Study of Pillars and Variables of Business Administration for Successful Organizational Effects

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Abstract

Organisational effects (OE), is a process through which the internal capacity of an organisation is improved by strengthening specific areas (which may be termed as pillars) and the constituent process variables in order to achieve the desired outcomes. In research terminology, OE program may be called cause or enactment/ treatment that contains some independent variables (process variable) having impact on dependent variables of interest (intended outcomes). However, OE itself is an independent variable causing changes in some of the process variables directly or indirectly. Numerous studies have been conducted on identification of process and output variable, but, variable’s specific role is not well understood or well researched till date. Though a few studies indicates the impact of OE program on organisational effectiveness, no specific study in the Iraq context has been reported so far to identify specific process variable having significant contribution to the specific outcome of an OE program. Establishing linkage between changes in process variables because of OE initiative and their impact on intended outcomes is essential for a practicing manager to focus on these process variables which is
critical for achievement of outcome variables. The purpose of this research is to provide understanding of specific roles of process variables in OE interventions, the linkage between process variables and output variables and identify a set of process variables for achieving the intended outcome.

**Keywords**

Business Administration, Organizational Effects, Pillars, Variables, Social Science, Economics.

**Introduction**

World has become highly competitive. Product, process, system, and economy are changing. Change is the only constant in this modern world. Organisations have been facing the greatest challenge for survival; unless the organisations build its capacity to cope up with the change they would not be able to sustain in this competitive environment. Globalisation, information technology, environmental changes, increase in social awareness, regulation and new organisational forms are some of the trends that are shaping change in organisations. Meanwhile, the concept of mass customisation is gaining momentum & flexibility and constant organisational change has become the key element of a smart organisation aiming to provide customised products and services. According to Boston, organisational change is a must for the survival and long term success of an organisation. Similar view has been expressed by Caetano, who takes organisational change as a demand of time to remain successful in. The significance of organisational change is described in different ways by different researchers but it is an accepted fact that for sustaining a business and to attain long term success, organisational change is vital (Anderson, 2019).

In view of the importance and implication of organisational change in the modern fast changing world, Organization Effect (OE) intervention can play a significant role in the process of change since the organisational change process is very complex and challenging. A total approach and effective intervention strategy is required to manage the change in a much productive way (Nicholas, 2018).

The core to OE is a notion of process, through which the internal capacity of an organisation is improved by strengthening the process variable in order to achieve the desired output. In research terminology OE program may be called cause or enactment/ treatment that contains some independent variables (process variable) having impact on dependent
variables of interest (intended outcome). However, OE itself is an independent variable causing changes in some of the process variables directly or indirectly (Satyendra, 2019).

The role of OE is well investigated in the past on a few process variables and output variables which are interlinked in the context of organisational issues. Proper assessment of impact is yet to be carried out that would enable designing of effective intervention strategy. It is felt that, there exists a sizeable gap in the area of identification of a set of process variables to be tailored to specific set of outcome variables; which is required to be filled up. Initiative is taken in this research to investigate the role and explore the relationship between process variable and output variables and their impact upon successful organisational change (Thakur & Kakati, 2019).

Numerous studies have been conducted for the identification of process and output variables, but, variable’s specific role is not well understood or well researched till date. Though a few studies indicates the impact of OE program on organizational effectiveness, no specific study in the Iraq context has been reported so far to identify definite process variable having significant contribution to the specific outcome of an OE program. Establishing linkage between changes in process variables because of OE initiative and their impact on intended outcome is essential for a practicing manager to focus on these process variables which are critical for achievement of outcome variables. To achieve the purposes mentioned above, this research has identified two specific objectives and two corresponding research questions and formulated three hypotheses which are explained below. For initiating an OE intervention, it is imperative to assess the current status of organisation both in terms of process and output variable. However, organisational assessment has become more complex and holistic as it attempts to integrate large number of parameters / variables within an organisation. In this regard, (Mines Action Canada) developed an Organization Effects self-assessment tool which provide a brief overview of Organization Effects and a tool to assess the current state. They developed 9 core pillars of Organization Effects with few constituent process variables. However, their research has not specified process variables and their specific roles on output variable. Therefore, the criticality of a particular process variable for a particular output is not being reported upon. Moreover, till date it is not being proved whether all the pillars and process variables are critical or not for strengthening the Organization Effects intervention for sustainability (Mahajan et al., 2021).

Process is a set of interrelated or interacting activities which transforms input into output. Here, the output is the intended outcome of the organizational development intervention. Organizations may comprise a number of linked processes that need to be identified and
managed. The process approach therefore is the systematic identification and management of these activities and interactions between activities. Used properly, the process approach provides control over the processes, the link between processes and the combination and interaction of processes. Most definitions of OE emphasize the importance of organization process (Mahajan & Badarla, 2018).

According to a study done by (Mahajan & Badarla, 2019), although Organization Effects is assumed to have major impact on organisational processes and less on outcomes, but the opposite relationship tends to exist. Their findings show that OE equally affects outcomes. The intended outcome of an OE initiative can be achieved through a combination of human resource and process supported by technology. Human resources of the organisation include individuals, workgroups and teams at all organisational level. Pores and Berg found 308 different variables measured in 35 studies; these variables were classified into ‘outcome’ variables and ‘process’ variables. Egan lists out 10 outcome (dependent) variables, by analysing 27 OE definitions from 1969 to 2001 (Egan, Organization development: An examination of definitions and dependent variables, 2001). These variables represent certain categories which contribute to the shaping of OE as a field of study and practice. Different processes and outcome variables have been identified in past studies in the Organization Effects domain. But the relationship between the two sets is yet to be established.

Organizational Development is a system wide application of behavioural science knowledge to planned development and reinforcement of organisational strategies, structures and processes to help organisational effectiveness (Cummings & Worley, Organization Development and Change). Vision reflects the hopes and aspirations of the management of the organization. It describes the changes it attempts to bring about in the existing socio political and environmental situation. The mission lays down the foundation for action and guides the organisation’s strategies (Mahajan & Badarla, 2020).

The role of top management in any initiative for Organization Effects cannot be over-emphasized, for e.g. Total Quality Management, Team Building, Job Enrichment, Re-engineering Total Productive Maintenance, Quality Management System, and Environment Management System. In all the above OE programs, top management’s role is well-defined and appreciated. However, the role of top management and their contribution to OE success is largely influenced by their attitude and behaviour. Their study established the positive relationship between behavioural integration and the mediating role in perceived quality of strategic decision through which TMT influences the organisational performance in the long run. There are several process variables / components related to top management such
as Strong Leadership with Clear Vision, Strategic Direction of the Board, Policy Governing the Board and Orientation of Board Members. The role of these process variables in enhancing the performance of an organisation are not yet tested. This research attempts to test the effectiveness of process variable / component related to the top management in terms of performance of the organisation in the context of OE (Mikhail et al., 2017).

Training is regarded as a systematic approach of learning and development that improves performance of the individual, group and organization as a whole. In recent years, organisations are giving sizeable importance for capacity building of the human resources. ‘Skills erode and become obsolete over a period of time which is required to be replenished continuously. Hence, training and development is very vital at all employee level. It is observed that modular approach for implementing different OE initiatives like ISO 9001:2008 Quality Management System, Total Productive Maintenance, Quality Circle, Reengineering, Enterprise Resource Planning (ERP), etc. incorporates training as an important tool. Various types of training programmes are conducted based upon assessment of training needs of employees. Moreover, modus operandi of the implementation process of different OE initiatives covers training modules for different sections of employees. Successful design and implementation of training package may contribute significantly for achieving the intended outcome of OE initiatives. However, the training impact appears to vary widely across OE initiatives depending upon intensiveness and coverage of the training programme [10]. This research organized as in section 2 literature review described, in section 3 research methodology described, in section 4 Results and discussion analysed, and final conclusion and future work described in section 5.

**Literature Review**

Following reviews are listed based on available studies on various aspects such Pillars and Variables of Business Administration for Successful Organizational Effects.

In (Chien et al., 2015; Masa’deh et al., 2016) author depicted Knowledge is a genuine abundance for the two people and associations to meet their errands and direct their exercises to accomplish their objectives productively, it is additionally a wellspring of greatness to associations and the reason for their progression and victories. Information is one of the most significant resources in present day associations and it has become one of the main components of creation notwithstanding HR and capital. It is the fundamental motor of financial development and the impetus for mechanical advancement and efficiency. Information produces inventiveness and changes it into items and cycles.
In (Al-Tit, 2016) master suggested that Knowledge the board is characterized as the cycles and exercises that help the association in creating, gaining, and thusly finding, arranging, utilizing and spreading information in the association among working people, changing the data and encounters that the association has and utilizing them in its regulatory exercises, for example, dynamic, working methodology and vital arranging.

In (Al-Shanti, 2017) author accepts that information the board empowers the workers of the association to do consistent exercises and studies pointed toward securing information, putting away, dispersing and applying information to accomplish exceptional execution.

In (Seleim & Khalil, 2015) author characterized KM as cycles that assist the association with producing and change significant data and aptitude that the association has essential into different administration exercises, for example, dynamic and critical thinking, learning and vital arranging.

In (Obeid & Rabay’a, 2016; Ramadan et al., 2017) author imparted that Knowledge the executives in its wide sense demonstrates that the accessibility of data and information in the association's data sets is anything but a significant issue in itself without profiting from it and improving it and leading different tasks pointed toward deciphering it and making it more valuable. Numerous analysts dis-concurred in characterizing the cycles and the elements of information the executives.

In (Obeidat et al., 2016) author think about Knowledge Management in three cycles; specifically Knowledge Dissemination, Knowledge Application and Knowledge Use.

In (Hsu & Sabherwal, 2019) author recognized three cycles including utilization of information, change of information, and securing of information.

In (Shujahat et al., 2019) author demonstrated that information the executives measures incorporate Knowledge creation, Knowledge sharing, Knowledge usage, which will be alluded to in this review.

In (Abualoush et al., 2018; Zawaideh et al., 2018) the planned assessment Knowledge creation incorporates all cycles through which the association tries to deliver and procure information, regardless of whether it is between implied information and express information, in which it is a communication between understood information and unequivocal information through new information is made and made inside the association to get the different sorts of information for future choices.
In (Baldé et al., 2018) author brought up that Knowledge age incorporates socialization; the transformation of certain information to again understood information like the trading of involvement among staff in an association. Externalization; the change of verifiable information into express information, for example, recording past encounters of individuals.

In (Obeidat et al., 2018) expert said Knowledge sharing is characterized as the cycles and strategies for the association to spread and move information among representatives to utilize and foster it to produce new information. In this paper, author Knowledge isn't significant without the investment and access of the workers to profit from it, and it can't be created or produced without the presence of dynamic support in information, so remaining in the representatives' psyches without the interest of others won't be improved or expanded however actually be powerless against misfortune. There are apparatuses and techniques to share information like preparing, casual gatherings, best practices, information bases, electronic specialized instruments and the association's way of life.

In (Bouraghda & Dris, 2015) maker proposed Effective utilization of the information and its effectiveness use is to guarantee the accomplishment of the goals of the association proficiently and successfully, and this requires the designation of wide powers and giving adequate opportunity to utilize information, the association is to apply the genuine information on its exercises and advantage from it after capacity and foster approaches to utilize and execute.

In (Farzaneh et al., 2018) author revealed that Business Intelligence (BI) is a promptly accessible instrument that empowers the assortment, stockpiling and handling of data. Along these lines, the critical job of BI instruments in overseeing data adequately is the administration's assistance to further develop admittance to precise data when required.

In (Holsapple, et al., 2014) author portrayed BIs highlights, whenever executed effectively, an incorporated and cutting-edge data, opportune arrangement of data, greater data, upgraded support for hierarchical and vital destinations, and worked on authoritative execution.

In (Teoh et al., 2014) producers have mentioned that BIS is utilized to gather information from the inside and outside the association, to gather data, to find significant concealed examples between heterogeneous information from various sources inside and outside the association, and to change them into the necessary information to settle on excellent and precise choices.
In (Aloush, 2015) author detailed The premise of the information stockroom is the combination among conveyed and scattered and heterogeneous information in different data sets, exchange preparing frameworks and heritage frameworks, just as outside information sources applicable to their work, so the association has a brought together and incorporated climate for its current and chronicled information inside a solitary vault.

In (Laxmaiah & Govardhan, 2013) author announced OLAP has incredible abilities for dissecting information in an assortment of ways, assisting with giving fast responses to complex inquiries as per the necessities of senior administration or even center administration inside the association. OLAP is a powerful technique for information recovery and examination, with the goal that it is not difficult to set up reports for the executives in the association when required without wasting much time. Author portrayed Continuous execution is the focal point of any association, on the grounds that through presentation associations it is feasible to develop.

In (Cania, 2014) author depicted Organizational execution is considered as quite possibly the main factors and dimension contemplated in administration examination and business.

In (Alrowwad et al., 2017) author portrayed There is agreement among scientists that exhibition estimation frameworks are imperative for associations since it gives data on the nature of the cycles they perform inside the associations which helps in the advancement of key plans and surveys the accomplishment of the authoritative objectives.

**Research Methodology**

The research is both qualitative & quantitative and case study based. The reason for choosing case study method is the exploratory and qualitative nature of the study. Moreover, the case study method is flexible which allows the researcher to use multiple data collection method. According to Robson, flexibility is the main strength in the case study method in terms of interpretation and specific underlying reasons (Robson, 2002).

**Reasons for Selection of Specific Organisation**

The organisations were selected based upon the presence of OE initiatives undertaken by them during last 10 years. Attempt was made to represent public and private sector industries and institutions as well as services sector. Moreover, both small and large organisations were also covered to make the study more relevant for generalisation. The organisations can be categorized under the following heads.
Materials and Methods

The study was carried out in 3 stages. In the 1st stage, the researcher had interacted with the OE team members of the organizations to identify the specific (i) OE initiative taken (ii) process variables and the intended outcomes.

There were more than 308 process and outcome variables identified by Pores & Berg based upon 35 numbers of studies. All the 308 variables may not be applicable to a particular OE program. Hence, this exercise helped us to identify process and outcome variables which are relevant for 34 OE programs under consideration. Based on the findings of the 1st stage, we have sorted out 76 process variables and 52 outcome variables.

In the 2nd stage, we prepared two sets of questionnaires, one for process variable and the other for outcome variable. The opinion of the team members of the particular OE program and their perception of changes in the process variable and also the outcome variable due to the particular OE initiative were captured using 5-point Likert scale. While interacting with the team members, they were asked to respond to all the process variables identified and the intended outcomes as well as incidental outcomes. We used step-wise regression model to establish the linkage between the process and outcome variable under consideration and also a set of variables affecting a particular outcome. The analysis of data enabled us to develop 23 models, one corresponding to each outcome variable. In the 3rd stage, the result of the regression model was discussed with the respective OE teams to validate the outcome and most importantly the reasons underlying the relationship.

The first step prior to the design of the close-ended questionnaire for process variable was identification of pillars based upon literature survey. After identification of the pillars different process variables/ elements related to each pillar were listed.
While designing the close-ended questionnaire for outcome variables, the possible impact of OE upon organisation, individual, group, leader, system & process were segregated. Accordingly, different questions were framed under 5 different heads/groups to elicit information pertaining to the outcome variables.

Table 3.1 Reliability of process variables and scale used for different OE pillars

<table>
<thead>
<tr>
<th>PILLAR</th>
<th>PROCESS VARIABLES</th>
<th>CRONBACH’S ALPHA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision &amp; Mission</td>
<td>Clarity (better clarity because of OE initiative)</td>
<td>0.91</td>
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<td></td>
<td>Alignment</td>
<td></td>
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<tr>
<td></td>
<td>Conversant</td>
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<td>Consistency</td>
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<td>External Communication</td>
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<td></td>
<td>Assessment/ Measurement</td>
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<td></td>
<td>Review</td>
<td></td>
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<tr>
<td></td>
<td>Alignment with PMS</td>
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<tr>
<td></td>
<td>Derivation of objective</td>
<td></td>
</tr>
<tr>
<td>Organisational</td>
<td>Job Description</td>
<td>0.81</td>
</tr>
<tr>
<td>Structure</td>
<td>Work Environment</td>
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<td></td>
<td>Documented Procedure</td>
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<tr>
<td></td>
<td>Clear Management Responsibility</td>
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<td></td>
<td>Effective Systems &amp; Process</td>
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<td></td>
<td>Flexible Structure System &amp; Process</td>
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<tr>
<td></td>
<td>Functional Flexibility</td>
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<td></td>
<td>Job Description Flexibility</td>
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<tr>
<td></td>
<td>In-built Innovation</td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td>Strong Leadership with Clear Vision</td>
<td>0.79</td>
</tr>
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<td></td>
<td>Strategic Direction of the Board</td>
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<td>Policy Governing the Board</td>
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<td>Orientation of Board Members</td>
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<td>Role Clarity &amp; Productive Working</td>
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<td></td>
<td>Relationship</td>
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<td></td>
<td>Financial Flexibility</td>
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Pillars and variables

- **Vision & Mission**

Previous research mostly concentrated on careful crafting of the Vision & Mission statement. Vision represents the hopes and aspirations of the organisation and describes the changes in the prevailing socio-economic situation that the programme aspires to bring about. Vision acts as a roadmap which shows the beginning of an organisation and the end result or outcome which is the overall performance and aims to take in developing its
business. The importance of Vision & Mission for OE success has been acknowledged in much research work. Ian Wilson identified based on his own experience five elements/process variables for success of Vision & Mission, namely, Clarity, Coherence, Communication, Consistency and Flexibility.

**Organisational Structure**

The importance of an organisational structure suitable to move towards the vision cannot be over-emphasized. According to many CEOs across the globe organisational structure (the boxes and lines on the company’s organisational chart) is a key determinant of the financial performance of an organisation and major organisational restructuring within the organisation is always in pursuit of better organisational performance. M. Referring to the trend of development of organization mentioned that organisation will be more like fluid and difficult to put in standard chart. 14 paradoxes such as centralization & decentralization, staff & line, planning & execution, structure & process, level & span, formal & informal, tangible & intangible, specialists and generalists, objectivity & subjectivity (or qualitative and quantitative), techno centric & anthropocentric, vertical & horizontal, global & local, complex & simple, and hierarchy & network will be increasingly marred.

**Governance**

Governance is one of the most important pillars which provide a direction to the entire organisation. The component of governance is governing body and strategic leadership, which provides strategic direction and sustains the organisation according to its vision. According some researchers, in case of strong oppositions towards an OE plan the leader is the person that has to assess the crisis appropriately to take emergent decisions, and if the leader fails in any phase of an OE plan, then the chances of success of the plan are significantly reduced. It sets in process clear organisational goal and directs the effort of all staff and other stakeholders towards fulfilling organisational objectives. Governance is conceived of as the point at which the external and internal environments meet. The structure of governance addresses the problem of linking the conflicting interest of all stakeholders (both internal & external, including the general public) with the organisations goal and mission.

**Information Flow & Decision Making**

Decision Making is the process of selecting from among alternative courses of action. Proper decision making is dependent upon proper division of authority in relation to decisions and adequate availability of information. So, decision making process is related
to information flow. The top-down and bottom-up flow of information always facilitates or hinders the smooth functioning of an organisation. It includes both formal and informal channels of communication. An effective information communication system helps to motivate employees, besides, providing specific information needed to carry out the task. Moreover, members of the organisation also require information which makes them feel involved in the organisational activities. According to decision effectiveness and financial results correlated at a 95% confidence level or higher for every organisation in their sample. They also found that top quintile companies score an average of 71 out of 100 in decision effectiveness while companies in the other 4 quintiles score on average 30 and below. This shows how information flow and decision making impacts the organisational performance (Mahajan, & Badarla, 2021; Alhayani, 2021).

• Management of People

Human Resources are the most valuable asset of the organisation. The proper process parameters must be in position for management of human resources of an organisation. According to Cummings & Worley, it is a proven fact that organisational development is a complex framework that refers to structural characteristics of a business or to the communication channels used by employees for responding to the needs of their role.

• Stakeholder’s Engagement & Retention

No organisation can sustain by coping with the change unless it fulfils the expectation of its stakeholders. As such, involvement of stakeholders and their retention is of vital importance. According to Grieves, stakeholder’s will support the OE of a business only in the following case, for example, customers would be supportive to an organisation’s efforts to improve its services if the organisation provides scope to the customer for providing feedback. So, policy and communication mechanism must be proper to sustain in-depth relationship with the stakeholders and fulfil their expectations. This can be achieved through consultation and feedback mechanism along with regular transparent communication. Some studies explain that the efforts for securing the stakeholder’s support in an organisation development plan should be based on criteria of hierarchy: emphasis should be primarily given to the members of the organisation who are mostly interested for the organisation’s success.

Results and Discussion

In results identified 6 pillars for self-assessment of OE strength and strategy to be adopted for strengthening the same. The pillars are: Vision & Mission, Organisational Structure,
Governance, Information Flow & Decision Making, Management of People, Stakeholder’s Engagement & Retention, Technology & Infrastructure, Financial Oversight & Management and Organisational Renewal. However, they have not identified the specific process variables for strengthening the pillars in the context of organisational development.

**Fig. 1 Vision & Mission and its constituent variables**

In figure 1 shows the vision and mission with their constituent variables and pillars Business Administration for Successful Organizational Effects.

**Fig. 2 Organisational Structure and its constituent variable**
Figure 2 shows the Organisational Structure and its constituent variable and pillars of Business Administration for Successful Organizational Effects.

![Organisational Structure and its constituent variable and pillars](image1)

**Fig. 2 Organisational Structure and its constituent variable and pillars**

Figure 3 shows the Governance and its constituent variable & pillars of Business Administration for Successful Organizational Effects.

![Governance and its constituent variable](image2)

**Fig. 3 Governance and its constituent variable**

Figure 4 shows the Information Flow & Decision Making and its constituent variable.

![Information Flow & Decision Making and its constituent variable](image3)

**Fig. 4 Information Flow & Decision Making and its constituent variable**
Figure 4 shows the Information Flow & Decision Making and its constituent variable and pillars of Business Administration for Successful Organizational Effects.

![Graph showing Information Flow & Decision Making](image-url)

**Fig. 5 Management of People and its constituent variable**

Figure 5 shows the Management of People and its constituent variable and pillars of Business Administration for Successful Organizational Effects.

![Graph showing Management of People](image-url)

**Fig. 6 Stakeholder’s Engagement & Retention and its constituent variable**
Figure 6 shows the Stakeholder’s Engagement & Retention and its constituent variable and pillars of Business Administration for Successful Organizational Effects.

Conclusion and Future Work

The present study intends to unearth some linkages between process variables and outcome variables which may provide beneficial insight into how OE programs and process variables affect the desired outcome. Accordingly, the OE team may set priority while designing any OE program. In terms of impact of process variables constituting the pillar, upon the outcome variable, 3 pillars, namely, Organisational Structure, Financial Oversight & Management and Vision & Mission emerged as the most critical pillars. In earlier studies, the researchers mostly identified the variables, but, the role of specific variable with respect to specific intended outcome was not established. The major contribution of this research is that it establishes the relationship of the process variable with respect to the specific outcome variable which will give a beneficial insight for managers into which process variables they should thrust upon while designing and implementing OE program. For future studies we suggest some of the process variables may be OE specific having influence on a specific set of OE outcomes only. In this research, different types of OE initiatives have been considered due to paucity of OE initiatives in a particular area. As such, OE specific role of few variables could not be ascertained. Future research should take into account this particular aspect.

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