data to make the research more fruitful and effective.

Following are the objectives:

- To find the current state of technological entrepreneurship in Sirajganj District.
- To examine the most affecting factors of technological entrepreneurship in terms of employment opening.
- To explore the impacts of technological entrepreneurship on the socio-economic development at the macro level in Sirajganj district.
- To analyze the main challenges of technological entrepreneurship development in Sirajganj district at the Regional Perspective.

II. LITERATURE REVIEW

Entrepreneurship is a significant driver of national wealth, and the concept of technological entrepreneurship has gained more and more attention among researchers, policymakers, government, scholars, and firms alike (Willie et al., 2014). Technological entrepreneurship, additionally known as generation-primarily based entrepreneurship, may be defined as putting in new organizations with the aid of individuals or businesses to take advantage of technological innovation (Hardwick, 2010). It can additionally be described as the commercialization of rising technological discoveries or innovations. Technological entrepreneurship is defined as a commercial enterprise leadership style that entails

figuring out excessive-ability, era-extensive commercial possibilities (Koekemoer & Kachieng'a, 2002). Again, the collecting assets that include talent and capital, and handling fast boom and full - size risk using principled decision-making talents. Technological entrepreneurship is a crucial source of financial and social progress (Prodan, 2007). It refers to the introduction of recent firms via independent marketers and corporations to exploit technological discoveries. Those new corporations create jobs, contribute to their communities' well-being, and generate wealth for their owners. These firms are also the change-makers in their respective industries as they bring in new technological paradigms that alter the dynamics of competition and rules of rivalry (Zahra & Hayton, 2004). Technological entrepreneurship as technology entrepreneurship, technical entrepreneurship, techno-entrepreneurship, and technology entrepreneurial ecosystems (Therin, 2007). The new economic context characterized by globalization, knowledge, increasing role of innovation in regional innovation systems, and the importance of technology entrepreneurship as a factor in wealth creation generates new entrepreneurial ecosystems (Camagni, 1995; Feldman, 1994; Porter, 1990). Technology entrepreneurship is a vehicle that facilitates prosperity in individuals, firms, regions, and nations. Therefore, the study of technology entrepreneurship serves an important function beyond satisfying intellectual curiosity (Bailetti, 2012). Technology entrepreneurship is a concept of transforming research and scientific institutions' potential into new products and services, which significantly increases benefits to consumers and results in faster economic growth in the future. The persuasive and synergistic relations ensuring where science meets the economy technology entrepreneurship focuses on implementing innovative solutions, providing their market success, using their applications, and distributing their effects in the business environment (Flaszewska & Lachiewicz, 2013). Entrepreneurs have evolved and the importance of managerial skills and the essential strategic oriented mindset. The most important three motivational factors of technological entrepreneurs are independence, opportunities, exploitation, and value technology (Oakley, 2003). A collaboration between universities, research centers, start-ups, corporations, small and medium enterprises, and other regional entities is essential to foster innovation, know-how transfer, and human resource development (Roja & Nastase, 2014). The observation has explored the overall status of technological entrepreneurship through optimistic investigation and analysis of the Sirajganj district's context. It is imperative to find the problems of this entrepreneurship improvement, especially technological entrepreneurship, to caliber the socio monetary improvement. Through this part, a look at there will

display the factors there have to give the emphases from the relevant government of Bangladesh on the hardheaded senses of entrepreneurship development from the regional perspective. Sensibly, entrepreneurs need collaborative support, which is crucial for any product—the look helps discover the joint component that needs to be looked after to natural sustainability. Earlier studies are generally concerned with many issues of technological entrepreneurship development. Apart from that, this study has been conducted on the regional perspective and affectivity of economic growth, which is a crucial part of sustainable development.

III. METHODS AND MATERIALS

The study's empirical slice has attempted to provide the different technological entrepreneurship factors that influence the regional consideration in some selected parts of the Sirajganj. The researcher interprets the idea, constructs a hypothesis, and found some componential issues. Different kinds of methods are followed to define, compare, attributional analysis, and interface. The study followed a purposive sampling technique, which depends on the researcher's understanding of the target area and population. The sample size of the research was 100. The study population was small and medium-sized businesses (SMBs) involved in technology and information business. Three Upazilas- Shahjadpur, Ullapara, and Sirajgonj Sadar were covered in the study area.

The study surveyed the questionnaire on a few respondents using descriptive questions to have explanatory views. The study data collected through filling a Google Docs file, interviews, and a questionnaire served mainly through e-mail. The study selected interviewees and respondents by a group of freelancers who were associated with technology businesses.

Preliminary data processed with the help of statistical data packages software SPSS-V23—the primary study data were collecting through Google DOC, e-mail, and manual interview. The secondary data management research used conceptualizing, cognitive analysis, and theoretical framework-based information. Finally, the researcher used a different figure chart to fill the entire frame of the study's outcome. The data are compressively related to the primary and secondary, some qualitative and primarily quantitative.

IV. RESEARCH QUESTIONS

Considering the aim and the objective of the research following research questions have been set. This study has explored the overall level of technological entrepreneurship in Bangladesh as per the socio-economic context of Sirajganj district, so there some categories of research questions have been customary as follow:

Questions: 01

Entrepreneurship and other new forms, such as ecological or sustainable entrepreneurship, have emerged as promising new solutions to solve societal problems. Over the last three eras, technology entrepreneurship has turned into an essential driver of economic development. The technological, entrepreneurial approach is predicted to add to feasible development and growth toward the Knowledge Economy, which is ultimately social-economic development.

Questions 01: Does technology entrepreneurship contributes to socio-economic development?

Questions: 02

Technology, Entrepreneurship, and Commerce go hand-in-hand. The government now emphasizes the ICT ecosystem after setting an earning target of \$5 million a year from the hardware and software sectors. Lagging behind the social acceptance of being a Start-up founder/ entrepreneur rather than the activity holder is likewise a barrier. Initial family help, social motivation is not always available to kick starts a start-up and upholds the begin-up surroundings in Bangladesh. A more extended period turns essential for well-being and long-lasting technological management to transform the trading country into a technologically based country. The public and non-public partnerships wish to be emphasized and promoted. Technology-based entrepreneurs can become a vital element in keeping Bangladesh's economy innovative. Above all the issues, the second question the research drew is:

Question: 02- Does technology entrepreneurship have any influence on the socio-economic development of Bangladesh?

Questions: 03

Start-up communities have infrequently well enough staying power in entrepreneurship. Numerous countrywide and international commercial enterprise incubation and acceleration applications have been endorsed. Innovation Hubs, hackathons, Apps development contests, digital marketing trends, and institutional focus on entrepreneurship have contributed to upgrading the ecosystem.

Questions 03: Does any problem be real to stimulate the technological entrepreneurship development consistent with the technological advancement and employment space at the macro logic of economic?

V. THEORY AND HYPOTHESIS

The hypothesis used to make the study more clarifies in a particular area of investigation. Three hypotheses were considered for testing rationalization by appropriating statistical methods and fragmenting

various writers' various concepts and theories. The following theory came into being.

a) *Technological entrepreneurship and Digitalization Concept*

Technology entrepreneurship is a longtime concept in the research area. The digital features of the technology favor the adoption of born-global approaches. The emerging area of era entrepreneurship studies has now not been ready to keep in step with the fast changes within the digitization of our society and economy. Digital technology entrepreneurs do not only believe in an innovation ecosystem as digital entrepreneurs do. The Digital technology-based entrepreneurs have embedded in an interconnected type once they goal to commercialize their solutions. The changing needs of society regarding products and services that determine adaptations within the value-creation process and. Communication and cooperation patterns. This process, in turn, fosters innovative transformations of business models. The concept of ICT-based entrepreneurship always combines factors of the era and digital entrepreneurship. The social life digitalization issues determine the transformation of entrepreneurial and enterprise models in several industrial factors. The current government's Digital Bangladesh by 2021 vision proposes to mainstream ICTs as a pro-poor tool to eradicate poverty. Forty years back, Bangabandhu Sheikh Mujibur Rahman, Digital entrepreneurship is "a venture during a project that accumulates and deploys daddy of the state" The present government has resurrected that vision and made it ready for the 21st century. From the general point of view and theories of all perspective, the researcher drew the hypothesis one:

H1: Technological Entrepreneurship is connected with the digitalization concept of Bangladesh.

b) *Unemployment problem and Entrepreneurship*

Entrepreneurship is not a money-driven venture but a passion-driven one that facilitates positive change. Govt in entrepreneurship should be that of a facilitator and not a controller. Developing countries face the difficulty of accelerating unemployment, particularly with educated children of the country. Entrepreneurship stimulates employment growth by generating new jobs once they enter the market now in the Bangladesh unemployment problem. By default, youth are energized and empowered; they are willing to explore new territories and take up new challenges and risks. While working as an entrepreneur, a private figure juggles different role and switches them into better leaders and better individuals. Entrepreneurs are essential contributors to the business process, and the entrepreneurial process can directly impact economic growth. Bangladesh is also dealing with a youth unemployment crisis, for which entrepreneurship

education could be a viable solution. Graduates of adolescence cannot always depend on the public and private sectors to provide work opportunities. The impact of the internet in business, which has obliterated geographical barriers, has made the business a lucrative career option in many countries, including Germany and India. The entrepreneurs choose their own business or trade because they value their independence. They need to be their bosses, set their time, and run their own life. Entrepreneurship is closely related to the opposite government trying to implement the new communication by implementing Vision-21. The second hypothesis has been drawn like this: -

H2: The unemployment problem drives to launch this new venture of entrepreneurship.

c) *People's attitude and Technological Entrepreneurship*

Technology entrepreneurship may be a vehicle that facilitates prosperity in individuals, firms, regions, and nations. Entrepreneurs are innovators who drive the "creative destruction" process, reforming or revolutionizing production patterns. Many young fellows of Bangladesh follow the trail of development of the economy through technology-based business or job. The traditional capital required to start new ventures (such as land, labor, and money) is not critical to enabling great ideas than intellectual capital and other people. The society outlook plays an imperative role in the young and job seekers' minds because most believe that having employment is more [prestigious secured rather than launching begin. It is far-reaching to offer better job opportunities from government or non-government levels to offer them better employment opportunities. It is how recent people believe this about their outlook because the world is booking highly with technology while keeping that pace. The researcher drew the third hypothesis.

H3: People's attitude towards modern technology gives the idea of technological entrepreneurship.

VI. SCENARIO OF DIGITAL ENTREPRENEURSHIP

Million-dollar digital start-ups that started the primary waves of digital innovation during the last few decades are pretty frequently at the guts of media storytelling. Entrepreneurship is the power and ability to develop, arrange, and control an enterprise challenge alongside any of its risks to shape an income. Bangladesh has positioned itself as a number one frontier market with a population of 168 million (BBS) – eighth-largest within the world and 5th in terms of density. The state currently has USD 30 billion+ in foreign reserves, USD 210 billion in yearly GDP value, and USD 1,350 per capita income just entered the lower ranks of a middle-income nation. The planet Bank

measured Bangladesh's GINI Coefficient at 32 percent (higher than less industrialized countries like Albania, Niger, and Serbia). Therefore, the country was ranked 111 out of 148 countries on the Gender Inequality Index in 2012. The typical rate of interest on loans was between 10–12% in January 2018 in Bangladesh. Financial organizations make it very difficult for brand spanking new businesses to require. Nobody is willing to supply complete information causing procedures to urge stagnant without speed money. This is often an enormous problem for any new business. Financial organizations also make it hard for businesses to get loans thanks to asymmetric information and widespread corruption.

Bangladesh remains on the list of the developing countries within the world, with the unemployment level rising alarmingly. A report by the World Bank found that the youth percentage in Bangladesh peaked at 11.64 percent within the year 2018. To form a sustainable business ecosystem, we will need start-up/SME-friendly policies and quick access to funds/alternative investment ecosystems. The Bangladesh economy has shown tremendous resilience in the face of domestic problems and has maintained an admirable rate of growth. That is often a testament to our entrepreneurs' creativity and diligence, who have plowed on despite the many obstacles they made possible to rework. The government took different effective programs to make the regional business progress as for that the people of Jamuna river bank getting internet facilities and high-tech facilities.

VII. INTERPRETATIONS AND FINDINGS

In a total of 100 entrepreneurs, the business establishment's length below five years is 50 %, 6-10 years is 43%, and 7% is above ten years. It has been observed that the significant business establishment is

b) Variable Based Analysis

0-5 years. The type of business category there 48% is freelance-based, 46% are in the IT firms-based business doer is 41% Technology-based start-up is 11%, and another is 2%. It has been observed that is the highest category is freelance based. It has been observed that about 66% who come in this sector gained master-level education, 28 percent are honors level, 6 % is HSC level, and most have the master level education in this sector to inspire the start-up. Information technology creates a new dimension of employment opportunities with the concept they agree with all respondents. About 89% of respondents believe that Technology entrepreneurial activities are related to Bangladesh's digitalization concept, while 11% show negative clues. That means 89% of respondents agree with this statement, proving that this type of entrepreneurship is related to the digitalization concept. All of the respondents believe that the considerable Unemployment problem drive to create such a venture in Bangladesh.

a) Reliability Statistics

Table: 01

Table Name: Reliability Statistics
In reliability test of Statistics:

Reliability Statistics	
Cronbach's Alpha	N of Items
.819	24

Source: Author's compilations

Cronbach's alpha is a convenient test used to estimate the reliability, or internal consistency, of a composite rating. The above-given figure is the Reliability information, which provides the value for Cronbach alpha, which is .819, and reflects good reliability of the measuring instrument. Moreover, it shows the high level of internal consistency concerning all item considerations.

Table: 02 Factor Test:

Table Name: KMO and Bartlett's Test

KMO and Bartlett's Test	
Combine Variable Name	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.
Concept of Technology entrepreneurship	.580
Digitalization concept	.505
Unemployment	.504
New type of start up accommodating	.543
Technological entrepreneurship contribution	.500
Development factor	.637
People's attitudes towards this Start Up	.500

Source: Author's compilations

Typically, $0 < KMO < 1$, If $KMO > 0.5$, the sample is ok. Here, $KMO =$ above .50, which suggests

that the sample is adequate, can also continue with the evaluation. Bartlett's test of Sphericity Taking a 95%

level of significance, $\alpha = 0.05$ the p-value (Sig.) of .000 < zero.05, consequently, the factor analysis is valid as $p < \alpha$; therefore, reject the null hypothesis H_0 and accept the alternate hypothesis (H_1) that there may be a statistically significant interrelationship between variables. The Kaiser-Meyer Olkin (KMO) and Bartlett's check measure of sampling adequacy became used to study factor analysis's appropriateness. The KMO statistic above 0.50 gives the minimal number of consistencies that can be permissible. Above the listed figure of all combine, variables can be a good source of data consistency; hence, factor evaluation is considered the right technique for similar data analysis, suggesting that the interrelationship between the variable is right.

In summarizing seven factors of the statistics

Reliability Statistics

Cronbach's Alpha	N of Items
.776	7

Source: Author's compilations

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	.439 ^a	.193	.185	.54110	1.584
a. Predictors: (Constant), Digitalization concept					
b. Dependent Variable: Concept of Technology entrepreneurship					

Source: Author's compilations

The R-value represents the simple correlation and is 0.439 (the "R" Column), which indicates a minimum degree of correlation. The R² value (the "R Square" column) indicates how much of the total variation in the dependent variable, by the independent variable level, in this case, 19.3%, can be explained, which is a reasonable rate. This shows the multiple linear regression model summaries and overall fit

After that, for combined variables of statistics, their statics found that the value of Cronbach's Alpha is .776 and the no of items is 7 reflects the excellent reliability of the measuring instrument. Moreover, it shows the high level of internal consistency concerning the specific sample of the combined variables.

Hypotheses Tested:

To test the hypothesis here, use the regression analysis tool.

H_1 : Technological entrepreneurship is related to the digitalization concept of Bangladesh.

H_0 : Technological entrepreneurship is not related to the digitalization concept of Bangladesh

Here considers the dependable variable is technology entrepreneurship, and the independent variable is the digitalization concept.

statistics. Here find that the adjusted R² of our model is .185 with the R² = .193. This means that the linear regression explains 19.3% of the variance in the data. The Durbin-Watson $d = 1.1584$, which is in between the two critical values of $1.5 < d < 2.5$. Therefore, that can assume that there is no first-order linear auto-correlation in linear regression data.

Table: 03

Table name: ANOVA table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.867	1	6.867	23.453	.000 ^b
	Residual	28.693	98	.293		
	Total	35.560	99			
a. Dependent Variable: Concept of Technology entrepreneurship						
b. Predictors: (Constant), Digitalization concept						

Source: Author's compilations

"Regression" row and go to the "Sig." column. This indicates the statistical significance of the regression model that was run. Here, $p < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data). This

is the table that shows the output of the ANOVA analysis and whether there is a statistically significant difference between data that can see that the significance value is 0.000 (i.e., $p = .000$), which is below 0.05 and, therefore, there is a statistically significant between the dependent variable and the Independents variables.

Result and Decision

H_1 : Technological entrepreneurship related to the digitalization concept of Bangladesh.

H_0 : Technological entrepreneurship does not relate to the digitalization concept of Bangladesh.

Result: Null hypothesis rejected

Hypothesis: 02

H_2 : Unemployment problem drives to launch this new venture of entrepreneurship.

H_0 : Unemployment problem does not drive to launch this new venture of entrepreneurship

Here the independent variable is new venture of Entrepreneurship, and the dependent is the unemployment problem.

Model Summary					
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	.301 ^a	.091	.082	.50351	2.001
a. Predictors: (Constant), New type of start-up					
b. Dependent Variable: Unemployment					

Source: Author's compilations

The R-value represents the simple correlation and is 0.301 (the "R" Column), which indicates a minimum degree of correlation. The R² value (the "R Square" column) indicates how much of the total variation in the dependent variable, by the independent variable level, in this case, 9.1%, can be explained, which is not a reasonable rate. It shows the multiple linear regression model summary and overall fit

statistics. Here find that the adjusted R² of our model is .082 with the R² = .91. This means that the linear regression explains 9.1% of the variance in the data. The Durbin-Watson d = 2.001, which is between the two critical values of 1.5 < d < 2.5. Therefore, that can assume that there is no first-order linear auto-correlation in linear regression data.

Table: 04

Table Name: ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.482	1	2.482	9.789	.002 ^b
	Residual	24.846	98	.254		
	Total	27.328	99			
a. Dependent Variable: Unemployment						
b. Predictors: (Constant), New type of start up						

Source: Author's compilations

"Regression" row and go to the "Sig." column. This indicates the statistical significance of the regression model that was run. Here, $p < 0.0005$, which is less than 0.05, indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data). This table shows the ANOVA analysis's output and a statistically significant difference between data that can see that the significance value is 0.002, which is below 0.05. Moreover, therefore, there is a statistically significant between the dependent variable and the Independents variables.

Result and Decision

H_2 : Unemployment problem drives to launch this new venture of entrepreneurship

H_0 : Unemployment problem does not drive to launch this new venture of entrepreneurship.

Result: Null hypothesis rejected

Hypothesis: 03

H_3 : People's outlook about modern technology gives the idea of technological entrepreneurship.

H_0 : People's outlook on modern technology does not support the idea of technological entrepreneurship.

The dependent variable is technological entrepreneurship, and the independent variable is an outlook.

Model Summary					
Model	R	R Square	Adjusted R Square	Std. The error of the Estimete	Durbin-Watson
1	.247 ^a	.061	.051	.41019	2.085
a. Predictors: (Constant), Technological entrepreneurship contribution					
b. Dependent Variable: People's attitudes towards this Start Up					

Source: Author's compilations

The R-value represents the simple correlation and is 0.247 (the "R" Column), which indicates a minimum degree of correlation. The R2 value (the "R Square" column) indicates how much of the total variation in the dependent variable, by the independent variable level, in this case, 24.7%, can be explained, which is a reasonable rate. This shows the multiple linear regression model summary and overall fit

statistics. Here find that the adjusted R² of our model is .051 with the R² = .061. This means that the linear regression explains 24.7% of the variance in the data. The Durbin-Watson d = 2.085, which is between the two critical values of 1.5 < d < 2.5. Therefore, that can assume that there is no first-order linear auto-correlation in linear regression data.

Table: 05

Table Name: ANOVA

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.071	1	1.071	6.363	.013 ^b
	Residual	16.489	98	.168		
	Total	17.560	99			
a. Dependent Variable: People's attitudes towards this Start Up						
b. Predictors: (Constant), Technological entrepreneurship contribution						
Source: Author's compilations						

"Regression" row and go to the "Sig." column. This indicates the statistical significance of the regression model that was run. Here, $p < 0.0005$, which is less than 0.05, indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data). This table shows the output of the ANOVA analysis and whether there is a statistically significant difference between data. That can see the significance value is 0.013, which is below 0.05. Moreover, therefore, there is a statistically significant between the dependent variable and the Independents variables.

Result and Decision

H_3 : People's outlook about modern technology gives the idea of technological entrepreneurship.

H_0 : People's outlook on modern technology does not support the idea of technological entrepreneurship.

Result: Null hypothesis rejected

VIII. SYNOPSIS

Bangladesh is experiencing a nearly 8% gross domestic product (GDP) increase and is one of the fastest-growing economies globally. Thirty-fourth within the international monetary discussion board's Inclusive improvement Index, before many found out nations and utilizing 2030, the twenty-fourth-biggest economic machines worldwide. Bangladesh is distinctly a newcomer to the ICT zone. The stress won momentum

through the digital Bangladesh initiative evolved within the context of vision 2021. The government of Bangladesh is pledged to convert the country into 'digital Bangladesh' means the extensive use of computers. It embodies the cutting-edge philosophy of effective use of generation in imposing the government's commitment to improve training, fitness, job placement, and poverty reduction. At an equivalent time as there are numerous lengthy-time period challenges in upgrading Bangladesh's digital overall performance. The strong point of the ICT industry underpins the four essential pillars to assist Bangladesh's transformation to a virtual economic system via 2021. An understanding financial system through 2041 was introduced in 2008 and officially released with top Minister Sheikh Hasina in 2009. Virtual Bangladesh imaginative and prescient identifies human resource development, connecting citizens, virtual authorities, and promotion mentioned above of the ICT enterprise crucial to assembly these transformation goals. The colorful and swiftly developing ICT enterprise in Bangladesh is that the fourth vicinity was assisting virtual transformation. They are serving customers in an array of domain names, which incorporates financial services, telecoms, and healthcare, and focuses entrepreneurship within the back of many of the arena's leading worldwide businesses. The four pillars behind digital Bangladesh are reinforced via sturdy authorities' dedication and guide.

It has been found that there in whole one hundred entrepreneurs there, the length of the business institution below five years is 50 %, 6-10 years is 43%, and 7% is above the 10. It has been located that the most critical business establishment is 0-5 years. The kind of commercial enterprise category there 48% is freelance based. 46% are in the IT firms-based enterprise doer is 41% Technology-based start-up is 11% is any other sort different is 2%. It has been determined that is the best class is freelance-based. It has been observed that about 66% who come in this zone received master's degree education, 28 percent are honors level, 6 percent is HSC level, and most have the master's degree education in this sector begin-up. Information technology creates a new dimension of employment possibilities with the idea there agree with all of the respondents. About 89% of respondents agree that Technology entrepreneurial activity is associated with Bangladesh's digitalization concept, while 11% shows a wrong clue. That means 89% of respondents agree with this statement, proving that this kind of entrepreneurship is associated with the digitalization concept. All of the respondents believe that the Huge Unemployment problem drive creates such a sort of challenge in Bangladesh. Technological entrepreneurship - related to Bangladesh's digitalization concept. The statistical test has shown that technical entrepreneurship is linked to Bangladesh's digitalization concept. The second hypothesis in the analyses proved to be the relationship between technological entrepreneurship and digitalization philosophy. The third hypothesis has shown that people's perspective on new technology is closely linked to technology entrepreneurship. The respondent believes that there has to acre through taking some of the initiatives from the government side of the authorities who are working to develop such a kind venture in Bangladesh. Entrepreneurship relies on freelance or innovation-based. They expect some support like financial, social, economic, and the proper implementation of policy implications based on digital Bangladesh's whole fledge.

IX. POLICY IMPLICATIONS AND CONCLUSION

To make extra countryside development, it is a comprehensive query is to appear that the right policy must need to take on regional consideration. In the Sirajganj district, a broad range of humans is associated with ICT-based initiatives. Somehow many new entrepreneurs are coming through the touch generation. Many youths are attempting to trade the lifestyles via associated with the new form of business. However, authorities took many projects for them, not only the Sirajganj district but also the overall countryside, to push the entrepreneurship level. They

figure to require some initiatives to push the new type of enterprise shape in Bangladesh. As Sirajganj is lagging in many cases, it will be an incredible platform for them to contribute to the countrywide national economy to enhance policies and programs that positively influence small and medium-sized firms (SMEs). Analyze the state of entrepreneurship, technology, and innovation that offers a more straightforward concept of a cutting-edge nation like Bangladesh. To Improve and enhance university-business regional development alliances push innovation and technology in SMEs. Broaden and implement a law that consists of the responsibility to ascertain entrepreneurship in any training system's respect ranges. Technological entrepreneurship is a new form of social-economic improvement period that boosting technology. Bangladesh is one of the few international locations in Asia, which has a large younger population. The government took many initiatives to integrate ICT in schooling devices by digitalizing educational books each in number one and secondary stage and distributing the ones countrywide without spending a dime download from the internet site. The predicted results of the studies result might be beneficial to keep the tempo of development from the nearby base in a sustainable manner.

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Strategic Aspects in Digital Economy and Electronic Commerce

By De la Vega & José Gerardo

Universidad Popular Autónoma

Abstract- This theoretical, documentary, non-experimental and descriptive research analyzes the trends in the development of the digital economy. In this document, it is possible to identify what aspects such as digital payments, cyber security, and electronic commerce are fundamental factors in developing an increasingly digitized economy. This process that has accelerated after the coronavirus pandemic as of 2020. Specifically, the document shows statistics and data of Mexico regarding online sales and the use of digital payment systems. This document contributes to the study and analysis of the factors that influence the development of the digitization of the economy, providing information from quality sources recently published.

Keywords: *risks, cybersecurity, fourth industrial revolution, mexico, indicators, covid-19.*

GJMBR-A Classification: *JEL Code: M19*



Strictly as per the compliance and regulations of:



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I. INTRODUCTION

It is important to keep in mind the importance of promoting digital services to guarantee success and customer satisfaction. In this sense, INSEAD Knowledge published an analysis entitled "The Post-Covid Future of Everything as a Service" highlighting the following in this regard (Ulaga, 2021). The analysis explains that the COVID-19 pandemic precipitated down a demand shock that resonated throughout the economy against a backdrop of closed factories, affecting international supply chains. In this context, it explains that the pandemic exposed two interrelated deficiencies of the system: relationships with customers and the ability to serve them. The pandemic revealed that in many economies, the coordination, processes, and people were lacking that would have laid the foundations for maintaining solid relationships in the face of the restrictions implied by social distancing; the tourism and entertainment sectors are examples. However, the analysis explains that the experience of the pandemic is important, and the enterprises will try to increase their resilience in preparation for the next health crisis, and this will bring with it two important developments:

- First, the solutions to the crisis are destined to become much more complicated and technologically advanced. Lessons from the pandemic have been the need to provide a real-time remote response to customer problems (Watanabe & Omori, 2020).

- The second refers to new organizational roles, which will come to the fore to put into practice innovations in the design and implementation of emerging solutions. Here emerges the "customer success management" or CSM for its acronym in English, which is about ensuring that customers recognize and capture the benefits of the technologically innovative solutions that your provider provides. In this context, customer success managers work closely with related roles such as business developers, key account managers, and customer experience managers. This customer success manager, focus on delivering value and making sure that value is not only promised but also delivered and accounted for (Gil-Gómez, Guerola-Navarro, Oltra-Badenes & Lozano-Quilis, 2020).

In this context, this research remarks strategic aspects to bear in mind in successful deployment strategies in the digital economy.

II. GENERAL OBJECTIVE

Identify strategic aspects in the development of the digital economy by reviewing the literature on the matter published during 2020 where coronavirus pandemic became palpable worldwide, to conclude by identifying indicators of the digital economy in Mexico in terms of sales online and digital payment.

III. SPECIFIC OBJECTIVES

The first refers to a recent literature review that addresses strategic aspects in developing the digital economy. The second refers to identifying, in the case of Mexico, strategic indicators for deploying the digital economy during 2020. The third refers to the description of the main conclusions on the information analyzed.

IV. THEORETICAL FRAMEWORK

Industry 4.0 is a relevant aspect to bear in mind in any analysis of the digital economy. On this subject, ICEX Spain Export and Investments published the study "The Industry 4.0 market in China", highlighting the following in this regard (Aguirre Unzueta, 2020). The document explains that Industry 4.0 results from the fourth industrial revolution based on automation, digitization, and innovation in business models. The industrial sector in China represents 40% of GDP, and now the Asian giant wants to promote the digitization of

Author: Universidad Popular Autónoma del Estado de Puebla, México.
e-mail: Josegerardo.delavega@upaep.mx

the industry for its economic future. Companies and the Chinese government have identified this situation as an opportunity to create world leaders in emerging sectors such as artificial intelligence, new technologies, intelligent manufacturing, IoT or Internet of things, robotics, and intelligent vehicles, among other technologies for Industry 4.0. These technologies represents three groups depending on the source of competitiveness gains they generate:

- Transactional technologies that adapt supply and demand improvements, such as online sales platforms.
- Information technologies that allow the creation and computation of a large amount of information, such as the management of an intelligent data warehouse.
- Operational technologies that combine digitization with physical automation to reduce production costs, mentioning the use of drones in logistics.

In addition, exists the 5G technology. It allows Internet access capable of managing a large number of connections and data. The largest number of 5G connections during 2021 will be in China with 100 million to reach 1,040 million in 2025, followed by the United States with 80 million and Western Europe with 50 million. China, since 2020, has begun to commercialize the technology through its three large state telecommunications companies China Telecom, China Unicom, and China Mobile; all this thanks to the 5G technology developed by the Chinese company Huawei (Jaisal, 2020).

On the other hand, business technology is an important aspect to bear in mind when studying the digital economy. On this topic, the World Economic Forum published an analysis entitled "How COVID-19 accelerated the shift towards Trade Tech", highlighting the following (Capri and Lehmacher, 2021). Trade Tech or commercial technology refers to the use of technology, innovation, and use of software to support the digital transformation of the industry. Trade Tech leverages the Internet of Things-IoT, artificial intelligence, 5G industry, cloud-based platforms, and other technologies from the Fourth Industrial Revolution to unlock new possibilities and enable transparency and traceability in digital commerce and business global value chains (Qiu, Tian, Du, Zuo, Su & Fang, 2020). In this context, three areas stand out in which Trade Tech can enhance economic development:

- Application of the use of technology in existing supply chains refers to the development of unique digital commercial identities. Large companies need to establish and maintain thousands of profiles of their customers and one for each digital application they wish to use. However, this comes at a high cost and is not without risks.

- Development of the Trade Tech ecosystem refers to the fact that new restrictions and risks, such as trade restrictions caused by the COVID-19 pandemic and "technology nationalism" create opportunities for startups and innovative companies. Banks worldwide are investing in knowing your customer (KYC) through Reg Tech or "regulatory technology" which allows digital transformation and at the same time ensuring that entities adapt quickly to regulatory changes in the industry in the protection of user data and the continuity of the service. This is mainly to prevent money laundering and terrorist financing (Buckley, Arner, Zetzsche & Weber, 2020).

Expansion of Trade Tech to other sectors. Trade Tech enables better remote site and activity management. In this context, technologies such as 3D printing, robotics, and the Internet of Things enable a much more distributed form of manufacturing and operation for businesses, thus holding the global economy together while fostering innovation and growth. This expansion of Trade Tech can drive many new solutions ranging from better measurement and reduction of the carbon footprint to the application of labor standards and tools that help realize the circular economy or model that encourages the reuse of products and materials with an approach to take advantage of and reduce the generation of waste.

On the other hand, an industry with great potential to develop in the coming years once the pandemic is over is Travel Tech. On this subject, ICEX Spain Export and Investments published the study "The Travel Tech market in Israel" highlighting the following in this regard (Rodríguez, 2020). The document explains that Travel Tech is applying information and communication technologies (ICT) and other disruptive technological advances in the tourism sector. This encompasses the analysis, design, implementation, and application of technology solutions to the travel and tourism industry. This industry offers travelers new, innovative, and much more personalized ways to experience tourism, ranging from gastronomy to mobility through entertainment, accommodation, and culture (Mizrachi & Gretzel, 2020). Now the evolution of this sector in recent years:

- At the end of the 20th century and the beginning of the 21st, tourism companies adopted the online environment for their businesses. They began to sell airline tickets and make hotel reservations virtually through the Internet.
- In 1996, Expedia began offering online reservations for flights, hotels, and car rentals. The "Priceline" system allows virtual payments.
- Later, with social networks, consumers have become participants on the web. By the year 2000, Trip Advisor opened its website, and travel reviews

began to gain importance. In this way, consumers begin to share opinions, recommendations, and experiences through comments, images, or videos with other users.

- In 2003, Wi-Fi appeared in hotels and began to spread throughout the world together with the launch of smart phones with Internet access.
- In 2010, touch screen information panels began to replace human contact.
- In 2016, the Henn-na Hotel in Japan presented the world's first hotel with robots.

About Israel and Travel Tech, in recent years, its tourism sector has been driving a new strategy to promote the country as a leisure destination that enjoys a sunny climate throughout the year. Israel has seen an increase in the influx of tourists due to a strong marketing strategy, an improved infrastructure, and more flight routes. A competitive advantage that Israel has is that it is a "Startup Nation" (Ljubičić, 2020) and is home to some of the largest travel technology companies in the world, such as ANGiE, Turbo, Bookaway, Dizzy, Guesty, Sweet Inn, TravelSuit, Roomerang, Traveyo, Hulyo Tourism, Tripics, Accesstravels, and Visualier.

Another aspect to consider in the digital economy is the transformation of work in the context of the fourth industrial revolution. On this topic, Social Europe published an analysis entitled "The many worlds of work in the 4.0 era", highlighting the following in this regard (Eichhorst, 2020). The academic and political debate on the future of work since 2010 was dominated by the debate on technological change and the effects of digitization, in a closer interaction between digital technology and work processes, which in turn generated a certain fear that segments of employment are put at risk. However, researchers on the subject discovered over the years that digital technologies probably would not bring human work to the brink of extinction, but recognizing that there would be risks, in some occupations and sectors. Still, it would also open the opportunity for new jobs that are complementary to, rather than substitutable for, technology. In the context of accelerated digitalization at work, the most highly skilled workers are in an advantageous position due to the predominance of non-automatable tasks. They will tend to adopt more efficiently to changes over time (Ivanov, 2020). These jobs refer to activities of an analytical, interactive, and creative nature. The analysis also explains that the COVID-19 pandemic has exposed old and new inequalities and weaknesses in work. The pandemic has accelerated technological change, but on the other hand, it has shown a profound impact on some sectors and occupations that were engines of long-term job creation, such as tourism, entertainment in terms of creative and cultural activities, and gastronomy. Given the current global economic crisis scenario, social

protection is for those who are at risk of losing their job or going through long stages of short-term but are insufficient to provide minimum income support or some type of unemployment insurance. In medium-term future, the deployment of "timely labor mobility" is required from industries and companies in decline to areas with robust labor demand.

On another edge of the digital economy, the cybersecurity industry has a strategic role. On this subject, ICEX Spain Export and Investments published the study "The cyber security market in Japan" highlighting the following in this regard (Valdés-Hevia Le Lanchon, 2020). The document explains that the Japanese government considers that cybersecurity implies taking the necessary measures for the secure management of information. Cyber security runs prevention against leaks, the suppression of information or the result of damage to information stored, sent, or received by electromagnetic means, as well as how to guarantee security and trust in information systems and telecommunications networks, including the necessary preventive measures to avoid malicious activities directed against electronic systems through the communications network or against information storage media. In this sense, cybersecurity implies the protection of (He, Frost & Pinsker, 2020):

- Information; since this is an asset.
- Information storage systems, including digital media (software) and physical media (hardware), whether or not connected to cyberspace.
- As well as the media from which the information travels.

Consequently, cybersecurity seeks to face threats, intentional or not, that could compromise its integrity, privacy, freedom of use, or the illicit dissemination of its content or property, guaranteeing this protection through all available resources, both technological and human in terms of security policies, good practice guides, and action protocols. The risks related to cyber attacks are among those with the possibility of negative impacts on society, along with the risks of natural disasters, water crises, and the use of weapons of mass destruction. Some of the companies worldwide that provide cybersecurity systems and that have an association with Japanese companies are the Israeli company VDOO Connected Trust; the North American company KnowBe4; the British company Cambridge Quantum Computing; SCADAfence (Israel); Templarbit (United States); Quarkslab (France); Cisco Systems, Inc. (United States); Avast (Czech Republic); and PwC (United States).

These are some of the products offered in the cybersecurity industry (Table 1):

Table 1: Products offered in the cybersecurity market

Solution type	Solutions
Prevention	Anti-malware Anti fraud Information leak prevention solutions Communications protection Mobile device security
Control	Technical audit Certification solutions Communications protection Mobile device security
Mitigation	Contingency and continuity solutions Security intelligence solutions

Source: Valdés-Hevia Le Lanchon, 2020

Redondo (2020) explains in his study entitled "The cybersecurity market in Australia" that the cybersecurity sector comprises companies and entities that develop and supply defensive solutions against cyberattacks for infrastructures, telecommunications, and the industrial field. It also includes applications of an offensive nature, aimed at the government and defense spheres. In this sense, the following are some ways of affecting society, companies, and governments by "cybercriminals" (Tian, Wang, Li, Shang & Cao, 2020):

- State-sponsored agents: destabilize countries, steal intellectual property, and espionage.
- Hacktivists: sensationalism, social impact, influence opinion, damage credibility, gain notoriety, disruption.
- Criminals: theft of intellectual property, financial gain, and extortion.
- Corporations: gain competitive advantage, damage credibility of organizations, and steal intellectual property.

Currently, in the information age, information and communication technologies have become the backbone of a highly interconnected and dynamic system. This guarantees new levels of efficiency to the industry and a greater degree of well-being to society as a whole. In this transition to a digital society, cybersecurity plays a central role, being key to guaranteeing a reliable and secure digital economy, giving confidence to all participants, and allowing companies to prosper. The adoption of digital technology by homes and companies due to the context of COVID-19 has underpinned digital technology as the engine of the economy: people teleworking, staying connected through applications, and making use of essential digital services such as healthcare services. Now many companies that traditionally used the physical channel are entering the online channel and online sales worldwide. Estimates increased the rate by 41% in the first four months of 2020 compared to the same period of 2019. In this sense, Redondo (2020) points out that the concept of cybersecurity by the

Australian government identified cybersecurity as the measures related to the confidentiality, availability, and integrity of the information that is processed, stored, and communicated by electronic and similar devices.

Cybersecurity also refers to applying a process of analysis, and management of risks related to the use, processing, storage and transmission of information or data and the systems and processes used based on internationally accepted standards. About Australia, Redondo points out that the sectors that most report cyberattacks are usually in the order of importance: the Federal Government, State Governments, individuals, the health sector, followed by the education and research sector, and the banking and financial services.

The global risks for the coming years and decades include risks for the digital economy, among others. On this subject, the World Economic Forum published its study entitled "The Global Risks Report 2021", highlighting the following (World Economic Forum In partnership with Marsh McLennan, SK Group, and Zurich Insurance Group, 2021). The document explains that the immediate human and economic cost of COVID-19 is severe and threatens to reduce years of progress on reducing poverty and inequality, as well as weaken social cohesion and global cooperation. In this context, job losses, a growing digital divide, social disruption, and abrupt changes in the markets for goods and services could lead to consequences and missed opportunities for large parts of the world's population. In addition, humanity transits in a context of social unrest, political fragmentation, and geopolitical tensions, and all this will shape the effectiveness of the response to the other threats that will be present from 2021 to 2030: cyberattacks, weapons of mass destruction, and climate change. The Global Risk Report of the World Economic Forum identifies in Three broad horizons the risks faced by humanity as a whole:

- Risks in the immediacy: infectious diseases, a crisis in people's livelihoods, external climatic events, cybersecurity risks, digital inequality, and prolonged economic stagnation.

- Collateral risks: asset bubble with uncontrolled inflation, collapse of technological infrastructures, price instability, the collapse in the commodity market, debt crisis, failures in cybersecurity, and failures in government operations.
- Long-term existential risks: weapons of mass destruction, the collapse of governments, loss of biodiversity, technological advances used in a negative way for humanity, a crisis of natural

resources with an emphasis on water, collapse of social security, industrial collapse, and something called a "backlash against science" or a tendency to reject the science.

V. METHODOLOGY

The characteristics of this research design are the next (Table 2).

Table 2: Research design

Methodology	Description
Research level: Descriptive research	Description of strategic aspects that affect the functioning of the digital economy, addressing the case of Mexico identifying indicators in this regard.
Research design: Documentary research	Literature of databases of high quality information sources, including indicators on the evolution of online sales and digital payment system in Mexico during 2020.
Research purpose: Basic research	Oriented to expansion in the study of the digital economy, analysis and future perspectives.
Variables used: Non-experimental research	Statistical information published as of January 2021. Obtained by the Mexican Online Sales Association and the Banco de México or Central Bank.
Study extension: Cross-sectional research	A cross-sectional investigation was carried out with data corresponding to a specific period in 2020 was collected.

Fuente: Own elaboration.

VI. RESULTS OBTAINED

About the evolution of Online sales in Mexico, the Mexican Online Sales Association published the study "Online Sales Study 2021", highlighting the following in this regard (Mexican Online Sales Association in collaboration with Net quest and Netrica, 2021). This study aims to know the fundamental uses and attitudes about Online Sales in Mexico, understanding the context of the COVID-19 pandemic. The document analyzes the indicators of e-commerce sites in Mexico. Regarding the market value of electronic commerce in Mexico, its value reached \$ 15,000 million dollars, experiencing a growth of 81% concerning 2019. By 2020, electronic commerce represented 9% of total retail sales in Mexico. Regarding the experience of buying online, the study highlights the following findings:

- The Mexican digital consumer recognizes the benefits of buying online, because they find merchandise that is not available in other sales channels, and they receive their purchase at their doorstep.
- The main reasons why Mexican consumers do not use the digital shopping channel are due to aspects of lack of security, mistrust in online payment methods, and lack of information.
- The Mexican digital consumer consults an average of five sources of information before buying, with search engines and multi-category sites the main sources of information before buying online.
- During 2020, a drop in omni channel behavior or integration of physical and digital sales channels occurred, caused by the closure of points of sale after the pandemic and confinement.

- There is some caution in Mexican consumers who, at the end of 2020, have not yet purchased online or through digital channels for fear of being a victim of fraud and distrust of providing their bank details.
- The digital consumer in Mexico grew during 2020 more in ages over 45 years, as well as in female segments of medium-high socioeconomic levels.
- The selective confinement because of COVID-19 pandemic during 2020, the online purchase of products every week were preferred, with the most preferred product categories to buy through digital channels the purchases of food at home, fashion items, beauty, and personal care items, and in general, everything that had to do with buying from the pharmacy and supermarket.
- In services, subscription to platforms, banking services, and travel are the most preferred in digital purchases.
- The most widely used payment methods regardless of the purchase channel are credit and debit cards acquiring electronic items, fashion, and things related to pets. However, the role of cash on delivery is more common in food delivery and pharmacy purchases.

The following table (Table 3) summarizes the percentage of people surveyed by the Mexican Online Sales Association who indicated their interest in buying various types of products and services online in Mexico during April and October 2020 and January 2021.

Table 3: Products and services of greatest interest to buy online in Mexico

Goods or services	April 2020	October 2020	January 2021
Natural and processed food	60%	31%	22%
Medicines	42%	28%	26%
Technology	18%	44%	38%
Media and entertainment	16%	20%	24%
Beauty and personal care	12%	18%	17%
Pets	10%	8%	9%
Subscription services	70%	75%	83%
Mobile phone services	75%	77%	78%
Banking services / payment of services	75%	76%	78%

Source: Asociación Mexicana de Venta Online en colaboración con Netquest y Netrica, 2021.

On the other hand, about digital payments in Mexico, there is the CoDi platform, developed by Banco de México to facilitate payment and collection transactions through electronic transfers through mobile phones in a 24x7 scheme and without any cost (Banco de México, 2021). CoDi uses the technology of QR codes (Quick-Release) and NFC (Near Field Communication) to facilitate that both businesses and users carry out transactions without the need for cash.

NFC technology works on transmitting data and information by simply bringing two mobile devices closer together. In contrast, QR technology consists of a barcode that allows a large amount of information to be stored to display data from an application or App on a cell phone. During 2020, Mexico has experienced a significant increase in the number of users and payment transfers made on the CoDi platform, as shown below (Table 4).

Table 4: Estimated registered users and estimated transfers made in CoDi

Period	Registered users (thousands)	CODI transfers made (thousands)
December 2019	1,389	1,886
September 2020	18,121	27,934
Percentage of increase	1 204%	1 381%

Source: Banco de México, 2021

Concerning the financial institutions that participate through the CoDi platform, the following operational information as of January 2021 is next (Table 5).

Table 5: Percentage of operating participation through financial institutions: CoDi platform in Mexico

Concept	BBVA	Banamex Citigroup	Bancoppel	Inbursa	HSBC	Other
Total accounts validated	63%	12%	15%	4%	4%	2%
Android mobile App	53%	14%	18%	5%	5%	5%
IOS Apple mobile App	54%	20%	8%	6%	6%	6%
Operations sent through CODI	37%	20%	15%	5%	8%	15%
Operations received through CODI	41%	19%	10%	11%	9%	10%
Amount per participant through CODI (total \$ 1,408 Million pesos)	13%	21%	15%	15%	21%	15%

Source: Banco de México, 2021

VII. CONCLUSION AND DISCUSSION

In the context of the digital economy, the Fourth Industrial Revolution is transforming economies around the world. As could be observed, in the case of Mexico, during 2020, both online sales and digital payment systems have increased their volume of operation in light of the context of the coronavirus pandemic. These digital economic systems originate from individual creativity, skill, and talent that can create wealth. They generate consumer benefits, new models of cross-

border content distribution, and new opportunities for local content production and development. The digital economy implies facing the different scenarios and perspectives on the subject of work since the emergence of new technologies requires integral human development and can contribute to improving situations of climate change, health, education, and productivity. The Fourth Industrial Revolution, phenomena such as robotics and automation could pose a danger to employment, deepening unemployment and inequality in societies, because many times, the income derived

from new technologies favors capital and not the workers. Therefore, the analysis of the digital economy requires an interdisciplinary perspective, promoting a holistic, multifaceted, and inclusive approach that incorporates the human dimension as the center of all future of work and the commercialization of goods and services in the search for the common good and the construction of a comprehensive and sustainable human development. For efficient development of the digital economy, it is to strengthen security in the use of confidential data, given that digital network technologies in the Fourth Industrial Revolution are rapidly becoming an engine of change in all sectors of the global economy. With the Fourth Industrial Revolution, how industries, individuals, institutions, and all governments interact through data must be redefined, so now there is a need to create a more inclusive and innovative environment for globalization in the task of protecting data. Therefore, data protection makes it possible to strengthen confidence in secure access to confidential data, bearing in mind that every day the volume of data is growing worldwide.

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Assessment of the Impact of Organisational Structures on the Economic and Social Activities of Companies and Unites

By Ikboljon Odashev

Abstract- In the competitive world of the market economy, every type of economic unit tries to more effectively organize everyday activities. Creating a set of suitable and cost-efficient organizational structures and making competitive products and services, top managers should find the mechanisms of building alternative ways of organizational structures. In this paper, we present traditional and modern types of management structures, their historical steps, and developed methods. In the present footfall of the market economy, especially companies in developing countries need to build organizational structures of their management system. They need to advance a management system, managerial behaviors, and new managing styles of developed ones. For this purpose in this research have been learned organizational structures of developed companies.

Keywords: *organizational structure, management, structure, strategy, mission, components, opened, closed, global, regional, local, modeling, integration, tied part of structure, value, personal, formation and reformation.*

GJMBR-A Classification: *JEL Code: D73*



ASSESSMENT OF THE IMPACT OF ORGANISATIONAL STRUCTURES ON THE ECONOMIC AND SOCIAL ACTIVITIES OF COMPANIES AND UNITES

Strictly as per the compliance and regulations of:



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Keywords: *organizational structure, management, structure, strategy, mission, components, opened, closed, global, regional, local, modeling, integration, tied part of structure, value, personal, formation and reformation.*

I. INTRODUCTION

The basis and content of management activities reflect in its management structure. The scope, goals, and objectives of management activities, its relationship with other management structures, integration, and appropriate selection of management elements that are part of the structure reflect in its daily activities.

At the time of the emergence of human society, the unification of the wild peoples in the struggle for survival led to the emergence of a seed society. The formation of this society led to the transition of people to a new stage of life. Because the seed society leads to the development of usual and universal rules that must obey by all the people who are part of it. It is not difficult to determine that a particular seed community makes up

of people who lead, lead, and lead it. Hence, by the point of view of the historicity, governance structures are considered a unique form of the process of evolutionary formation of humanity. In the future, the amalgamation of several seed communities led to the emergence of nations and peoples. The management of such vast states and communities, their consolidation and protection, leads to the emergence of complex governing structures such as government, government, state.

II. LITERATURE REVIEW

Although the theory is a fully formed science, the debate over the authorship of its first scientific concepts continues to this day. Max Weber, a well-known European German researcher, and sociologist, is considered the founder of this science, whose scientific researches announce in the United States in the second half of the 1940s. Among American scholars, Henri Fayol, Chester Bernard, and other authors traditionally considered as leaders in organizational management structures.

The ideas of the German sociologist, lawyer, economist, and historian Max Weber (1864-1920) based on the expression of a bureaucratic approach in the development of management and organizational theory. In his research on the improvement of group life, Weber pointed out that it is the most effective way of functioning for any organized group, coordinated with relevant rules. Weber sought an answer to the question of what must do to "make the organization work like a machine." He believed that it was possible to divide the organization into components and accelerates the work of each of them; proposed a clear regulation of the number and functions of employees and the construction of organizations on a linear basis. Weber stressed the need to manage the organization on a rational ("objective") basis. [1]

Henri Fayol (1841-1925) was a French mining engineer, head of a large mining and metallurgical company, theorist and management practitioner, and founder of the School of Administrative Management. He is one of the classical scholars who described the organization as a theoretical science in his works.

Author: e-mail: iqboljon.odashev@gmail.com

H. Fayol developed the first complete concept of management and initially proposed concepts such as "management functions" and "management principles." The basic ideas and methods of the school of administrative management formed in 1920-1950. The fourteen principles of management created by the file are recommendations for creating a meaningful organizational structure.

Chester Barnard (1886-1961) is one of the most prominent representatives of the systems-based approach, studying enterprises as a social system. He expressed his ideas in his books *The Functions of an Administrator* (1938), *Organization and Management* (1948), and others, where the activities of organizations and their managers analyzed based on a system-based approach. [1]

Ch. Bernard believed that the physical and biological constraints inherent in human beings force them to unite into groups (social systems) of coordinated action and that people's subsequent collaboration within their capacity depends on results (achievement) and efficiency (cost minimization). Such a system can divide into two parts: organizational, which involves only the interaction of people and all other elements. "When people come together and formally decide to unite their efforts to achieve familiar goals, they create organization" - Bernard said.

The emergence of organizational theory in the 1940s-1950s brought together R. Merton (Columbia University) and G. S. There is also the idea that it may be related to Simon's activities. In 1956, a group of psychologists, economists, and political scientists under his leadership (now Carnegie Mellon University) published the first issue of the "Quarter of Administrative Sciences" at the Carnegie University of Technology.

Simon Herbert Alexander (1916-2001) was an American scientist who studied the principles and processes of decision-making in various fields of human actions, achieved basic results in many sciences and humanities, mathematics and economics, and was awarded the 1978 Nobel Prize. [1]

In 1947, Simon published his first book on classical administrative behavior. In addition to studying the principles of organization, he set the boundaries of the concept of "limited rationality" and won the Nobel Prize thirty years later.

The author of the works of the famous Austrian-American scientist Karl Ludwig von Bertalanffy (1901-1972), the theory of general systems, and the theory of open systems are also some of the authors of ideas that significantly contributed to the development of the organization.

Some modern researchers argue that organizational theory did not exist as a separate scientific theory until the late 1960s. All known research in the field of organizations at that time belonged to

schools of organizational sociology of scientific management. By the period of 1960s and early 1970s, management science gradually replaced the social aspect of organizational theory, and the discipline itself began to teach in business schools focused on training professional managers. Since then, organizational theory has come to see as a discipline that allows organizations to understand, predict, and manage their behavior. Today, we can rightly say that the Russian scientist, the famous thinker-encyclopedic of the twentieth century Alexander Alexandrovich Bogdanov, laid the foundations of modern ideas about the organization theory. Alexander Alexandrovich Bogdanov (Malinovsky) (1873-1928) – one of the famous Russian scientists, economists, philosophers, doctors, science fiction writers, founders, and heads of the world's first blood transfusion institute.

A. Bogdanov's ideas on organizational structures describes in such works as "Essays on General Organizational Science" (1921), "Organizational Science and Economic Planning" (1921), "Economic Technologies and Organizational Foundations of Economics" (1923). The main work of the scientist is "Tectology", which is a fundamental monograph. It was written in 1910 and is called "General Organizational Science." The starting point of this work teaches the need to approach any event from the point of view of its organization.

III. MATERIALS AND METHODS

A management structure based on a systematic approach allows the organization to be considered as a system consisting of several interrelated elements. Initially, the theory of organizational management structures was applied in the exact sciences and technology. It has been used in management sciences since the late 1950s, which can be considered a unique achievement of the management school. As the founder of the new direction, Ludwig von Bertalanffy is worth mentioning as a scientist. The main content of the system-based approach bases on the concept of purpose, which reflects the most dominant feature of the organization, through which this system differs from others.

A systematic approach is not a set of principles for managers but a way of systematizing organizations and management. A system is a type of integrity that consists of contributing to the properties of any integrity (systems managed by all organizations) involving of interconnected separate parts (elements).

a) Modeling of organizational systems

Closed systems: has strictly defined boundaries; the system of its actions does not depend on the components of the external environment. Opened systems is a form of organizational structure that

characterizes by its interaction with the surrounding (external) environment and can adapt (adapt) to it.

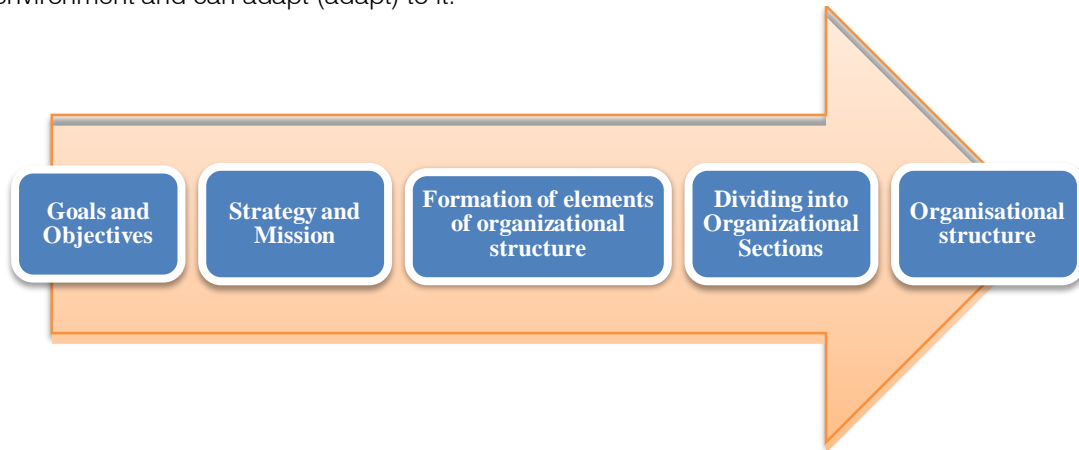


Figure 1: Stapes of formation of the organizational structure of companies and institutions¹

The organization and institutions require the formation of a unique management structure of course to achieve its effective and uninterrupted operation in the future.

The effectiveness of the organizational management structure is a relative indicator, which is

$$E = f(P_d \rightarrow P_y) \quad \max_n Y_n, \text{ there} \quad [1]$$

P_d - The capacity of the system;

P_y - The degree to which the system uses its capabilities

Y_n - Satisfaction of needs

The main task of the company's management is to maximize the (Y_n). Gaining for (Y_n), it is necessary to create an integrated, optimally linked chain of the elements of the organizational structure of the company to give it a reliable assessment. Because any company or institution is an integrated open system, it has a directly influence on its life cycle, requiring that they organize in a continuous connection with external environmental factors. Here, the goals and objectives, strategy, and mission of the constructing of the organizational structure should define as the most pressing issue of management. Because there are some factors that play the prime role in the expression of the life cycle as the first, but also the most relevant and decisive link. It is inconceivable that any organization, whose goals and objectives, strategy, and mission are unknown, will start operating and be managed.

It is appropriate that the requirements and conditions for the formation of the goals and objectives of the organization should be as follows:

- ✓ The set goals and objectives must be achievable and must not interfere with the coherence of the elements of the system;

assessed depending on all the capabilities of the system as a whole, the degree of realization of the system capabilities, and ultimately, the factors of satisfaction of fixed needs. We can summarize it using the following formula:

- ✓ It must be time-limited; that is, it must represent the work to be done at a definite time interval;
- ✓ Goals and objectives should explain the socio-economic status of the enterprise, the availability of financial resources;
- ✓ It should be concise and concise, understandable and clear to implement;

¹ Source: Created by author

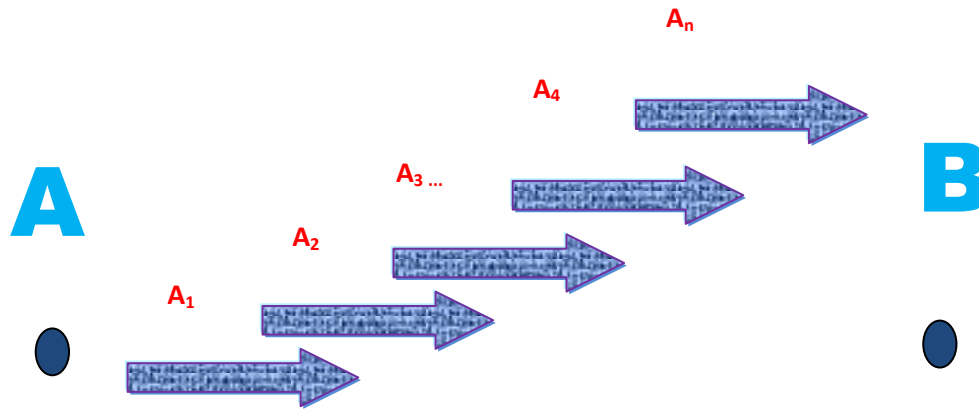


Figure 2: The order of growth of the duration of the formation of organizational goals²

- ✓ The strategy and mission of the enterprise should not contradict;
- ✓ Goals and objectives should not contradict laws, government decrees, decrees, and orders.

Once the goal identifies, its long-term viability process assesses, and the strategies and missions of enterprises and institutions for the next few years identify.

Once the goals and objectives are clear, the performance indicator in its current state analyze in

depth. The prime purpose of the analysis is formulation the strategy for the future development of the enterprise. Because the current goals and objectives require the realization of strategic plans for the next few years, by the directions and accordance. Strategies are also adopted for the short, medium, and long term. It depends on the type of activity of the enterprise or institution, the size of its customers, the state of the competitive environment.

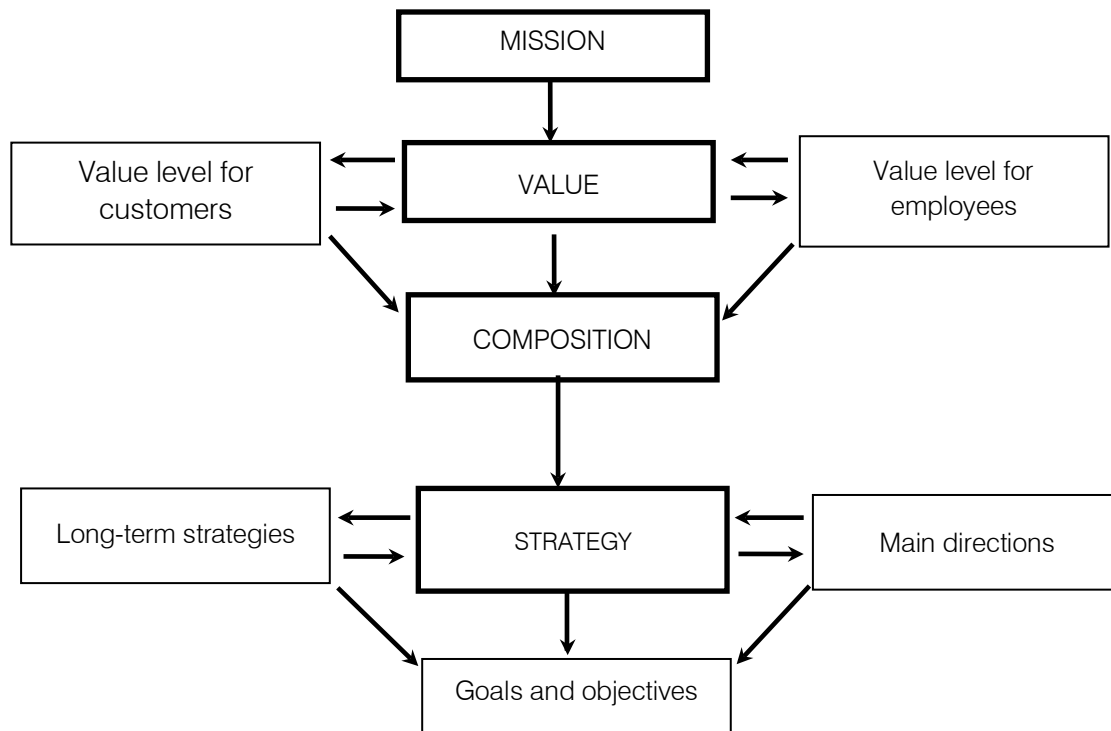


Figure 3: The process of mission and strategy formation concerning goals and objectives³

² Source: Created by the author

³ Source: Created by the author

Once the goals and objectives, their main direction, and final strategies have developed, the next step is to assess the degree of value of strategy for the organization and its internal and external environment. The value of a strategy is largely determined by values for the customers and employees of the enterprise. If the

strategy has value for both situations, a mission will be developed in the future to ensure that this strategy implements perfectly and sustainably.

The main difference between a mission and a strategy is that it embodies the psychology of the organization.

The following are examples of the missions of world-renowned companies:

FACEBOOK MISSION:

"It's about empowering people to connect more openly and faster with the world"

ALIBABA GROUP MISSION:

"Make it easier to do business anywhere"

BBC MISSION:

"Enrich people's lives with informative, educational and entertaining programs and services"

MICROSOFT MISSION:

"To allow people and business people around the world to realize their full potential"

WALMART MISSION:

"We save people money so they can live better"

LOREAL MISSION:

"Offering the best cosmetic breakthroughs in terms of quality, effectiveness, and safety for all women and men around the world"

UNITED NATIONS MISSION:

"Ensuring international peace and security"

It is impossible to imagine the formation of an organizational mission without Top managers, CEOs, and their leaders. Because the mission is the main in that, it integrates all the goals and objectives of the enterprise or organization, strategic plans, tactical actions, as a whole, understandable, and quickly comprehensible. The most major part is that the values of the enterprise can assess as the chief, highest

element of the organizational management structure, which can clearly understand the factors of its relationship with the internal and external environment. In the following tables, some of the world scientists have developed coefficients and intervals for evaluating the effectiveness of organizational structures in quantitative and qualitative terms.

Table 1: Systematic indicators of assessing the effectiveness of the organizational structure⁴

The name of the coefficient	Formulation	Parameters of coefficients	Value
The degree of accuracy of the target	$K_1 = m_1/m_0$	m_1 - the number of units whose goals are defined and interrelated m_0 - the total number of units	1
The level of coverage of the target	$K_2 = T_n/T_{ch}$	T_n - the number of normative goals of the department T_{ch} - the number of goals of the division reflected in the charter rules	1
Level of coverage of functions	$K_3 = F_{av}/F_{dn}$	F_d - the actual number of functions performed in the organizational structure F_n - the default number of tasks	1
Coefficient of repetition and independence of functions	$K_4 = (F_{da} - F_n)/F_n$	F_{di} - the amount of duplication and unrelated tasks in the system	1
The coefficient of specialization of the j-function	$K_5 = m_0/(m_0 + \sum mt_j)$	mt_j - the number of sections that repeat the j-normative functions	1

⁴ Fedorova N.N. Organizatsionnaya struktura upravleniya predpriyatiem: Ucheb.Posobie.-M.:TK Velbi,2003.-256c.

j-target specialization coefficient	$K_6 = m_0 / (m_0 + \sum mt_j)$	mgj-j-number of repeating sections of the target	1
The proportion of employees whose rights and responsibilities are defined	$K_7 = E_{nem} / E$	E_{nem} – the number of employees whose rights and responsibilities are defined D is the total number of employees	1
An average assessment of the degree to which the rights of subordinate employees to perform their duties are secured	$K_8 = 1 / ((\sum(an+ap)/2)/n)$	an and ap j-Assess whether the rights of the employee and his supervisor are secured	0.33

It can see from the data in this table that the evaluation of the effectiveness of organizational structures is based on the assessment of the goals and

objectives assigned to functional units about the system purpose, legal security, and level of specialization of functions, accuracy, and transparency.

Table 2: Organizational structure efficiency matrix⁵

Koef-t	Value	Recommended Value	Rejection rate	Quality assessment	Score
K_1	0.80	1.00	0.20	Satisfactory	8
K_2	1.10	1.00	0.10	Fits	7
K_3	0.64	1.00	0.36	Low-level compatibility	9
K_4	0.70	1.00	0.30	Satisfactory	5
K_5	0.35	1.00	0.65	Low-level compatibility	6
K_6	0.22	1.00	0.78	Unsatisfactory	8
K_7	1.00	1.00	0.00	Fits	4
K_8	0.40	0.33	0.07	Fits	6

The quality of the organizational management structure is also assessed, in which the target structure

of the organizational structure is evaluated based on appropriate intervals.

Table 3: Qualitative Assessment Intervals of Organizational Structures⁶

The limit of rejection in the integral assessment of the target structure of the system	0-0.15	0.15-0.35	0.35-0.65	> 0.65
Evaluate the quality of the organizational structure	Basically fits	Satisfactory	Satisfactory at the lower level	Incompatible

IV. ANALYSIS AND RESULTS

The introduction of all types of business entities, enterprises, and institutions operating in Uzbekistan into the diversified enterprises' organizational structures will lead to higher results in economic and social activities.

Organizational structures are divided into linear, linear-functional, functional, matrix organizational structures, depending on the process's scale.

Organizational management structures can also divide into national and international, regional, international-regional, interregional organizational

structures. The above formation conditions and principles are fully applicable even when working with these structures.

It is foremost that the description of organizational structures corresponds to the goals and objectives of the organization, serves in the implementation of long-term strategic plans, and does not cause complications in the life cycle of the organization. Also, there should be no redundant elements in the management structure of the organization.

⁵ Fedorova N.N. Organizatsionnaya struktura upravleniya predpriyatiem: Ucheb. Posobie. - M.: TK Velbi, 2003. - 256 c.

⁶ Vissema X. Menedjment v podrazdeleniyax firmi: Eng. - M.: Infra - M, 1996.

In the following examples, we give an individual assessment of its organizational management structures in the example of an organization that specializes in the production of products.

For export-only activities, the Export Department requires the following organizational elements to consider.

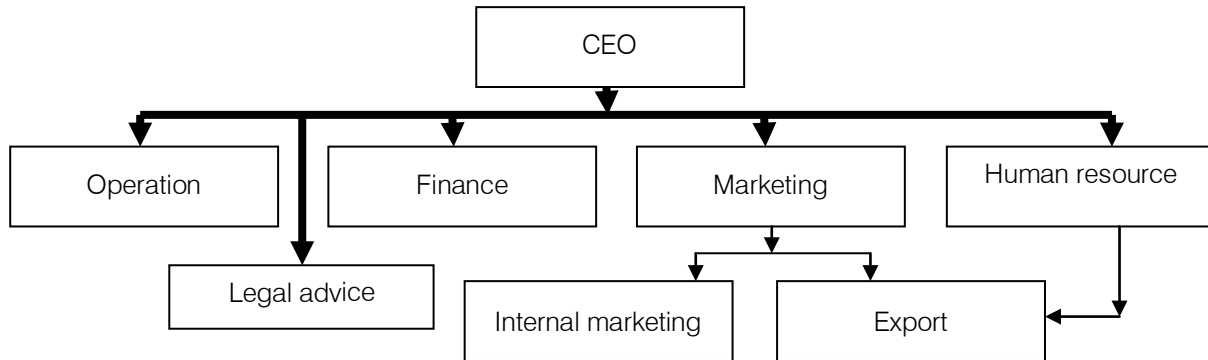


Figure 4: Elementary Organizational Structure of Export Department⁷

This structure is a view of a linear-functional management structure. Because in this type of organizational structures can be seen both functional and linear control elements. A characteristic feature of the linear structure is that all functional departments receive assignments from a single manager directly one step above. That is, the self-management of each functional department does not apply. But the tasks that need to do are performed independently by each every unit. Such structures can be observed mainly in the management structures of enterprises and organizations, exporters, and importers, specializing in providing small types of products and services. This type of enterprise allows you to control the products and services produced. Hence, the management structures shown in the figure above are more specific to enterprises and organizations with less functional responsibilities.

But there are enterprises and organizations, international holdings, international associations, and cartels where the scale of production is branched and expanded, and their organizational structure will look a bit complicated. Nevertheless, it will be organized based on management elements inherent in traditional organizational structures. Because it is impossible to create multi-branch management structures without the usual control elements. As proof, the organizational structure of the international companies shown in Figure 2 characterizes by the executive, traditional functional units, departments serving for the cultivation of multi-sectoral products, international regions and the distribution of subsidiaries in them. The organization of the management of such international organizations is the classification of the geographical location of the units in the regions, the types of products and services

grown in them, and the general administrative management procedure with the help of subsidiaries. The role and place of girl companies in the direct impact on the development of this organization are invaluable.

⁷ Source: Created and developed by the author

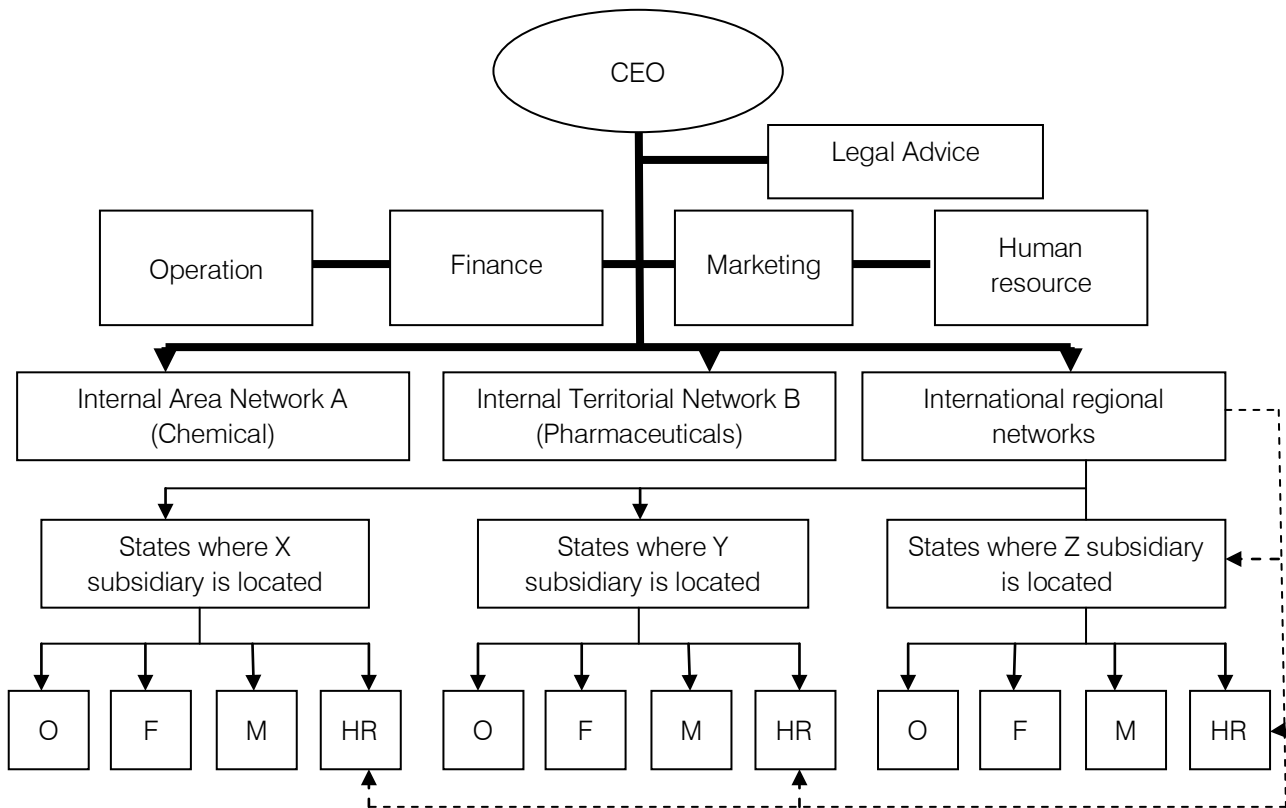


Figure 5: The systematic-based division of organizational structure of an international company⁸

Because they, as responsible representatives of the international organization in the regions, carry out all the tasks and responsibilities of the main structure, make decisions based on chief missions and strategies, develop goals. They work extensively with clients. In the subsidiaries, companies can also form as diversified units based on the needs and requirements of customers in the regions. Or in the adoption of one-year plans, of course, base on the geographical location of the regions, taking into account the needs and desires of customers. While the management structures of the subsidiaries are similar, their main goals and objectives may be different. It is due to the strategic plans, mission, form, level of international competition developed by the business entity for the international regions.

To avoid complicating the management of international organizations, each traditional organizational management can also describe as a distribution of structure-based components in international regions. It reflects in the system-based approach to the management of complex managed international organizational structures. For instance, in the study and management of the state of trade in the territories in the international structure, in the development of strategic plans, strategic goals for each,

in-depth analysis of the economic and financial situation in the regions, in further improving the marketing capacity of the regions; more applicable in detection. Also, the management organizational structures of multidisciplinary international companies such as Coca-Cola, Nike, and Oriflame can study as a basis.

Example 1: Oriflame was founded in 1967 by two brothers and a friend and is now an international direct-selling cosmetics company with operations in over 60 countries. The company offers a wide range of natural Swedish cosmetics, produced using the most modern technologies. About 3 million consultants work with Oriflame, and the company's annual turnover is about 1.4 billion euro.

⁸ Source: Created and developed by the author

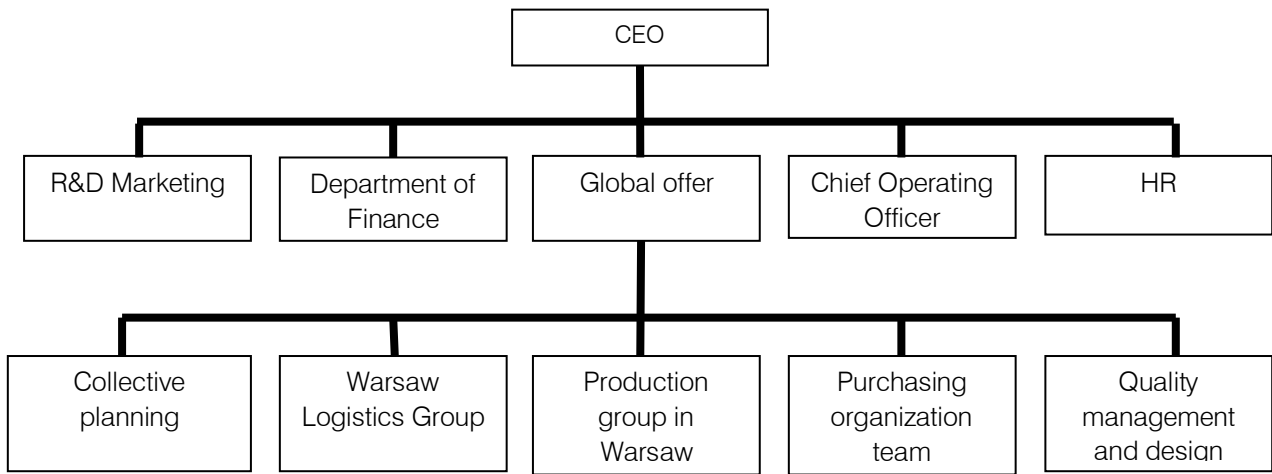


Figure 6: Oriflame's international organizational and managerial structure⁹

Oriflame offers business for the people worldwide who want to start making money and pursue their dreams and plans, a great opportunity to start own business. The company's unique business concept is "Earn today and make your dreams come true tomorrow". The key principle of our work is respect for people and nature, which is enshrined in the social and environmental policy of Oriflame. The company is also a co-founder of the World Children's Fund and is proud to involve in numerous charitable projects around the

world. These results are based on the effective international organizational structures of the activities of the company. By their effective organizational system, they give the highest results: around 1.4 billion euros annual turnover, about 3 million Oriflame consultants, representatives in over 60 countries, about 7,500 Oriflame employees, a wide range of products with about 1000 brands of natural Swedish innovative cosmetics and catalogs in

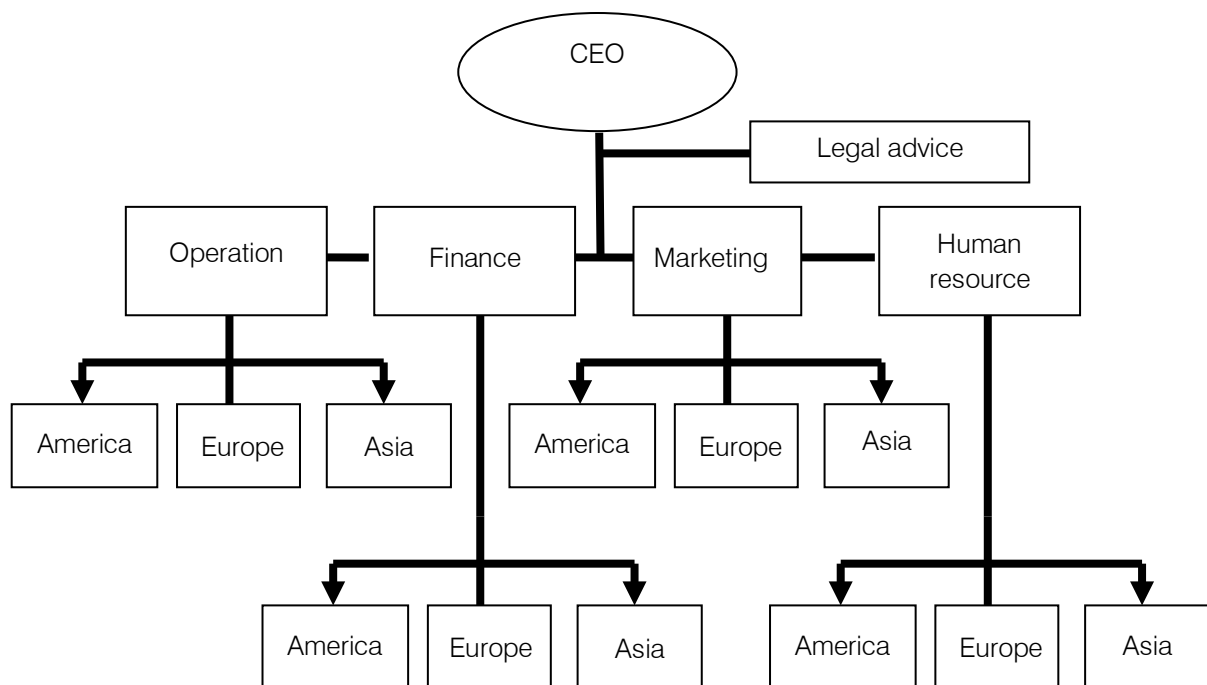


Figure 7: The interregional organizational structure of the foreign company¹⁰

⁹ Source: Created and developed by the author

¹⁰ Source: Created and developed by the author

40 languages. We can review how works organizational structure of Oriflame by Figures (7,8,9,10) below. The main focus in the interregional governance structure of international organizations is to facilitate an

in-depth analysis of factors such as regions, their geographical location, the specific characteristics, mentality, and income of clients in these regions.

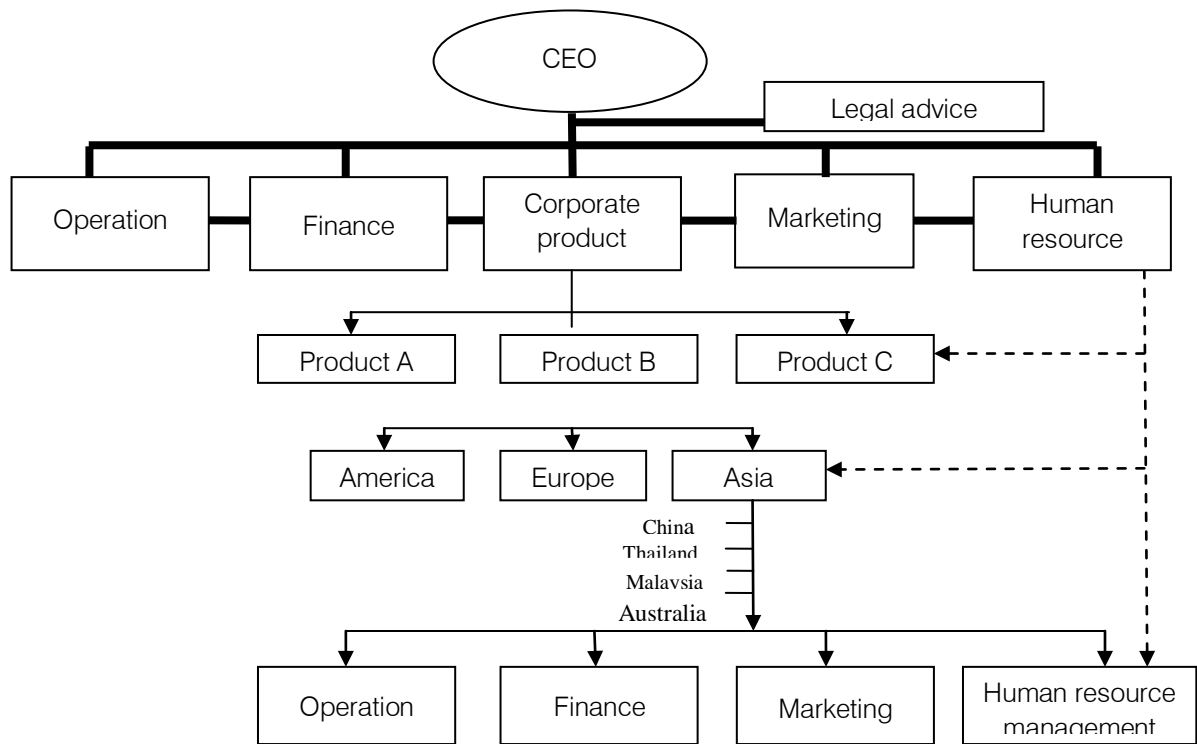


Figure 8: The organizational structure of global production process¹¹

To show you what I mean, the international interregional organizational structure shown in Figure 5 above focuses on local offices, branches, and networks of enterprises and organizations operating in the Americas, Europe and Asia. It specializes in regulating the existing management process in the branches of management in these three regions. It characterizes analyzing of specific aspects of sales, finance, marketing, and human resources for the Americas, Europe, and Asia, based on which management decisions make, to find optimal solutions to problems.

Another example is the management structure in Figure 5 in the analysis and organization of international or interregional management of products and services. Because there is a need for such an organizational structure for the international management of the production, production, trade, marketing, or economic and financial performance of products of types A, B, C in America, Europe, and Asia. The organizational management structure is important in the successful management of multidisciplinary international enterprises and organizations in

constructing its unique management structure. Here, the perfect depiction of each type of product in selected regions of all elements, from sales to the organization of work with employees, has a direct impact on the effectiveness of organizing such complex structures at the international level. The composition of the corporate product should be at the heart of a complex management structure.

¹¹ Source: Created and developed by the author

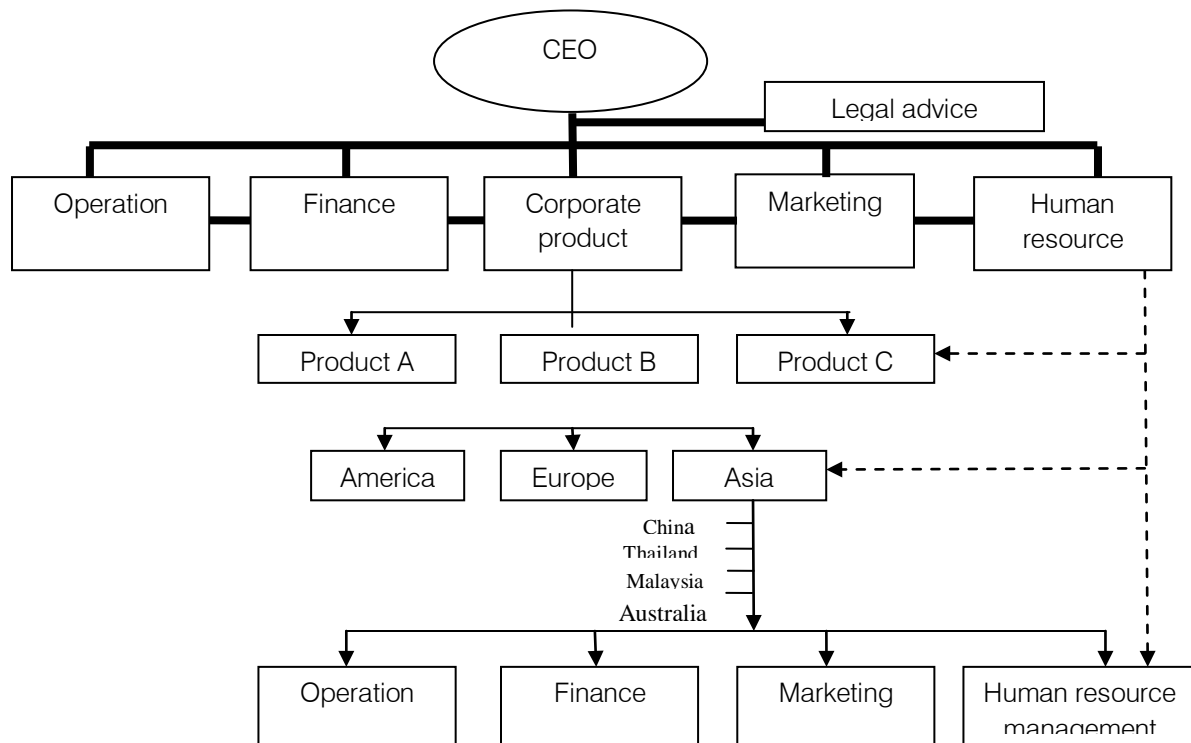


Figure 9: The organizational structure of global matrix management¹²

An example of a more efficient global management of international products and services is the matrix management structure of products shown in Figure 6 below. This structure is a more complex management structure, which will be necessary for the realization of the distribution and management of hundreds of products in many international regions. It also allows for an optimized distribution of costs for all types of manufactured products and services through a matrix management structure. Imagine, by evaluating, the efficiency of the production of types A, B, and C products in the American region, it becomes possible to conduct a comparative analysis of them.

Determining the intensity of production of the same product in different regions allows for serious competition and control, even within branches within the same organization, but operating in different districts. Here, the policy of formation of personnel in the regions also leads to the implementation of the global distribution and redistribution of personnel, which is based on the procedures in force in the territory, and serves the strategic goals of the company.

Another distinctive feature of the matrix management structure is its wide application of global corporate governance principles, corporate governance tools, which can be distinguished from other types of

management structures. That is, the use of all the most actively used forms of management allows for implementation.

¹² Source: Created and developed by the author

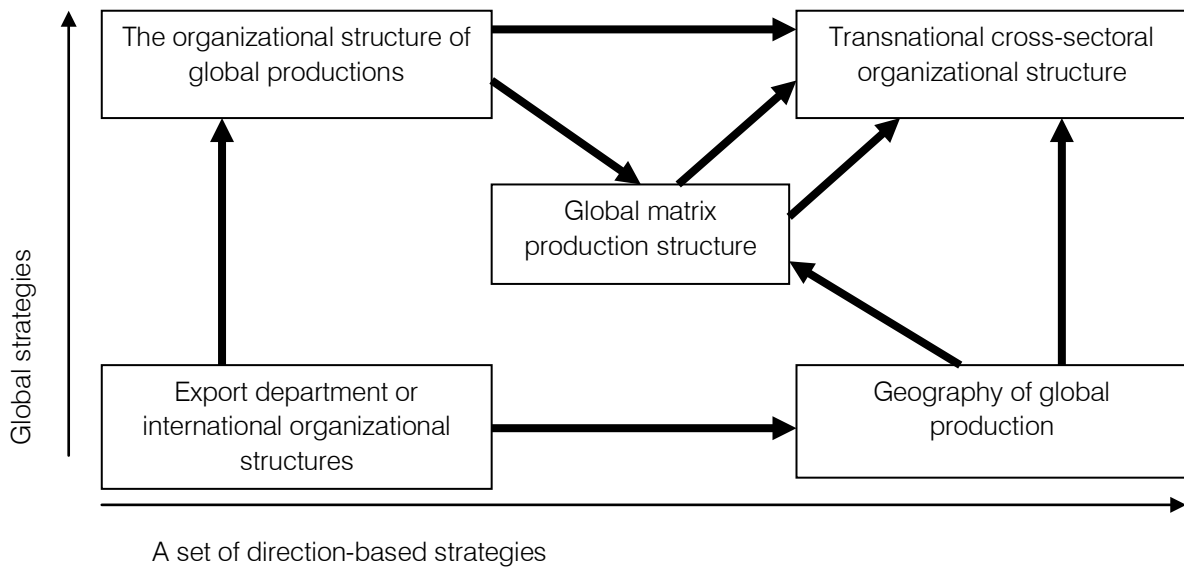


Figure 10: Evolution of organizational structure of globalized companies¹³

The diagram shown in Figure 7 can also be used in multidisciplinary enterprises and organizations by introducing the above-mentioned international organizational structures of management in individual cases, or by combining the features of all of them. Multi-sectoral conglomerates, concerns, and multinational companies develop organizational management structures and strategies, missions for different areas. Senior representatives of the top management team, forming a very complex management chain, do this. Such international organizations are developed because of coordinated, situational governance principles of global governance. These forms of globalized governance are based on strategies with directions and the implementation of global strategies in a coordinated manner. Here it is also possible to organize management by polarization following the strategies of global organizations product geography, partners and competitors. This is because the factors that pose the greatest risk to global organizations can hurt the entire management system and ultimately lead to many financial losses in the short term. Therefore, a central emphasis is placed on the management structure designed to organize global matrix production. Through a global matrix management structure, the management process of conglomerates can be maximized. Rapid decision-making is not unique to such structures. Leaders of such structures try to organize management mainly through the formulation of long-term decisions, goals, and strategies. Economic and financial analysis of the production or provision of services is also carried out regularly because of agreements with organizations with a high level of audit certification and license at the international level. The results can be presented not only

to the top managers of the organization but also to international stakeholders. Because changes in the financial performance of such giant and globalized companies can affect not only the competitive environment but also the entire economic system, some international indices.

V. PROBLEMS AND DISCUSSION

While learning how effectively organizes the managerial structures, we find some problems which top managers should know. The problems of organizational structures must divide into some types for learning and assessing them accurately. They are problems of:

a) Formation of mission and strategies of the companies and organizations

While Top managers begin the formation of mission and strategies, they have made some unreal decisions like as grabbing all sectors of the market, revolutionary way of production planning, realizing decisions in a short time, not concerning of strategies of all competitive partners, the boring ways to solve a problem, do not knowing of the values of mission and strategies for the clients and employment each other, and i.e.

b) Restructure of management vision and functions

When Top managers review the organizational structures of the company, they usually can make professional mistakes of restructuring of management. Mistakes of unsupportive of elements of the organization, fundamental mistakes and illogical steps of the growth planning, not knowing of how effectively divide the visions, goals and functions correctly, the problems of optimization of business process and i.e.

¹³ Source: Created and developed by the author

c) *Finding behavioral manners of personals of organizations*

Behavioral management is one of the effective ways of managing and working with personals in most advanced companies and organizations. They influence the business process using human behavioral qualities. Top managers do their best working with personals and solve many problems concerning human behavior, their communicational etiquettes.

d) *Optimization of elements of organizational structures*

Optimizations of organizational structures play the highest role in forming and reforming the structures. By making optimization, Top managers can staff cuts of any directions of the formation. For now, there are not any effective ways of optimizations of organizational structures for every company. But we can find some subjective approach to solve it. For instance, there are so many problems between the integration of activities of companies in the developing countries with developed ones.

e) *Integration with international organizational structures*

Integration of organizational structures is the main problem of products and services of export-import companies, international conglomerates, some international organizations. The main causes of them are legal inconsistency, behavioral differences personals, and differences of living conditions of the population and their income degrees. I think these are the most objective factors for integration with international organizations.

f) *Finding legalization formations of managerial structures*

The most necessary vision of Top managers for the formation or reformations of organizational structures is choosing the most legal forms of commanding structures. Any kind of illegal form can destroy all commanding systems. That's why while working with formation and reformation, Top managers should attract qualified lawyers.

g) *Rejection of illegal types of departments and units*

Liberalization between the elements of organizational structures.

VI. CONCLUSIONS AND SUGGESTIONS

The essence of the content of organizational management structures, their role in management activities, the role of enterprises and organizations in improving the efficiency of daily activities is enormous. Because the management systems, its elements together represent all the specific organs of the organization, is the basis of the factors that effectively affect its continuity and coexistence with the external environment.

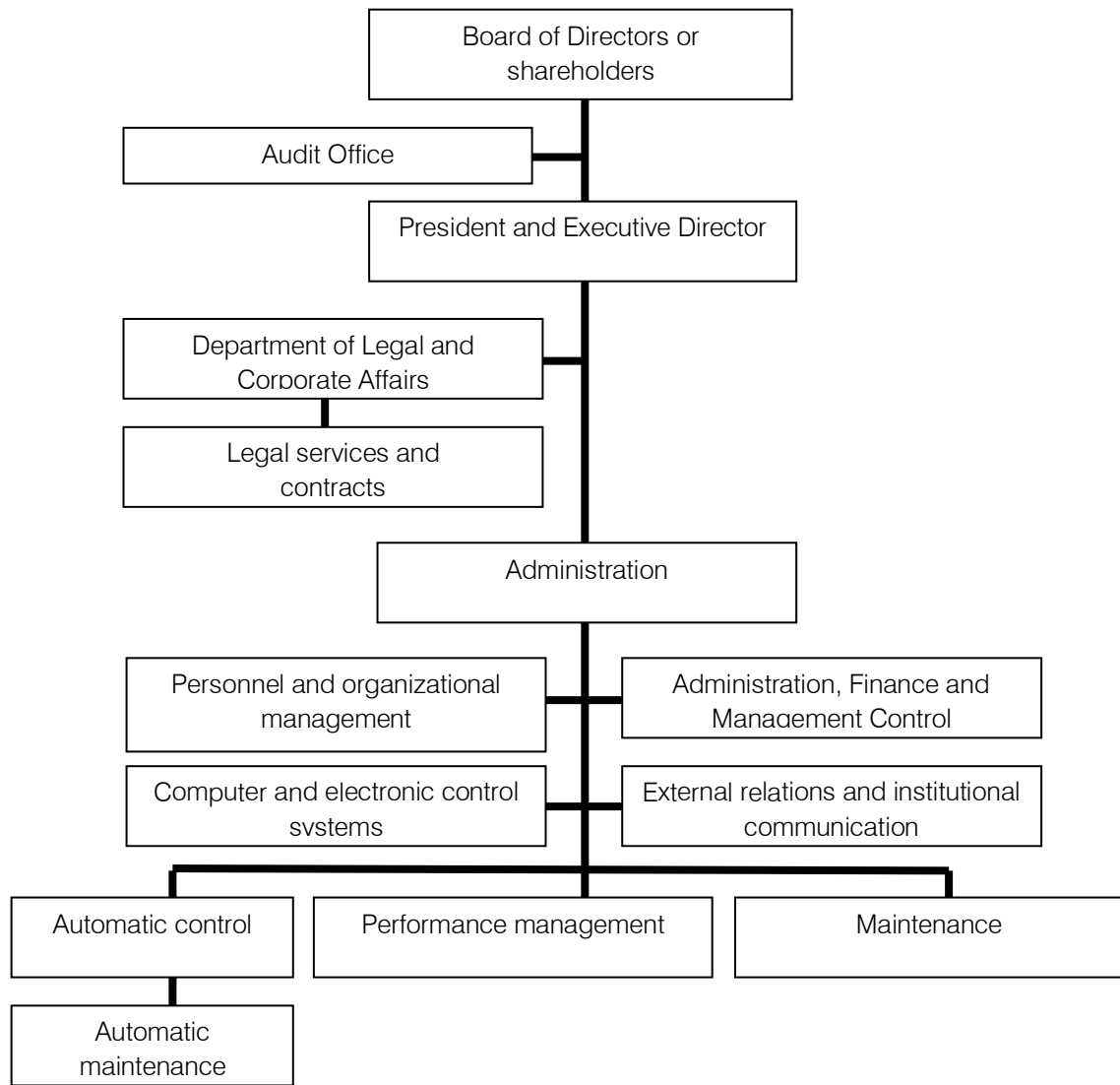


Figure 11: The traditional scheme of organizational structure of multinational companies¹⁴

Based on the results obtained from the examples analyzed above, it is proposed to generalize the organization's management structures into three main major links, i.e., higher-level governing bodies. These include the Board of Directors, the President and the Executive Director, and the Administration.

Such a senior management structure is mainly typical of multidisciplinary, large-scale production or service companies, multinational companies, concerns, conglomerates, and so on. Depending on the size or scope of the type of activity, the number of these joints may decrease.

The board of directors or shareholders reflects in the charter of the company in the implementation of the management of corporate governance with shareholders. If the company has organized its activities

in several countries worldwide, in such enterprises the President and CEOs of the company carry out the post-shareholder management. While the board of directors or shareholders is directly involved in developing the company's main directions, goals, strategies, and mission, the President and the Executive Director have a direct impact on the legal formation, planning, implementation and coordination of their decisions, tasks and responsibilities. Subsequent managers are of administrative or administrative importance, they directly from the staff, develop personnel policy, address the economic and financial problems of the company, and establish external relations, taking into account the internal and external environmental factors of the company, the introduction of all advanced means of communication. Are representatives of the management unit, which is directly responsible for the implementation in forming computer and electronic control systems? It should not be allowed to become more complicated in

¹⁴ Source: Created and developed by the author

the formation of management structures. The simpler the management structure, the more effective the management can be.

Based on the general concepts and conclusions developed above in the formation of the management structure of the organization, the relevant conclusions and recommendations for the economy of Uzbekistan are:

- ✓ In the deeper application of a market economy, it is expedient for business entities and entrepreneurs to use functional organizational structures in the formation of organizational structures of their activities;
- ✓ It is necessary to further functionalize the rules of administrative discipline and liberalize directive regulation;
- ✓ Deep understanding of the fact that linear management structures do not fully comply with the rules of a market economy, pay great attention to the formation of systems that can operate independently instead of leadership in organizational structures;
- ✓ Frequent monitoring of foreign experience, the formation of a leadership structure in the management structures of enterprises and organizations that can make tactical decisions aimed at developing strategy and mission, monitoring its regular implementation, ensuring healthy competition with competitors;
- ✓ Transfer of enforcement mechanisms in enterprises and organizations to more simplified and democratized systems;
- ✓ Achieve the formation of the organizational structure because of a perfect division of labor; avoid duplication within its constituent elements, the formation of personnel in the division of labor according to the number, scope, relevance;
- ✓ Formation based on the fact that there are no conflicts between the links of the organizational structure;
- ✓ In the formation of the organizational structure, the main emphasis should be on creating a management system that can provide quality feedback between departments and managers, from ordinary staff;
- ✓ One of the main requirements of today is to form the elements of the organizational structure in such a way that it does not interfere with easy integration with other systems, to meet the tactical and strategic decisions of competing organizations and enterprises;
- ✓ I think it is necessary to express all the basic elements of the system so that it does not duplicate each other and can be easily linked.

ACKNOWLEDGEMENTS

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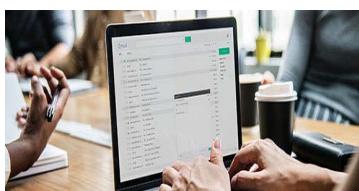
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15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

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

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

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

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

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



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

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

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

INFORMAL GUIDELINES OF RESEARCH PAPER WRITING

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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



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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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



Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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



Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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



Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

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BY GLOBAL JOURNALS

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Topics	Grades		
	A-B	C-D	E-F
<i>Abstract</i>	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
<i>Introduction</i>	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
<i>Methods and Procedures</i>	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
<i>Result</i>	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
<i>Discussion</i>	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
<i>References</i>	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring



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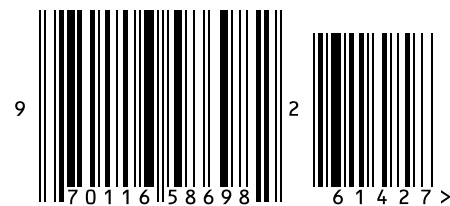
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