

# ECONOMIC & COMMERCE

Analysis of  
Media  
Coverage

Migration  
and its  
Effects

Highlights

Corporate  
Reputation

Market  
Performance

Discovering Thoughts, Inventing Future

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# Qualitative Analysis of Media Coverage on Migration and its Effects on Corporate Reputation and Market Performance

By Md. Nafis Shakil & Kazi Wal Adiat

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**Abstract-** This research proposes a complex correlation between media reporting on migration and its implications on corporate image and performance in a qualitative context. Migration is depicted as a socially and politically provocative phenomenon, which attracts different and emotionally colored media stories that influence the attitudes of the population and stakeholders to the corporations engaged in the situation of migration. The study uses qualitative content analysis of the media coverage, press releases, and stakeholder messages to understand the role of framing, tone and subject matter in the migration-related media coverage to drive the corporate image process. Further, it looks at how these media narratives influence investor sentiment, brand image, and financial market performance. The paper provides valuable contextual information on the effects of media on perception by filling a critical gap in the current body of knowledge on the importance of migration in corporate reputation management.

**Keywords:** *migration discourse, media framing, corporate reputation management, corporate communication, stakeholder perception, investor sentiment, financial market sentiment, qualitative content analysis.*

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# Qualitative Analysis of Media Coverage on Migration and its Effects on Corporate Reputation and Market Performance

Md. Nafis Shakil <sup>α</sup> & Kazi Wal Adiat <sup>σ</sup>

**Abstract-** This research proposes a complex correlation between media reporting on migration and its implications on corporate image and performance in a qualitative context. Migration is depicted as a socially and politically provocative phenomenon, which attracts different and emotionally colored media stories that influence the attitudes of the population and stakeholders to the corporations engaged in the situation of migration. The study uses qualitative content analysis of the media coverage, press releases, and stakeholder messages to understand the role of framing, tone and subject matter in the migration-related media coverage to drive the corporate image process. Further, it looks at how these media narratives influence investor sentiment, brand image, and financial market performance. The paper provides valuable contextual information on the effects of media on perception by filling a critical gap in the current body of knowledge on the importance of migration in corporate reputation management. The results have some practical implications on corporate communication strategies and the necessity of active reputation management in sensitive social situations complementing the study of the intricate relationship between media discourse, migration discourse and corporate financial performance.

**Keywords:** migration discourse, media framing, corporate reputation management, corporate communication, stakeholder perception, investor sentiment, financial market sentiment, qualitative content analysis.

## CHAPTER 1: INTRODUCTION

With the current environment where media plays a vital role in the behaviours of societies, the image of migration has come to the fore as an area of research of great importance, especially in the way it affects corporate reputation. The qualitative research has always pointed to the powerful influence of media discourses in defining social realities, particularly on controversial issues such as migration. This research highlights the importance of the role of language, framing, and storytelling techniques that the news media uses in their coverage on migrants in influencing the general perceptions, attitudes, and behavior of the population towards migrants and the corporations that are related to migrants.

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Qualitative research has been able to clarify the intricate manner in which media coverage is able to stigmatize or humanize migrants through analysis of content, interviews, and discourse analysis, which ultimately affect the perception of stakeholders towards the associated corporations. This study highlights the argument that the media coverage surrounding migration is more than a mere background image but a proactive agent that shapes the corporate identity and creates levels of trust between stakeholder. Corporations that deal with migration matters, whether in labor, community-level, or even in their policy standings, are highly vulnerable to frames created by journalists, editors and opinion leaders. According to qualitative inquiries, these frames are frequently in line with broader societal issues or desires, which has a tremendous effect on the legitimacy and ethical reputation of a company.

Although qualitative research has been able to offer deep insights into the process of meaning-making and narrative strategies utilized in the migration coverage, it is evident that there is a strong need to complement the insights with empirical findings that would measure the correlation between media discourse and actual corporate outcomes. The study will close that gap by using the quantitative analysis methodologies to evaluate the tone, frequency, and framing trends identified in qualitative designs and also analyze their implications on corporate reputation and market performance measures.

### a) Background of the Study

Migration is one of the most important global trends of the 21st century that were largely affected by the current Syrian civil war since 2011, displacing millions of people. Germany is one of the main destinations for Syrian refugees and different geographical and geopolitical dimensions influence their migration path. Geographically, the migrants must travel unsafe paths in Turkey, Greece, the Balkans and Austria, with migrants landing mostly in such urban centres as North Rhine-Westphalia, Bavaria, and Berlin where established communities do exist. This concentration poses problems of housing and social services, which are different in urban and rural areas.

Geopolitically, Syrian migration also engages with EU laws, such as the Dublin Regulation and Schengen Agreement, that regulate asylum policy and border control, which lead to political controversies in Germany, particularly since the introduction of an open-door policy by Chancellor Angela Merkel in 2015. This policy made Germany a humanitarian leader, but it increased national controversies on social integration and security.

Syrian migration as reported by the media tends to focus on crises at the border, challenges in integrating immigrants, and political disturbances, which shape the way people view it and how companies act towards it in Germany. This complex situation is a crucial element in the qualitative analysis of the influential effect of media coverage on migration, especially in terms of its role in the corporate image and market results. The paper highlights that migration not only come with demographic shifts, but also complex socio-political issues with significant implications for business strategies.

#### b) *Objective of the Study*

##### i. *Primary Objective*

The impact of migration-related media coverage on corporate image and market performance will be examined qualitatively.

##### ii. *Secondary Objectives*

Research on the topics, tones, and framing of media narratives about migration and their impact on how people view corporations.

Reduce corporate reactions to the media regarding migration using communication strategies, public relations and HR practices.

Explore the differences in reputational and market effects by industry, firm size and geographical area.

To know the intermediate effect of corporate image on media coverage and the financial performance such as the stock performance and confidence of the investors. Determine best practices and strategic suggestions of reputational risks that need to be managed when it comes to migration discourse in media.

#### c) *Rationale of the Study*

Migration in a globalized society has become a controversial social concern, and it has been significantly affected by the media, which guides the popular opinion and corporate image. Whereas it has been established that corporate reputation has influence on financial performance, research on how media stories related to migration has certain impacts on companies is understudied. This research work aims to qualitatively examine the media coverage of migration and its effects on corporate image and market success. It is expected to give contextual information through

qualitative methods about the influence of migration discourse on the behavior of investors, consumer trust and corporate legitimacy. The study also emphasizes that the companies should design effective communication strategies to overcome the media discourse and address the reputational risks related to the migration issue, which eventually leads to the convergence of the media studies, corporate reputation and the financial market analysis.

#### d) *Limitations of the Study*

1. *Scope of Media Sources:* The analysis covers selected media sources that might not be a complete coverage of migration-related coverage, which affects the comprehensiveness.
2. *Qualitative Focus:* The use of qualitative techniques gives the opportunity of insightful information but restricts the possibility of generalization the findings to other industries or areas.
3. *Secondary Data Reliance:* The research relies on secondary data concerning corporate reputation and market performance that might bring inconsistency and restrict accuracy.
4. *Temporal Constraints:* The period in which the study was carried out may not reflect the effects of migration narratives on corporate reputation and financial outcomes in the long term.
5. *Causality Problems:* Direct causal relationships between media coverage and change of reputation and market performance raise difficulties due to the presence of certain intervening variables.
6. *Coverage of a Single Migration Situation:* The study may be of only limited use in other social problems or in the wider media process because of its focus on migration.

#### e) *Research Question*

- What is the relationship between the indicators of market performance, in the future, and the change in reputation of a company (when the migration has been covered by the media)?
- Is the degree to which media coverage on migration influences reputation and stock performance of a company influenced by its geographic origin (domestic or international)?
- Is there a mitigating effect of the negative impact on the market performance or the company reputation that the presence of a public relations reaction (stakeholder involvement, corporate statement) following the media coverage related to migration alleviates?

## CHAPTER 2: LITERATURE REVIEW

### a) *The Correlation between the Change in Corporate Reputation and the Market Performance (Abnormal Stock Returns, Volatility, Market Capitalization)*

The available literature points at a complicated connection between a corporate image and financial success, showing that different avenues depend on a situation and an approach. German blue-chip companies suggest that superior reputational position relates to lowering the cost of equity in the future, that reputation is a considerable risk mitigation in the financial environment. On the other hand, reputational damage may rapidly increase this expense and this is indicative of the volatility of investor confidence in reputation. In a Croatian context, particular dimensions of corporate reputation such as ethical behavior and innovation can be discussed as powerful predictors of such critical financial indicators as Return on Assets (ROA) and Return on Equity (ROE), which underlines the importance of strategic management of reputational risks in achieving financial stability.

Media reputation plays a very important role when it comes to crises as research indicates that firms that were depicted positively in the media are more likely to show better abnormal returns after a crises, a phenomenon termed as a protective buffer. Further, research shows that the effects of both positive and negative information on the market value are multiplied in terms of corporate reputation which qualifies the effects of mass media news. In spite of large bodies of research on the influence of media in reputation and financial performance, empirical evidence on the impact of migration-related media coverage on corporate reputation and market performance is limited.

Most of the current studies deal with the media coverage in general without paying enough attention to migration or corporate social responsibility (CSR) which is highly relevant to society. To illustrate, Scholars discovered that the media coverage of stock returns has a positive impact on less experienced investors in China, which due to the signalling role of media in making financial decisions, supports the signalling role of media in financial decisions. Media discourses related to migration and their influence on shareholder behavior and upward value of firms should be investigated further. The current research aims to fill this gap, as it will investigate the effect of media attention on the reputation patterns and market performance of corporations in terms of migration.

### b) *Moderation of the Industry Sector (Consumer-Facing Firms and B2B Firms)*

The available body of literature on the correlation between industry sector, media coverage, corporate reputation, and market performance is still underdeveloped especially in terms of consumer-facing and business-to-business (B2B) firms. Reputation

impacts are often pooled in the literature to study multiple industries without studies that break down the information by sector, such as in the case with the Croatian shows that it has not identified the differences in sectoral reputation effects, thus possibly obscuring the differences in reputation effects. According to another report consumer oriented industries like retail and hospitality are more vulnerable to reputational shock and changes in media narratives since they are more public and thus have a greater contact with their stakeholders.

Conversely, B2B companies work in a more insulated network with less and stronger relationships that are covered by long-term contracts. This framework can protect B2B companies against instant reputation effects of media coverage, which cause late market performance effects. German market studies have shown that media salience and publicity of a firm and its industry have a strong effect on the degree and timing of media impacts on the value of firms. Nonetheless, there are no in-depth studies in the effects of media coverage of immigration on the corporate reputation and financial performance within various industries.

This is especially a crucial gap when one takes into account the growing importance of such social processes as the migration in the media discourse, which could differ based on the industry setting of a particular firm.

stakeholder engagement. Understanding industry as a moderating factor is essential to deciphering how migration-related media coverage influences reputational changes and market responses. Incorporating sector-specific analysis could enhance theoretical models linking media, reputation, and financial performance, providing practical insights for managing reputational risks across various industrial landscapes.

### c) *Geographic Origin of Media Coverage (and other Firm Level Moderators) (Firm Size, Reputation Level, Geographic Region of Operation)*

The analysis of the geographic source of the media coverage- distinguishing between the domestic and the international- reveals a major gap in the literature relating to the impact of the media coverage on the corporate reputation and the market performance. Although studies have been dedicated to media visibility and the role of sentiment in triggering reputational and monetary effects, they do not frequently consider the geographic context of media disclosure. According to scholars, an increased media visibility reinforces the connection between reputation generated by the media and financial performance but their research fails to distinguish between the media sources and thus a better understanding of the contextual impact of the media is required. The previous knowledge indicates that effective corporate reputation can help companies to avoid reputational risks, which can be regarded as

insurance in case of adverse changes in the market. However, it is not well studied how the moderating role of firm size influences the impact of media coverage that may vary across geographic origin on reputational dynamics, even though it may vary in bigger firms that have a large network of stakeholders. In addition, the indicators of global capital markets literature identify the significance of geographic and operational settings in market responses to information. Consequently, an elaborate examination of the unique effects of domestic and international media reports on corporate image and market success is a key to the advancement of theoretical frameworks and the improvement of the reputation management practices in the global media environment.

d) *PR Counterintelligence/Stakeholder Communication as Negative Impact Mitigation*

The current literature of corporate response strategy to negative media coverage is mainly centered on crisis management and corporate communications, and little has been done on the research of financial performance. The reputation risk management models offer different proactive and reactive solutions including PR activities, stakeholder management and reputational insurance to reduce the effects of the media scandals. Although the idea of narrative control and reputation repair in crisis recovery is more prominent in qualitative studies, quantitative finance has had less involvement in how PR impacts the market. Although such factors as corporate governance or corporate social responsibility (CSR) are frequently discussed as those that influence the reputation and financial result, PR responses in mitigating the negative impact of negative media coverage have not been properly studied. This brings out a crucial point of convergence between corporate communications and financial economics, which means the question of whether the effectiveness of PR responses on financial performance following media crisis is timely and relevant. The focus of such research is to understand further how firms can address reputational risk without losing the confidence of investors in a difficult environment.

CHAPTER 3: ORGANIZATIONS OF THE PAPER

The article entitled Qualitative Analysis of Media Coverage on Migration and Its Effects on Corporate Reputation and Market Performance explores the complex nature of the connection between media reporting on migration and its implication on corporate performance. The research design is based on qualitative research format, where the secondary sources of information, especially archived media stories and corporate messages are utilized to unveil the influence that the framing, tone, and thematic preoccupation of the discourse on migration have on the process of corporate reputations.

The analytical framework employs qualitative content and discourse analysis in examining various important elements of media coverage, such as the most common frames humanitarian, economic, and security-based, and the representation of the stakeholders. The theoretical framework used in conducting this analysis is based on the integrated Human Resource Management (HRM) theories, including Human Capitals Theory and Strategic HRM Fit at the micro level, correlated to the World-Systems Theory at the macro-level. This multi-level framework enables one to investigate the inner-company practices as well as the external economic forces affecting the reputation management in the world.

The study has case studies of H&M Group, Deutsche Post DHL Group, and Airbnb, Inc., which represent the findings. It shows that negative media framing with its crisis or exploitation stories can result in a large negative reputation score and short-term abnormal negative market results, especially in highly visible consumer-facing companies such as H&M. On the other hand, the article notes that appropriate PR practices, effective communication, and involvement of stakeholders, as well as strong HR practices, including cultural sensitivity and ethical labor practices, are essential mitigation measures that would stabilize the performance of the market and reputational strength. The case of Deutsche Post DHL and Airbnb confirms these strategies. Finally, the results point to the idea that corporate reputation is a key intermediary in terms of media stories and financial performance.

CHAPTER 4: METHODOLOGY

a) *Methodology*

The given study implies a qualitative research design based on secondary data sources to explore the effect of the media coverage on the migration matter on corporate reputation and market performance. It uses the available media content, corporate communication and publicly accessible reputation and financial information to reveal the manner in which the issue of migration is framed in the media discourses and the organizational reactions that follow.

Primary data will be the reports on the events in the archives, articles retrieved by databases such as LexisNexis and Factiva, which provide a broad scope of the news on migration in different geographic areas and sectors. The qualitative content analysis will be used to identify prominent themes, narrative structures, and tonal differences in the coverage of migration as time goes by. Particular attention is paid to the depiction of migration, its core aspects in terms of accentuated standpoints, the use of words, and frequency of coverage, thus explaining the impactful role of media in the formation of an attitude to migration and corporate image in society.

The study also examines secondary company documents such as press releases, stakeholder communications, and PR materials gathered on company websites, investor relations websites as well as in the archival holdings. These documents are informative on the methods used by companies to deal with their reputations following incidents of the migrations in the media. The work also incorporates the publicly available reputation indexes and financial returns information of databases such as Bloomberg and Thomson Reuters to put the media narratives into a bigger framework of reputational position and financial performance. These data points are not quantifiable, but used as a qualitative measure of triangulation to examine the findings and show the relationship between media framing and corporate reputation. Thematic and discourse analysis techniques are used as qualitative data analysis methods, which are facilitated by NVivo software or ATLAS.ti which allows the systematic coding of media reports and corporate replies. This helps in the identification of important themes, patterns and variations among various industries, regions as well as firm characteristics. The study also takes into consideration the impacts that industry sector, company size and geographic location might have on organizational practices and reputational success in reaction to migration media coverage.

There are ethical considerations that focus on the responsible use of the publicly available information, and more specifically, on the respectful treatment of the sensitive social issues associated with migration. Strict validation measures such as triangulation of various secondary data and preserving clear audit trails of coding and analysis judgements are put in place so as to guarantee the reliability and the credibility of the study.

The timeline of the research will include the first phase of data collection and compilation of secondary sources (months 1303), followed by the qualitative coding and thematic analysis (months 47), and finally, synthesis and interpretation, which will combine media narratives, corporate communication approaches, and reputational frameworks (months 812). This qualitative method of secondary data provides a detailed, in-depth sense of the complex interconnectedness between the migration media coverage and corporate reputation and the market performance, and provides much deeper insights than those obtained using quantitative approaches.

#### *b) Theoretical Framework*

The given study provides a synthesized theory, a combination of Human Resource Management (HRM) theories with that of World-Systems Theory, which allows conducting a multi-layered analysis of how organizations react to the media reporting on migration and its impact on corporate reputation and market per-

formance. On the micro level, HRM theories, including the Theory of Human Capital and the Theory of Resource-Based View (RBV) highlight the importance of skills of employees as essential resources that can be developed and retained with the help of investment in development and retention strategies. With the help of Fit Theory, Strategic HRM suggests that HR practice should be aligned with organizational goals and also with internal systems in order to be able to bring the most out of performance. Besides, Motivation and Behavioral Theories explain the way in which managerial perceptions have a role to play in HR policies, and that in the end, it has an impact on the motivation and productivity of the workforce. All these attitudes help explain how the organizations address problems posed by the migration-related media narratives through such practices as training, open communication, and relationships with stakeholders, to protect their image. On the meso level, the paper deals with the way of how sector-related features determine the adoption of HR practices and reputational strategies in reaction to the media coverage on migration. Other issues like the visibility to consumers, expectations of the stakeholders, and the competition are other important factors in defining the strategic alignment of both HR and communication practices across various industries. At a macro level, the World-Systems Theory, as expounded by Immanuel Wallerstein, places organizations in the world view of global capitalism which is hierarchically segmented into core, semi-periphery, and periphery localities. Such a point of view explains how geographic and economic positioning affects the availability of resources, constraints, and strategic responses. The ability to take the initiative to mitigate reputational risk related to migration stories is usually seen in firms that are in core countries, and semi periphery and periphery firms are faced by structural constraints in how they respond. A mixture of them (HRM theories and World-Systems Theory) creates a complex analytical framework, which examines the organizational behaviours (micro level), industry-related aspects (meso level), and globalisation (macro level). This multilevel model promotes a complex perception of the interaction between internal practices, sectoral conditions, and global forces to impact organizational resultant concerning the migration media events, corporate reputation, and financial performance.

#### *c) Analytical Framework*

This paper will provide an analytical outline of the research of the effects of media content related to migration on corporate reputation and market performance with the qualitative analysis of the secondary data sources. The framework consists of four major parts:



i. *Media Content Analysis*

The first element investigates the nature of media writings concerning migration based on the qualitative analysis of contents and discourse. Key aspects include:

- *Framing and Themes:* Examination of prevalent frames put forward by humanitarian, economic, security, and cultural integration and repetition of narrative on the coverage.
- *Tone and Sentiment:* Evaluation of the emotional coloring of media representations, between positive and alarmist.
- *Frequency and Salience:* Comparison of the amount and the prominence of the coverage of the migration aspects over time and across the media outlets distinguishing between the domestic and the international sources.
- *Stakeholder Representation:* Recognition of voices and actors that the media portrays or excludes such as migrants, corporate bodies, policy makers and advocacy groups.

ii. *Company Name: XYZ Company. Corporate Communication and Reputation Analysis*

This part of the research examines how corporations react to media discourses about migration by looking through press releases, statements by the company, CSR reports, and other communications to stake-holders.

*Focus Areas Include:*

- *Response Strategies:* Discussion of communication practices employed by companies, including proactive communication or damage management, in accordance with the theory of reputation management.
- *Internal HR and PR Practices:* Organizational reaction analysis, such as training of employees and diversity programs relating to migration problem.
- *Reputational Positioning:* Assessment of how businesses position themselves in migration issues to maintain or even improve their image.

iii. *Reputational and Market Indicators Contextualization*

This element is based mainly on qualitative data, or more precisely, it is complemented with secondary reputation indices and market performance overviews to give some context. It focuses on:

- *Temporal Correspondence:* Profiling changes in media coverage and corporate actions and changes in reputation measures and market measures such as stock volatility and abnormal returns.
- *Sector and Regional Change:* Developing industry and geographic variations to establish the pattern of

vulnerability or resilience, in terms of media influence and corporate response.

iv. *Integration and Interpretation Across Levels*

The last phase brings together findings of the media content, corporate messages, and reputational situations to explain the influence of migration media coverage on corporate performance and concentrates on:

- *Mechanisms of Influence:* Determination of the pathways such as agenda-setting and framing effects which influence reputation and perceptions in the market.
- *Moderating Factors:* Evaluation of the effects like industry characteristics and response strategies that can moderate the effects of the media.
- *Theoretical Linkages:* Applying empirical results to general theories of reputation management and social construction to get more explanatory value.

The analytical framework enables a stratified examination of the interaction between migration media discourses and company image that would add to the subtle comprehension of their impact on market performances.

## CHAPTER 5: FINDINGS AND ANALYSIS

### *Case Study 1: H&M Group (Retail Sector)*

The H&M Group, a major global clothing retailer that deals in fast fashion has been heavily criticized in the media with regard to labor issues in the manufacturing nations such as Bangladesh and Turkey involving migrant workers. Negative publicity has emerged on ethical sourcing with reports and findings by NGOs showing allegations of poor working conditions and exploitation of migrant workers. The articles retrieved via LexisNexis with the help of qualitative content analysis show the predominance of negative media framing, which is concerned with labor exploitation, human rights infringement, and corporate negligence. The tone of the reporting is mostly critical and uses emotive words that bring out the vulnerability and injustices that are faced by these workers. The fact that this crisis has been wrapped in a humanitarian story has appealed to the consumers and other advocacy organizations, raising the publicity and increasing the reputational risk of H&M. Due to the media backlash, H&M engaged in a two-fold approach of recognition and response in its corporate messages. The press releases and sustainability reports by the retailer emphasized that it was adopting better auditing practices and supplier responsibility standards as well as pledging to work on the welfare of its workers especially migrant workers. On the internal side, the firm introduced HR programs that focused on ethical labor standards and inclusiveness training to migrants. Moreover, H&M also held a dialogue with its stakeholders, such as NGOs and labor

groups, which would rebuild the trust and credibility. Media representation had a serious implication on the image of H&M. The fall in reputations was observed through the high-negative media coverage through the increased negative scores in reputation indexes such as RepTrak Pulse particularly in the Western markets, which are sensitive to ethical concerns. Moreover, the stock market analysis demonstrated that significant negative returns in the short term were abnormal especially after significant media coverage. However, with the later positive reports about the remedial activities and corporate social responsibility of H&M there seemed to be a slow turnaround in the reputation metrics and market capitalization, which demonstrates how successful strategic responses can be in alleviating reputational losses.

The case study indicates that there is a risk of negative media framing regarding migration and labor concerns causing an extensive impact on the corporate image and profitability (this is also the need of communication strategies being transparent and proactive). Internal HR initiatives aimed at the practices of ethical labor are very essential in regaining investor confidence and protecting corporate image during outcry of the people.

*Case Study 2: Deutsche Post DHL Group (Logistics Sector)*

In a case study on Deutsche Post DHL Group, how the logistics sector addresses the question of migrant employment is emphasized, especially with respect to how the media in this regard is being projected and the corporate strategy. There are a large population of migrants within the workforce of Deutsche Post DHL and the media reporting, both in Germany and the surrounding nations, has generally depicted a balanced story, both on the issues and the achievements of absorbing these employees. Media content analysis has shown that there were combinations of frames. Local media tended to concentrate on the non-discriminatory approach of DHL to employment, displaying the desire of the company to integrate with the migrants and be responsible in the society. The positive stories focused on opportunities, workplace diversity, and corporate citizenship, whereas the negative framing was used only infrequently and focused on the local problems, including workplace conditions and integration problems. The corporate communication strategies of DHL were to improve its image and inclusivity by interacting with the community. The company issued reports on its comprehensive plans of migrant workers employment, cultural sensitivity training and partnership with local governments and non-governmental organizations. Human Resources (HR) was extremely important in the integration process via certain strategies such as tailor-made training programs and mentorship schemes of migrant workers

based on the principles of Strategic HRM Fit Theory in that the social responsibility is aligned with the operational goals. The reputation measures of the firm have remained stable or slightly improved in reaction to the media challenges which means that reputational risks have been managed effectively. Moreover, the market performance showed resistance, as the stock prices were more stable, which showed investor confidence in migration policies of DHL and their adherence to the values of this corporation. This stability is significant considering the nature of the logistics industry where visibility is reduced because consumers are less involved and long-term business cooperation is more focused.

To sum up, the example of the Deutsche Post DHL demonstrates that a positive media framing, along with effective internal HR practices, and outreach PR activities can reduce any reputational and financial risks of a migrant-friendly employment policy, particularly in the industry where the exposure to consumers is minimal, such as logistics.

*Case Study 3: Airbnb, Inc. (Technology/Hospitality Sector)*

Airbnb, Inc. is a large player in the technology and hospitality industry, which has become a key issue in debates over its policies concerning hosting of migrants and refugees especially in regard to humanitarian crises in Europe and the Middle East. The community-based business model adopted by the company has gained a lot of media coverage with both positive and negative stories surrounding its influence on the local housing markets and community dynamics.

The qualitative media analysis shows that there is a polarization in the framing of Airbnb. The company is usually described in a positive way by international media and humanitarian organizations; they focus on its efforts to help homeless people and the process of refugees integration. A social impact is the main feature of this story, which can be related to the issues of empathy and support. On the other hand, the local media in other cities tend to be more critical; it highlights the community opposition, regulatory conflicts, and the unskilled social drawbacks of the Airbnb business activities. These stories are indicative of the issues and challenges that accompany the existence of Airbnb in various neighborhoods.

Airbnb has been reacting to these stories by conducting strategic PR campaigns that would help build its reputation as a conscientious company. These programs underscore the company to host refugees, create alliances with non-governmental organizations (NGOs), and promote diversity and inclusion. Social media campaigns and other public relations have told stories of successful hosts and guests who are migrants, and Airbnb has aligned their corporate identity with that of social responsibility.

The relationship between media story-telling and corporate reputation is remarkable; the positive press coverage has been linked to the improvement in the reputation metrics as shown by the increase in ratings based on the Harris Poll Reputation Quotient. These positive stories have also been associated with good stock market performance especially when there is investor involvement in the activities surrounding the social efforts of Airbnb. On the other hand, the media incidents of negative reporting have caused short-term reputational weaknesses and heightened regulatory attention. These challenges have however been reduced greatly through the active involvement of the stakeholders.

On the whole, the model of Airbnb highlights the complexity of the process of media impacts connected with migration. With values-based corporate approaches and good communication practices, the company has shown that reputation and performance on the market could be influenced positively even in localized issues and a context of polarized media reporting, focusing on its functions with regard to the migrants.

*Cross Case Implications and Insights.*

- Media framing can have important reputational and market effects; humanitarian frames help to recover the reputation, crisis frames result in decreases.
- Consumer based industries like retail and hospitality are more prone to reputational shock caused by media reporting than industries that are low profile like logistics.
- Negative media impacts can be mediated by having an effective PR approach, such as open communication and involvement of stakeholders, and promoting a good reputation.
- The geographic conditions of media discourse determine the corporate image, in which multinationals experience intricate, area-wide expectations of stakeholders.
- A comparison of reputation indices with media stories gives more information on the financial consequences of media coverage concerning migration.

**CHAPTER 6: RECOMMENDATIONS**

*a) Recommendations*

Industry and stakeholder visibility communicate and HR responds differently. Some of the most effective strategies to use are favorable media coverage, which would be leveraged to create a reputation capital. Intensify good media coverage and success stories in all the media in order to promote reputation.

- *The Data Will be Gathered using the Following Criteria*
1. Occurrence of particular geographic differences among the media narratives.

2. Localize strategies and cultural perceptions of migration but preserve corporate values to the local media environment.

- *Crisis Preparedness and Reputation Risk Management Plans*

1. Establish crisis communication guidelines and reputation risk evaluation to minimize financial consequences of bad media coverage.
2. Multi-Stakeholder dialogue fosters the interactive exchange of ideas and knowledge between stakeholders, including mental health professionals, patients, and their families.
3. Partner with other stakeholders to understand them, create credibility and promote socially responsible behavior.

- *Qualitative Media Analysis is a Strategy that can be Employed Continually*

1. Conduct a regular media analysis to act proactively on issues that arise and change strategies.
1. Encourage the migration media coverage and corporate reaction information to inform evidence-based decision making.

*b) Conclusion*

The high influence of the media coverage of migration on the corporate reputation and performance in the market. By conducting qualitative analysis of the media discourses, corporate communication policies, and financial reports, it clarifies the impact of the media framing, tone, and the geographic origin of the migration coverage on the perception of the stakeholders and investment decisions. The study reveals that the companies that focus on consumers are particularly vulnerable to reputational risks associated with the negative media representations, and the companies that have implemented effective human resource and PR practices can resolve the risks and use the media influence to build their reputations.

The results highlight the fact that one of the main mediators of media stories and market performance is the corporate reputation. Companies with good internal HR and external communication practices would be able to mitigate the negative impacts caused by negative reports in the media. Also, the industry characteristics, geographic context, and firm-specific characteristics have an additional impact on such relations, which underlines the need to develop context-specific strategies.

This study presents vital knowledge to the interdisciplinary areas of study on the effects of the media, reputation management and business success on migration, which is a more topical issue in the international business environment. It is a combination of qualitative approaches and secondary research that can offer a holistic view that can be of use to both academic research and corporate governance. Further research ought to develop these themes in other approaches and areas, and companies should be vigilant and flexible to negotiate between migration discourse, media impact and market forces to stay trusted and competitive in such a dynamic social field.

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# The Effect of Entrepreneurial Orientation on Entrepreneurial Intention

By Mohamed Abo Zaid, Dr. Shymaa Farid, Mohamed A. Ragheb  
& Prof. Dr. Alaa El-Gharbawy

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**Abstract- Objective:** This study aims to investigate the influence of entrepreneurial orientation (innovativeness, pro-activeness, and risk-taking) on entrepreneurial intention through the mediating variables of family business involvement, personal attitudes, social norms, and perceived behavioral control.

**Design/methodology/approach:** Primary data were collected using questionnaires. This study analyzed 445 valid responses from Egyptian enterprises. The hypotheses were analyzed through correlation and structural equation modeling.

**Findings:** The results of the analysis fully support the relationship between entrepreneurial orientation and personal attitude, family business involvement and entrepreneurial intention, personal attitude and entrepreneurial intention, and social norms and entrepreneurial intention. In addition, the results partially support the relationship between entrepreneurial orientation, family business involvement, social norms, perceived behavioral control, and between entrepreneurial orientation and intention.

**Keywords:** *entrepreneurial orientation, entrepreneurial intention, family business involvement, personal attitude, social norm, perceived behavioral control.*

**GJMBR-B Classification:** LCC Code: HB615



*Strictly as per the compliance and regulations of:*



# The Effect of Entrepreneurial Orientation on Entrepreneurial Intention

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**Implications:** The findings suggest that fostering these traits can significantly boost entrepreneurial intentions. Policymakers and educators should focus on promoting these qualities to strengthen the entrepreneurial ecosystem.

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**Ethical Compliance:** All procedures performed in studies involving human participants followed the ethical standards of the institutional and national research committee and with the Arab Academy for Science, Technology, and Maritime Transport (AASTMT) and its later amendments or comparable ethical standards.

**Plain Language Summary:** This paper used proofreading techniques to ensure clarity of the text, which in turn provided clarity regarding the topic of the paper. Grammarly was also

used to refine grammar, spelling, and style, enhancing the overall quality of writing.

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## 1. INTRODUCTION

Entrepreneurship is expected to play a significant role in propelling economic growth in an unsteady industrial world. Entrepreneurship fosters knowledge sharing, the creation of new jobs, the provision of a wide range of innovative goods and services, and a rise in market competition (Selim, 2021). Therefore, investing in the education, coaching, and training of aspiring entrepreneurs is essential for fostering sustainable community development, job creation, and economic progress (Galvão et al., 2020). Similarly, young people are always interested in entrepreneurship as a professional path, but they still want education and practical skills to assist them in preparing for any obstacle (Efrata et al., 2021).

Advancements in technology, operations, and regulations impact corporate growth and competitiveness (Kubitskyi et al., 2024). Entrepreneurial Orientation, in particular, continues to find family-owned enterprises desirable, despite these shifts both domestically and internationally (Upadhyay et al., 2023). The impact of family company engagement on entrepreneurial inclinations has been the subject of several studies, as it is referred to as the nursery for future entrepreneurs (Wang et al., 2018). Arzubaiaga et al. (2018) confirmed that the link between entrepreneurial orientation (EO) and performance is stronger in firms with lower levels of family involvement and higher levels of gender diversity by collecting data from 230 family firms in Spain using a questionnaire. Glowka et al. (2021) proved that CEO tenure and family involvement in Austrian Small and Medium Family Enterprises significantly mediate the relationship between risk management and performance. Similarly, Kalali (2022) found that long-term orientation positively influenced innovativeness and proactiveness, but negatively affected risk-taking, suggesting that a long-term perspective benefits EO in family businesses from a stewardship standpoint in Iran's science and technology parks. However, Dos Santos et al. (2022) proved EO's impact on family involvement through a literature review.

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Moreno-Menéndez et al. (2022) examined whether family enterprises' EO remains unaltered, strengthens, or diminishes following a crisis. Based on an evaluation of a database of 151 family businesses gathered between 2004 and 2017, the findings show that compared to enterprises with higher pre-crisis EO levels, those with lower levels had greater growth post-crisis. In contrast to the latter group, the former could sustain pre-crisis levels, even after the crisis. Similarly, Jovic et al. (2023) discovered support for the mediated model, with the underlying characteristics of families varying in their effect on EO, which in turn influences a range of innovative outcomes, using a worldwide sample of family enterprises. Moreover, Keen et al. (2024) proved that family businesses with greater levels of entrepreneurship are more likely to recognize and seize international business prospects. The moderating influence of family social suggests that this relational family-specific asset promotes organizational performance and stability. In a similar context, Sultan et al. (2024) show that the performance of Palestinian family owned enterprises in 2022 is significantly improved by risk-taking, inventiveness, and pro activeness.

Other important factors that could affect entrepreneurial intention are personal attitude, social norms, and perceived behavioral control (Dinc and Budic, 2016). Several previous literature discussed the relationship between these variables in different contexts. Ekpe and Mat (2012) collected the primary data by surveying female students in the final year of three University Business Schools in Nigeria. The results indicate a significant positive relationship between EO and social norms, besides, the significance of social norms as moderators in this relationship. Conversely, Awang et al. (2016) proved that proactive personality and risk-taking have a significant impact on PBC and social norms among students at a public university in Malaysia. The results also showed that PBC and social norms can be used as moderators in the relationship between EO and EI. The survey conducted by Munir et al. (2019), to collect data from seven universities in China and nine universities in Pakistan, showed that the effect of TPB was positive in both countries. The results also showed a stronger influence of personality traits (risk-taking propensity, proactive personality, and internal locus of control) among Chinese students when personality traits were used as antecedents of TPB. Finally, the results proved that personality traits significantly impact entrepreneurial behavior.

Zollo et al. (2021) indicated that Entrepreneurial passion is a substantial predictor of EO, which has a considerable effect on strategic entrepreneurship behavior. Furthermore, entrepreneurs' linear thinking style moderates the association between EO and strategic entrepreneurship behavior, but not the link between passion and EO. However, a nonlinear thinking style positively moderates the association between

passion and EO, but not between EO and strategic entrepreneurship activity. Similarly, Hwang et al. (2021) highlighted the significant positive effect of innovativeness on personal attitudes within the context of 321 food delivery service companies in Korea. By conducting a quantitative method, with questionnaires distributed to five universities in Indonesia, Bagis (2022) proved that a spiritual workplace might counter-productively regulate students' intentions to develop EO. Subjective standards appear to have the most significant impact on students' intentions. Furthermore, Perez et al. (2024) demonstrated that innovativeness, proactivity, and risk-taking were fostered by entrepreneurship education programs among 1,423 undergraduate students from Ecuador and Colombia.

Regarding the relationship between Family Involvement and Entrepreneurial Intentions, Wang et al. (2018) gathered secondary data from business family offspring businesses in China in 2010. The findings supported that perceived parental entrepreneurial rewards are positively related to EI, and this relationship is partially mediated by entrepreneurial self-efficacy and family business involvement weakens the positive impact of perceived parental entrepreneurial rewards on entrepreneurial intentions but strengthens the effect of entrepreneurial self-efficacy. On the contrary, Zaman et al. (2020) claim that family business involvement did not have a direct effect on EI by surveying 367 university students in Pakistan. Still, it had an indirect effect through the full mediating role of institutional forces between them.

Using the idea of planned behavior, Onjewu et al. (2022) analyzed several variables of family exposure on entrepreneurial implementation intention in Nigeria. Data were collected from five public Nigerian universities. The findings indicate that entrepreneurial exposure in the form of parents, family members, and job engagement has different and significant effects on implementation intention, to the degree that entrepreneurial self-efficacy, attitudes, and subjective norms are differentially influenced. Similarly, Xu et al. (2023) collected data from 202 business oriented students at a prominent institution in eastern China. Affective family-work enrichment is favorably associated with EI through the mediating influence of ESE. Individuals with lower degrees of work-home segmentation preferences have a substantially stronger link. Similarly, Chaudhuri et al. (2023) found that gender moderated the association between government assistance, technology use, and EI in family businesses by incorporating both the resource-based perspective and the dynamic capability view theory, as well as the literature on family business entrepreneurship.

Over the last decade, female entrepreneurship played an important role in economic growth. In this regard, Dinc and Budic (2016) showed a positive impact of perceived behavioral control and personal attitude on

EI of women in the Federation of Bosnia and Herzegovina by distributing a questionnaire to two large cities in Bosnia. By collecting the primary data using a questionnaire of participants from the region of Catalonia in northeastern Spain, Miralles et al. (2017) showed a positive relationship between entrepreneurial behavior and EI, but only when the individual's age was considered. Saeed et al. (2019) showed that both PBC and social norms had a statistically significant relationship with EI among undergraduate students in Yemen, however, Personal attitude had no significant relationship with entrepreneurial intention. Additionally, EI has a strong positive correlation with PA, PBC, and social norms. Similarly, Al-Jubari et al. (2019) investigated the relationship between entrepreneurial behavior (PA, social norms, and PBC) and EI by gathering primary data from 600 students from four public Malaysian universities. The findings show a significant relationship between entrepreneurial behavior and entrepreneurial intention. The findings also show that both TPB and SDT provide complementary explanations for entrepreneurial motivational processes.

Moreover, Gieure et al. (2020) gathered primary data by distributing questionnaires among 74 universities in 34 countries for fourth-year students with a master's degree in business and management. The results proved that there is a significant relationship between entrepreneurial behavior (PA and social norms) and EI. These results were consistent with the results of Jena (2020) which confirmed that PA has a positive effect on EI in 509 business management students in the higher education sector in India. Similarly, Zovko et al. (2020) surveyed 160 students at the Faculty of Economics, Business, and Tourism, University of Split, Croatia. The results showed that attitudes had a positive effect on EI. However, behavioral control and social norms failed to produce a significant effect on EI. Regarding university students in Indonesia, Kusumawardhany and Dwiarta (2020) proved that PA had a positive effect on EI examined the impact of PA on EI. Additionally, Cynthia et al. (2020) revealed that PBC has a substantial influence on the intention to become an entrepreneur at selected postsecondary institutions in Kogi. Vamvaka et al. (2020), on the contrary, proved the link between attitude, perceived behavioral control, and EI using a cross-sectional investigation included 441 Greek tertiary education undergraduate computer technology students. The same results were concluded by Tausif et al. (2021) by conducting a comparative study between two countries: Saudi Arabia and India. The findings showed that attitude and PBC had a significant effect on EI in both countries. However, social norms were significant in explaining EI only in India.

Previous literature focused also on the relationship between entrepreneurial orientation and entrepreneurial intention. Mandongwe and Jaravaza

(2020) show that innovativeness and risk taking have a significant relationship with EI by distributing questionnaires to prospective women entrepreneurs in the rural markets of Manicaland Province, Zimbabwe. However, there was no significant relationship between pro-activeness and EI. Additionally, Wathanakom et al. (2020) confirmed that innovativeness can effectively predict EI among undergraduate students, by conducting a survey targeting 330 undergraduate students from public universities. In the same context, Chafloque-Cespedes et al. (2021) revealed that variables such as the entrepreneur's position, employment status, country, and gender significantly moderated the relationship between entrepreneurial attitude and EI among university students from Latin American business schools using an inductive quantitative method via questionnaires.

In the Egyptian context, Hassan et al. (2021) confirm that entrepreneurship education promotes both individual EO and entrepreneurial motives, as well as has a favorable relationship with EI. Additionally, Efrata et al. (2021) surveyed 255 management and university business students who completed an entrepreneurship education program. The results found that only innovativeness significantly predicted EI, whereas personal pro-activeness and risk-taking showed no significant impact. However, Twum et al. (2021) conducted a study investigated how Entrepreneurial Orientation (EO) dimensions (innovativeness, pro-activeness, and risk-taking) affect Entrepreneurial Intention (EI) among students from private and public universities in Ghana. Using data collected through an online survey of 720 participants, they found significant influences of all three EO dimensions on EI. Singh and Mehdi (2022) surveyed students studying entrepreneurship in northern Indian academic institutions. The research focused on the interaction between openness to experience and EO, demonstrating significant impacts on EI.

Despite extensive research on the impact of entrepreneurial orientation on business outcomes, there is a notable gap in evaluating the relationship between Entrepreneurial Orientation elements on Entrepreneurial Intention through Family Business Involvement, Personal Attitude, Social Norms, and Perceived Behavioral Control in Egypt, as there is no model found to study these variables together in the previous studies. Therefore, the current study addresses these gaps by examining these relationships and mediations, focusing on how innovativeness, pro-activeness, and risk-taking influence these variables. The objectives include providing insights and recommendations for policy-makers and educators to foster a robust entrepreneurial ecosystem in Egypt. Additionally, this study presents a comprehensive study of a group of the most important variables that affect the field of family business in Egypt, which has a great impact on the development of this

sector in the Egyptian economy, as no previous study has examined these variables in the Arab Republic of Egypt.

## II. METHODS

The methodology of this study depends on positivism philosophy because positivism is based on evaluating assumed causal relationships in phenomena and utilizes a deductive method of research design. The main processes are precisely depicted in the observation and experimentation stages, followed by the formulation of hypotheses regarding various relationships. Accordingly, quantitative approaches are widely used in research. This technique uses numerical data collection and analysis to quantify relationships, patterns, and trends. Statistical techniques are often

The current research conceptual framework is illustrated in Figure 1,

used to analyze data and draw conclusions. Collecting original data directly from the source is known as primary data collection. Surveys are often used to gather information from a large group of respondents (Smith, 2018). Therefore, quantitative data were collected through questionnaires to test the impact of innovativeness, pro-activeness, risk-taking and family business involvement, personal attitude, social norms, and perceived behavioral control on entrepreneurial intention as follows:

*Dependent variable:* Entrepreneurial Intention.

*Independent variable:* Entrepreneurial Orientation Dimensions.

*Mediator:* Family Business Involvement, Personal Attitude, Social Norm and Perceived Behavioral Control.

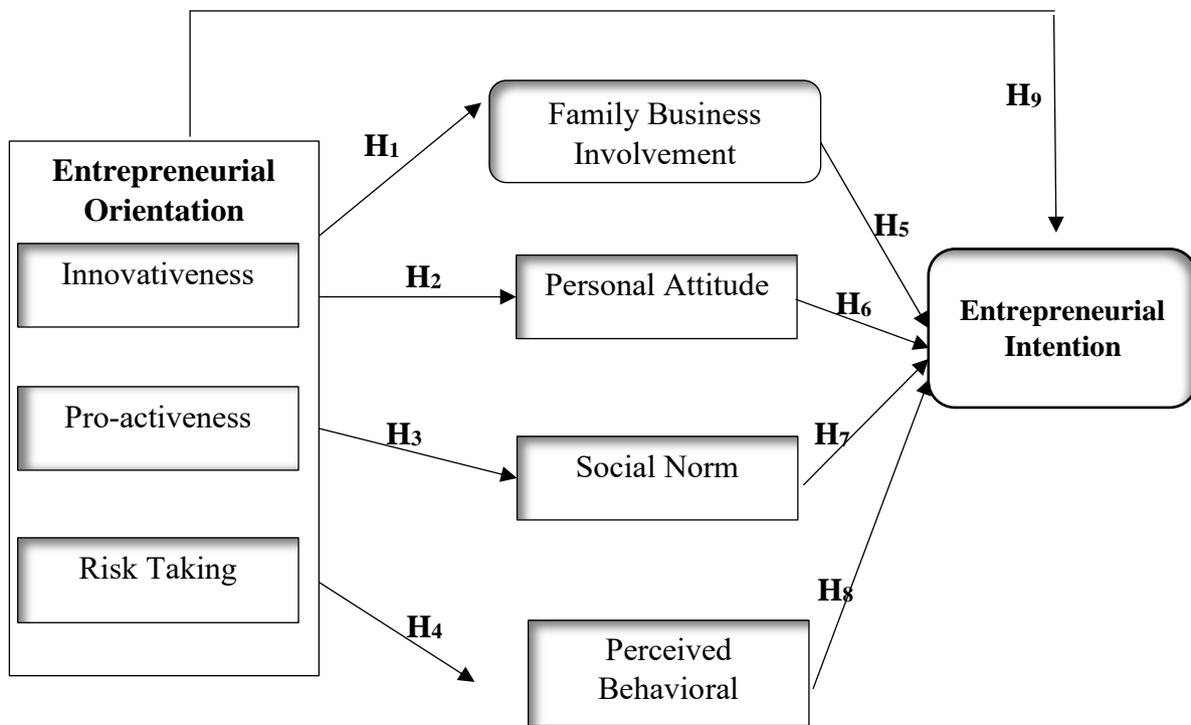


Figure 1: Research Framework

According to Figure 1, the research hypotheses are stated as follows:

*H1:* There is a significant relationship between Entrepreneurial Orientation and Family Business Involvement.

*H2:* There is a significant relationship between Entrepreneurial Orientation and Personal Attitude.

*H3:* There is a significant relationship between Entrepreneurial Orientation and Social Norm.

*H4:* There is a significant relationship between Entrepreneurial Orientation and Perceived Behavioral Control.

*H5:* There is a significant relationship between Family Business Involvement and Entrepreneurial Intention.

*H6:* There is a significant relationship between Personal Attitude and Entrepreneurial Intention.

*H7:* There is a significant relationship between Social Norm and Entrepreneurial Intention.

*H8:* There is a significant relationship between Perceived Behavioral Control and Entrepreneurial Intention.

*H9:* There is a significant relationship between Entrepreneurial Orientation and Entrepreneurial Intention.

*H10:* Family Business Involvement significantly mediates the relationship between Entrepreneurial Orientation and Entrepreneurial Intention.

*H11:* Personal Attitude significantly mediates the relationship between Entrepreneurial Orientation and Entrepreneurial Intention.

*H12:* Social Norm significantly mediates the relationship between Entrepreneurial Orientation and Entrepreneurial Intention.

*H13:* Perceived Behavior Control significantly mediates the relationship between Entrepreneurial Orientation and Entrepreneurial Intention.

According to the above research framework and hypotheses, the research variables were measured according to a questionnaire adopted from the studies of Miralles et al. (2016), Hooi et al. (2016), and Wang et al. (2018), using a 5-point Likert scale, where participants were asked to rate their agreement or disagreement with each statement using a five-point scale, as shown in Table 1.

*Table 1:* Research Variables Operationalization

Conceptual Definition	Operational Definition	Statements
<b>Innovativeness (Hooi et al., 2016)</b>		
The capacity of a company to promote novel concepts, try new things, launch novel goods, and engage in creative processes is referred to as innovative-ness (Hernández-Perlines et al., 2020).	It is measured by the levels of development in the company's products and services, as well as the levels of R&D and technology leadership within it.	My company has many new lines of products or services.
		My company changes in product or service lines have usually been quite dramatic.
		My company strong emphasis on R&D, technological leadership, and innovations.
<b>Pro-activeness (Hooi et al., 2016)</b>		
It is the capacity of businesses to devote resources to the introduction of new goods and services before rivals (Hernández-Perlines et al., 2020).	It is measured by the company's priority in introducing new products /services, management methods, and operating technologies, to ensure the company's competitive-ness.	My company is often the first business to introduce new products/services, administrative techniques, operating technologies, etc.
		My company typically adopts a very competitive, "undo-the competitors" posture.
<b>Risk taking (Hooi et al., 2016)</b>		
Risk-taking entails the development of audacious acts employing significant resources that are most suitable (Hernández Perlines et al., 2020).	It is measured by how a company engages in new projects and bold, large-scale decisions in order to achieve its goals	My company has a strong proclivity for high-risk projects (with chances of very high returns).
		My company believes that, owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives.
<b>Conceptual Definition</b>	<b>Operational Definition</b>	<b>Statements</b>
		My company typically adopts a bold, aggressive posture to maximize the probability of exploiting potential opportunities.
<b>Family Business Involvement (Wang et al., 2018)</b>		
In these studies, family involvement in the company is	It is measured by the levels of involvement of family	My family used to take me to work with them.



<p>defined in terms of ownership (e.g., the proportion of family stock), governance (e.g., family members on the board of directors), management (e.g., a family member serving as CEO), and succession (e.g., the number of generations of family members working for the company) (Garcia-Castro and Aguilera, 2014).</p>	<p>members of company owners in managing the company and making decisions.</p>	<p>My family used to take me to business meetings.</p>
		<p>My family used to teach me about managing a business.</p>
		<p>My family used to discuss work/business with me.</p>
		<p>My family used to encourage me to get to know their employees and partners.</p>
<p><b>Personal Attitude (Miralles et al., 2016)</b></p>		
<p>Before making choices that have an impact on one's behavior, people have attitudes regarding the world around them and the situation they find themselves in. People's attitudes are essentially shaped by their underlying values and beliefs (Yildiz et al., 2022).</p>	<p>It is measured by the attitude of the businessman towards their work.</p>	<p>Being an entrepreneur implies more advantages than disadvantages to me</p>
		<p>A career as entrepreneur is attractive for me</p>
		<p>Among various options, I would rather be an entrepreneur</p>
<p><b>Social Norm (Miralles et al., 2016)</b></p>		
<p>Social norms are accepted standards of conduct among various social groupings. Both explicit</p>	<p>It is measured by the levels of support for entrepreneurship initiatives in your close</p>	<p>I perceive support for entrepreneurial initiatives in your close environment from your close family</p>
<p><b>Conceptual Definition</b></p>	<p><b>Operational Definition</b></p>	<p><b>Statements</b></p>
<p>rules and laws as well as informal understandings that direct social conduct are examples of social norms (Sinclair and Agerström, 2023).</p>	<p>environment of close family, friends, and colleagues.</p>	<p>I perceive support for entrepreneurial initiatives in your close environment from your friends</p>
		<p>I perceive support for entrepreneurial initiatives in your close environment from your colleagues</p>
		<p>I perceive a positive perception towards entrepreneurial initiatives in your close environment from your close family</p>
		<p>I perceive a positive perception towards entrepreneurial initiatives in your close environment from your friends</p>
		<p>I perceive a positive perception towards entrepreneurial initiatives in your close environment from your colleagues</p>
<p><b>Perceived Behavioral Control (Miralles et al., 2016)</b></p>		
<p>A person's expectation that he or she has control over how an</p>	<p>It is measured by the level of awareness of the processes</p>	<p>I can control the creation process of a new firm</p>

action is performed is known as perceived behavioral control. Three factors affect intentions in different ways (Hagger et al., 2022).	necessary to start and develop a company, and its success rates.	I know the necessary practical details to start a firm
		I know how to develop an entrepreneurial project
		If I tried to start a firm, I would have a high probability of succeeding.
		I can control the creation process of a new firm
<b>Entrepreneurial Intention (Miralles et al., 2016)</b>		
Entrepreneurial intents may be characterized as a	It is measured by entrepreneurs' intentions to	I intend to start a business in the future.
<b>Conceptual Definition</b>	<b>Operational Definition</b>	<b>Statements</b>
desire to start a firm or work for oneself. As personal inclinations that might result in the formation of businesses, entrepreneurial intents are also taken into consideration (Halizah and Mardikaningsih, 2022).	start a new business, their levels of development in the field of entrepreneurship.	I am obtaining the knowledge and skills needed to start a business.
		I am considering a business plan.

Regarding the study population, the researcher targeted Egyptian enterprises, where the sample size was chosen according to the Saunders equation. The Saunders equation depends on a 95% confidence level, in which the sample size should not be less than 385 respondents (Saunders et al., 2016). After developing the questionnaire, 800 questionnaires were distributed, and 520 respondents received a response rate of 65%. From the collected responses, only 445 completed questionnaires were valid for the analysis.

### III. RESULTS AND FINDINGS

The current section presents the empirical analysis and its main findings, which are presented in the following six sub-sections:

#### a) Validity and Reliability Analysis

In the examination of the validity of this research, two pivotal metrics were considered. The first metric, Average Variance Extracted (AVE), serves as an indicator of the average shared variance among the latent factors. Meeting or exceeding the 0.5 threshold in AVE is considered acceptable validity (Hair et al., 2016). The second metric involves examining the factor loadings, with a minimum requirement of 0.4 or higher for adequate validity (Yong and Pearce, 2013). Conversely, the assessment of reliability relies on the

evaluation of the stability and consistency of each factor by the application of Cronbach's alpha. Falling within a scale of 0 to 1, higher Cronbach's alpha coefficients signify a greater degree of reliability, with coefficients equal to or exceeding 0.7 indicating satisfactory reliability (Taber, 2018).

Table 2 illustrates the validity and reliability tests conducted for the research variables. According to the results, the research variables (innovativeness, proactiveness, risk-taking, family business involvement, personal attitude, social norm, perceived behavioral control, and entrepreneurial intention) were demonstrated to be valid, as the AVE values were above 50% (85.161, 87.097, 84.428, 84.989, 86.293, 82.402, 85.198, and 84.798 respectively). Regarding the KMO values are higher than 0.4 (0.759, 0.500, 0.757, 0.920, 0.761, 0.941, 0.870, and 0.756 respectively). Furthermore, the research variables were reliable as Cronbach's Alpha value exceeded 0.7 indicating satisfactory reliability (0.913, 0.852, 0.908, 0.956, 0.920, 0.957, 0.942, 0.910 respectively).



Table 2: Reliability and Validity Table

Variables	KMO	AVE %	Cronbach's $\alpha$	Items	Factor Loading
Innovativeness	.759	85.161	.913	INN1	.849
				INN2	.852
				INN3	.854
Pro-activeness	.500	87.097	.852	PAC1	.871
				PAC2	.871
Risk-taking	.757	84.428	.908	RT1	.841
				RT2	.851
				RT3	.841
Family Business Involvement	.920	84.989	.956	FBIN1	.858
				FBIN2	.836
				FBIN3	.850
				FBIN4	.846
				FBIN5	.860
Personal Attitude	.761	86.293	.920	PAT1	.876
				PAT2	.859
				PAT3	.854
Social Norm	.941	82.402	.957	SN1	.825
				SN2	.809
				SN3	.837
				SN4	.833
				SN5	.815
				SN6	.825
Perceived Behavioral Control	.870	85.198	.942	PBC1	.851
				PBC2	.854
				PBC3	.847
				PBC4	.856
Entrepreneurial Intention	.756	84.798	.910	EIN1	.845
				EIN2	.864
				EIN3	.835

Figure 2 shows the Average Variance Extracted (AVE) percentage of all research variables. As mentioned before, all the AVEs are more than 50% and are considered to have acceptable validity.

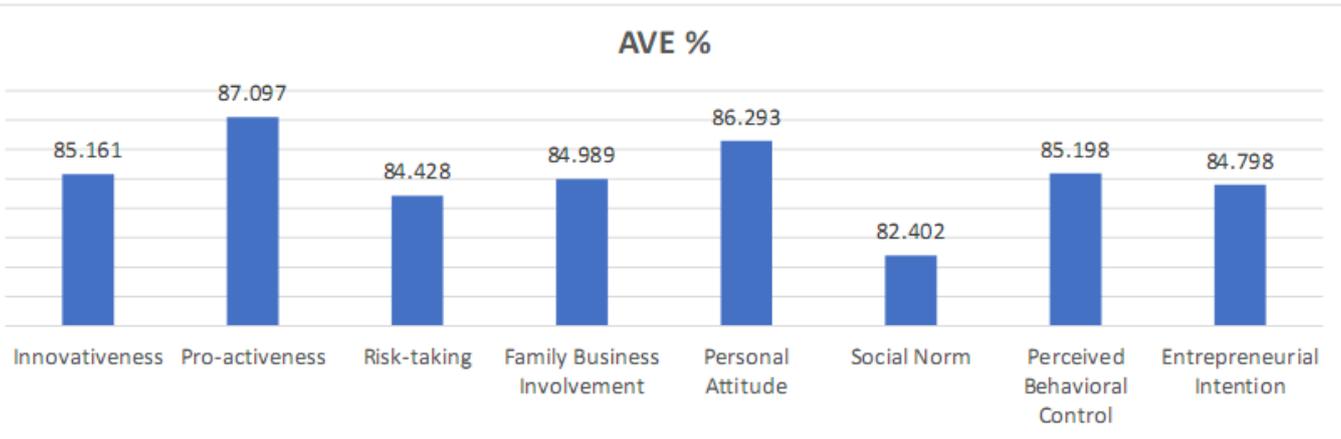


Figure 2: Average Variance Extracted Percentage of the Research Variables

b) *Confirmatory Factor Analysis*

Confirmatory Factor Analysis (CFA) precedes the application of structural equation modeling (SEM), it is executed using AMOS 24 software, utilizing the Maximum Likelihood (ML) estimation method to determine factor loadings and assess the overall model fit. The fit indices provide a comprehensive assessment of how well the measurement model aligns with the observed data. The Chi-square/df ratio of 1.106 indicates that the model fits the data reasonably well, especially considering that values close to 1 are desirable. The associated p-value of 0.000 suggests that the model's fit is statistically significant. The Goodness-of-Fit Index (GFI) and Adjusted Goodness-of-Fit Index (AGFI) both exceeded 0.90, demonstrating that the model fits the data well, with a GFI of 0.944 and an AGFI of 0.930. These indices measure the proportion of variance in the observed data accounted for by a model.

The Normed Fit Index (NFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI) values, all above 0.90, signify excellent fit. These indices assessed how well the model reproduced the observed covariance structure, with NFI = 0.975, TLI = 0.997, and CFI = 0.998. The Root Mean Square Residual (RMR) of 0.020 indicates a small discrepancy between the observed and predicted covariance matrices, supporting the overall accuracy of the model. The Root Mean Square Error of Approximation (RMSEA) of 0.015, falling below the commonly accepted threshold of 0.05, indicates a close fit of the model to the population covariance matrix. In summary, these fit indices collectively suggest that the measurement model is well-suited to the observed data, demonstrating good overall fit, statistical significance, and accurate reproduction of the covariance structure, Table 3 in this study provides detailed insights.

Table 3: Thresholds and Fit Indices for the Measurement Model

Measure	Results	Threshold
Chi-square/df	1.106	< 2 excellent; < 3 good; < 5 sometimes permissible
P-value	0.000	> 0.05
GFI	0.944	> 0.90
AGFI	0.930	> 0.90
NFI	0.975	> 0.90
TLI	0.997	> 0.95
CFI	0.998	> 0.90
RMR	0.020	< 0.08
RMSEA	0.015	< 0.05

Figure 3 shows the results of the Fit Indices for the Measurement Model, indicating that the measure-

ment model is well-suited to the observed data, demonstrating good overall.

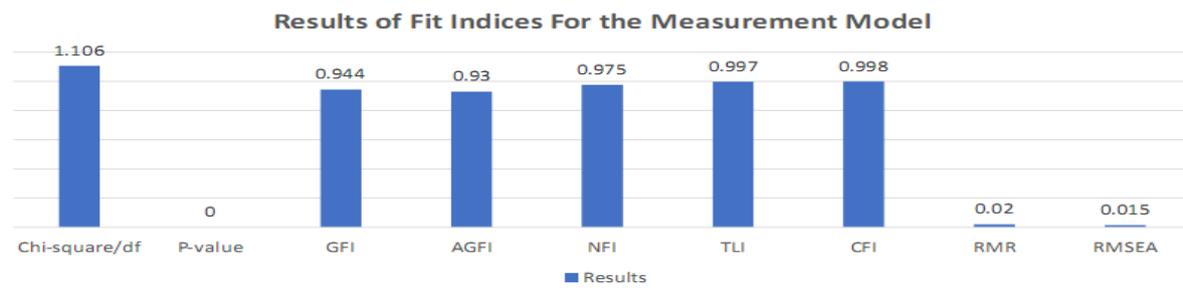


Figure 3: The Results of Fit Indices for the Measurement Model

Figure 4 illustrates the execution of the confirmatory factor analysis, portraying the factor loadings through prominent arrows. The arrows signify

strong factor loadings, with values exceeding the 0.4 threshold.

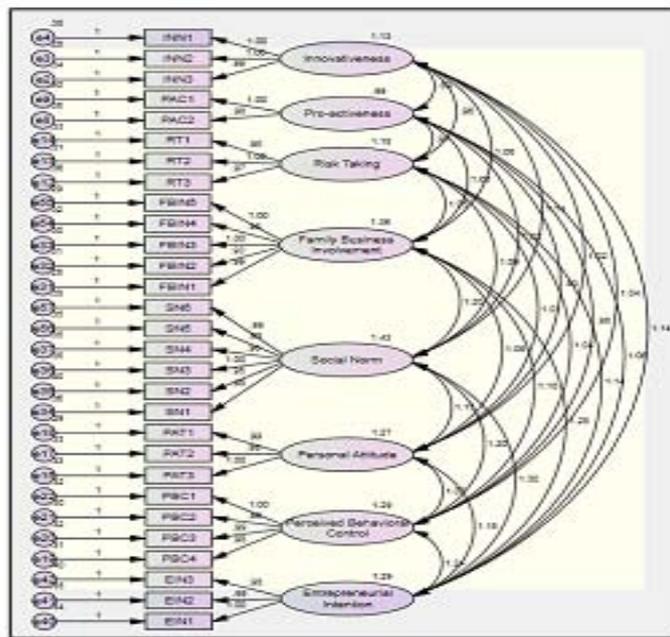


Figure 4: CFA for the Measurement Model

c) Descriptive Analysis

Descriptive statistics is a tool that clarifies and provides a clear overview of the characteristics of a particular data collection by providing concise summaries of the samples and information on how to quantify the data (Vetter, 2017). This section presents a descriptive analysis of the respondents' profiles and research variables.

i. Descriptive Analysis of Respondent Profile

The respondent profile provided valuable insights into the demographics and characteristics of the study participants (Table 5). The respondent profile provides insights into key demographic characteristics, with the results sorted from high to low percentages. In terms of company age, the majority of respondents had a business tenure of five to less than 10 years (42.7%), followed by 15 years or more (18.9%). The largest

proportion of business volume operates in large companies (44.9%), followed by medium (37.3%), and small companies (17.8%). Employee count revealed a distribution with 1000 - Less than 3000 employees being the most dominant (41.3%), followed by Less than 1000 employees (18.7%).

In terms of age distribution, the largest group falls within the 40-less than 50 age range (32.4%), followed by 22-less than 30 (19.6%), and 50-less than 60 (19.6%). The gender distribution indicates a higher percentage of male respondents (58.0%) than female respondents (42.0%). In terms of education, a significant percentage held a bachelor's degree (49.7%), followed by a master's degree (32.1%), while individuals with a doctoral degree constituted a smaller proportion (7.0%). Those with "other" educational backgrounds comprised 11.2% of the respondents.

Table 4: Respondent Profile

	Frequency (n=445)	Percent %
<b>Company Age</b>		
Less than one year	38	8.5
One – less than Five years	91	20.4
Five – less than 10 years	190	42.7
10 – less than 15 years	42	9.4
15 years or more	84	18.9
<b>Business Volume</b>		
Small	79	17.8
Medium	166	37.3
Large	200	44.9
<b>Employee Count</b>		
Less than 1000	83	18.7
1000 – Less than 3000	184	41.3
3000 – Less than 5000	92	20.7
5000 – Less than 10000	56	12.6
10000 or more	30	6.7
<b>Age</b>		
22 - Less than 30	87	19.6
30- Less than 40	83	18.7
40- Less than 50	144	32.4
50- Less than 60	87	19.6
60 or older	44	9.9
<b>Gender</b>		
Male	258	58.0
	<b>Frequency (n=445)</b>	<b>Percent %</b>
Female	187	42.0
<b>Education</b>		
Bachelor's degree	221	49.7
Master's degree	143	32.1
Doctorate degree	31	7.0
Other	50	11.2



ii. *Descriptive Analysis of Research Variables*

The descriptive results for the research variable offer valuable insights into the central tendencies and variations within the dataset, as shown in Table 6. For "innovativeness" the mean was 3.0854, with a standard deviation of 1.20318. "Pro-activeness" has a mean of 3.1551 and a standard deviation of 1.13731. Similarly, "Risk-taking" had a mean of 3.1236, with a standard deviation of 1.14903. "Family Business Involvement" has

a mean of 3.3079 and a standard deviation of 1.30213. "Personal Attitude" shows a mean of 2.9933 with a standard deviation of 1.21827, while "Social Norm" had a mean of 3.0854 and a standard deviation of 1.31069. "Perceived Behavioral Control" has a mean of 2.9910 and a standard deviation of 1.27869. Lastly, "Entrepreneurial Intention" has a mean of 3.4584 with a standard deviation of 1.21411.

Table 5: Descriptive Analysis for the Research Variables

Research Variable	N	Mean	Std. Deviation	Frequency				
				1	2	3	4	5
Innovativeness	445	3.0854	1.20318	60	79	114	147	45
Pro-activeness	445	3.1551	1.13731	48	73	127	156	41
Risk-taking	445	3.1236	1.14903	47	84	125	145	44
Family Business Involvement	445	3.3079	1.30213	51	88	67	151	88
Personal Attitude	445	2.9933	1.21827	67	84	125	123	46
Social Norm	445	3.0854	1.31069	58	115	78	119	75
Perceived Behavioral Control	445	2.9910	1.27869	74	96	82	146	47
Entrepreneurial Intention	445	3.4584	1.21411	13	121	72	127	112

Figure 5 shows the descriptive statistics for the research variables, represented as mean and standard deviation.

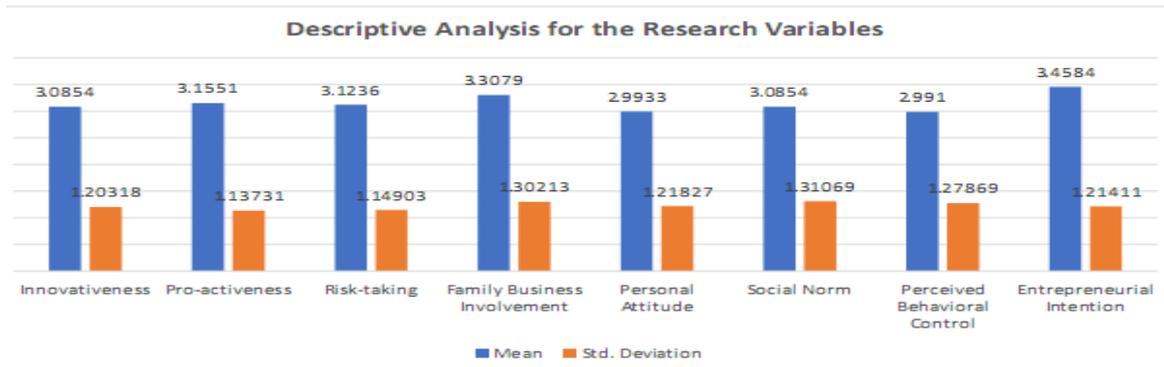


Figure 5: Descriptive Statistics for the Research Variables

d) *Normality Testing for the Research Variables*

Confirming the normality of the data is a prerequisite before conducting inferential analyses, influencing the choice between parametric and non-parametric tests for hypothesis testing (Demir, 2022). A

widely employed method for assessing normality is the Kolmogorov-Smirnov test, which is especially suited for sample sizes exceeding 50 observations in Table 6. A P-value surpassing the 0.05 threshold indicates the dataset conforms to a normal distribution. This

meticulous evaluation of normalcy is a key aspect of the research process, steering the selection of appropriate

statistical tests for hypothesis testing, thereby fortifying the reliability and validity of the research outcomes.

Table 6: Formal Testing of Normality

Research Variables	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	Df	Sig.
Innovativeness	.208	445	.000
Pro-activeness	.214	445	.000
Risk-taking	.202	445	.000
Family Business Involvement	.240	445	.000
Personal Attitude	.175	445	.000
Social Norm	.193	445	.000
Perceived Behavioral Control	.219	445	.000
Entrepreneurial Intention	.209	445	.000

Given the outcomes of the formal tests signaling a departure from a normal distribution in the dataset in Table 7, a supplementary informal assessment was employed to gauge the data's approximate normality. As illustrated in Table 7, this informal

evaluation revealed that both the skewness and kurtosis values exceeded the acceptable range of ±1. Consequently, non-parametric tests are considered appropriate for elucidating the relationships among the research variables.

Table 1: Informal Testing of Normality

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Innovativeness	445	-.282	.116	-.894	.231
Pro-activeness	445	-.372	.116	-.674	.231
Risk-taking	445	-.270	.116	-.767	.231
Family Business Involvement	445	-.358	.116	-1.066	.231
Personal Attitude	445	-.145	.116	-.936	.231
Social Norm	445	-.056	.116	-1.204	.231
Perceived Behavioral Control	445	-.158	.116	-1.165	.231
Entrepreneurial Intention	445	-.183	.116	-1.267	.231

e) Testing Multicollinearity Assumption

The examination of Variance Inflation Factors (VIFs), detailed in Table 8, for the independent variables in the research model, yields crucial insights into the state of multicollinearity. The results revealed that all VIFs corresponding to the research variables remained

below the predetermined threshold of 5. This observation indicates the absence of noticeable multicollinearity among the independent variables in this analysis, thereby reinforcing the robustness and reliability of the research model.

Table 2: VIF values for Research Variables

Independent Variables	VIF
Innovativeness	3.007
Pro-activeness	2.659
Risk-taking	2.985

f) Testing Research Hypotheses

Within this segment, meticulous scrutiny of the research hypotheses transpires through the utilization of correlation analysis and path analysis within the structural equation modeling (SEM) framework. Given the non-normal distribution inherent in the dataset, the preferred analytical method was Spearman's correlation. Table 9 presents the correlation matrix for the variables examined in this study.

Innovativeness is strongly and positively correlated with Family Business Involvement ( $r = 0.850$ ,  $p < 0.001$ ), Personal Attitude ( $r = 0.806$ ,  $p < 0.001$ ), social norms ( $r = 0.862$ ,  $p < 0.001$ ), Perceived Behavioral Control ( $r = 0.826$ ,  $p < 0.001$ ), and Entrepreneurial Intention ( $r = 0.898$ ,  $p < 0.001$ ). Similarly, pro-activeness showed a strong positive correlation with Family Business Involvement ( $r = 0.843$ ,  $p < 0.001$ ), Personal Attitude ( $r = 0.781$ ,  $p < 0.001$ ), social norms ( $r = 0.823$ ,  $p < 0.001$ ), Perceived

Behavioral Control ( $r = 0.822$ ,  $p < 0.001$ ), and Entrepreneurial Intention ( $r = 0.880$ ,  $p < 0.001$ ). Moreover, risk taking was significantly positively correlated with Family Business Involvement ( $r = 0.829$ ,  $p < 0.001$ ), Personal Attitude ( $r = 0.804$ ,  $p < 0.001$ ), social norms ( $r = 0.827$ ,  $p < 0.001$ ), Perceived Behavioral Control ( $r = 0.827$ ,  $p < 0.001$ ), and Entrepreneurial Intention ( $r = 0.884$ ,  $p < 0.001$ ).

Family Business Involvement shows a strong positive correlation with Entrepreneurial Intention ( $r = 0.943$ ,  $p < 0.001$ ). Moreover, Personal Attitude revealed a robust positive correlation with Entrepreneurial Intention ( $r = 0.885$ ,  $p < 0.001$ ). Furthermore, social norms revealed robust positive correlations with Entrepreneurial Intention ( $r = 0.927$ ,  $p < 0.001$ ). Additionally, Perceived Behavioral Control revealed a robust positive correlation with Entrepreneurial Intention ( $r = 0.919$ ,  $p < 0.001$ ).

Table 3: Correlation Matrix for the Research Variables

			1.	2.	3.	4.	5.	6.	7.	8.
Spearman's rho	1. Innovativeness	R	1.000							
		Sig.	.							
		N	445							
	2. Pro-activeness	R	.776**	1.000						
		Sig.	.000	.						
		N	445	445						
	3. Risk-taking	R	.806**	.777**	1.000					
		Sig.	.000	.000	.					
		N	445	445	445					
	4. Family Business Involvement	R	.850**	.843**	.829**	1.000				
		Sig.	.000	.000	.000	.				
		N	445	445	445	445				
		R	.806**	.781**	.804**	.834**	1.000			

		1.	2.	3.	4.	5.	6.	7.	8.	
	1. Personal Attitude	Sig.	.000	.000	.000	.000	.			
		N	445	445	445	445	445			
	2. Social Norm	R	.862**	.823**	.827**	.879**	.837**	1.000		
		Sig.	.000	.000	.000	.000	.000	.		
		N	445	445	445	445	445	445		
		3. Perceived Behavioral Control	R	.826**	.822**	.827**	.883**	.821**	.867**	1.000
	Sig.		.000	.000	.000	.000	.000	.000	.	
		N	445	445	445	445	445	445	445	
		4. Entrepreneurial Intention	R	.898**	.880**	.884**	.943**	.885**	.927**	.919**
	Sig.		.000	.000	.000	.000	.000	.000	.000	.
		N	445	445	445	445	445	445	445	445

Structural equation Modeling (SEM) analysis was used to evaluate the influence of the research variables in Table 10. The SEM results, outlined below, provide valuable insights into the relationships between the variables.

Hypothesis 1, which posits a relationship between Entrepreneurial Orientation and Family Business Involvement, Innovativeness (estimate = 0.337,  $p < 0.000$ ), and pro-activeness (estimate = 0.739,  $p < 0.000$ ), demonstrated a significant positive effect on Family Business Involvement as the P-values were less than 0.05, while, Risk Taking (estimate = 0.053,  $p = 0.513$ ) showed an insignificant effect on Family Business Involvement as the P-value was more than 0.05. The coefficient of determination (R-square) for the dependent variable "Family Business Involvement" was 0.867. This value indicates that approximately 86.7% of the variability in Family Business Involvement can be explained by independent variables in the model.

For Hypothesis 2, which posits a relationship between Entrepreneurial Orientation and Personal Attitude, Innovativeness (estimate = 0.369,  $p < 0.000$ ), pro-activeness (estimate = 0.497,  $p < 0.000$ ), and risk-taking (estimate = 0.177,  $p < 0.036$ ) demonstrated a significant positive effect on Personal Attitude as the P-values were less than 0.05. The coefficient of determination (R square) for the dependent variable "Personal Attitude" was 0.807. This value indicates that

approximately 80.7% of the variability in personal attitudes can be explained by the independent variables in the model.

Hypothesis 3, which posits a relationship between entrepreneurial orientation and social norms, innovativeness (estimate = 0.503,  $p < 0.000$ ), and pro-activeness (estimate = 0.562,  $p < 0.000$ ), demonstrates a significant positive effect on social norms as the P-values are less than 0.05, while, Risk Taking (estimate = 0.083,  $p = 0.513$ ) shows an insignificant effect on social norms as the P-value is more than 0.05. The coefficient of determination (R-square) for the dependent variable "Social Norm" was 0.868. This value indicates that approximately 86.8% of the variability in the Social Norm can be explained by the independent variables in the model.

Hypothesis 4, which posits a relationship between Entrepreneurial Orientation and Perceived Behavioral Control, Innovativeness (estimate = 0.276,  $p < 0.000$ ), and pro-activeness (estimate = 0.745,  $p < 0.000$ ), demonstrates a significant positive effect on Perceived Behavioral Control as the P-values are less than 0.05, while, Risk Taking (estimate = 0.092,  $p = 0.247$ ) showed an insignificant effect on Perceived Behavioral Control as the P-value was more than 0.05. The coefficient of determination (R-square) for the dependent variable "Perceived Behavioral Control" was 0.878. This value indicates that approximately 87.8% of

the variability in Perceived Behavioral Control can be explained by the independent variables in the model.

For Hypothesis 5, which posits a relationship between Family Business Involvement and Entrepreneurial Intention, it could be noted that Family Business Involvement (estimate = 0.277,  $p < 0.000$ ), demonstrates a significant positive effect on Entrepreneurial Intention as the P-value is less than 0.05.

For Hypothesis 6, which posits a relationship between Personal Attitude and Entrepreneurial Intention, it can be noted that Personal Attitude (estimate = 0.108,  $p < 0.011$ ), demonstrates a significant positive effect on Entrepreneurial Intention as the P-value is less than 0.05.

For Hypothesis 7, which posits a relationship between social norms and entrepreneurial intention, it could be noted that social norms (estimate = 0.130,  $p < 0.009$ ), demonstrate a significant positive effect on Entrepreneurial Intention as the P-value is less than 0.05. For Hypothesis 8, which posits a relationship between Perceived Behavioral Control and Entrepreneurial Intention, it could be noted that Perceived Behavioral Control (estimate = 0.107,  $p = 0.080$ ) shows an insignificant effect on Entrepreneurial Intention as the P-value is more than 0.05.

Hypothesis 9, which posits a relationship between Entrepreneurial Orientation and Entrepreneurial Intention, Innovativeness (estimate = 0.503,  $p < 0.000$ ), and risk-taking (estimate = 0.142,  $p < 0.022$ ), demonstrates a significant positive effect on Entrepreneurial Intention as the P-values are less than 0.05, while pro-activeness (estimate = 0.181,  $p = 0.176$ ) shows an insignificant effect on Entrepreneurial Intention as the P-value is more than 0.05. The coefficient of determination (R-square) for the dependent variable "Entrepreneurial Intention" is 0.990. This value indicates that approximately 99% of the variability in Entrepreneurial Intention can be explained by the independent variables in the model.

According to previous findings, family business involvement, social norms, and personal attitudes exert a substantial influence on Entrepreneurial Intention. This implies that family business involvement, social norms, and personal attitudes have a direct impact on entrepreneurial intention. On the other hand, there is a lack of a significant effect of Perceived Behavioral Control on Entrepreneurial Intention, indicating the absence of a direct relationship between behavioral control and Entrepreneurial Intention.

Hypothesis 10, Family Business Involvement mediates the relationship between entrepreneurial orientation and intention. Based on the previous results, it can be noted that there is a significant effect of Innovativeness, and Pro-activeness on Family Business Involvement, which means that Family Business Involvement could mediate the relationship between

Innovativeness, Pro-activeness, and Entrepreneurial Intention.

It could be observed that Family Business Involvement partially mediate the relationship between Innovativeness and Entrepreneurial Intention as the effect still significant at the presence of Family Business Involvement. Moreover, it could be observed that Family Business Involvement fully mediate the relationship between Pro-activeness and Entrepreneurial Intention as the effect turned to be insignificant at the presence of Family Business Involvement.

Hypothesis 11, Personal Attitude mediated the relationship between Entrepreneurial Orientation and Entrepreneurial Intention. Based on the previous results, it could be noted that there is a significant effect of Innovativeness, and Pro-activeness on Personal Attitude, which means that Personal Attitude could mediate the relationship between Innovativeness, Pro activeness, and Entrepreneurial Intention.

It could be observed that Personal Attitude partially mediate the relationship between Innovativeness, Risk Taking, and Entrepreneurial Intention as the effect still significant at the presence of Personal Attitude. Moreover, it could be observed that Personal Attitude fully mediate the relationship between Pro-activeness and Entrepreneurial Intention as the effect turned to be insignificant at the presence of Personal Attitude.

Hypothesis 12, social norms mediate the relationship between Entrepreneurial Orientation and Entrepreneurial Intention. Based on the previous results, it can be noted that there is a significant effect of innovativeness, and pro-activeness on social norms, which means that social norms could mediate the relationship between Innovativeness, Pro-activeness, and Entrepreneurial Intention.

It could be observed that Social Norm partially mediate the relationship between Innovativeness and Entrepreneurial Intention as the effect still significant at the presence of Social Norm. Moreover, it could be observed that Social Norm fully mediate the relationship between Pro-activeness and Entrepreneurial Intention as the effect turned to be insignificant at the presence of Social Norm.

For Hypothesis 12, Perceived Behavioral Control mediates the relationship between Entrepreneurial Orientation and Entrepreneurial Intention. Based on the previous results, it could be noted that there is no direct effect of Perceived Behavioral Control on entrepreneurial intention; therefore, Perceived Behavioral Control could not mediate the relationship between Entrepreneurial Orientation and Entrepreneurial Intention.

Table 4: SEM Analysis for the Research Variables

			Estimate	P	R <sup>2</sup>
Family Business Involvement	<---	Innovativeness	.337	***	.867
Family Business Involvement	<---	Pro-activeness	.739	***	
Family Business Involvement	<---	Risk Taking	.053	.513	
Social Norm	<---	Innovativeness	.503	***	.868
Social Norm	<---	Pro-activeness	.562	***	
Social Norm	<---	Risk Taking	.083	.282	
Personal Attitude	<---	Innovativeness	.369	***	.807
Personal Attitude	<---	Pro-activeness	.497	***	
Personal Attitude	<---	Risk Taking	.177	.036	
Perceived Behavioral Control	<---	Innovativeness	.276	***	.878
Perceived Behavioral Control	<---	Pro-activeness	.745	***	
Perceived Behavioral Control	<---	Risk Taking	.092	.247	
Entrepreneurial Intention	<---	Innovativeness	.142	.022	.990
Entrepreneurial Intention	<---	Pro-activeness	.181	.176	
Entrepreneurial Intention	<---	Risk Taking	.162	***	
Entrepreneurial Intention	<---	Family Business Involvement	.277	***	
Entrepreneurial Intention	<---	Social Norm	.130	.009	
Entrepreneurial Intention	<---	Personal Attitude	.108	.011	
Entrepreneurial Intention	<---	Perceived Behavioral Control	.107	.080	

The model fit indices, including CMIN/DF (1.189), GFI (0.938), CFI (0.996), AGFI (0.924), and RMSEA (0.021), all fell within the acceptable ranges. Figure 6 shows the SEM employed to analyze the impact of the research model.



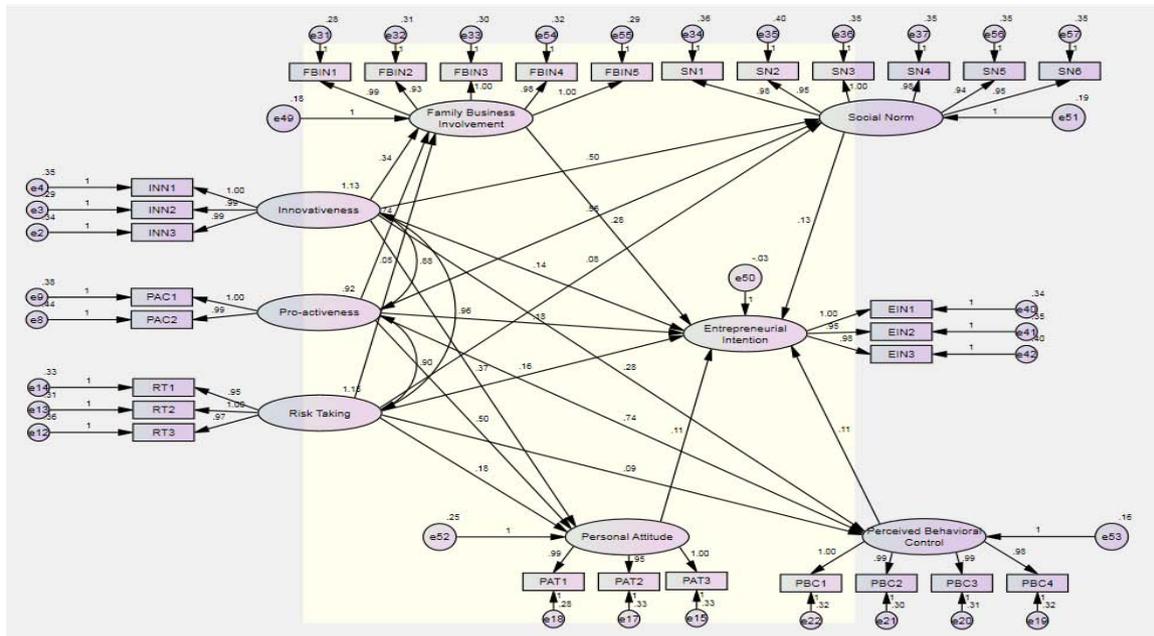


Figure 6: SEM for the Research Variables

#### IV. RESEARCH DISCUSSION AND CONCLUSION

In this section, the results of the hypotheses tested using a correlation matrix and Structural Equation Modeling (SEM) are discussed.

##### a) Research Discussion

The results of the first hypothesis reveal that innovativeness and pro-activeness have significant positive effects on family business involvement, therefore, the first hypothesis is partially supported. These results are consistent with those of Arzubiaga et al. (2018), Glowka et al. (2021), Dos Santos et al. (2022), Kalali (2022), Moreno-Menéndez et al. (2022), and Jocić et al. (2023). Otherwise, the results of the second hypothesis proved that all three dimensions had significant positive effects on personal attitudes, therefore, the second hypothesis is fully supported. These results align with those of Zollo et al. (2021) and Hwang et al. (2021). The findings of the third hypothesis clarify that innovativeness and pro-activeness have significant positive effects on social norms, accordingly, the third hypothesis is partially supported. The results are consistent with those of Ekpe and Mat (2012) and Bagis (2022), but inconsistent with those of Awang et al. (2016).

Moreover, the results of the fourth hypothesis proved that innovativeness and pro activeness had significant positive effects on perceived behavioral control, therefore, the fourth hypothesis is partially supported. The results are consistent with Munir et al. (2019), but inconsistent with those of Awang et al. (2016). While the findings of the fifth hypothesis illustrate

that family business involvement had a significant positive effect on entrepreneurial intention, hence, the fifth hypothesis is fully supported. The results align with those of Wang et al. (2018), Onjewu et al. (2022), Xu et al. (2022), and Chaudhuri et al. (2023), but are inconsistent with those of Zaman et al. (2020). By examining the sixth hypothesis, the results indicate that Personal attitude has a significant positive effect on entrepreneurial intention, therefore, the sixth hypothesis is fully supported. The results are consistent with those of Miralles et al. (2016), Dinc and Budic (2016), Al-Jubari et al. (2019), Gieure et al. (2020), Jena (2020), Zovko et al. (2020), Kusumawardhany and Dwiarta (2020), Vamvaka et al. (2020), and Tausif et al. (2021), but inconsistent with those of Saeed et al. (2019).

The results of the seventh hypothesis proved that social norms had a significant positive effect on entrepreneurial intention, hence, the seventh hypothesis is fully supported. The results are consistent with those of Al-Jubari et al. (2019), Saeed et al. (2019), Gieure et al. (2020), Vamvaka et al. (2020), and Tausif et al. (2021), but inconsistent with those of Zovko et al. (2020).

Regarding testing the eighth hypothesis, the results indicate that perceived behavioral control had an insignificant positive effect on entrepreneurial intention, therefore, the eighth hypothesis is not supported. The results are consistent with Zovko et al. (2020), but inconsistent with Miralles et al. (2016), Dinc and Budic (2016), Al-Jubari et al. (2019), Saeed et al. (2019), Cynthia (2020), and Tausif et al. (2021). On the other hand, the findings of the ninth hypothesis revealed that innovativeness and risk-taking had significant positive effects on entrepreneurial intention, hence, the ninth hypothesis is partially supported. The results are

consistent with those of Mandongwe and Jaravaza (2020), Wathanakom et al. (2020), Chafloque-Cespedes et al. (2021), Hassan et al. (2021), and Singh and Mehdi (2022), but inconsistent with those of Efrata et al. (2021) and Twum et al. (2021).

The findings of the tenth hypothesis find that family business involvement partially mediates the relationship between innovativeness and entrepreneurial intention and fully mediates the relationship between pro-activeness and entrepreneurial intention, therefore, the tenth hypothesis is partially supported. The results of the eleventh hypothesis indicate that personal attitude partially mediates the relationship between innovativeness, risk-taking, and entrepreneurial intention, and fully mediates the relationship between pro-activeness and entrepreneurial intention. However, the findings of the twelfth hypothesis indicate that social norms partially mediate the relationship between innovativeness and entrepreneurial intention, and fully mediate the relationship between pro-activeness and entrepreneurial intention. Finally, testing the thirteenth hypothesis revealed that perceived behavioral control did not mediate the relationship between entrepreneurial orientation and entrepreneurial intention.

#### b) *Research Recommendations and Limitations*

This research provides detailed recommendations for various stakeholders and future research. For decision-makers and enterprise owners, it is recommended to prioritize innovativeness and pro activeness, as these dimensions significantly influence family involvement within businesses, social norms, and perceived behavioral control. Additionally, focusing on all three dimensions of entrepreneurial orientation (including risk-taking) is crucial because they collectively have a strong impact on personal attitudes. To enhance entrepreneurial intentions among potential entrepreneurs, especially within family enterprises, these elements should be integrated into business strategies and organizational cultures.

Academic institutions and educators of entrepreneurship should develop clear and comprehensive curricula that thoroughly explain the concepts of family business involvement, personal attitudes, and social norms. These concepts are critical because they significantly affect entrepreneurial intention. Proper education on these variables equips students with the knowledge and skills needed to successfully engage in entrepreneurial activities and make informed decisions when starting their businesses.

This research suggests focusing more on the independent variables of EO (innovativeness, pro-activeness, and risk-taking) as key factors influencing entrepreneurial intention. Researchers should investigate additional EO dimensions of entrepreneurial orientation to provide a broader understanding of its impact. Future research should apply similar studies in

other developing countries to compare results and gain a global perspective on the factors influencing entrepreneurial intention. Comparative studies between developed and developing countries are also recommended to understand the differences and similarities in entrepreneurial orientation and intention across different economic contexts. Extending the study duration and increasing the sample size will help obtain more generalized and robust results. Additionally, future research should explore other potential mediators and moderators that could influence the relationship between entrepreneurial orientation and entrepreneurial intention, such as cultural factors, economic conditions, and policy environments.

Several limitations were identified in this research. The timing of data collection was limited, suggesting that future research should include a longer period to capture more comprehensive data. The study sample, consisting of 445 respondents from Egypt, may not be representative of other contexts, indicating the need for a larger and more diverse sample in future studies. The focus on Egypt as the sole case study also limited the generalizability of the findings. Comparative studies involving multiple developing countries and those that compare developed and developing countries are recommended to provide a holistic understanding of the phenomena under investigation.

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## The Effect of SMEs on Social Development in Zimbabwe: A Case Study of Zimbabwe's Home Industries

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**Abstract-** This research sought to investigate the contribution of SMEs to social development. Owing to the exponential increase in unemployment and retrenchments from the formal sector in Zimbabwe, there is a critical absence of empirical evidence to support SMEs as viable alternatives for income generation and employment, as well as general uncertainty about the contribution of the sector to the national economy. This study was significant since SMEs are believed to have a role upon employment creation, particularly for the less qualified people of society, as well as income generation, and since they are understood to have the potential to fight poverty and aid development, which also helps through the generation of information for policymaking purposes. The objectives of the study were therefore to detail the structure of Zimbabwe's SME sector, to investigate its employment creation ability as well as to assess the average monthly incomes of the employees within this sector. These were determined in order to establish how these jobs contribute to the development of the people involved in this sector.

**Keywords:** SMEs, social development, income generation, employment, contribution to national economy.

**GJMBR-B Classification:** JEL Code: O12



*Strictly as per the compliance and regulations of:*



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## I. INTRODUCTION

This section seeks to introduce the background of the study. It introduces the issues concerning small and medium enterprises (SMEs) and social development. Thus the researcher came up with objectives that will assist in data gathering leading to coming up with possible recommendations to the SMEs sector in Zimbabwe.

### a) Background Information

Although development usually refers to economic progress, it can apply to political, social and technological progress as well. Development is a human process as the energy aspiration of the people who seek it forms the motive force that drives development and is one of the most powerful means of propagating and sustaining new developments if the educational system in a society. It transmits society's collective knowledge from one generation to the next and equips people with the mental capacity to devise ways and means to improve productivity and enhance living standards, and involves the use of such resources as physical, social, mental and human resources.

Social development describes the actions that are taken to build positive outcomes and to prevent

negative outcomes that can adversely affect a community (UN, 1995). It is an approach that helps the society to better realize its aims and objectives. Social development empowers people by creating more inclusive, cohesive, resilient and accountable institutions and societies that help overcome poverty. Social sustainability is a critical aspect of achieving long-term development that significantly improves the lives of the world's poorest people.

As one of these attempts, the importance of social development has been emphasized especially since the 1990s, learning from the past development experiences. The United Nations Development Programme (UNDP) promoted the concept of human development from the 1990s by redefining development as centering on people rather than simple material growth and as a process of enlarging people's choices (UNDP 1990), enriching the concept of social development (Judge, 1988). In the 1980s, sustainable development became one of the key points to redefine development with the recognition of the environmental degradations. Corresponding to the evolvement of the development definitions, the concept of social development became refined, and its importance was confirmed globally in the Social Summit of 1995 (UNDP, 1993).

The original definition of social development during the 1960s and 1970s was mainly the social infrastructure to support economic development, which corresponded with the mainstream development during this period focusing on economic development. The conceptualization of human development in the 1990s, to broaden the choices of people, is also closely related to the foundation of the social development concept (Rist, 1996). The 1995 Copenhagen Social Summit emphasized social development as a global imperative whose objectives can be summarized as ensuring poverty eradication, full employment, and social integration. With these three main pillars, social development evolved to include 10 commitments of the Social Summit, namely; creating an economic, political, social, cultural and legal environment to enable social development; eradicating poverty in the world; promoting full employment; promoting social integration, based on protection of human rights, non-discrimination, and the participation of all people; equity between women and men; universal education, and health; respecting and promoting common and particular cultures; preserving the essential bases of

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people-centered sustainable development; and contributing to the full development of human resources to social development in order to eradicate poverty, promote full and productive employment and foster social integration; accelerating the economic, social and human resource development of Africa and the least developed countries; ensuring structural adjustment programmes to include social development goals, in particular eradicating poverty, promoting full employment, and enhancing social integration; increasing resources allocated to social development and improving framework for international, regional and sub-regional cooperation for social development (United Nations, 1995).

Social development is therefore a necessity for communities the world over, particularly in the developing countries which are yet to meet global standards of development. Whilst there are many approaches to ensure social development initiatives are fruitful, one that finds ready applicability is taking the SME route in developing countries like Zimbabwe. However, understanding the role and importance of these SMEs in development is another area that needs review.

#### b) *Problem Statement*

The problem is that although there is an exponential increase in unemployment and retrenchments from the formal sector in Zimbabwe, there is a critical absence of empirical evidence to support SMEs as viable alternatives for income generation and employment. There continues to be uncertainty over the significance of the SME sector to the national economy. There is also limited or scanty information on the role of SMEs within the societies they serve.

#### c) *Objectives of the Study*

The following were the objectives of the study;

1. To examine the structure of SMEs at Glen View 8 Industry.
2. To determine the number of jobs created by the SMEs in the Glen View Area 8 industry.
3. To determine the disposable monthly incomes created by the SMEs in the Glen View Area 8 industry.

#### d) *Scope*

The research was confined to Harare's Glen View Area 8 industry. This made it easier and cheaper for the researcher to locate the SME staff who were the key respondents in this research. The researcher faced problems in obtaining information which was deemed confidential but endeavoured to get authority from business owners and convince those with the necessary statistics that the information was purely for academic purposes and would be treated in high confidentiality. There was also the risk of no response from the

anticipated respondents owing to such issues as other commitments, limited time and negative perceptions from the respondents who deemed this research as something that jeopardised their business or professional interests, particularly along political lines. The researcher is also a full time employee and had to dedicate extra hours effort to ensure completion of the research.

#### e) *Key Definitions*

*Small to Medium Enterprises (SMEs):* A business enterprise employing a total of between 5 and 10 people. However it should be noted that this definition varies from place to place.

*Social Development:* The social infrastructure to support economic development.

*Entrepreneur:* One who assumes the financial risk of the initiation, operation and management of a given business or undertaking. Someone who organises a business venture and assumes the risk for it.

*Informal Activities:* In economics, the informal economy is a system of exchange used outside state-controlled or money-based economic activities.

*Formal Activities:* Industrial activities that are carried out within the legal framework of an economy.

## II. LITERATURE REVIEW

#### a) *The Definition of SMEs*

A lot of definitions have been put across to define SMEs. There is no universally accepted definition of SMEs (Tevera, 1998). The variables used in the definitions of SMEs vary from country to country. In South Korea the definition of SMEs is based on the number of employees found at an establishment (Bert, 1994). In Taiwan an SME is defined according to level of capitalisation (Kim and Gallent, 2000). It can be argued that some definitions focus on measures such as number of employees and volume of sales while others prefer to pay attention to total capital assets and capital per worker. In Zimbabwe the definition of SMEs is based on number of employees and asset base (Republic of Zimbabwe, 2002). The Ministry of Small and Medium Enterprises Development (MSMED), which was set up in 2002 by the Government of Zimbabwe, defines SMEs by reference to number of employees, total assets and legal structure (Republic of Zimbabwe, 2002). SMEs are defined as enterprises with fewer than 500 employees (Republic of Zimbabwe, 2002). According to MSMED, the number of employees, asset base and the legal structure must be met for an enterprise to be classified as SMEs. The statistical definition of SMEs varies by country and is usually based on the number of employees, and the income as shown in Table 1.1.

Table 1.1: The Definition of SMEs in Zimbabwe

Sector	Number of People	Asset Base	Legal Structure
Micro-enterprises			
All sub-sectors	Less than 5	Not relevant	Informal
Small-scale Enterprises			
Manufacturing	Less than 50	Less than 12 000 000	Formal
Other	Less than 30	Less than 6 000 000	Formal
Medium-scale Enterprises			
Manufacturing	50-70	12-24 000 000	Formal
Manufacturing	30-50	6 000 000-14 000 000	Formal

(Republic of Zimbabwe, 2002)

#### b) Characteristics and Importance of SMEs

SMEs are central to local private sector development, a major driver of economic growth and are key builders of social infrastructure. These businesses generate up to 90% of jobs in developing and low-income economies (World Bank, 2012). The jobs generated are suitable for semi-skilled and unskilled workers. Importantly, employment is a major driver of reduced conflict and social empowerment. Governments recognize that SMEs are vibrant and innovative engines of growth and of job creation, quick to respond, flexible and adaptable to changing circumstances. SMEs have become a central force in the economy and society. SMEs are also important for the development and acceleration of change economies in transition, such as those in which agricultural predominance is giving way to industry and services, or those moving from a centralized to a free market economy. They also serve as important vehicles in facilitating people-to-people conflict resolution through direct interaction between important sectors of society (World Bank, 2012). In this way, they can help create growing mutual trust between 'enemies'.

Small and medium-sized enterprises (SMEs) are a very heterogeneous group. SMEs are found in a wide array of business activities, ranging from the single artisan producing agricultural implements for the village market, the coffee shop at the corner, the internet café in a small town to a small sophisticated engineering or software firm selling in overseas markets and a medium-sized automotive parts manufacturer selling to multinational automakers in the domestic and foreign markets. The owners may or may not be poor; the firms operate in very different markets (urban, rural, local,

national, regional and international); embody different levels of skills, capital, sophistication and growth orientation.

At the lower end of the SME sector, a large number of countries define a group, which is a mixture of the self-employed and "micro" enterprises, with less than 10 employees. Irrespective of the level of development of an economy, a significant proportion of micro and, sometimes, small enterprises are found in the informal sector or the shadow economy. Schneider (2003) compared the size of the informal sector in 22 transition (former Soviet Union and Central and Eastern Europe) and 21 OECD economies from 2000-2002 and found that the size of the informal sector amounted to an average of 16.7%, 29.2% and 44.8% of GDP in OECD, Central and Eastern Europe and the former Soviet Union economies, respectively.

Recent empirical studies show that SMEs contribute to over 55% of GDP and over 65% of total employment in high-income countries. SMEs and informal enterprises account for over 60% of GDP and over 70% of total employment in low-income countries, while they contribute over 95% of total employment and about 70% of GDP in middle-income countries (Schneider, 2003). In low-income countries, especially in the least developed economies, the contribution of SMEs to employment and GDP is less than that of the informal sector, where the great majority of the poorest of the poor make a subsistence level of living. Therefore, an important policy priority in developing countries is to reform the policies that divide the informal and formal sectors, so as to enable the poor to participate in markets and to engage in higher value added business activities.

In middle-income countries, formal SMEs contribute about 20% more to employment and GDP than the informal enterprises. Thus, in these countries, eliminating factors that discourage informal enterprises from entering the formal SME sector would also bring about gains in economic terms. This is evidenced by the fact that SMEs contribute over 3 times as much as the informal sector in both total employment (~65%) and GDP (~55%) in high-income countries, and that these countries are also taking initiative to bring as many informal enterprises as possible into the formal sector. SMEs have played a pivotal role in the development of the manufacturing sector in South East Asia and countries such as Japan, South Korea, Taiwan, Hong Kong and Malaysia owe their industrial development to SMEs (Sunita and Mead, 2002). Evidence from the highly developed economies has also shown the importance of SMEs. Countries in Europe and North America have advanced programmes to encourage the development of the SMEs in peripheral regions (Kim and Gallent, 2000). In some African countries SMEs have also contributed to the manufacturing sector (Musampa, 1999). Just as in developed countries, SMEs tend to revive manufacturing industries in peripheral regions.

#### c) *SMEs in Zimbabwe*

SMEs play a key role in job creation, providing two thirds of all formal jobs in developing countries and up to 80% in low income countries. 50% of total employment creation comes from enterprises with less than 100 employees (WB, 2012). Job growth comes not only from existing companies but also from newly created firms, especially those that grow very fast in the first years of activity. There are key areas where data is missing, for example on micro and informal firms, and on the quality of jobs created in SMEs.

The employment creation potential of the SME sector is well documented in both developed and developing countries (WB, 2003) and presents an attractive and compelling policy option for a country like Zimbabwe confronted with a structural unemployment rate between 57 and 63% (Zimbabwe, 2006). Across much of the Sub-Saharan Africa region, including Zimbabwe, the true potential of the SME sector remains stymied in a phenomenon described as missing middle (UNDP, 2008). In Zimbabwe, the SME Policy and Strategy Framework has defined SMEs as those firms who are registered in terms of their legal statuses and employ anywhere between 6 to 100 workers (Zimbabwe, 2008).

There is general consensus that there is a dearth of up-to-date metrics on the size and nature of the SME sector in Zimbabwe (UNDP, 2010). Increased retrenchments make the SME sector the safety net for those retrenched. The first country-wide survey conducted in 1991 established that the country had a total of 845 000 SMEs employing around 1.6 million

people in small-scale manufacturing, trade and services (WB, 2012). SMEs are largely based on hawking and vending.

Small to Medium Enterprises (SMEs) occupy a key and strategic role in revitalizing the economy. It is universally acknowledged that they are effective instruments of employment creation and economic growth, which ultimately lead to poverty alleviation for the entrepreneurs themselves as well as their employees. Their contribution will help turn the economic fortunes of the country and many will experience a better way of life.

Zimbabwean manufacturing sector is regarded as one of the most advanced and highly diversified in Sub-Saharan Africa (SSA). The sector produced over 7000 separate industrial products with 50% of all manufacturing in the formal sector taking place in Harare and half of the remainder taking place in Bulawayo (Ministry of Industry and Trade, 1999; Mumbengegwi, 1993). Manufacturing industry in Zimbabwe has been restricted to major urban centres like Harare, Bulawayo, Gweru and Kwekwe (Ministry of Industry and Trade, 1999; Ministry of Industry and Trade, 1998 and Mumbengegwi 1993). The manufacturing sector contributes about 17% to the Gross Domestic Product (GDP) and it employs 15% of the labour force (Ministry of Industry and Trade, 1998). These figures apply to the formal manufacturing sector. The Ministry of Industry and Trade (1999) argues that although figures from the informal sector are not reflected, SMEs contribute much to the manufacturing sector.

SMEs in Zimbabwe are highly diverse and they operate in various market conditions. They vary in scale and operations. Bango (1990) argues that SMEs employ varied means of production ranging from quasi-cottage systems to automated assembly line systems. SMEs engage in different manufacturing activities, these include carpentry, textiles, tinsmithing, basketry, shoemaking, panel beating, drinks and brick moulding (Ministry of Industry and Trade, 1999; Ministry of Industry and Trade, 1998; Bango, 1990). The range includes growing profit-making enterprises as well as poorly managed establishments lacking the financial and managerial resources (Tevera, 1998).

McPherson (1991) estimates that 70% of SMEs in Zimbabwe are in manufacturing, 23% in trading and 7% in service sectors. Helmsing (1993) and McPherson (1991) both agree that linkages exist between SMEs and LSEs in the manufacturing sector. Helmsing (1993) argues that weak linkages exist between SMEs in manufacturing and LSEs in the same sector since the latter uses inputs generated by nature. McPherson (1991) observed that strong linkages exist between the two, since SMEs buy some inputs from LSEs and LSEs sometimes hire labour from the SMEs.

There was a steady rise in the informalization of the Zimbabwean economy which persisted since the

ESAP era up to 2009 (UNDP, 2008). The introduction of dollarization and the accompanying stabilization of the economy, as well as trade liberalization in 2008 and 2009 have impacted both positively and negatively on the SMEs and it is important to understand the nature of such correlation. Although the formation of the Inclusive Government in 2008 and 2009 has done a lot in stabilizing Zimbabwe's economy with real possibilities for recovery and growth, there has not been up-to-date information on SMEs since the last comprehensive GEMINI national survey on SMEs undertaken in 1998 (UNDP, 2008). There exists therefore an opportunity to conduct research on the social impact of the SME sector on Zimbabwean communities, especially since the SME sector is poised to play a key role in the Zimbabwean society, especially in employment creation and poverty alleviation. In order for the SMEs to best execute this social mandate, there is a need to come up with credible statistics on its impact on the livelihoods of the people. The evident data gaps highlighted in this paper point to the need for accelerated research into the SME sector in Zimbabwe.

### III. METHODOLOGY

#### a) *Research Philosophy*

The researcher in coming up with the study relied on positivism and interpretivism philosophies. Assumptions of positivism depend upon real objectivity that confirms the use of laws and natural sciences (Johnson and Cassell, 2001). The main aim of positivism is to discover the laws related to positive facts and quantitative research methods. The researcher adopted the positivist paradigm in determining the target population that was to be used in the research of SMEs in Glen View 8. The researcher also used descriptive survey in collecting data for the sampled respondents to highlight their employment and incomes as required by the objectives of the research.

Positivism philosophy was not conclusive enough to give evidence that could be used to come up with a conclusion to the research of SMEs. Qualitative data was probed through administering of self administered interviews. This information was blended together to explain the characteristics, employment creation and income generation abilities of SMEs in Glen View.

#### b) *Research Design*

The researcher used the descriptive and exploratory research designs which assisted in getting data of the creation of employment and income generation at Glen View 8 SME complex. The researcher employed exploratory research. Exploratory research provided qualitative data in relation to how SMEs are structured, the number of jobs they are creating for the

people within the society as well as the income they are generating. As a result interviews with these entrepreneurs provided the qualitative data required by researcher to explain their feelings. The research method was critical in the description of the findings of the structure of SMEs, their employment creation ability and the mean monthly incomes. The research design enabled the researcher to use a questionnaire with closed ended questions to determine the number of employees per SME and the monthly income of both employees and business owners.

#### c) *Population and Sampling*

The target population for the study consisted of SMEs operating at Glen View's Area 8 SME complex. The population was approximately 90. The business owners and employees of these farms constituted the target population. The researcher used the sample frame of SMEs operating at Glen View 8 who were knowledgeable of the area under study.

Kotler (1997) pointed out that a target of not less than 1% of the population can provide good and reliable results. Wegner (2003) is of a different view, as he stated that in terms of statistical analysis, a sample size (n) should not be less than 30 to enable a researcher to make inferences. The researcher opted for a sample size which is not less than 30 ( $n > 30$ ), because the method of using not less than 1% of the population would provide a limited number of respondents to be considered for the study. The sample size was 30. The SME owners and the employees for the 30 selected SMEs were the respondents to the questionnaires. However, where the owner was not available the managing employee was the respondent to the research instruments.

The following formula for determining the sample size (Mutambirwa, 2002) was used:

$$n^* = (n) / [1 + (n/N)]$$

Where;

$n^*$  = Necessary sample size

$n$  = Desired sample size when  $n$  is less than 10 000

$N$  = Estimated population size

$n/N$  = The sampling fraction

In this study, a total of 30 SMEs were investigated. This was the sample for the approximately 90 SMEs that operate at Glen View's Area 8 (the population).

#### d) *Sources of Data*

This data was collected specifically for the research problems at hand from respondents using questionnaires and interviews. A field survey to determine the number of people who have become

employed by the Area 8 home industry was done. This survey involved key stakeholders within this SME sector, mostly proprietors and business managers and owners as well as their close employees and family. The purpose of the survey was to generate data on the number of people who have become employed by the Area 8 SME industry.

Structured questionnaires were used to determine the level of incomes of the employees of the SMEs at the home industry. The questionnaires were distributed to key SME business owners and employees, filled and returned to the researcher for computation and analysis.

Minimal Standard Monitoring (before and after analysis) was used to understand how the Glen View society has generally changed owing to the establishment of the SMEs. This ensured no bias in choosing the SMEs for the study.

The primary sources of data were obtained from the SMEs through the use of questionnaires. Business owners and employees were engaged as they had knowledge of the existing methods of job creation and income generation. The questionnaire was the chief tool of gathering field data. The questionnaire comprised of both open ended and closed questions. This was done to allow flexibility from respondents. It was felt that if a closed questionnaire was to be used in the collection of data it would limit the responses from the respondents. Thus the open-ended questions open a new avenue that might have been over looked by the researcher. The questionnaires were administered to the owners of the enterprises. For each target population, standard questionnaires were administered to ensure that all respondents were asked exactly the same set of questions in the same sequence thereby making it possible to quantify and compare responses.

Secondary data was collected from brochures, strategic plans, reports, academic journals and the press. These sources enabled the researcher to get

accurate information on the SME sector in Zimbabwe, particularly its job creation ability and the incomes generated. Secondary sources of data were used to supplement data from the survey. Data from the Ministry of Small and Medium Enterprise Development (MSMED) were used to examine the trends in the development of SMEs in the country.

#### e) *Data Analysis*

Responses were numerically coded and inputted into an SPSS data editor. Several data analysis functions were used to generate frequency tables, cross-tabulations and other descriptive statistics showing the most popular responses. Data from interviews with key informants was also classified according to the order of the questions on the interview schedule and important quotes from interviewees were noted for direct citation in data analysis. Data collected from field observations were recorded separately and used in the analysis where it was applicable.

Analysis of variance (ANOVA) was used to test the hypothesis formulated and determine goodness of fit of regression models computed in the study. Simple regression was used to quantify and establish the nature of the relationships between various variables in the research, such as the duration of operation, earnings and number of employees.

## IV. RESULTS AND DISCUSSION

### a) *Demographic Profiles of Participants*

#### i. *Gender*

The gender distribution of the entrepreneurs showed that males dominated most of manufacturing activities carried out in Glen View 8 (Fig. 4.1). According to the results of this study, males owned all of the SMEs interviewed at Glen View 8, with a significant portion of women (31.2%) engaged only as employees.

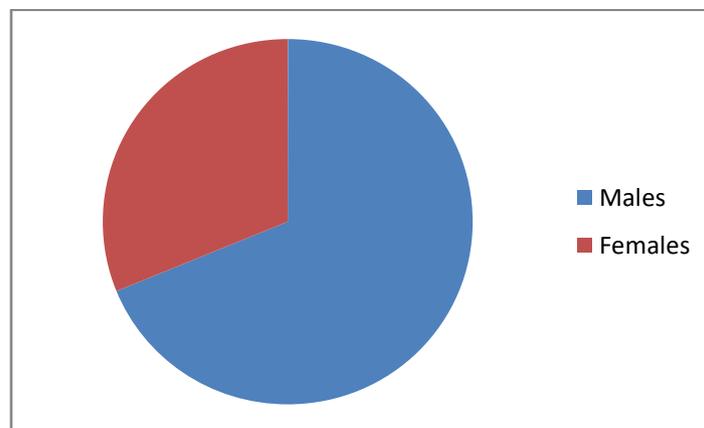


Fig. 4.1: The Gender Composition of Employees at Glen View 8 SME Complex

The traditional belief of reserving physically strenuous jobs exclusively for men was apparent in the SMEs (Choshi, 1996; Sunita and Mead, 2002). However, another possible explanation for this observation might be the fact that women have limited access to capital to start up businesses thus they tend to be concentrated in activities that require limited start up capital. In African society women roles are limited to household chores and men are thought to be the ones who should be involved in income generating projects.

ii. *Level of Education*

Educational levels were four, namely none at all, primary education, secondary education and tertiary

levels. The entrepreneurs were requested to indicate the highest level of education they attained. This was to ensure that during analysis, it would be easy to tell if respondents had a clear understanding of the questions and the study itself.

The survey revealed that the majority of the entrepreneurs in the sample sites had at least attained formal education, especially through the Ordinary level. This went on to show that the majority of the entrepreneurs were school dropouts or people who failed to secure formal employment owing to the harsh economic climate obtaining in the country, or were retrenched workers.

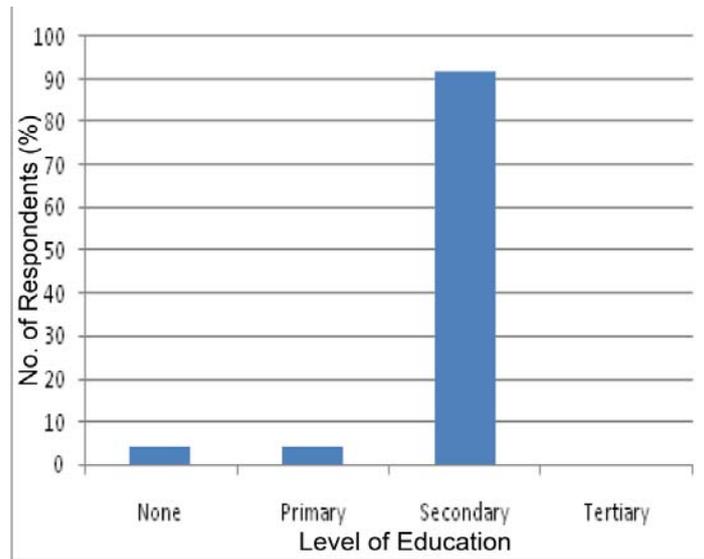


Fig. 4.2: Level of Education

It is generally accepted that the higher the educational standard of entrepreneurs the higher the chance for the enterprise to be successful, as has been suggested elsewhere entrepreneurs with higher educational training standards are more likely to survive economically in a more 'turbulent' business environment. More educated entrepreneurs tend to run their business establishments professionally, and hence provide reliable sources of income and employment for themselves and their employees. In the survey it was noted that the most successful entrepreneurs in Glen View Area 8 were those who had higher educational qualifications.

iii. *Age*

It was apparent from the survey that people in the middle age were mostly involved in the various manufacturing activities in the area. The majority of the respondents, business owners and employees at the Glen View Area 8 SME Complex were found to be in the age range of 20-35 years (68%), although there also was a considerable proportion between 36-50 years (16%), those below 20 years of age (12%) and one above 50 years (4%). This is the economically active people and it shows that the majority of the entrepreneurs were in their prime age. Table 4.1 shows the age profile of the respondents from Glen View's Area 8 SME complex.

Table 4.1: Age Profile (%) of respondents from Area 8 SME complex

Age (Years)	No. of Respondents
<20	3
20-35	17
36-50	4
>50	1

This age distribution showed that SME owners are young people, and the possible explanation for this may be the high unemployment generally obtaining in the country. Unemployment in Zimbabwe is high because the formal industries like banking, mining, the parastatals and even the civil service have been retrenching and thus many people tend to revert to the informal sector to start up their small businesses in order to have a source of income and something to do. Retrenchments of even older persons is the likely cause for the significant portion of older persons trading at Glen View Complex.

iv. *Training level*

The level of training of the employees was also assessed in this study. Both employees and business owners were asked about any form of training they received for the businesses which they are currently doing. Of these respondents, 16% confirmed some form of training whilst the rest had no formal training for the jobs. Those with training attributed it to apprenticeship training programmes offered in the Area 8 complex.

Table 4.2: Level of Training of the Respondents

Training status	Number of Respondents (%)
Employees with training	16
Employees without training	84

v. *Years with Firm*

The number of years that a given employee had been with the firm was also observed. This was important as it is an indicator of the reliability of the SME sector in providing a lasting employment option, as well as a reliable source of income for a given employee. Generally, shorter years with a firm would imply an unreliable form employment whilst longer terms show the reliability of the firm in providing employment for the

employee. In this study, 32% of the respondents showed that they had been employed for a periods less than a year, 20% had been employed for between 1 to 2 years whilst 24% said they had been employed for between 2 to 3 years. A significant proportion of the respondents (24%) did not provide any information pertaining to how long they had been employed. These figures are as shown in Fig. 4.3 below.

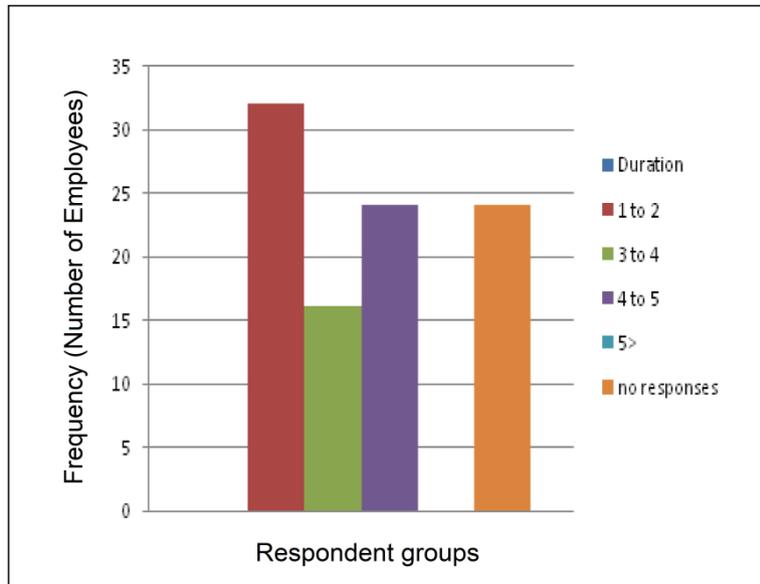


Fig. 4.3: Duration of Employment for the Respondents

The first observation that 32% of the respondents were employed for less than a year is true since the majority of the SMEs operating within the Area 8 complex have not been spared from the harsh economic climate obtaining throughout the country. Such problems as financial liquidity as well as the general dynamism of the Zimbabwean economy will make it difficult for companies, SMEs included, to retain

their employees as there is a high turnover rate. The high turnover occurs as employees move from one company to another in search of better remuneration and incentives, with some even going as far as South Africa and overseas. The result is that the SME is almost always with relatively new employees as the majority do not stay beyond a year, especially since SMEs themselves have low salaries. The observation that

some SMEs could not provide any information on the durations of their employees was not surprising since, owing to the above dynamics, it sometimes becomes difficult to record this since, for example, some employees go and return within given times.

The observation that older firms had more jobs than younger firms is true as small businesses will never remain small forever as some of them will grow and expand beyond 20 workers by joining medium and large businesses when using a given strategic planning (Schayek, 2008). This type of migration to another class size reduces the share of small businesses by becoming medium size. The migration of businesses into and out of class sizes also contribute to decrease or increase of jobs in those class sizes (Edmiston, 2004).

#### vi. *Employment Status*

The employment status was also taken note of in this study. This was important since the form of employment contract given the employee is by large a good indicator of the security of that given job, especially in the terms of income generation and employment creation and job security. Of the interviewed employees, 48% said they were employed on a short term basis (less than one year) whilst 16% said they were employed on a medium term basis (between 1 to 5 years), 32% were employed on a permanent basis (5 years and above) whilst 4% of the respondents did not respond at all. This is shown Fig. 4.4 below.

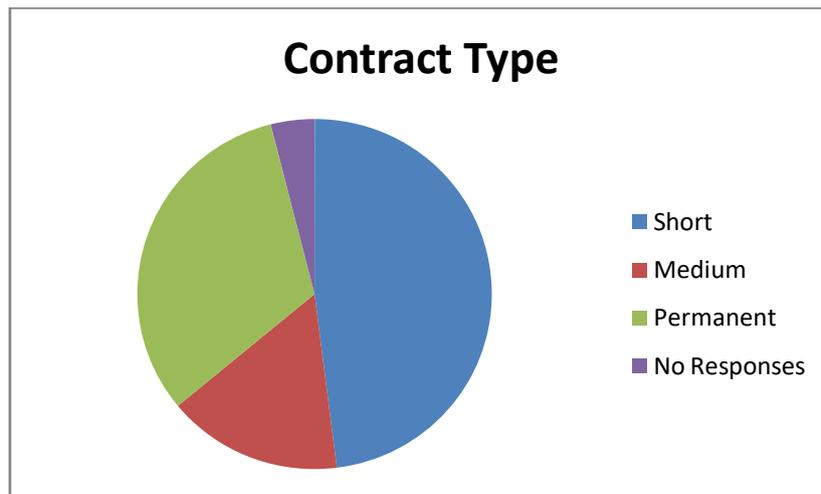


Fig. 4.4: The Contract Type of SMEs at Glen View Area 8

Again, the employment contracts noted reflect the dynamic structure of the Zimbabwean economy where the majority of arrangements are preferred to be short-term, with the possibility of contract renewal. Permanent contracts were also significantly high owing to the fact that the majority of the SMEs include family members and relatives who generally believe that they will remain business partners for life. It was noted in this research that the majority of these contractual agreements were verbal, revealing the informal structure of the SMEs.

Employment contracts are an important factor in the economic activities of the SMEs.

#### vii. *SMEs Role in Employment Creation*

One of the objectives of this research was to establish if and how SMEs are contributing to employment creation in the country, and hence their impact upon social development. This is so since employment creation is one of the prerequisites for social development. SMEs have been castigated for their failure in creating adequate job opportunities for the growing number of unemployed youths in the small towns. The sample of entrepreneurs surveyed employed

a total of 93 workers. An average of 3.72 job opportunities per each enterprise were created. This figure shows that SMEs had a relatively poor performance in terms of creating job opportunities compared to studies carried out by Osei et al (1993) in a similar study in Ghana and Choshi (1996) who did a research in Northern Province of South Africa. These two studies showed that in small urban areas SMEs should at least employ 5-10 people if they are to make any significant contribution to employment creation. Osei (1993) states that if a SME employs more than 5 people it ceases to be family based, as it tends to employ more people who are non-relatives. Although many can argue that 393 people are insignificant to alleviate unemployment, it should be borne in mind that the majority of the SMEs that were interviewed were lacking proper support to expand their businesses. If proper support mechanisms are offered to the SMEs they might create more employment opportunities.

In FGDs many of the entrepreneurs at Glen View 8 argued that if they received assistance from the government they would definitely employ more people. According to this study, SME business growth in terms of production output stood at a measly 12%, whilst only

1% of the respondents reported some firm expansion. The remainder of the respondents said their businesses were not growing at all. They argued that they were failing to grow or expand their businesses because of several reasons, among them lack of funding, the harsh economic environment and cash insolvencies. If government gave them financial assistance they would expand and employ more people in their firms.

b) *Relationship between Duration of Operation and Level of Education*

Enterprises that were operated by people who had a higher level of education tended to be in operation for a long time. Of the 25 enterprises, 13 (52%) had been in the business for more than 10 years, of which 3 had attained at least secondary school level. All entrepreneurs who had no formal education and had only attained a primary school education could not operate their enterprises for a long period. Another important observation from the survey in Glen View 8 was that entrepreneurs who had experience in the activity that they were involved in tended to last long in the business. This goes on to show that it is very important for entrepreneurs to at least have experience in the activity they are involved in. This shows the importance of education in the operations of SME activities.

It is important to note that enterprises who were realising an increase in their outputs were those who had been in business for a relatively long time. Only 9 (36%) enterprises had operated for 5 or less years, with the majority of the enterprises being 'experienced' in their fields of trade. It is important to note that in the study area the majority of the enterprises that reported that they were not realising growth were those that had

been in operation for less than one year and 1-5 years. So it can be concluded that the longer the enterprise has been in operation the more chances of it expanding its operations. Thus there was a positive relationship between duration and increase in output.

The SME enterprises that had been in operation for long periods of time were successful, possibly because of their long relationship with customers. Such operation for long periods of time had actually led to some enterprises curving a permanent niche in the market. Some of the entrepreneurs were so experienced in their activities thus they produced quality products compared to the upcoming entrepreneurs, often attracting more flows of customers and profit and had a stronger survival rate compared to new comers.

c) *Relationship between Duration of Operations and Number of Employees*

The study showed that there was a relationship between duration of operation of entrepreneurs and the number of employees in the SMEs. The null hypothesis put forward in this research was that there was no significant relationship between number of employees in an SME and the duration of that SME. ANOVA was used to test the hypothesis formulated and determine goodness of fit of regression models computed. Simple regression was used to quantify and establish the nature of the relationship between duration of operation and number of employees. For curve estimation, the linear method was used because unlike the logarithm, quadratic and exponential methods it best fitted the data. The relationship between duration of operation and income in the study area and regression equations computed to explain the relationships are shown in Fig. 4.5 below.

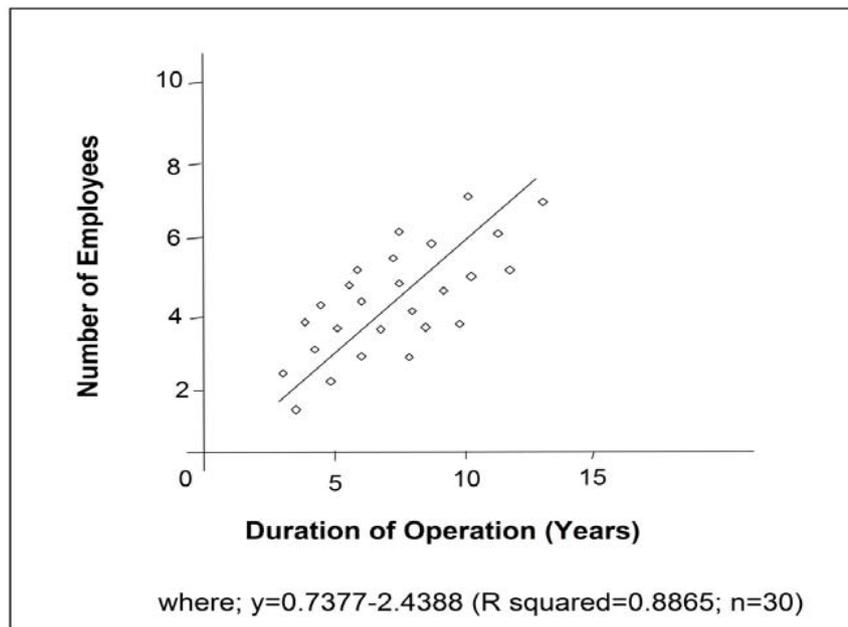


Fig. 4.5: The Relationship between the Years of Operation and the Number of Employees

d) *Relationship between Duration of Operation and Income*

The null hypothesis put forward in this study is that there is no significant difference brought by the SMEs to the incomes made by the entrepreneurs. The hypothesis was put forward because there was need to examine if there was any significant difference in the earnings made by the entrepreneurs through engaging in SME production. One Way ANOVA was used to test the hypothesis formulated. The calculated value obtained was 7.050 and the critical value obtained was 3.123 and the P value of 0.001598 at 0.05 significance level. On the basis of this information the null hypothesis was rejected and the alternative hypothesis which stated that there was significant difference in the income made by the entrepreneurs was accepted.

The survey showed that there was a mean annual income of \$318.80 for the business owners and \$80.40 for the general employees at the Glen View 8 Complex. The incomes varied greatly between business owners and between employees, with the highest income for the entrepreneurs and for the employees being \$700 and \$200 respectively. The lowest incomes stood at \$200 and \$50 for business owners and employees respectively. This can be explained by the fact that there were differences in the operation years of

the SMEs, as well as in the access to markets and product qualities owing to differences in production experiences.

However, it should be remembered that the data pertaining to sales is very biased since the entrepreneurs were not forced to disclose their sales statistics and since most of the entrepreneurs reported these figures from their heads and thus it would be difficult to verify if these figures were accurate. The figures, however, are important because they give a background of what is really happening in the enterprises.

The study showed that there was a relationship between duration of operation and the income in the SMEs. The null hypothesis put forward in this research was that there was no significant relationship between income in an SME and the duration of that SME. ANOVA was used to test the hypothesis formulated and determine goodness of fit of regression models computed. Simple regression was used to quantify and establish the nature of the relationship between duration of operation and the income. The relationship between duration of operation and income in the study area and regression equations computed to explain the relationships are shown in Figure 4.6.

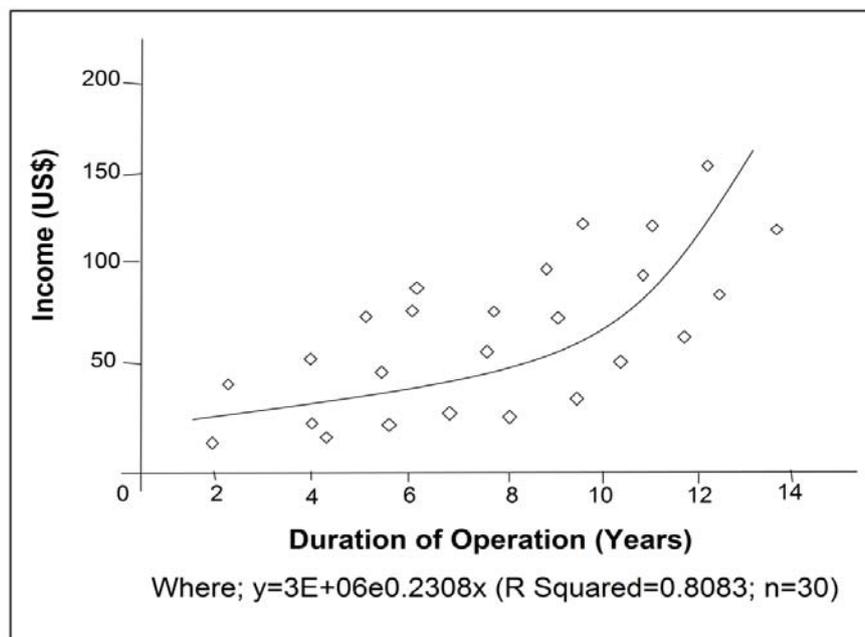


Fig. 4.6: Relationship between Duration of Operation and Income

As shown in Figure 4.6, there was a high degree of relationship between the income of the SMEs and their duration of operations. This suggested that with age, the incomes of the SMEs improved. On the contrary, younger SMEs had smaller incomes owing to various challenges in their start-up, such as financing, the lack of knowledge, low innovation levels and poor business marketing.

## V. CONCLUSIONS

From the results of this study, it can be said that SMEs are useful alternatives, to the formal sector, for income generation. They SMEs provide better option for the generation of income, particularly in the economic hardships that many citizens of Zimbabwe have or continue to face. This has important social bearings as it

enables people to take care of themselves as well as their families and communities (Pedersen, 1998). The provision of a source of income, though low and sometimes unreliable, is a good ground for social development, particularly if viewed in the light of curbing the ills of unemployment. The assertions of Tevera (1998) of the SME sector being a viable option for the retrenched workers and those outside formal employment are found to be true as this agrees to the above findings of this study.

Also, SMEs provide cheap, ready and easily negotiable option for good and services. These goods may even be of very high qualities and standards and help the average or low-income families to obtain those goods they would never get from the formal, more-established retailers as from Harare's CBD. The goods from the SME sector make it viable for members of the public to purchase them. Goods could be found on credit and most of the low income people from Glen View, Glen Norah, Highfield and Budiriro found it worthwhile to purchase the goods, mostly furniture, for their households.

From the results of this study, it was seen that SMEs provide a good avenue for the employment of the majority of the unemployed people in the country. These results can also apply to any other country, particularly those in sub-Saharan Africa and the developing nations of the world. However, it was discovered in this study that the security of this employment is generally higher in those SMEs that have been operating for a longer while compared to new or smaller ones. The reasons for this were identified as the fact that older SMEs usually are more established and have a more reliable cashflow compared to younger ones which are still in the processes of either establishing their client bases or perfecting the qualities of their products. The employment contracts in older firms offered more reliable employment for the employees, and this was also evidenced by the length or number of years given employees stayed with these firms.

Although it is generally true that the income and employment creation ability of the SMEs cannot compare to those of the formal sector, this has to be reinforced by empirical researches into the area. This therefore necessitates the need for a comparative research which establishes the benefits or demerits of incomes between the formal sector and the SME sector. However, despite the above fact, the SMEs as studied in this research were beneficial in employment creation as the majority of the employees had before been completely unemployed. Working, even for low amounts of income, is generally better than being completely unemployed, as discussions with the respondents in this research revealed. Although the average number of employees per SME was quite low (3.72), it goes a long way on showing that SMEs have the potential to

become the country's largest sector of employment, particularly for such people as school dropouts, the uneducated and the retrenched. This figure differs by far from the Indonesia's average of 12.3 employees per SMEs (World Bank, 2003), possibly because of the differences in the degrees or extents to which these countries economies have slipped. The figure, however, is quite nearer to those found in Mali, with an average of 3.88 employees per SME (UNDP, 2010). This can be explained since Mali is a third world country with similar economic and social problems like Zimbabwe.

Owing to the above contributions of SMEs to employment creation and income generation, it can be generalized that they have a net effect on social development. Although social development itself cannot be entirely measured by employment status and income alone, these are among the major factors that determine how a society develops. Without a stable source of income and employment, a society might miss developmental targets and goals, apart from the fact that negative development may also occur. This negative development might be the destruction of already met developmental goals as well as the rise of social ills like crime, violence, prostitution and theft, among many others. Poverty is fought as families have a source of income and are able to survive above the poverty datum levels, which agrees with the assertions McPherson (1991), on the role of SMEs in the development of Zimbabwe. SMEs will also enhance the country's GDP as more production is done and foreign currency is earned, although the case of Glen View's Area 8 pointed to insignificant exportation levels of the finished goods. Hence it can be said that SMEs provide a good platform for the commencement or continuation of development within the given societies, as was seen in the case of the Glen View Area 8 SME industry.

## VI. RECOMMENDATIONS

Most of the SMEs interviewed by the research were poorly coordinated and lacked the basic organization expected for serious businesses. Poor coordination and differences may be seen as confusion and thus throw them into a negative perception from interested stakeholders like customers, potential investors and even governmental organizations. For example, it was noted that most SMEs at Glen View 8 sorely focus on the production of such carpentry-related products like sofas, which gave rise to stiff competition on the market when some could in fact focus on other finished goods like beds and wardrobes. Thus, the organization and coordination of the SMEs sector on local and national levels is required to enhance their performance and create more incomes and jobs.

The research revealed that there are policy gaps which are having a deleterious effect on the operations of the SMEs. The lack of a comprehensive

national policy packages to target SMEs has been self evident throughout the research, even though the discipline of governmental policies was not among the objectives of this study. It is recommended that there be policies to cater for SMEs and enhance their current operations as well as to enable the growth of new ones in this potentially beneficial sector of the Zimbabwean society. Such policies should encompass support systems for existing SMEs, provide help to the SMEs' internal and external resources, and provide financial requirements such as starting capital. It was actually very disturbing for the researcher to note that governmental bodies and agents actually are currently working much to the harm of the SMEs' operation, particularly via such means as exorbitant taxes and rentals, the high difficulties of obtaining operating licenses and the constant negative force of corruption which demands bribes from the SMEs even for no apparent reason on any given day.

The SMEs need financing in order for their initiatives to be successful. Without proper financial mechanisms, as was seen through this research and particularly through the field interviews, the goals of these SMEs will never be realized and they will still realize relatively low incomes and employment creation compared to their formal sector counterparts. They should have access to loans from banks and other financial institutions and since the majority of them do not have the required collateral, the government should chirp in with necessary financial security strategies. The majority of the interviewed SMEs and entrepreneurs lacked the skills to effectively and efficiently manage their business. As such, training is required in such fields and bookkeeping, corporate governance and accounting, among others. National programmes and policies to help develop SMEs are required. Training though governmental and non-governmental associations can be initiated so that the SMEs will have more knowledge on how to improve their incomes and employment statuses, and thus contribute more meaningfully towards social development.

It is recommended that those unemployed in Zimbabwe, particularly the youths and those retrenched from formal sectors of employment, adopt SME production and entrepreneurship as options for employment and income generation. Although this sector offers lower incomes per month as compared to the formal sector, which may also be unreliable, it is worthwhile than having nothing to do at all. Engaging in SME production not only helps them to acquire survival skills that they previously did not have, but also enables them to determine their own destinies, create employment for others, disengage from harmful acts like crime, drug abuse and violence and realize a respectable living for themselves and their families. Opportunities for growth and development are also there, particularly with the recovering economy of the

country, the growing demand for cheaper household products and goods as well as through the widely publicised indigenisation and economic empowerment policies within the country.

## VII. SUMMARY

This research addressed the role of SMEs in social development through a pedestrian approach. It examined how SMEs create employment as well as the income they normally generate for their employees per month and discovered that although these figures are not as one would expect, they are appreciable because there is some level of employment creation and income generation within these enterprises. Employment creation and income generation are helpful determinants of social development, a useful goal in the present-day Zimbabwe which still is recovering from the worst economic crisis in its history. The findings of this research may be compared and applied to other countries, particularly those in the developing world. However, the study discovered that more still needs to be done to help the SME sector in Zimbabwe to become as competitive as the formal sector, particularly along policy and training lines.

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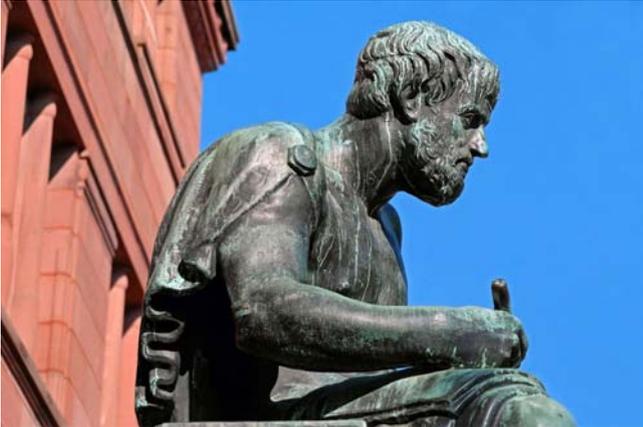
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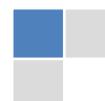
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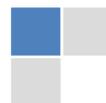
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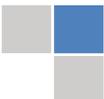
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- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

### ***Structure and Format of Manuscript***

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

A research paper must include:

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

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

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

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

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



## FORMAT STRUCTURE

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

All manuscripts submitted to Global Journals should include:

### **Title**

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

### **Author details**

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

### **Abstract**

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

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

### **Keywords**

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

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

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

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

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

### **Numerical Methods**

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

### **Abbreviations**

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

### **Formulas and equations**

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

### **Tables, Figures, and Figure Legends**

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



## Figures

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

## PREPARATION OF ELECTRONIC FIGURES FOR PUBLICATION

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

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

Color charges: Authors are advised to pay the full cost for the reproduction of their color artwork. Hence, please note that if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a Color Work Agreement form before your paper can be published. Also, you can email your editor to remove the color fee after acceptance of the paper.

## TIPS FOR WRITING A GOOD QUALITY MANAGEMENT RESEARCH PAPER

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

## INFORMAL GUIDELINES OF RESEARCH PAPER WRITING

### **Key points to remember:**

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

### **Final points:**

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

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

### **The discussion section:**

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

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

### **General style:**

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

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

### *Mistakes to avoid:*

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



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

#### **Title page:**

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

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

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

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

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

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

#### **Approach:**

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

#### **Introduction:**

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

*The following approach can create a valuable beginning:*

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



**Approach:**

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

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

**Procedures (methods and materials):**

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

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

**Materials:**

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

**Methods:**

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

**Approach:**

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

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

**What to keep away from:**

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

**Results:**

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

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

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



**Content:**

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

**What to stay away from:**

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

**Approach:**

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

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

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

**Figures and tables:**

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

**Discussion:**

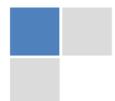
The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

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

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

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

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



**Approach:**

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

Describe generally acknowledged facts and main beliefs in present tense.

## THE ADMINISTRATION RULES

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

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

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

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



CRITERION FOR GRADING A RESEARCH PAPER (COMPILATION)  
BY GLOBAL JOURNALS

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

Topics	Grades		
	A-B	C-D	E-F
<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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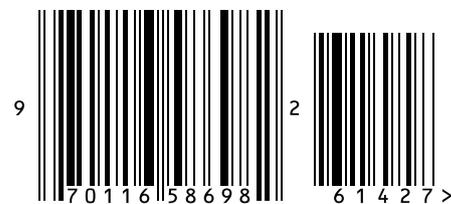
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