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We publish leading-edge, high-quality and original results, methodologies, theories, concepts, models and applications on all aspects of management.

The journal has no preferred or disallowed methodologies for paper publishing and is open to conceptually rigorous approaches of any type. The scope of International Journal of Management Science and Business Administration covers: general management, business law, public responsibility and ethics, marketing theory and applications, business finance and investment, general business research, business and economics education, knowledge management, production/operations management, organizational behavior and theory, strategic management policy, organization management, statistics and econometrics, personnel and industrial relations, technology and innovation management.

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Foreword to the Issue

We are delighted to present the third issue of International Journal of Management Science and Business Administration. We continue with the mission to advance the research field of management science and business by providing valuable insights that the research community, business practice and wider audience can benefit from. Our high aspirations translate into thoughtfully chosen content for our readers. Selected papers published in this issue provide practical suggestions for improvement, and identify current issues in the field of business and management. Consequently, scholars, managers, and policy-makers should exhibit interest in this issue. A wide spectrum of topics from researchers around the globe is presented in the journal.

The paper *“Does a Long Reference List Guarantee More Citations? Analysis of Malaysian Highly Cited and Review Papers”* explains the relationship between number of references and citation counts on the sample of Malaysian highly cited papers. The findings suggest that researchers should not try to increase the number of received citations by artificially increasing the number of references. The second paper titled: *“Eco-Innovation Determination Based on SEM: Identifying the Mediation and Moderation Effect”* utilizes institutional theory, stakeholder theory and upper echelons theory, to conceptualize a model that explains eco-innovation generation. The study reveals that both institutional force, stakeholder force and organizational force are significant triggers in enterprise eco-innovation. Next paper *“Measuring Job Satisfaction Patterns in Saudi Arabia’s Southern Regions hospitals: Implications for Hospital Staff Retention”* determines key factors conducive to job satisfaction which impacts doctors’ turnover in Saudi Arabia South region hospitals. Moreover, retention strategies to annihilate the unbalance caused by the doctors’ high turnover are proposed. The fourth paper titled: *“Female Entrepreneurship: from Women ’ s Empowerment to Shared Value Creation”* discusses female entrepreneurship, women’s enterprise development and the opportunities to create shared value. The author suggests that enterprise development contributes significantly to women’s empowerment and gender equality. The final paper *“Impact of Social Networks on Maximizing the Competitive Value of Micro, Small, and Medium Enterprises”* examines the effect of social media and social networks on maximizing and increasing the competitiveness value of micro, small, and medium enterprises. Authors introduce the benefits SMEs occur from implementing an effective social media marketing plan, as well as the disadvantages that affect MSMEs performance.

We are grateful to all the authors for their submissions, editorial advisory board and the reviewers whose suggestions and comments helped to improve the quality of the third issue of International Journal of Management Science and Business Administration. We encourage scholars to submit their manuscripts, as our efforts in building a high quality journal translate into increased visibility and higher impact of the authors’ research.

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Does a Long Reference List Guarantee More Citations?

Analysis of Malaysian Highly Cited and Review Papers

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Abstract: Earlier publications have shown that the number of references as well as the number of received citations are field-dependent. Consequently, a long reference list may lead to more citations. The purpose of this article is to study the concrete relationship between number of references and citation counts. This article tries to find an answer for the concrete case of Malaysian highly cited papers and Malaysian review papers. Malaysian paper is a paper with at least one Malaysian affiliation. A total of 2466 papers consisting of two sets, namely 1966 review papers and 500 highly-cited articles, are studied. The statistical analysis shows that an increase in the number of references leads to a slight increase in the number of citations. Yet, this increase is not statistically significant. Therefore, a researcher should not try to increase the number of received citations by artificially increasing the number of references.

Key words: H-index, Citation analysis, Bibliometrics, Impact factor, Performance evaluation, Relations between citations and references

1. Introduction

Researchers seeking citation tracking to find the most influential articles for a particular topic and to see how often their own published papers are cited (Bakkalbasi et al. 2006). On the other hand universities are looking for citations because of its influence in the university ranking (Ale Ebrahim et al. 2013, Ioannidis 2010, Bornmann, Leydesdorff, and Wang 2014). A citation count is the number of times a research work such as a journal article is cited by other works. The citation per paper meaningfully influence a number of metrics, including total citation counts, citation speed, the ratio of external to internal cites, diffusion scores and h-index (Carley, Porter, and Youtie 2013). Citation counts still commonly use for the measure of research papers quality and reputation (Abt and Garfield 2002). The number of citations that an article receives measured its impact on a specific field (Lai, Darius, and Lerut 2012). Citation analysis is one of the most important tools to evaluate research performance (Bornmann et al. 2012). Citation indicator is important for scientists and universities in all over the world (Farhadi, Salehi, Yunus, et al. 2013). In the early stage, the

relationship between the number of references and the number of the paper citation was investigated in the 1965 (UZUN 2006, de Solla Price 1965). A long reference list at the end of a research paper may be the key to ensuring that it is well cited (Corbyn 2010, Ball 2008). Hence, citation counts are correlated with reference frequencies (Abt and Garfield 2002). Webster, Jonason, and Schember (2009) raised the question “Does the number of references an article contains predict its citation count?” and found that reference counts explained 19% of the variance in the citation counts. Lancho-Barrantes, Guerrero-Bote, and Moya-Anegón (2010) found that not only the number, but also the citation impact of the cited references correlated with the citation counts for a paper. The higher the impact of the cited references, the higher the later impact of the citing paper (Bornmann et al. 2012). Review articles are usually highly cited compare to other types of papers (Meho 2007).

Review papers represent the existing knowledge in a given field and more likely to be cited (Alimohammadi and Sajjadi 2009). Several bibliometric studies highlighted that citation counts are a function of many factors besides the scientific quality (Bornmann et al. 2012), length of paper (Abt and Garfield 2002), visibility (Ale Ebrahim et al. 2014), optimize scholarly literature for academic search engines (Beel, Gipp, and Wilde 2010), add the name of study in the title of all publications (Sarli and Holmes 2011), publishing in a journal with higher impact factor (Vanclay 2013), internet usage (Farhadi, Salehi, Embi, et al. 2013), gross domestic product (GDP) (Gholizadeh et al. 2014), number of authors (Krause 2009), self-archiving (Gargouri et al. 2010), publish in an open access journal (Swan 2010), collaborate with international authors (Pislyakov and Shukshina 2012), write paper with a Nobel laureates (Ball 2011) and many other (Ale Ebrahim et al. 2013) including write a review paper (Vanclay 2013) and use more references (Corbyn 2010). In this study the relationship between number of references and citation counts is determined. Webster, Jonason, and Schember (2009) mentioned “On average, review articles actually showed less of the relationship than standard articles” (Corbyn 2010). So, in this research both review and standard articles (papers) were investigated. 2466 articles consist of 1966 Malaysian review and 500 highly cited papers were selected to examine the relationship between number of references and citation counts in the given article.

2. Materials and methods

All data were obtained through Web of Science online academic database provided by Thomson Scientific. This database included the necessary information to examine the relationship between reference and citation counts for every review and highly cited papers published in Malaysia since 1980 to October 2013. Science Citation Index Expanded, Social Sciences Citation Index and Arts & Humanities Citation Index, were searched for reviews and highly cited papers. For each paper, all Bibliometrics data, especially the number of references and the number of times the paper has been cited during the interval between the year of publication and the year 2013, have been collected. Two samples set were selected: 1- The sample number one consisted of 1966 review papers in all disciplines from Malaysia, according to the Web of Knowledge’s classification system. Citation statistics produced by shorter than three years’ time frame may not be sufficiently stable (Adams 2005, UZUN 2006). Because, papers appearing in the Web of Science databases over the last few years, have not had enough time to accumulate a stable number of citations (Webster,

Jonason, and Schember 2009). Therefore, the time span limited from 1980 to November, 2010; yielding a subsample of 721 publications (37% of the original sample). Publications with zero citation were removed. In order to select the highly cited paper a threshold 10 times cited per year is considered. The association between the number of references (independent variable) and time cited per year (dependent variable) of highly cited review papers investigated with linear and non-linear models. 2- The sample number two comprises 500 highly cited publications from Malaysia. According to the Web Of Science classification, the results are obtained based on the article type and exclude the review articles, editorial material, conference papers and book review.

3. Results and discussion

Two sets of data 1- 1966 review papers and 2- 500 high cited papers, were investigated separately. The results and discussions are coming as follows.

Outliers for sample one (1966 review papers)

Due to the effect of the age of an article, the number of citations cannot be a reference of highly cited paper. Therefore, the citation per year selected as a reference for highly cited paper. Papers with 10 times cited per year is considered as highly cited paper. Figure 3-1 shows the number of times cited per year for 660 review papers. A threshold was visually determined on 50 times cited per year. Papers with more than 50 times cited yearly is called "extremely high cited paper" and detected as outliers. Papers with more than 300 listed references also detected as outliers (3-2).

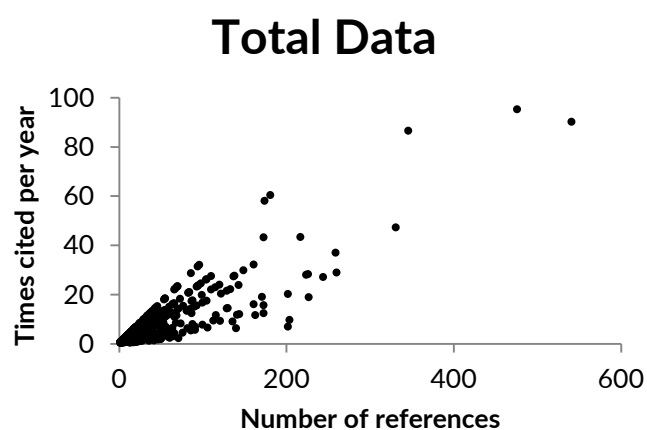


Figure 3-1 Number of times cited per year vs number of review papers references

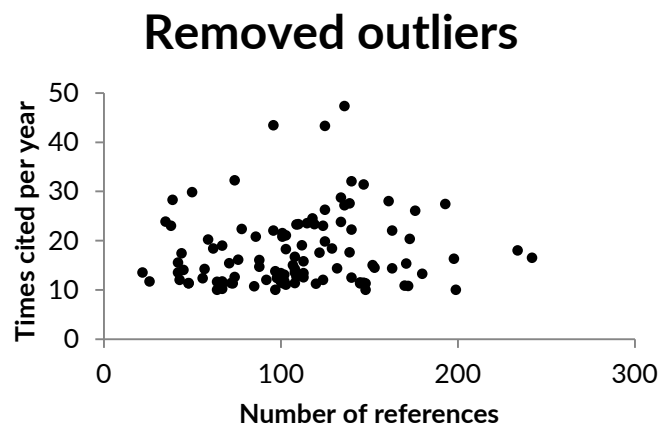


Figure 3-2 Number of times cited per year vs number of references in review paper

Correlation analysis for sample one (1966 review papers)

The correlation between variables was modeled with regression model, linear model $y = \alpha x + \beta$ and exponential model, non-linear model $y = \alpha e^{\beta x}$. The goodness of both model was then measured with Spearman's rho (ρ), Kendall's tau (τ) and Pearson correlation coefficient (r). The result of correlation analysis is summarized in 3-1.

Coefficient	Statistic value	P-value	Equation	Model
ρ	0.127	0.193	$y = 0.0639x + 10$	Linear
τ	0.112	0.093	$y = 10e^{0.0041x}$	
r	0.152	0.120		Non-linear

Table 3-1 The result of correlation analysis of highly-cited review papers

The association between variables is graphically illustrated with scatter plots. The trend of these associations was drawn with solid lines. Refer to Figure 3 and Figure 4, both linear and non-linear models are not significantly fitted, trends are positive which support the hypothesis "For a given review paper, increasing in the number of references may have result of increasing the times cited per year".

Linear Regression

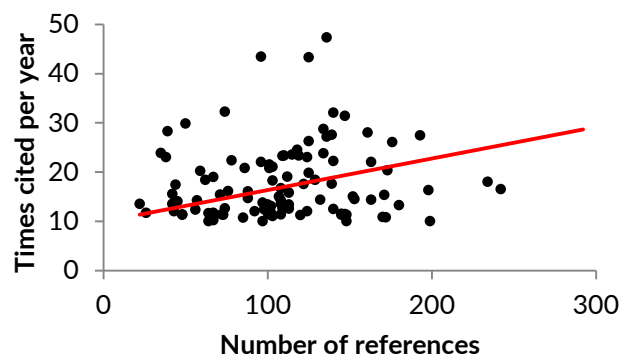


Figure 2-3 Relationship between number of references and citation counts in review papers (linear model)

Exponential Model

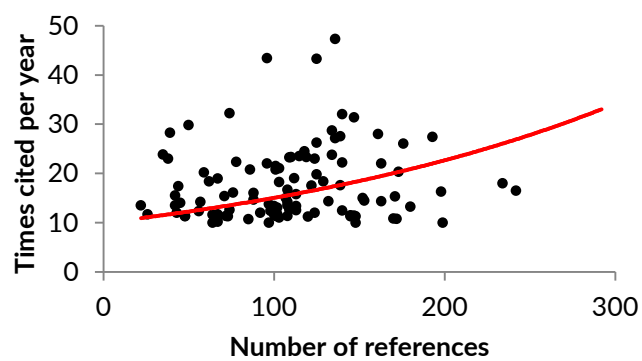


Figure 3-3 Relationship between number of references and citation counts in review papers (Exponential model)

Outlier detection for sample two (500 highly cited papers)

Papers with 10 times cited per year is considered as highly cited paper. Papers that cited more than 100 times per year is considered as extremely high cited paper and detected as an outlier. Figure 5 and Figure 6 are showing raw data and filtered data respectively.

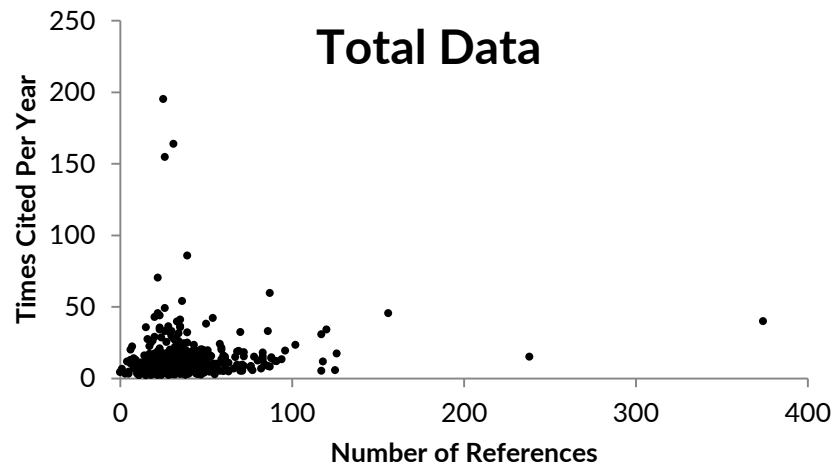


Figure 3-4 Raw data - Number of times cited per year vs number of references 500 highly cited papers

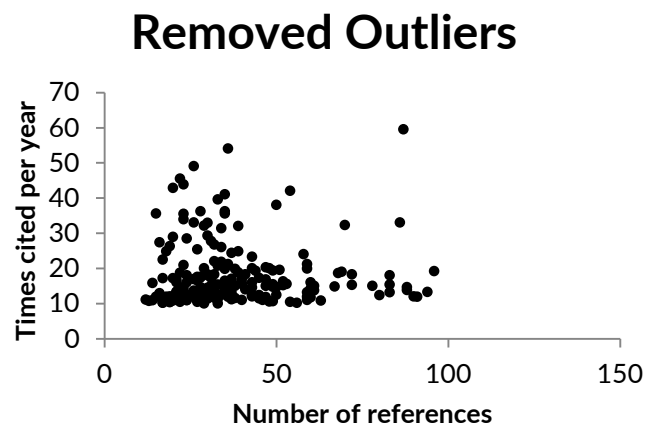


Figure 3-5 Filtered data - Number of times cited per year vs number of references in 500 highly cited papers

Correlation analysis for sample two (500 highly cited papers)

The association between the number of references (independent variable) and time cited per year (dependent variable) of first 500 high cited papers investigated with linear and non-linear model correlation analysis. The correlation was modeled with regression model, linear model $y = \alpha x + \beta$ and exponential model, non-linear model $y = \alpha e^{\beta x}$. The goodness of fit was then measured with Spearman's rho (ρ), Kendall's tau (τ) and Pearson correlation coefficient (r). The result of correlation analysis is summarized in Table 3-2.

Coefficient	Statistic value	P-value	Equation	Model
ρ	0.08	0.914	$y = 0.03x + 2.4$	Linear
τ	0.04	0.467	$y = 1.1 e^{0.08x}$	
r	0.06	0.419		Non-linear

Table 3-2 The result of correlation analysis of 500 highly cited papers

The association between variables is graphically illustrated with scatter plots. The trend of these associations is shown by the solid lines. Figure 3-7 and Figure 3-8 shows, although both linear and non-linear models are not significantly fitted, positive values of correlation coefficients are still suggesting a positive trend (positive correlation) on the number of references and the number of times cited per year.

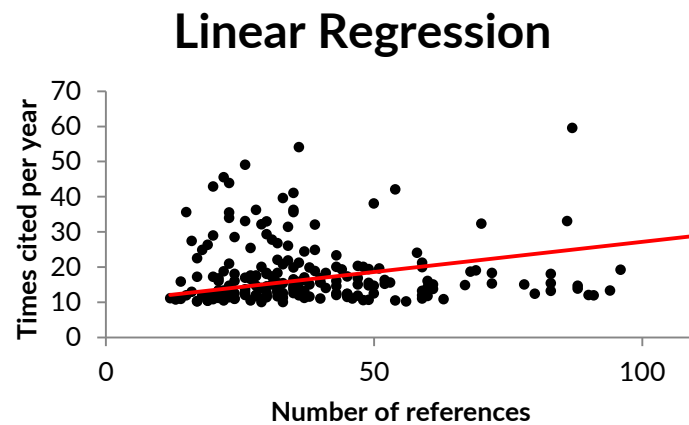


Figure 3-6 Relationship between number of references and citation counts in 500 highly cited (linear model)

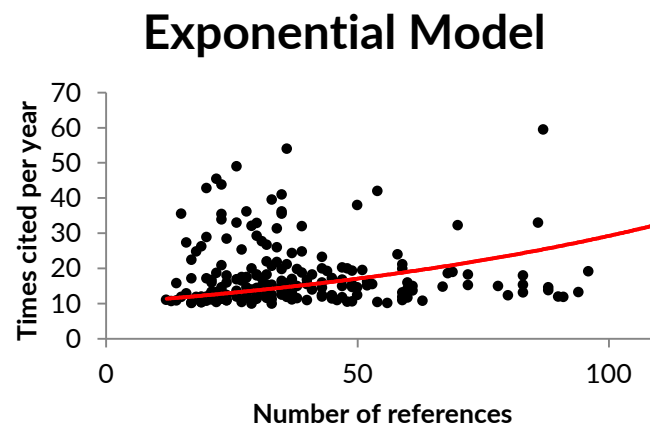


Figure 3-7 Relationship between number of references and citation counts in 500 highly cited (Exponential Model)

4. Conclusion

This study shows that since the trend between the citation count and the number of references is not statistically significant, we cannot conclude that there is a significant association between the citation count of Malaysia review papers between the given period and number of references contained in the paper. The correlation coefficient is not statistically significant. However, $r = 0.152$ based on the population of 721 articles. Malaysian review papers get more citations than other types of papers. The number of references in the article has the lowest impact on the citation compares with review paper. As this study looked only Malaysia review papers and 500 highly-cited article, it would be necessary to conduct a similar study in the otherworld and types of papers. It would be important to examine whether in other types of papers the relationship investigated here have significant correlated or not. The research considered the general definition of citations. Therefore, future studies may make a differentiation between “perfunctory citations” and “organic citations” citations as Tang and Safer (2008) defined “perfunctory citations” is occurred only once and in the introduction, “organic citations” as references cited for “conceptual ideas” and “methodology and data” reasons.

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Eco-Innovation Determination based on Structural Equation Modeling: Identifying the Mediation and Moderation Effect

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Abstract: The motivation of enterprise eco-innovation is always an intriguing topic for policy makers, regulators, and scholars. Utilizing the rationale of institutional theory, stakeholder theory as well as upper echelons theory, this study devises a conceptualized model in explaining eco-innovation and uses questionnaire data from 288 enterprises in Wuhan city to test the hypothetical model through Structural Equation Modeling analysis. The study reveals that both institutional/stakeholder force and organizational force are significant triggers in enterprise eco-innovation, as the latter one mediates the effect of the former one. Supervisory support does not strengthen the relationship between institutional/stakeholder force and firm eco-innovation, yet weakens the relationship between organizational driver and eco-innovation. Conclusions imply that firm should prepare in terms of technological capability, scientific or social networking, resource base and specificity to better embrace eco-innovation, whereas governments should commit to optimize its regulation setting, law enforcement and various administrative and economic instruments to better incentivize enterprises to engage in eco-innovations.

Key words: Eco-innovation, Innovation drivers, Mediation effect, Moderation effect, Structural equation modeling

1. Introduction

China has undergone economic boom in the past decades largely at the expense of environmental degradation and resource depletion. Industry pollution is mainly responsible for the negative byproduct of China's economic miracle as it is reported that 80% of the environmental contamination comes from firm production and operation. Given the backdrop of economic transition, industry upgrading, and sustainable development, it is highly imperative for Chinese enterprise to take active measures in balancing environment and economic performance. One possible solution is eco-innovation, that is, the creation or application of novel products, processes, services, organizational structures, institutional arrangement, as well as social structure with lower environmental impacts (OECD, 2009). Eco-innovation has gained increasing academic attention among which the motivation research is the most flourishing one. Scholars seek to explain the incentives of environmental innovation through plenty of empirical studies, ranging from the early stressing of environmental regulations (e.g. tax, emissions charge and standard, emission trade permit), market and technology push (e.g. retailer requirement, customer satisfaction, export-orientation, and external

competitive pressure) (Cleff and Rennings, 1999, Popp, 2002/2003, Rehfeld and Rennings, 2007, Frondel et al. 2007, Frondel et al. 2008) to the recent focus on organizational (e.g. corporation strategy, organization structure, resource and capability) (Hofmann et al. 2012, Berrone et al. 2013, Cai and Zhou, 2014) and individual drivers (supervisory support, awareness, ethics) (Chang, 2011, Gadenne et al. 2009, Ramus and Steger, 2000). The theories intersecting innovation, management and environmental economics literature are comprised of institutional theory, stakeholder theory, resource based view (RBV), upper echelons theory and theory of planned behavior. While current literature provides multi-angled studies about incentives underlying eco-innovation, there remain some limitations. First of all, existing literature mainly explores the direct relationship between theory proxies and eco-innovation.

Only few studies investigate the interaction effect, moderation effect, and mediation effect among determinants with the exception of studies by Berrone et al. (2013) and Cai and Zhou (2014), thus, leaving the inner mechanism of eco-innovation stimuli unclear. Furthermore, the lion's share of the present research utilizes institutional as well as organizational theories, yet, little is known about the role an individual plays in boosting proactive environmental response. Therefore, our study aims to explore the ex-ante factors in eco-innovation in the context of largest emerging economy, namely, China.

By utilizing the Structural Equation Modeling, this study proposes a framework constructed by integration of institutional theory, RBV, and upper echelons theory. Our study uses a survey data of 288 firms in testing our hypothesis. This explorative research intends to shed light on multi-level and multi-angle eco-innovation incentives and facilitates regulators' and policy makers' work in stimulating eco-innovation.

2. Theoretical foundation and hypotheses development

2.1 Institutional and stakeholder drivers

According to institutional theory, firms which are susceptible to social influence seek approval and legitimacy and this, in turn, induces firms to implement socially valuable environmental practices in spite of efficiency and financial consideration (Berrone et al. 2013). This theory explains why firms engage in economically unjustified environmental practices in response to strong regulatory and normative pressures. Regulations have been theoretically and empirically identified as an important driving force of environmental innovations. Porter (1991) claims that well-designed and stringent enforcement and regulation spur innovation and this innovation would offer competitive edge to the firm which in the end outweighs its cost of compliance. Cleff and Rennings (1999) argues that environment-related process innovation is mainly determined by regulation, and so-called 'soft' regulation (e.g. labels, eco-audits) on product-integrated environmental innovation can be discerned. Stakeholder theory stressing the interaction of organization with outside world argues that firms will address the expectation and interest of the stakeholder according to their power, legitimacy and emergency of appeal in order to ensure firm viability. The rationale here is that stakeholder embeds in the nexus of implicit and explicit contracts within the firm, and they provide firm with special critical resources and distinguished legitimate claim (Lin et al. 2014). The stakeholder theory incorporating regulatory

compliance, consumer satisfaction and competitiveness constitutes a complementarity of the institutional theory. Hence, we argue that:

Hypothesis 1 Institutional and stakeholder pressure positively affect eco-innovation performance

2.2 Organizational drivers

From organizational perspective, the stand of eco-innovation stimulating literature could be divided into strategic motivation, organizational structure, and resource capability. In terms of strategic motive, path dependence has been identified as a prominent indicator, although the empirical results are inconsistent. Technological capability and environmental improvement are intertwined as novel technology often lead to productivity, quality improvement, cost reduction, technological innovation, and environmental improvement; vice versa, the requirement of clean production necessitates advanced technology (Hofmann et al., 2012). Specifically, scholars have found that technological capability proxy - R&D activity - has significant relationship with eco-product or eco-process innovation (Horbach 2008/2012). With regard to organizational structure, network strength with its advantage in performance enhancements, value chain optimization, cost containment, risk reduction, growth, efficiency in innovation, interchange of knowledge and know-how, reduction of ambiguity and identification of opportunities (Hofmann et al. 2012) facilitate firms in eco-innovation. Research has also identified that external R&D network with retailers, universities as well as research institutes positively affect firm environmental innovation (De Marchi, 2012). Resource profile highlighted by RBV approach claims that firm's possession of rare, un-replicable, valuable, un-substitutable resource gives firms better competitive edge over its peers. Resource is perceived as the fundamental factor influencing eco-innovation (Lin et al. 2014). Following Berrone et al. (2013), we use asset specificity and organizational slack to proxy firm resource profile owing to the fact that firm environmental innovation is contingent on these two internal resource dimensions. Even though, there is a lack of liquidity and switching capability, asset specificity ensures firm to conduct particular and significant activity such as eco-innovation with durable, specialized resource. Organizational slack which represents another dimension of resource profile provide firm with resource cushion so that firm will have leeway in making strategic choice, thus, response faster and more effectively to external shocks. This also applies to eco-innovation; firm with abundant resource would secure necessary material and intellectual asset to launch eco-friendly products and process while firm with limited resource only attend its immediate and pressing needs (Berrone et al. 2013). Thus, we posit our second hypothesis:

Hypothesis 2 Organizational factors have positive effect on eco-innovation performance

2.3 The mediation effect of organizational drivers

Institutional and stakeholder pressure which comes from regulations, customer environmental consciousness, supplier green support, rival pressure is easily sensed by keen and perspicacious entrepreneurs. After evaluation of its organizational capability and resource, firm can make decision on whether to launch eco-innovation or simply make the minimal commitment; to decide extent of innovation - radical or incremental. Cai and Zhou (2014) interpret the rationale as follows; presence of homogeneous external forces and the resulted firm heterogeneous response are expected to be contingent on firm's core internal capabilities.

Current technological capability comprising the physical and knowledge capital stock lays prerequisite foundation for further innovations which is also known as “innovation breeds innovation”(Baumol, 2002; cite by Horbach 2008). Networking whether it is external cooperation (with suppliers and clients) or internal cross-functional collaboration integrates resource and knowledge, reduces high innovation-associated risk, aligns the interest of several parties, and serves as a solid spur to proactive environmental practices. Organizational slack allows firm adaptability to external pressure, especially, the risky and long-term horizon environmental innovations; asset specificity gives firm more sensitivity to the possibility of reputation loss, high legal cost and government sanctions resulted from noncompliance with institutional and stakeholder requirements. Thus, we can postulate:

Hypothesis 3 Organizational driver mediates the effect of institutional and stakeholder drivers on eco-innovation

2.4 The modulating effect of executive impacts

Eco-innovation is not financially justified as the return is explicit and the associating risk is quite high. Additionally, the regulation sanction in China is not very stringent. Therefore, firms tend to passively attend the minimal request of regulation, and the potential benefits from eco-innovation have hardly been perceived by top management. On one hand, if an enterprise deploys its resource to environmental innovation, then, the resource available to its core competitiveness will be reduced. On the other hand, to maximize firm value, executives are reluctant to devote its limited resource to environmental practices. Many studies have proven that top management attitude is a key driver in firm strategic decisions, and this is a widespread situation especially in China as ownership centralization is prevalent in Chinese enterprises. Top management attitude significantly influences the speed and scope of firm reaction to environmental practice (Bansal 2003). Thus, we propose:

Hypothesis 4 Supervisory support positively modulates the relationship between institutional/stakeholder impacts and eco-innovation

Hypothesis 5 Supervisory support positively modulates the relationship between organizational drivers and eco-innovation

Based on our extensive literature review, we have built a conceptual model for this study the following way (Figure 2-1).

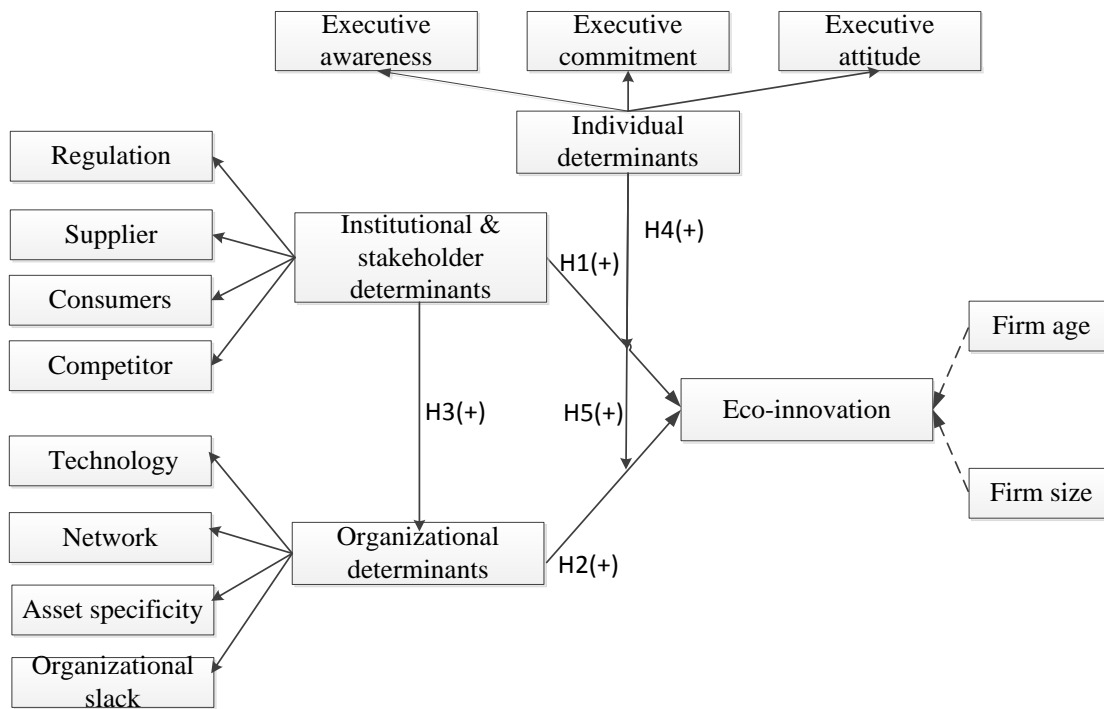


Figure 2-1 Conceptual Model of Eco-Innovation Determination

3. Data and methodology

3.1 Sample selection and variable description

The data is based on questionnaire survey conducted in Wuhan city of Hubei province. Target population is project leaders who work in high technology firms such as electronics, IT, bioscience, advanced manufacturing, and new material/power firms since these firms are the most likely to adopt environmental practice due to nature of the industry and strategic need. Questionnaire survey was conducted through email and/or through on-site means. A total of 673 questionnaires were distributed and 326 were answered with a response rate of 48%. After deduction of incomplete questionnaires, there remained 288 usable questionnaires. Latent variable of institutional and stakeholder determinants were paraphrased from Lin's (2014) work which include four items: regulation, supplier, consumers, and competition. The organizational drivers (4 items) and eco-innovation performance (4 items) were developed following Berrone (2013) and Cai and Zhou (2014). 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) was applied. For the moderator executive support, we developed three items through in-depth interview with the selected firm project managers. 7-point Likert scale was applied ranging from 1 (least) to 7 (most). Moreover, firm size (the log of firm total asset) and firm age were included as control variables.

3.2 Test of reliability and validity

Reliability was tested through Cronbach's alpha (α) to assess whether items could represent latent variables accurately and stably. Convergent validity of the constructs was evaluated by factor loading. As indicated in Table 3-1, Cronbach's α is between 0.767 and 0.904 which is bigger than suggested 0.7 by Nunnally (1978). All factor loadings exceeded 0.5, showing acceptable convergent validity for one-order CFA (Hair 2006).

Construct	Measurement variables	Factor loading	Cronbach A
Institutional/ stakeholder drivers(ISD)	National regulation formulated in the industry	0.776	0.844
	Supplier could offer eco-friendly materials and products	0.814	
	Customer has environmental demand	0.798	
	The competition is intense within the industry	0.704	
Organizational drivers (OD)	Past R&D experience/certain technology advantage	0.647	0.767
	Formal or informal network	0.644	
	Possessing of specialized equipment or other fixed assets	0.773	
	Sufficient working capital	0.788	
Individual drivers (ID)	Executive environmental awareness	0.816	0.879
	Executive resource deploy commitment	0.875	
	Executive attitude toward eco-innovation	0.760	
Eco- innovation Performance (EP)	Environmental patent applications position among peers	0.853	0.904
	After-tax returns among peers	0.845	
	Reductions of energy compared with peer firms	0.793	
	Waste reduction ratio compares with peer firms	0.775	

Table 3-1 Test of reliability and validity

4. Empirical results

4.1 Descriptive statistics

Table 4-1 shows variable means, standard deviations, and correlations. We can tell from bivariate correlations that strong correlation exists between institutional/shareholder drivers and organizational drivers, organizational drivers and eco-performance, and weaker relationship exist between our expected moderators: individual drivers with institutional/shareholder drivers and organizational drivers. This confirms that our conceptual model set is appropriate.

Variable	Mean	SD	ISD	OD	ID	EP
ISD	5.127	0.841	1			
OD	5.091	0.938	.498**	1		
ID	5.212	1.060	.462**	.413**	1	
EP	4.978	0.984	.430**	.481**	.571**	1

*significant at 10% level; **significant at 5% level; ***significant at 1% level

Table 4-1 Descriptive Statistics

4.2 Test for main effect and mediation effect

First, we apply OLS regressions to test H1 and H2, and the results are presented in the second and third column of Table 4-2.

Variable	Eco-performance		OD	
	Model 1	Model 2	Model 3	Model 4
Size	0.256*	0.238*	0.290*	0.312*
Age	-0.147*	-0.053*	-0.049*	-0.135*
ISD	0.503***		0.299***	0.546***
OD		0.505***	0.373***	
R2	0.185	0.231	0.281	0.240
Adjusted R2	0.182	0.229	0.276	0.234
F	64.826**	86.077**	55.701**	90.183**
	*	*	*	*

*significant at 10% level; **significant at 5% level; ***significant at 1% level

Table 4-2 OLS Regression Results

The significant coefficients 0.503 and 0.505 with significance level at 1% indicate that both institutional/stakeholder and organizational proxies are distinguished drivers of eco-innovation. Following the rationale of Baron and Kenny (1986), we need to perform another two regressions to test whether organizational impacts serve as a mediator. In model 3, we regress eco-performance on the combination of institutional/stakeholder and organizational proxies, and in model 4 we regress organizational driver on institutional/stakeholder factor in which a significant relationship exists (coefficient is 0.546 at 1% significance level). Presence of organizational driver in model 3 has made the coefficient of 0.503 drop to 0.299 for institutional/stakeholder on eco-innovation performance, thus, supporting the mediation effect of organizational drive. Furthermore, to test whether it is an absolute mediation or partial mediation, we compare the model fitting between partial mediation model and absolute mediation model using AMOS 17.0 (Table 4-3). From the model fitting indices, we can tell that partial and absolute mediation model outmatch direct effect model, combined with the still significant ISD indicator in Model 3 Table 4-4, we can arrive at the conclusion that organizational driver plays the role of partial mediation.

Model	X2/DF	GFI	AGFI	RMSEA
Partial mediation	2.049	0.949	0.917	0.060
Direct effect	4.996	0.895	0.838	0.118
Absolute effect	2.226	0.945	0.913	0.065

Table 4-3 Model Fittings of Partial, Absolute Mediation Model and Direct Effect Model

Additionally, we apply hierarchical regressions to test the modulating effect of individual drivers. We mean-centered all interaction items to eliminate multi-collinearity. In Model 5 of Table 4-4, we introduce moderator individual impact proxy and institutional/stakeholder proxy in the model; and in Model 6, we introduce one additional interaction of individual impact proxy and institutional/stakeholder proxy. From the comparison of Model 5 and Model 6, we could tell that the entry of interaction term between ISD and ID could not add explaining power of the model and the moderation effect does not exist (the coefficient is 0.009 which could be ignored).

This proves that supervisory support cannot strengthen the relationship between institutional/stakeholder force and eco-innovation, so H4 has been rejected. Follow the same steps as used in Model 5 and 6, we test supervisory support interaction effect with organizational driver. On the contrary to our expectation, the interaction term has slightly significant negative effect on eco-innovation performance, hence H5 has been rejected.

Variable	Eco-performance			
	Model5	Model 6	Model 7	Model8
size	0.145*	0.223*	0.178*	0.256*
age	-0.064	-0.070*	-0.067*	-0.093*
ISD	0.247** *	0.248***		
OD			0.414***	0.279** *
ID	0.439** *	0.439***	0.310***	0.308** *
ID*ISD		0.009		
ID*OD				-0.136*
R2	0.361	0.361	0.398	0.412
Adjusted R2	0.356	0.354	0.394	0.409
F	80.378 ***	53.417* **	94.257* **	97.832* **

*significant at 10% level; **significant at 5% level; ***significant at 1% level

Table 4-4 Hierarchical Regression Results

5. Conclusion

This study utilizes the rationale of institutional theory, stakeholder theory as well as upper echelons theory and combines these theories in a conceptualized model in exploring eco-innovation performance driving forces. Using questionnaire data from 288 enterprises to test the hypothetical model through Structural Equation Modeling analysis, we obtain several conclusions: both institutional/stakeholder force and organizational force are significant triggers in enterprise eco-innovation, while the former one has indirect effect and latter one has direct effect. Supervisory support does not strengthen the relationship between institutional/stakeholder force and firm eco-innovation but weaken the relationship between organizational driver and eco-innovation.

The results imply several suggestions pertinent to parties involved in enterprise eco-innovation:

- 1) Aside from being driven largely by external forces from regulation and stakeholder pressure, the adoption of eco-innovation in Chinese enterprise depends fundamentally on its organizational capability and resource. Firm should prepare its embracement with eco-economy transition through the perspectives of technological capability, scientific or social networking, resource base and asset specificity.
- 2) The facilitating role of supervisory support in enterprise eco-innovation should be played to full. As indicated from our empirical result, supervisory support proxy either has no influence or negatively modulates the relationship between organizational driver and eco-innovation. This surprising result is not uncommon in Chinese enterprise as many entrepreneurs are not evaluated by so called “green audit” or sanctioned fairly for environmental sabotage. The lack of incentive in eco-innovation makes them unwilling to perform environmental practices. Rather, they would apply organizational slack to maximize firm value.
- 3) It is highly imperative for policy makers and regulators to devote their efforts in three dimensions: optimize their regulation setting pertinent to micro level environmental protection, such as marketization of pollution permit design; implement more stringent regulation enforcement which presumably leads to higher environmental default cost; last but not least, combine the current administrative penalty and economic stimulation with potential informal regulation (such as environmental NGOs or voluntary environmental disclosure) and administrative stimulation (administrative acknowledgement or prize). This implies the mix of various approaches to incentivize enterprise eco-innovation.

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Measuring Job Satisfaction Patterns in Saudi Arabia's Southern Regions Hospitals: Implications for Hospital Staff Retention

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Abstract: Saudi Arabia Southern Region hospitals have shortage of health professionals especially doctors. Retention of quality doctors and minimizing staff turnover has, therefore, become a major priority for hospitals. Job satisfaction is recognized as key factor influencing retention of doctors. In our paper special emphasis is put on doctors working in Southern Region hospitals of Saudi Arabia. By conducting correlation analysis we determine the most important factors conducive to job satisfaction. Results of the study indicate that opportunities for promotion have a strong link with job satisfaction, whereas relations with co-workers and attitude toward supervisor exhibited a moderately strong relationship with job satisfaction. The factors of nature of the work, compensations and benefits lack a significant link to overall job satisfaction. The findings imply that the health care service managers need to pay closer attention to the needs of their human resources, especially doctors, in order to not only minimize the doctors turnover but also to improve the organizations' performance. Additionally, introducing turnover risk programs as well as employee satisfaction programs within the hospital's management schemes have become a must. Saudi Arabian hospitals, especially those in the Southern Region, can make use of retention strategies to annihilate the unbalance caused by the doctors' high turnover.

Key words: Job satisfaction, Doctors retention strategies, Hospital staff turnover, Saudi Arabia, Health care

1. Introduction

Human resource management has been recognized as an important driver of organizations competitive advantage and market success, and is playing an important role in the global business arena (Florkowski and Schuler 1994). Prior studies have shown that human resource practice has a significant link to measures of perceptual firm performance (Delane et al. 1996), operational measures of performance, operating expenses, pre-tax profits and other work related outcomes (Wright et al. 2003, Boselie et al. 2005, Guest 2002, Obrenovic et al. 2014).

Given the importance HRM plays in the success of organizations, one may ask himself why the field of HRM is often being ignored by the policy makers and organization leaders. In our study we examine HRM related factors in the context of Saudi Arabian healthcare sector as well as their importance in boosting employee satisfaction and minimizing the hospital staff turnover rates. In fact, the Saudi Arabian government has

exerted significant effort in the last 15 years to regulate the labor market and support human resource management functions in the private sector (Mellahi 2007). However, an overall human resources development drawback still exists in Saudi Arabia. The underlying causes of this phenomenon pertain to high dependence on foreign labor force and high dependence on the petrochemical and oil industry. Moreover, the education system does not generate adequately skilled labor force required by the economic sector, indicating that human resource management development may be constrained by the labor market distortion and the social values (Mellahi 2000, Achoui 2009). For instance, another issue is a low level of participation of women in the overall employment of the country

The health sector is a part of economy and social sector that has undergone huge improvements in Saudi Arabia. (Berhie 1991). However, a severe shortage of well-trained manpower and staff turnover has been identified by the Saudi Arabian government as a major weak point of the health sector (Berhie 1991). Inability to find and retain adequate talent of strategic importance is a significant impediment for organizations' growth (Ready and Conger 2007), given that recruiting and training new talent or finding a replacement require lots of resources. That is to say that turnover has a negative impact on the productivity and the morale of the company (Zeynep and Huckman 2008).

Various factors such as low salary, poor working conditions, dismissal and resignation may cause high staff turnover. There is not enough facility for inner medical information system and the workshops and training programs are very scarce. In fact, the shortage of doctors in hospitals has led to other related impediments such as lack of timely medical services and extra working hours. Excessive workloads affect the work/life balance resulting in doctors' general dissatisfaction and sometimes even causing the family life to suffer given that the majority of doctors in Saudi Arabia are married and have children.

The purpose of our investigation is to identify the working environment in which the doctors in Saudi Arabia Southern region hospitals are exercising their job. In addition, we intended to gather information relative to the management of the hospitals, the problems they face, and above all, the instability problems caused by the many doctors who cannot afford staying at the remote region of the South. As there is little work oriented on the specific case of Southern Region hospitals in the Kingdom of Saudi Arabia we chose to do exploratory research. Most of the existing literature examines macroeconomic features relative to the healthcare policies and systems in Saudi Arabia. Therefore, in this paper we investigate human resource management role in the health care institutions of Saudi Arabia by examining factors conducive to doctors' job satisfaction which have implications for hospital staff turnover rates and doctors' retention. In the initial section we set up a theoretical framework for the analysis of each factor related to job satisfaction that may play an important role in affecting doctors' turnover rates. Next, the research methods employed in this study are described followed by the presentation of the results. Based on the discussion of our findings we propose several major winning strategies designed to solve Saudi Arabian Southern region doctors' high turnover equation.

2. Literature review and research concept construction

Prior studies have identified a significant impact of job satisfaction on hospital staff turnover and doctors' intention to stay (Hom and Kinicki 2001, Coomber and Barriball 2007, Gilles et al. 2014, Lam et al. 2001). A research by Lucy Firth et al. (2004) suggested that high turnover could be reduced by actively monitoring workloads and the relationships between supervisors and subordinates. In addition, managers should manage both intrinsic and extrinsic drivers of job satisfaction that reduce stress and increase commitment to the organization. Another study by Thomas et al. (2012) on the relationships between licensed nurse retention, turnover, and a 30-day re-hospitalization rate, suggested that since a stable set of nursing personnel is more keen on delivering better health care, policy-makers should favor and focus on the retention of the licensed nurses. Other studies in the healthcare context have demonstrated the link between job satisfaction and the quality of care provided. Evidence suggests that, for instance, that good HRM makes the difference in the hospital's setting (Buchan, 2008), and even reduces mortality (West et al. 2006, Aiken et al. 2002). Consequently, increasing job satisfaction has become one of the priorities of the HR departments whereas the research community has spent a lot of effort researching factors that contribute and enhance job satisfaction.

2.1 Increasing employee satisfaction

An organization's staff is more than just employees. They represent, in fact, the single most valuable asset within the organization. As a widespread theory, it is believed that in general, satisfied employees perform their job more effectively than unsatisfied ones (Shipton et al. 2006). This theory is known as the 'happy-productive worker hypothesis' (Fisher, 2003). However, it is a challenge assessing job satisfaction given that employees can be satisfied with some aspects of their job, and at the same time dissatisfied with other facets of the job (Spagnoli et al. 2012). Their retention can be successful if the organization succeeds in making changes in the aspects of the job they are dissatisfied with. It is quite evident that job satisfaction is a multi-faceted phenomenon. Hee Yoon et al. (2004) identify three organizational antecedents of employee satisfaction and employee customer service. They are as follows: perceived organizational support, perceived supervisory support and customer participation.

In our study we have however, employed Job Descriptive Index (JDI), measuring employee job satisfaction patterns. These patterns encompass nature of the work, compensations and benefits, attitudes towards supervisors, relations with co-workers and opportunities for promotion. We, therefore, use existing framework to determine the relationship between these patterns and Saudi Arabia South Region doctors' job satisfaction levels.

2.1.1 Attitude towards supervisor and job satisfaction

Prior studies indicate that poor leadership, management style and leader characteristics are significant contributing factors to dissatisfaction of hospital workers (Coomber and Barriball 2007, Champathes, Rodsutti and Swierczek 2002). Conversely, when the leader is perceived to exhibit consultative or participative leadership behavior, employees tend to be more satisfied with their jobs, with higher levels of

organizational commitment as well as work performance (Yousef 2000). The direct treatment by their managers and the extent to which they were informed about decisions and changes have a strong link with job satisfaction (McAuliffe et al. 2009). The supervisory support reflects a climate of trust, helpfulness, and friendliness between the supervisors and the subordinates (Hee Yoon et al. 2004). A high perceived supervisory support implies that important socio-emotional taxonomies are running well in the work environment and enables the formation of positive attitude toward supervisor.

Given all the evidence we hypothesize:

Hypothesis 1 There is a significant relationship between attitude toward the supervisor and job satisfaction of hospital workers in Saudi Arabia

2.1.2 Salary, benefits and job satisfaction

According to Adam's equity theory, people have different ways of removing a sensed discomfort or inequities in their work to restore it with a state of felt equity to the situation. They can do so by changing the work inputs, changing the rewards received, leaving the situation, or changing the comparison elements. As a result, people who feel overpaid (a feeling of positive inequity) tend to increase the quantity or quality of their work whereas people who are underpaid (a feeling of negative inequity) tend to do the contrary. This is a mean to explain that 'salary' can be a crucial source of motivation and job satisfaction (Lim 2008), though many researchers, including the motivation theorist Herzberg, believe that money is not a primary motivator as it has only partially showed significance in influencing job satisfaction (Judge et al. 2010). The latter consider that focusing on how people feel about their work itself is likely the most effective way to motivate work behavior.

Consequently, additional instruments are designed in order to generate the required motivation. In various studies a clear link was confirmed between rewards (Bustamam et al. 2014), recognition systems and job satisfaction, which in turn influences employee retention (Eisenberger et al. 2002).

Hypothesis 2 There is a significant relationship between salary, rewards and job satisfaction of hospital workers in Saudi Arabia

2.1.3 Nature of the work and job satisfaction

Whether the job itself is meaningful and well organized is an important driver of worker motivation, as well as their job satisfaction (Hauff et al. 2015). How much freedom the doctors have and whether they spend their time meaningfully treating patients as their job description implies or spend their time on administrative tasks, as a result of understaffing, is a significant determinant in their level of satisfaction. In hospitals where staff turnover and lack of adequate talent is a pertaining problem doctors are usually required to take on extra work, either in terms of patient care or administration. This, in turn, leads to increased job dissatisfaction. On the other hand, increased job variety, job autonomy and feedback have an enhancing effect on job satisfaction (Katsikea et al. 2011, Pan 2015). According to Pan, F. C. (2015), when workers are free to decide how to develop and organize their own work they often feel more satisfied and committed to

their job. In the study of nature of commitment and job satisfaction, and job characteristics of 504 expatriates living in Saudi Arabia a significant impact of job satisfaction on commitment was determined. Furthermore, a strong link between job variety, job autonomy and feedback to job satisfaction was revealed (Bhuiyan et al. 1996). As hospitals in the Southern region of Saudi Arabia have high turnover and understaffing problems we deduce the following:

Hypothesis 3 There is a significant relationship between nature of work and job satisfaction of hospital workers in Saudi Arabia

2.1.4 Relationships with co-workers and job satisfaction

As people are social beings, one important part of the work environment is the existence of quality relationships with others. A “sense of belonging, faith in wanting to belong, and feeling of acceptance” all are conducive to fostering a feeling of job satisfaction in employees (Lim 2008). This enables a creation of social capital among workers which in turn enhances the work climate and generally makes workplace more pleasant. Social capital also has a link with job satisfaction (Flap and Völker 2001). Furthermore, a direct relationship between co-worker support and job satisfaction has already been established in other studies. (Roxana 2000, Adams and Bond).

Hypothesis 4 There is a significant relationship between relationships with co-workers and job satisfaction of hospital workers in Saudi Arabia

2.1.5 Job satisfaction and promotion opportunities

Past studies have shown that, work satisfaction is associated with equal opportunities (Guest, D. 2002), especially in relation to promotion opportunities (Lim 2008). For instance, an investigation of 34 health facilities in Malawi utilized a concept of organizational justice consisting of fair procedures, communication and treatment at their workplace and showed that perceptions of justice correlated strongly with level of job satisfaction (Chaudhury and Banerjee 2004). More specifically a link between promotion opportunities and satisfaction with current work assignments was significant (McAuliffe et al. 2009). When unfair advantage is given, doctors may feel resentful, indifferent and disappointed leading toward overall job dissatisfaction. Therefore, discrimination at workplace would have adverse effects on job satisfaction.

Hypothesis 5 There is a significant relationship between the opportunities for promotion and job satisfaction of hospital workers in Saudi Arabia

In order to test the hypothesized relationship empirical investigation was planned and conducted. Further, research design and methods are described.

3. Research methodology

In our study we employed the explanatory approach, consisting of descriptive characteristics, in order to determine the correlation relationship between two elements as detailed by Sarmah (2013). The specific elements revolving around our subject that need to be explained involve the doctors working conditions in Southern region hospitals, the differences in management between those hospitals and the hospitals in the other cities, the reasons why there is such a high turnover rate tendency and how the doctors view their job in terms of motivation and level of satisfaction. We contrarily deepen our investigation by conducting specific observations about what countermeasures to undertake vis-à-vis the turnover issues and the crucial challenge of satisfying the patients, and the qualified staff members as well. Our specific population includes the doctors working in Southern Region hospitals. Doctors are at the focal point between the management staff and the hospital's customers. They not only enable us to measure the inner performances of the hospitals, but also they are valuable as they receive direct feedback from the patients. In addition, some doctors may be managers at the same time. This implies that they take part of the hospitals' decision-making and they are aware of the company's objectives and corporate strategies.

A survey strategy was chosen and the questionnaire consisting of both open ended questions and a 5-point Likert scale was developed by a group of experts combining the scales from prior studies. The first group of questions (closed-ended questions) consist of variables revealing basic information about the respondent's age, gender, status, annual income, details about his/her point of view on the management of the hospital, the relationship between employees themselves, and between employers and employees.

The Job Descriptive Index (JDI) (Smith et al. 1969) intended to measure the employee job satisfaction patterns encompassing nature of the work, compensations and benefits, attitudes towards supervisors, relations with co-workers, opportunities for promotion together with Index of job satisfaction (Brayfield and Rothe 1951) was adopted, modified and employed in our investigation. The final group of questions (open-ended questions) reveals the respondent's own suggestions about how to improve the performance of hospitals, fulfill the doctors' expectations and satisfy the clientele. The questionnaire was administered in Arabic language after the back-to-back translations from English and Arabic were performed.

Next it was distributed to 100 doctors who have agreed to participate in the study. The overall sample size taken into consideration consists of 71 respondents that are all doctors currently working at Southern Region hospitals of Saudi Arabia. The missing 29 have either not submitted the questionnaire in due time or did not complete it correctly. The total number of respondents consists of 65 males (representing 92.9%) and 5 are female doctors representing 7.1% along with 1 missing value. The table 3-1 below shows the demographic characteristics of the participants.

Characteristics		Male	Female	Missing Value		Valid Percent		Total (70)
		(65)	(5)	N	Percent	N	Percent	
Age	Under 21	0	1	1	1.4%	70	98.6%	1
	21 to 34	7	3					10
	35 to 44	45	0					45
	45 to 54	8	1					9
	55 or older	5	0					5
Marital Status	Married	64	5	1	1.4%	70	98.6%	69
	Unmarried	1	0					1
Number of Children Under the Age of 18	None	14	1	1	1.4%	70	98.6%	15
	One	8	1					9
	Two	9	3					12
	Three	12	0					12
	More	22	0					22
Time Experience in the Hospital	Less than a year	8	0	1	1.4%	70	98.6%	8
	1 year to less than 2	19	3					22
	2 to less than 5	28	2					30
	5 to less than 10	7	0					7
	10 years or more	3	0					3

Table 3-1 Characteristics of the Respondents

4. Data analysis and results

4.1 Descriptive analysis

The data analysis was conducted by utilizing a SPSS statistical package. Descriptive analysis was found fitting to meet the research objectives of the study. As illustrated in the table below, the doctors who consider they are satisfied with the job in a general spectrum represent 68.3 of cumulative valid percentage. None of the respondents ticked the 'very dissatisfied' option. These results are very significant even though it should not be taken for granted to the extent that there are hidden patterns that may affect the employee's intention to leave their job.

Respondent's Overall Job Satisfaction					
Valid	Very satisfied	12	16.9	20.0	20.0
	Rather satisfied	29	40.8	48.3	68.3
	Averagely satisfied	17	23.9	28.3	96.7
	Rather dissatisfied	2	2.8	3.3	100.0
	Total	60	84.5	100.0	
Missi ng	System	11	15.5		
Total		71	100.0		

Table 4-1 Descriptive Analysis of the Respondent's Overall Job Satisfaction

Generally, the HR decision makers focus on the group of employees who are rather dissatisfied in order to implement strategies that would make them change their position vis-à-vis the administration and environment in which they exercise their duty. In this case, we consider the cumulative percentage of the 3 remaining categories of people that are either 'neutral' ('averagely satisfied') or 'rather dissatisfied' and the missing value. They represent a total of 42.25%, which is a critical proportion that requires further consideration.

4.2 The JDI model and cross tabulations

We first made a qualitative Chi-square Test, which is meant to help the researcher to identify whether there is a significant relationship between two qualitative nominal variables. However, the test does not indicate how strong or weak these relations are. That is the reason why we have added a Phi Cramer's V tabulation, which shows at which level the two variables are related. Then we made a Crosstabulation of the employee's overall job satisfaction with the 5 different elements included in the JDI model.

Crosstabulation of the Overall Job Satisfaction Versus Relations with co-workers N: 60 (84.5%); Missing: 11 (15.5%). Pearson Chi-Square shows a significance ratio of 0.021 (< 0.05), which means that the ROJS data are significantly related with the respondent's relations with co-workers.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.844^a	12	.021
Likelihood Ratio	20.216	12	.063
Linear-by-Linear Association	7.641	1	.006
N of Valid Cases	60		

a. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .07.

Table 4-2 Chi-square Test Overall Job Satisfaction Versus Relations with co-workers

The Cramer’s V level of significance is 36%, which means that the correlation between these two variables is moderately strong.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Phi	.630	.021
Cramer's V	.364	.021
N of Valid Cases	60	

Table 4-3 Phi & Cramer’s V Test OJS Versus Relations with co-workers

		Respondent's Viewpoint on His/Her Colleagues					Total	
		strongly agree	rather agree	Neutral	rather disagree	strongly disagree		
Respondent's Overall Job Satisfaction	very satisfied	Count	9	2	1	0	0	12
		% within Respondent's Overall Job Satisfaction (ROJS)	75.0%	16.7%	8.3%	.0%	.0%	100.0%
	rather satisfied	Count	14	10	3	1	1	29
		% within ROJS	48.3%	34.5%	10.3%	3.4%	3.4%	100.0%
	neutral	Count	5	10	0	1	1	17
		% within ROJS	29.4%	58.8%	.0%	5.9%	5.9%	100.0%
	rather dissatisfied	Count	0	0	1	0	1	2
		% within ROJS	.0%	.0%	50.0%	.0%	50.0%	100.0%
Total	Count	28	22	5	2	3	60	
	% within ROJS	46.7%	36.7%	8.3%	3.3%	5.0%	100.0%	

Crosstab

Table 4-4 Respondent's OJS Versus Respondent's Relations with co-workers

Implications: As highlighted in blue and red, there are, in total, 10 respondents representing 16.6% within the Respondents' Overall Job Satisfaction (ROJS) who have negative scores (do not have good relations with their co-workers). Among the 10 respondents, 4 are in the 'Red Zone', meaning they have negative scores with both their overall job satisfaction and their relations with co-workers.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41.258^a	12	.000
N of Valid Cases	59		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .07.

Table 4-5 Chi-square Test: Respondent's OJS Versus Attitudes Towards Supervisors

(b) **Crosstabulation of the Overall Job Satisfaction Versus Attitudes Towards Supervisors** N: 59 (83.1%) Missing 12 (16.9%). The Pearson Chi-Square shows a significance ratio of 0.000 (< 0.05), which means that the ROJS data are significantly correlated with the respondent's relations with co-workers. The Cramer's V level of significance is 48%, which means that the correlation between these two variables is moderately significant.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Phi	.836	.000
Cramer's V	.483	.000
N of Valid Cases	59	

Table 4-6 Phi Cramer's V: Respondent's OJS Versus Attitudes Towards Supervisors

Implications: As highlighted in blue and red, there are, in total, 13 respondents representing 22.1% within the Respondents' Overall Job Satisfaction (ROJS) who have negative scores (do not have good relations with their supervisors). Among them, 8 are in the 'Red Zone', meaning they have negative scores with both their overall job satisfaction and their relations with supervisors.

Crosstab

		Employee Relationships with Supervisor					Total	
		strongly agree	rather agree	Neutral	rather disagree	strongly disagree		
Respondent's Overall Job Satisfaction	very satisfied	Count	8	4	0	0	0	12
		% within Respondent's Overall Job Satisfaction	66.7%	33.3%	.0%	.0%	.0%	100.0%
	rather satisfied	Count	6	18	3	2	0	29
		% within ROJS	20.7%	62.1%	10.3%	6.9%	.0%	100.0%
	Neutral	Count	0	10	4	1	1	16
		% within ROJS	.0%	62.5%	25.0%	6.2%	6.2%	100.0%
	rather dissatisfied	Count	0	0	0	1	1	2
		% within ROJS	.0%	.0%	.0%	50.0%	50.0%	100.0%
	Total	Count	14	32	7	4	2	59
		% within ROJS	23.7%	54.2%	11.9%	6.8%	3.4%	100.0%

Table 4-7 Crosstab: ROJS * Employee relationship with supervisor

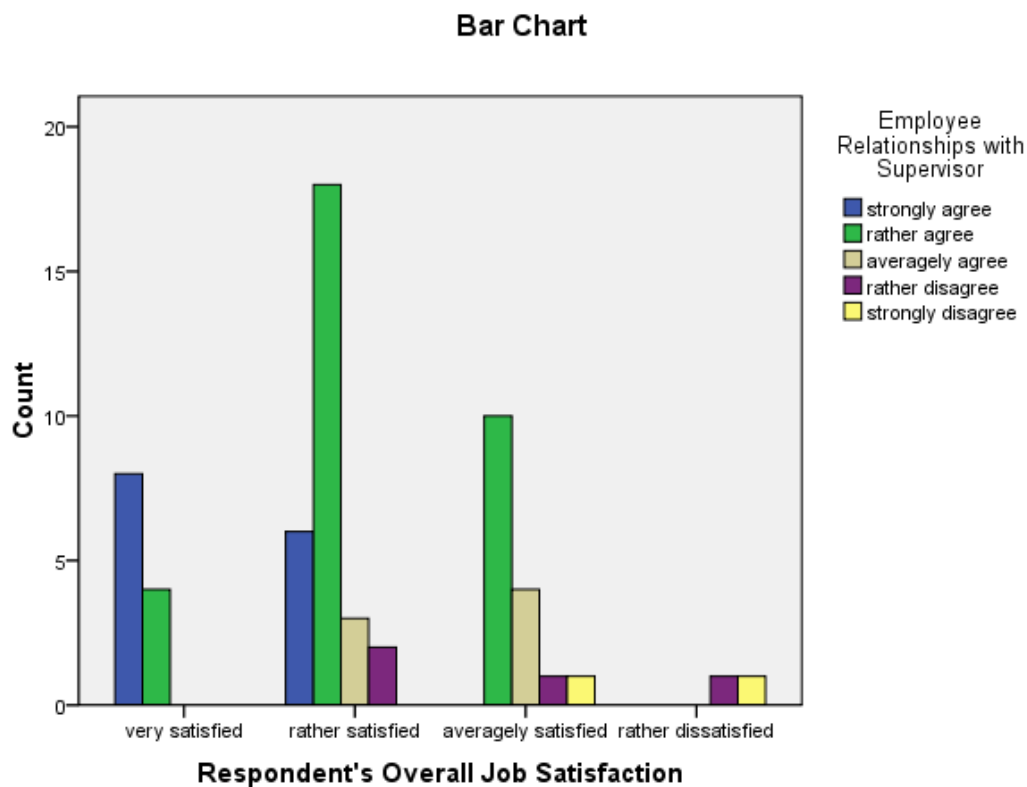


Figure 4-8 Bar Chart: ROJS * Employee relationship with supervisor

The bar chart illustrates well the dichotomies between the two types of employees we have in the hospitals. In fact, the majority of the doctors have relatively positive scores in the JDI model. However, even though they represent a small percentage in the company, serious consideration should be addressed to the respondents who are satisfied neither with their overall job satisfaction, nor with their relations with supervisors. They are represented with the purple and yellow bars in the chart.

(c) The Crosstabulation of the Overall Job Satisfaction Versus Opportunities for promotion N: 60 (84.5%); Missing: 11 (15.5%). The Pearson Chi-Square is significant at 0.003 (< 0.05), which means that the ROJS data are significantly related with the respondent's viewpoint on the Job Promotion Features.

The Phi Cramer's V level of significance is 70%, which means that the correlation between these two variables is very strong. Implications: There are, in total, 28 respondents, representing 46.7% within the Respondents' Overall Job Satisfaction (ROJS) who have negative scores (do not agree with the organization's promotion criteria). Among them, 13 are in the 'Red Zone', meaning they have negative scores with both the overall job satisfaction and the promotion features.

The Crosstabulation of the Overall Job Satisfaction versus the Nature of the Work N: 60 (84.5%) Missing: 11 (15.5%) and the Crosstabulation of the Overall Job Satisfaction Versus Compensations and benefits N: 60 (84.5%); Missing: 11 (15.5%) do not have significant Chi-Square significance. The first scores 0.498 > 0.05,

and the second 0.08. Implications: These last two crosstabs did not show a significant correlation with the employee's Job Overall Satisfaction.

5. Discussion and implications

5.1 The patterns of the doctors' satisfaction level

First of all, it is worth mentioning that the findings regarding the doctors' overall level of satisfaction is of high level. We have put stress on satisfaction and motivation throughout the study. The rationale was to check the correlation between factors causing observed high turnover and the level of satisfaction of the employees relative to the hospitals' management. It is worth mentioning that some doctors can be satisfied with their salary and not with the working environment. They can be satisfied with the job itself, but not with their colleagues and vice versa. This situation has bound us to endeavor deeper concern on the main analytical factors that may enable a better understanding of the problems. For that purpose, we have found relevant to utilize the Job Descriptive Index. All five factors exhibited a correlation relationship with job satisfaction; opportunities for promotion having a strong link, whereas relations with co-workers and attitude toward supervisor exhibited a moderately strong relationship with job satisfaction. Findings imply that discrimination or "playing favorites" should not be exercised. When all things equal, set standards for promotion should be respected grounding the standards for promotion of individuals according to the merit. Furthermore, given the importance of interpersonal relationships for job satisfaction (Adams and Bond 2000), HRM practice aimed at enhancing interpersonal relationship should be strengthened. Our findings that rewards and compensation are positively correlated with job satisfaction confirm a general research notion that high levels of motivational fit are associated with greater job satisfaction, organizational commitment, and lower turnover (O'Connell and Kung 2007). However, the Compensations and benefits lack a significant link with overall job satisfaction, as well as the factors of Nature of the Work. When considering the suggestions given by the doctors regarding what the administration could do to increase their satisfaction, some mentioned lack of compensations, others suggested several job benefits that they wish could be included in the contracts.

5.2 Best practices for staff retention

5.2.1 Increase the rewards and compensations

Taking the findings of our study into consideration we recommend that Saudi Arabia Southern region hospitals gather their efforts to assess and solve every single factor susceptible of increasing the leavers in the organization. One way of doing so is by increasing the rewards and compensations when the job is well done. In addition, other solutions can be considered, encompassing: compatibility of salary in comparison with the other military hospitals, salary compensation for staying in such remote area, free family accommodation and school facilities for the employees' children, more vacation plans, more library and research materials, more seminars, remuneration of the transport fees and the extra working hours, more

trained staff and more modern equipment, ongoing training programs (national and international workshops), life insurance benefits and disability benefits package as well as computer system for medical records.

5.2.2 Increase the communication between organization and employee

By communication between organization and employee, we mean the social life, the cooperative culture, the professional and friendly relationships between co-workers, and the support from supervisors. Recognizing and encouraging good work is sometimes worth money or bonuses. During the preliminary interviews one respondent stated: “if I do good work, I should be valued even by words; there is a deep gap in communication between the management and the employees”. Another respondent condemning the administration’s lack of concern towards the employees’ social life said: “management needs to work for the benefit of staff and staff for the benefit of the patients unless hospital will be a court not a health facility”. Also found to be crucial are staff factors such as staff motivation, cooperation, and attitudes toward innovation (Aarons and Sawitzky 2006). Kim et al. (2009) found that the quality of cooperation and information sharing between network partners are critical factors for hospital network performance. The Sharurah hospitals should view these comments as a caution to increase the communication with the workforce. Because employees are the most valuable assets in the company, satisfying them is visibly a precondition for satisfying the customers. Our study is valuable for the practice as there are implications for the hospitals which may enable them to retain their hospital staff. It is important for the administration department to recognize the root incentives for implementing Employee Satisfaction Program and address the problem of high turnover. Once identified, the program will include exclusively an employee satisfaction survey tailored to understand and meet the unique needs of the hospitals’ professionals. Additionally, hospitals can use Employee Entry Surveys which will enable them to identify, in an early stage, their staff’s abilities and domains of expertise along with their different expectations and career plans. Human resources managers, in charge of the recruitment, can make use of such programs to gain insights into the motivation and engagement of the interviewees. Organizing welcoming ceremonies, visiting the different departments, explaining the shift hours, and discussing, in detail, the contract’s features, bonuses and benefits will also plunge the ‘newbies’ into an atmosphere of good communication and a motivating starting. This will play as a prerequisite for building a positive image of the organization in the mind of the newly enrolled employee. Similarly, introducing an Employee Exit Surveys would, on the other hand, play as a record of all the perceived factors that would cause the employee’s dissatisfaction that have resulted in their decision to leave the organization. Furthermore, Exit Interviews would enable the administration to use information from the employee’s report for, first, identifying the ups and downs in the management and thus, make the necessary changes to effectively retain their valuable employees. In the specific case of the Sharurah Hospitals, many doctors complained about the unpaid extra working hours and the transportation fees, while it was indeed included in the job contracts. The employers should consequently reconsider these criteria, for they can become disruptive in the long run. To assess and retain their human capital, managers should avoid such conflicts of misunderstandings in order to build a good communication with the employees.

5.2.3 Review the nature of the work, conduct training and reinforcement

The administration's ways of distributing the tasks between doctors was identified as one of the most important problems. They seemingly make the dispatching according to the availability of the doctors, not according to their specialties. There is, among the respondents, some who mentioned that there are no nurseries in Sharurah hospital after 4:00 PM. The doctors on duty are obliged to handle such problems without any compensation in return. This situation definitely causes excessive workloads, employee frustration, and negative implications. Management guru Peter Drucker listed four elements that may motivate employees and stimulate satisfaction: careful placement of people in jobs; high standards of performance in the job; provision of worker with the information needed; opportunities for participation in decisions that will give the employee a managerial vision (Drucker 1995). The HR professionals of the SAFH should review the whole system of scheduling the jobs in the different departments. The doctors should be more involved in the dispatching and the decision-makings so that they feel more endowed with responsibility and trust. Internal turnover can bring positive as well as negative effects on doctors who have been transferred into new positions within the same health facility. Everything depends on which motives they have been transferred. Internal turnover will be an opportunity for the employee who aspired to a steady career growth or the one whose morale decreased due to internal conflicts with supervisor or co-worker. But it will have negative effects on the employees who encounter a project or a relational disruption resulting from the internal turnover. Management should introduce seminars and training programs both in the national and international scale. We have noticed also that there is a large concentration of foreign doctors in Southern Region hospitals. Their presence can be of great utility to the extent that the local doctors can share experience and knowledge with the foreign doctors. Management should provide enough training and development opportunities to doctors, especially, the newly enrolled ones. These measures can drastically reduce turnover by keeping employees motivated by the chance of enjoying future growth opportunities. Employees are more likely to leave the hospital if they are not given the opportunity to permanently upgrade their experience.

6. Conclusion and further studies

Overall our paper tried to make the most use of our proposed solutions in reducing turnover by implementing the best winning retention practices we have found relevant to the case of Southern Region Hospitals. We emphasize that many issues are at stake when staff retention is not consciously prioritized in the HRM objectives of Southern Region hospitals. The findings can be divided into a twofold type. The first one consists of the observed problems we have pinpointed in the study and the second entails solutions and strategies for increasing doctors' retention.

Identified problems of the SAFH	Solutions and strategies to the socio-economic and geographical context of the SAFH
<ul style="list-style-type: none"> Hospitals in the Southern Region of Saudi Arabia face with high employee turnover rates. Female doctors are scarce in the region. The hospitals face with permanent staff shortages and instability. The region is one of the remotest areas in the country, rendering access to health care services very difficult. The doctors in Sharurah Hospitals face many problems including the lack of collaboration and communication with the administration. Overtime services are not remunerated and the transportation fees are not reimbursed. The workforce needs special government policies that match the realities of the Southern Region. The employees lack of training and reinforcement sessions. 	<ul style="list-style-type: none"> The first and most important solution is to implement winning retention strategies to discourage turnover in the hospitals. Second is that for all people there are more sustaining motivators than money for drawing employee satisfaction. However, in the case of the Sharurah hospitals, salary increase is one of the most acclaimed factors for increasing the doctors' satisfaction. The other drivers are the extension of the time vacation, more benefits package, more training and more consideration and collaboration from the administration. In addition to the retention of the best performers, the recruitment of more doctors, especially female doctors and nurses, has become compulsory. The best winning strategies are the ongoing training and reinforcement sessions, the rewards and compensations, and the good communication within the hospitals.

Table 6-1 Identified problems and solutions of SAFH

Therefore, Southern region hospital managers should always keep in mind that gathering all the efforts possible to satisfy the health professionals is the keystone for gaining customer quality care services.

6.1 Limitations of the research

We did not succeed in collecting all the information needed to cover all the issues relative to the topic. For instance, we could not get any annual report from the administration of the hospitals. We did not collect any information regarding the hospitals' annual turnover rates, annual retention rates, staff recruitment programs, total number of employees and their specialties, just to name a few. This was mainly due to the fact that the targeted hospitals are government-owned organizations. This is to say that providing such confidential information requires a time consuming administrative process. It is noteworthy to recognize that issues related to our topic are of broad spectrum. Indeed, each step of the investigation process can be a subject for more empirical researches. We use this opportunity to incite the Saudi Arabian government and Southern

Region hospital decision-makers to have more concern on both management of the hospitals and management of their human resources. The topic emphasized only the retention of doctors but it could be enlarged to the entire workforce. Because employees are the most valuable assets in any company, satisfying them is visibly a precondition for satisfying the customers.

Assessing doctors' retention strategies as solutions for the observed high staff turnover in the Southern Regional hospitals is not a task undertaken by chance. In fact, when people refer to employee retention they do not refer to simply retaining the entire workforce at all. By employee retention we understand the ability and efforts by which an organization succeeds in retaining its best and most valuable employees. In this sense, retention becomes a strategy, not an outcome. The rationale behind this is to make a distinction between the top performing doctors with the low performing ones. Organization should by all means identify what types of employees are leaving Southern region hospitals the most. They must know whom, among the doctors, or the nurses, or the administrative staffs are registering a high frequency of turnover. If it happens that the majority of turnover is among the doctors, then HR managers should consider whether it is the best performing doctors that are leaving or the opposite. The research question requiring further investigation behind this is whether the Sharurah hospitals are capable of replacing the poor-performing doctors with better ones, if they face a problem of staff shortage.

In conclusion, we propose future research should focus on winning strategies for retaining nurses in Southern region hospitals, positive and negative employee job congruity in hospitals, the functional turnover overstated in crisis management and managing the spillover costs of recruitment, retention, and turnover. Hospitals need to pay closer attention to the needs of their human resources especially the doctors in order not to only improve the organization's performances but also to satisfy the demanding population. Last, introducing turnover risk programs and employee satisfaction programs within the hospitals' management schemes have become a necessity. Hospitals, especially in the Southern region, can make use of retention strategies to annihilate the unbalance caused by the doctors' high turnover, thus helping to improve Saudi Arabia health care.

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Female Entrepreneurship: from Women's Empowerment to Shared Value Creation

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Abstract: This paper is an investigation on female entrepreneurship, women's enterprise development and the opportunities to create shared value. Enterprise development can make a significant contribution to women's empowerment and gender equality and has a key role in gender strategies. Thus, understanding these topics together has become important. Nevertheless, there is a lack of research regarding the combination of the concepts. The framework arose due to the fact that although women are making relevant advancements in entrepreneurship, yet, if compared to men, they lack access to finance, training, and rights. Moreover they have an insufficient access to economic opportunities.

Key words: Female entrepreneurship, Shared value creation, Women's empowerment, Gender equality

1. Introduction

Due to expanding economic opportunities over the past 30 years, many female workers have been drawn into the labor market and thus women's labor force participation increased. Women made up more than 40 percent of the global labor force by the year 2008 (World Bank 2011a). Nonetheless, in the current established economic environment, women perform 66 percent of the world's work, produce 50 percent of the food globally, but earn only 10 percent of the income and own 1-2 percent of the property (UNICEF 2009). Differential patterns of access for women and men to land, capital and training tend to be influenced by gender roles, norms and biases in institutions (UNIFEM 1999). Throughout the globe, discrimination against women and the non-recognition of the value of their contribution to society has been common. When laws reinforced traditional prejudices, this resulted in women's having less access to resources, credit, education, employment, decision-making positions, and thus lower income (Walters, Mason 1994).

Gender-based stereotypes in business limit opportunities for women. Also women's abilities and potentials are not optimized enough to enable them to make full contribution. There are many stereotypic beliefs in the workplace that pose an invisible threat to women leaders. When people commonly talk about effective leadership, according to gender stereotypes, women are seen as lacking leadership qualities (Catalyst 2005).

Female talents are shifting to entrepreneurial activities and leaving organizations. Some of the reasons for this shift are limited upward mobility for women within corporations and unequal rates of pay. Also, it is a

fact that women are able to manage independent-care responsibilities more effectively with a greater flexibility in a private business (Catalyst 1998). Thus, they are not leaving companies to stay at home and take care of children but they are leaving companies to work in private sector or to pursue their own entrepreneurial goals. New and small businesses are increasingly being appreciated and recognized for their importance in the economy worldwide. The fact that entrepreneurs and new businesses being established by women can be a significant driver of improvements in the welfare of society is gaining acknowledgment among economists, academics and policy makers. According to ILO (2008), where women entrepreneurs have been identified as a target group for specific policy measures, women-owned firms are increasingly becoming important source for economic growth and employment. Nevertheless, according to the findings of Kelley et al. (2011), women's participation in entrepreneurial activity varies widely around the globe. Although many economic opportunities are opening for women in the marketplace and in the area of entrepreneurial activities, they are still facing many challenges. In our opinion, only when women achieve equality of access and opportunity they will realize their full contributing potential to economic and social well-being. When women have more voice, they can drive institutional investments in a way that favors children. Thus, when women have more rights in the political arena, the nature of public investment itself also changes (World Bank 2011).

2. Gender equality and women's empowerment

Gender is clearly a social construct. To Mayoux and Mackie (2009), gender inequality cannot be determined by biological differences; this is not enough to determine gender inequality. The fact that the forms and justifications for gender inequality vary according to the context - inequality is built socially through gendered power relations. In addition, gender is not just related to women; it means both women and men. Both genders are affected by gender-based discrimination. However, through most statistical data it is justified that women are less advantaged and most discriminated. Genders are different in their ability to make effective choices around the world, yet, women are still at disadvantage.

According to Stearns (2007), it is not easy to define which gender system promotes the status of the women. Nevertheless, the author argues that only during the hunting and gathering period both genders contributed with important economic assets and there was considerable gender equality. However, this equality turned out to be unbalanced as other systems transformed the role of women into a more decorative and domestic one. The present historical moment may bring women's economic participation back to appropriate level closer to men's thus bringing greater balance and equality between genders.

As social barriers against women entering paid labor force regain prominence, their participation rates fall. Nevertheless, as countries develop, advancements in women's education and wages move them back into the labor market. Over time, women's employment has also been driven by changes in education and family structure. More women have been brought into the labor market by lower fertility rates and delays in the timing of marriage and childbearing. In the labor market, women are more active than ever. Much of the progress for women has been driven by economic growth; through higher household incomes, better service

delivery, and new labor market opportunities. Women have had impressive gains in rights, educational attainment, health outcomes, and labor force participation across countries but have not yet reached satisfactory levels.

Kabeer (1999) defines women's empowerment as women's ability to make strategic life choices where this ability had been previously denied. Women are still economically and socially disadvantaged in many countries, so the promotion of gender equality and empowerment of women is one of the United Nation's Millennium Development Goals. The World Bank (2011) also presents the necessity to seek gender equality in order to enhance productivity and improve development outcomes, highlighting gender differences in employment, access to land and credit, and access to networks and its impacts towards entrepreneurship. A fundamental reform of policies both on a national and global level is necessary for addressing remaining economic and social inequities.

3. Gender and entrepreneurship: women's enterprise development

Entrepreneurship, defined as the resources and processes which individuals utilize through opportunities in the market by the creation of new firms is a relatively new concept (Naudé 2010). Greene et al. (2003) in their overview of research and theory on women entrepreneurs, point out that the first publication focused on women entrepreneurs was in 1976 from Eleanor Schwartz. An obstacle to understanding the challenges to women's entrepreneurship and their impact on economic growth is still scarce in the realm of reliable and valid data. Although entrepreneurship and the gender system have been widely researched, they have been mainly researched separately. Women's entrepreneurship has had relatively little attention, but gender system plays an important role in shaping entrepreneurship, economic growth and all other sections of society. Only now researchers and policy institutes are beginning to recognize this reality (Brush and Hisrich, 1999, Brush 1992). The creation of systematic knowledge about women's entrepreneurship is therefore needed (OECD 2004). According to the ILO (2009), enterprise development can make a significant contribution to women's empowerment and gender equality and has a key role in gender strategies. There are three phases of enterprise development: Micro – often not registered; Small – usually registered, with a few employees; and Medium – beyond self-employment.

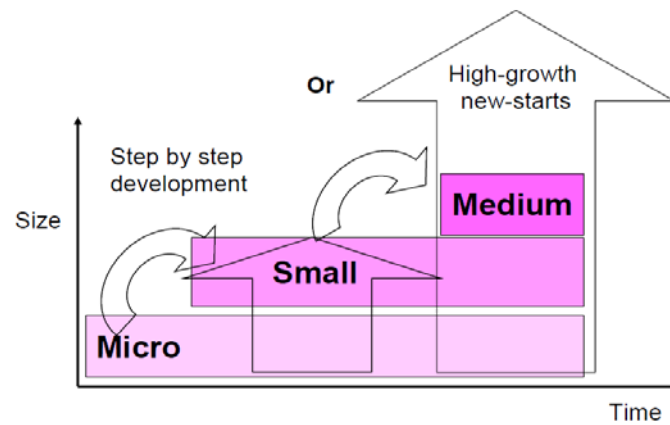


Figure 3-1 Enterprise Development Phases.

Source: ILO (2009).

Lamy (2012) points out that access to more and better-paying jobs for women can come when women’s business enterprises (WBEs), i.e., enterprises run by and employing women, enhance their participation in the international economy. Achieving gender equality brings along positive developmental benefits. It is necessary to generate more and better economic opportunities for women to reap the maximum benefit from WBEs. By doing this, it is possible to improve societies and enable women to play a more central role in the global economy. The International Labor Organization - ILO plays an active role in strategic issues, focusing on the promotion of decent employment through entrepreneurship, and developing strategies on promoting women’s entrepreneurship development. They believe female entrepreneurial activities can make a strong contribution to the economic well-being of the family and communities, poverty reduction and women’s empowerment (ILO 2008).

In general, in terms of entrepreneurship, the literature found is about information on the similarities and differences between men and women’s characteristics, attitudes, values, beliefs, aspirations, reasons to start a business, business goals, barriers and challenges, motivations and expectations, management styles, and stereotypes towards entrepreneurship. There is also literature referring to societal attitudes and their impacts over male and female entrepreneurial activities. And also on how entrepreneurship is basically perceived in two ways: promoted by the necessity or by the opportunity. To the World Bank (2011), people see female entrepreneurs more as “necessity” entrepreneurs (who view entrepreneurship as a last resort) and less as “opportunity” entrepreneurs. However, one may not overlook that entrepreneurship is about identifying and exploiting the opportunity. If people believe that they have the skills to exploit the opportunity, then the engagement in entrepreneurship happens (OECD 2004). Academic studies draw differences between men and women’s characteristics varying from the propensity to start their own firm, lack of business training or experience, leadership style, and barriers such as access to land-ownership and credit.

A major barrier is access to credit, and as women tend to start small firms, they tend to seek small personal loans. As the profit margins are too narrow, banks are reluctant to grant credits or offer microcredits (Jalbert 2000). While female entrepreneurship is rising as a significant economic activity, some authors (Moore and Buttner 1997, Catalyst, 1998, Sharp 1999) state the reasons for women to leave the corporate world to establish their own businesses. Barriers such as the “glass ceiling” phenomenon, lack of flexibility and control, not fitting in the corporate culture and discrimination are mentioned as reasons for making this leap to the entrepreneurial world. Certain studies (Moore and Buttner, 1997, Lee and Rogoff, 1997, Kalyani and Kumar 2011) concentrate on what motivates women to get into entrepreneurial activities, start and lead a business. The importance of strategic objectives to promote women’s entrepreneurship is stressed by ILO (2009). They include removing barriers to start-up and growth; improving access to markets; improving access to resources; strengthening social inclusion; and fostering a supportive climate and culture. Enterprise development is emphasized by ILO (2009) as an agent of significant contribution to women’s empowerment and gender equality. To advance the field of women’s enterprise development, joint efforts are primordial and more collaboration is needed. Weeks (2010) present the building blocks of a women’s enterprise ecosystem and its critical elements to accelerate women’s enterprise development. To the same author, corporations have increasingly been seen women-owned firms as a valuable customer market and a link to their supply chain. Therefore, keeping their visibility and growing support is necessary. Littlejohn (2010) argues that women-owned firms must enhance their sense of responsibility for the role they are playing economically and socially. And Jalbert (2000) highlights the importance of recognizing female business owners for who they are, what they do, and how significantly they impact the global economy.

The Global Entrepreneurship Monitor (GEM) is a reference to understand the entrepreneurship scenario in general as well as the female entrepreneurship in specific, and its phases along the process (Allen et al. 2008, Martinez et al. 2010, Kelley et al. 2011, Kelley et al. 2011/2012; Bosma et al. 2012). Part of overall impact of women on society today is due to their increasing role as business owners, which makes them a vital economic force. According to Kelley et al. (2011) in 2010, 104 million women in 59 economies—which represent more than 52 percent of the world’s population and 84 percent of world GDP - started and managed new business ventures. These women entrepreneurs made up between 1.5 percent and 45.4 percent of the adult female population in their respective economies. Another 83 million women across those regions ran businesses they had launched at least three and a half years before. Together, these 187 million exemplify the contribution women make to worldwide entrepreneurship and business ownership. Although entrepreneurial activity among women is highest in emerging economies (45.5 percent), the proportion of all entrepreneurs who are women varies considerably among the economies: from 16 percent in the Republic of Korea to 55 percent in Ghana—the only economy with more women than men entrepreneurs.

Fenwick (2000) highlights fundamental differences between women’s entrepreneurship and men’s entrepreneurship. What makes women’s situation special is that they are shaping new models of leadership, experiencing unique processes, values of work and family, and the personal dynamics of change with the processes of developing and leading their businesses. In order to develop new conceptual frames and even vocabulary for naming these changes as they emerge, these phenomena must be explored. Female

entrepreneurship is clearly seen as sub-issue for most small business scholars, but the area is far from neglected, although still remaining under-researched with a lack of cumulative knowledge (Carter et al. 2001). To Minniti (2009), much has been accomplished in the field of female entrepreneurship, but it is clearly far from being exhausted, the field lends itself to a variety of extensions and further investigations.

4. Shared value creation

Few academic works were found relating female owned businesses to shared value creation and generally they are under other big umbrellas, such as health or nutrition issues. Shared value studies are about main topics such as healthcare, poverty relief, nutrition, environmental sustainability, education and rural development. Some women issues are included in these topics. Until the present moment, we could not find articles correlating the topic of this research: women's enterprise development and shared value creation. This posed a limitation for the study and comparisons could not be made, and we could not adapt or reduplicate previous applied methodology, either. However, Fortson (2003) refers to studies according to which women invest 90 percent of their income in their households, as opposed to men's 30-40 percent. Moreover, Terjesem and Elam (2012), point out the particularity of women entrepreneurship because of different goals, access to resources, family responsibilities and business credibility combined with the available opportunities. The authors show research based on a variety of data sources, including GEM, demonstrating the vital nature of women's contribution through the development of robust ecosystems with strong community-based foundations to support economic growth and prosperity. That is precisely the point of intersection between women businesses owners and opportunities to develop social progress.

Added to the gender issue and to entrepreneurship, another concept central to this paper is shared value creation. An article outlining a new concept for corporate responsibility was published by Michael Porter and Mark Kramer in 2006. In this article, the authors state that there would be considerable potential for organizations to contribute to sustainable global growth if they go beyond compliance and philanthropy to actively look for connections between their activities and the growth and progress of the society they live. The concept is famous under a name of Shared Value (Nestlé 2012). The shared value concept was introduced in 2006 and was expanded in a more recent article pointing that shared value is about creating new economic and social value for business and society. According to Porter and Kramer (2011) it is about examining economic and social linkages in order to create economic and social benefit (rather than distributing existing value). Shared Value is an approach to meeting business objectives that create a competitive advantage for corporations through innovations that address needs and challenges of the society. The authors state that the connections between societal and economic progress are the main focus of the concept. Companies are more aware that long-term success can be achieved through the creation of the same value for shareholders and the community in which they operate. In order to maximize shared value, Hills and Pfitzer (2012) state that companies should examine how long-term competitiveness can also help address critical social problems. It is necessary to understand why a company should be concerned about what happens to the communities in which they operate, and the impact of its operation. To Bockstette and Stamp (2011), shared value creation consists of investments in long-term business

competitiveness that also address social and environmental objectives (Figure 4-1). By incorporating social issues into the core business strategies to benefit society and business long-term competitiveness, such companies seek to create shared value.



Figure 4-1 Shared Value Creation

Source: Bockstette and Stamp (2011).

In addition, to Porter and Kramer (2006) the idea that both business decisions and social policies must follow the principle of shared value is an implication of the mutual dependence between corporations and society. A business will find itself on a dangerous path if it pursues policies that just benefit its own interests at the expense of the society, and vice-versa.

There is a contravention between the “Harvard School” and the “Chicago School” regarding shared value concept in business. Porter and Kramer (2006) argue that corporations must redefine their purposes towards the creation of shared value, not just profit per se. Companies must reconnect business success with social progress, reconceiving the intersection between society and corporate performance to create shared value. The authors also believe that companies need to avoid short-term actions that are environmentally wasteful and socially detrimental, therefore investing in long-term economic performance. On the other hand, in the “Chicago School” view, Milton Friedman compared the spending of shareholders’ money for any purpose other than advancement of the interests of the business to a form of “theft.” He admitted, though, that corporate philanthropy could be justified as long as it serves a business objective (Kucharvy 2011). The “Chicago School” emphasizes a free-market approach, arguing that the only “social responsibility” of business is to increase its profits because profit is a priority for shareholders and the business itself (Friedman 1970). They claim that shared value concept goes against the shareholders’ interests thus the social aspect must be eliminated from business. Finally, according to Porter and Kramer (2011), a narrow conception of capitalism has prevented business from harnessing its full potential to meet society’s broader challenges, not mentioning the opportunities that have been overlooked. According to Allen et al. (2008), as shown in data on women in development, the returns to the investment in women are much higher than in men. Women’s gains in education, health, and resources are more likely to be shared with members of their families and their

communities. Women's economic and non-economic rewards are more likely to be shared with other people. Besides, women are more likely to work for and buy for the community. Especially in countries that are about to exponentially increase the impact of new venture creation, investment in women's entrepreneurship is critical. In order to obtain more sustainable and successful economic development in all countries, finding ways to empower women's participation and success in entrepreneurship is very important. Women's empowerment, if understood as investment concept, can bring long-term value creation and better investment performance (Keefe 2011). Moreover, what is known about women in the economy today is that women-owned business enterprises are among the fastest-growing segments in many countries.

The increasing interest of multinational corporations and governments in improving women business owners' access to procurement opportunities has been a trend. Nevertheless, supplier-diversity initiatives have been prompted by the realization that women business owners are not in the winner's circle. This not only puts the spotlight on women's access to the market for goods and services, but also creates competition with traditional suppliers (Francis 2012). To tackle this disparity, WEConnect International is promoting equal access and opportunity for them to compete, instead of implementing quotas. Large organizations tend to engage with a limited pool of vendors, which excludes qualified women-owned businesses, therefore, missing out on cost savings and profit, and possibly on some important innovations. The WEConnect International initiative aims to locate women-owned businesses, certify them and introduce them to business opportunities, besides developing their capacity to compete. Women business owners play a powerful role in driving innovation, increasing competitive advantage, accelerating growth and raising profitability, and nowadays this is more and more acknowledged (WEConnect International 2013). Going further on studies about women's enterprise is necessary because of the rising of women in the economic scenario, as their businesses are having a growing impact on the economy and society. WEConnect International is an example that contains both the women-owned business activities and the perspective of shared value creation.

5. Conclusion

When it comes to women's economic opportunities, the country's social attitudes and customs should be taken into account, not only the laws. Considering this, one can still see that women's participation in the formal labor force remains well below that of men. Men continue to dominate in sectors with higher wage-earning potential, such as technology and finance, whereas women are paid less than their male counterparts. Enterprising women encounter gender specific obstacles such as access to finance and credit, to market opportunities, to business education and specific management training, and the opportunity to be the owners of the land in both developing and developed countries, in spite of their great potential to expand their businesses. Where entrepreneurship is important and opportunities are abundant, all members of society will profit. Hence encouraging entrepreneurship in general is crucial to women's entrepreneurship. The important role which women entrepreneurs play in the entrepreneurial economy is due to both their ability to create jobs for themselves and to create jobs for others. Women's entrepreneurship is about the role of entrepreneurship in a society as well as about women's position in that society.

Although across countries there are many women entrepreneurs, they are far from being a homogeneous group, and nowadays their global impact is just beginning to gain intensity. More and more small and medium enterprises are female owned and they engage in international trade which will be a strategic source of economic growth and development in the world economy of the 21st century. Ideas, inventions, raw materials, technology, supplies, and business services are some of the contributions the women business owners can bring to the scenario (Jalbert 2000). Yet, female entrepreneurs have to face barriers before they can finally succeed. In a more active way, as previously seen, cultural traditions, lack of visibility, finance and land-ownership, less access to technology, networking and training, and insufficient social support can hold business women back from their full action. For a long time, the most significant challenges in women's enterprise development have been access to markets – including corporate, government, international and global value chains.

The core idea for this paper is that women's enterprise development has correlation with societal need and economic roles. Therefore, this investigation assumes that investing in women's enterprise can leverage social improvements and economic progress. Moreover, supporting female entrepreneurship by creating more means to access capital and land, education and training, and business market opportunities can impact on women's economic empowerment resulting in female businesses development. In terms of research, the gender and shared value framework has not been explored and, as seen, further studies need to be developed. Achieving gender equality and empowerment, encouraging women's enterprise development and creating shared value could be the gateway for numerous social-economic new possibilities for society's challenging environment. One might say that there is a gender impact on entrepreneurial activities and this can lead to development and economic growth. Although there is still a gap between the potentiality and what happens in the reality, progress has been made towards gender equality. The impact and growth in the share of women's participation in the economy as entrepreneurs and in corporate life has changed the workplace creating a series of challenges. It is necessary to gain a better knowledge on the impact caused by economic, cultural and social aspects, when it comes to business. To Porter and Kramer (2011), opportunities have been there, but have been overlooked. Holding back half of the population through unequal education, job opportunities and wages does not represent sustainable development.

The current 21st century seems to bring new challenges and female entrepreneurship will certainly have a pronounced presence in the next decades. It is the beginning of a big transformation, perhaps towards gender equality, boosted by the importance of new roles attributed to men and women. Some countries such as the United States and Canada have managed to put gender issues at the governmental agenda. Female entrepreneurship can be one of the keys to consistently open doors for women's empowerment and advance. As a consequence, through their more active economic participation, there will be a greater social impact as diversity comes along, innovation is accelerated and wealth is generated for the marketplace and the society.

Women-owned businesses are shifting from economically insignificant to growing contributors to the economy, so it is time they were perceived accordingly. Female business owners need to increase their

access to markets and grow their firms throughout the value chain. They can grow and expand their firms both domestically and internationally with more information, an empowering environment and private sector partnerships. Economic growth can be more effectively realized through the true empowerment of women's entrepreneurship and access to markets.

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The Impact of Social Networks on Maximizing the Competitive Value of Micro, Small, and Medium Enterprises

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Abstract: The purpose of this paper is to study the effect of social media and social networks on maximizing and increasing the competitive value of micro, small, and medium enterprises (MSMEs). We review social media, social networks, and marketing literature that demonstrate the importance of social media and social networks in maximizing MSMEs competitive value through exploring the company-customer relationship, and the advantages and disadvantages that social media utilization brings. The findings suggest that micro, small and medium sized enterprises can reap benefits from executing an effective social media marketing strategy. These benefits encompass reducing overall marketing costs, improved customer service through social media, and achieving a competitive advantage. On the other hand, social networks have drawbacks that may affect MSMEs performance and decrease market share, such as time consumption and lack of feedback control. Therefore, MSMEs need to rethink about customer relationship management through building a conceptual and operational framework that provides both structure and flexibility. The study makes a contribution to the theoretical development through focusing on a neglected area of MSMEs research as well as a contribution to the relevance of social media in improving the competitive value of MSMEs.

Key words: Social media, Social networks, MSMEs, Competitive value

1. Introduction

Social media has changed the way companies are shaping their marketing strategy and communicating with customers. Nowadays firms are able to target specific customers delivering messages that address customers' interest and needs, thus making the overall promotion more effective. Understanding social media and virtual communities is highly necessary to manage current changes in the business environment. Numerous opportunities created by social media lead community and businesses to create content more efficiently and allow faster communication across global markets (Kalpic and Bernus 2006). Formation and usage of strong social media and social networks can increase the competitiveness of firms and maximize the number of their customers by letting them reach new customers without spending much money (Garrigos et al. 2011). The recent advent of internet and development in information technology, telecommunications and multimedia

resulted in a higher number of knowledge and information intensive organizations (Garrigos 2010). Partnerships between firms and other social media agents are helping to create and strengthen the competitive advantages of firms, especially for micro, small, medium enterprises (MSMEs). For instance, more than a billion active Facebook and Twitter users have sent messages, with numbers of messages exceeding 20 billion, illustrating how fast social media has been adopted by consumers and to which extent it influences their life (Chan 2011; Baird and Parasnis 2011). Chu and Meulemans (2008) pointed out that the utilization and dependency on social networks will only increase in the next few years, consequently making social networks invaluable.

Social media is a cost-effective and easy-to-use platform for communication and exchange of information. Social networks enable marketers to develop strategies and to be more targeted and customized. It is also a way for companies to promote their brands, products and services (Kaplan and Haenlein 2010). However, many MSMEs do not understand the impact and the prospects of using social media, and continue to rely on traditional media to communicate with their audience (Vij and James 2014). Following traditional theories of business practice may result in a steady growth of companies (Adizes 1979, Churchill and Lewis 1983, Greiner 1972, Hanks et al 1993), but they may have difficulties addressing the market challenges of the rapidly changing business environment. When it comes to marketing products and convincing customers traditional media has become ineffective (Keller 2009). Thus, businesses should proactively utilize social media, promoting their products and services as it may help them to enhance their brands' competitive position in the market. Therefore, in order to understand customers' needs and reach the largest number of customers firms will need to understand the ways to exploit social media and social networks. In this paper we explore the benefits that micro, small and medium enterprises reap by utilizing social media. By answering the question "Do MSMEs benefit from social media and use it to maximize their competitive market value?" we provide sufficient evidence to justify the adoption of social media tools by organizations. This is done by, firstly, explaining the concept of social media. Next, a brief literature review is conducted illustrating the relationship between social media and organizations' competitive value. Additionally, implications for the practice are presented followed by the conclusion.

2. Understanding social media

Kaplan and Haenlein (2010) define social media as "a group of Internet-based applications built on the ideological and technological foundations of the Web that allow the creation and exchange of user-generated content". Social media platforms can be used for communication, collaboration, education and entertainment. Harris and Ray (2009) pointed out that there are many different types of social media. The categories of social media can be divided into 15 types: social networking (e.g. Facebook, LinkedIn, Orkut, etc.), publishing (e.g. Wikipedia and SlideShare), photo, audio and video sharing (e.g. Flickr, YouTube and Vimeo), microblogging (e.g. Twitter, Tumblr, Plurk, etc.), live casting, virtual worlds (such as Second Life), gaming, productivity applications (such as BitTorrent or Google Docs), aggregators (e.g. Digg, Reddit, Yelp, etc.), RSS, search, mobile, and interpersonal. There are various reasons for the use of social networks. According to Ridings and Geffen (2004), people may use it to search for information, social support, friendship and entertainment. Similarly, Wellman and Gulia (1999) stated that people use social networks for information,

social/emotional support, a sense of belonging and encouragement, and companionship. Experimental studies by Raacke and Bonds- Raacke (2008) in the United States, and Yoon and Zhou (2011) in China found that the search for information is the most important reason for social networking. Furthermore, social networks have become crucial not only as means of communication and socialization with friends but also as a platform for sharing information and knowledge. The content is most commonly shared through social networks between individuals, consequently enabling their learning process and adoption of new skills. In fact, the digital gap between the “haves” and “have-nots” is not about access to the Internet but about understanding how to participate effectively in a social networking community (Harris and Ray 2009). People who have skills, time and confidence to navigate and manage the chaos on the Internet can develop and grow their businesses through accessing new opportunities and finding new audiences for their work. Similarly social networks are used by organizations for marketing, and other communication purposes, consequently making them smarter and more efficient.

3. The importance of social networks for small businesses

Social network is a strategic tool for marketing, monitoring and analyzing the behavior of users (Uhrig et al. 2010). There is a consensus on the importance of the establishment of effective social networks for achieving business success (Wilson and Stokes 2004, Hanna and Walsh 2008). The adoption of social media has resulted in generation of business benefits encompassing improvements of staff quality, internal communications, and community development procedure (Reese, Hopkins 2009). Internet and social networks allow companies to gain access to resources that might otherwise not be available to them. They also help companies increase credibility, expand supplier and customer base, create funding opportunities, encourage innovation, and develop strategic partnerships (Witt 2004).

Business owners rarely have all skills and expertise that are required to develop the company. Many authors like Neergaard et al. (2005) have shown that networks contribute to the effectiveness of marketing in entrepreneurship for the following reasons: “communication is major aim for MSME owner; using internet network is the best “fit” for this purpose; Therefore, business owners utilize social networks to find skilled people, as well as in the process of managing human resources. With internet and social networks use, geographical location became less important in the recruitment process. A more liberal global labor market and a higher participation rate of the international workforce in foreign countries is partially a result of efforts exerted by “human resource” social networks like “LinkedIn” and “Xing”. Moreover, the network provides a low cost option for products or service marketing when available resources are limited. Significantly reducing marketing costs result in many advantages for the MSMEs, whereas creating mechanisms, such as blogs, forums and social networks that firms use to communicate with individuals raise their private business profiles (Harris et al 2008). Dennis (2000) pointed out that social networks help collect information, prevent the monopoly and collusion in setting prices. There are also specific types of behaviors characteristic to online communication that may have positive implications for business practice. For instance, Tetan and Allen (2005) found out that people are more likely to be honest when communicating via Internet than in face-to-face communication. This is mainly because there is a written contract and written record of the conversation on the internet, which is considered as evidence of intent, whereas face-to-face discussions can be easily

forgotten and do not leave any trace. However, some MSMEs still prefer personal contact.

Marketing in MSMEs differs from marketing in larger firms (Carson et al 1995). Marketing in MSMEs is considered to be easier and more efficient. The traditional strengths of MSMEs include the ability to serve special market and build strong relationships with customers (Collinson and Shaw 2001). However, internet, because of lower transaction costs, helps MSMEs to enter those markets that are dominated by big regional, national and international firms. By choosing not to rely on internet and not to implement online marketing operations MSMEs are exposing themselves to a risk of losing their market shares (Herbig and Hill 1997). Given the numerous benefits that utilization of internet and social media may bring to micro, small and medium enterprises, it is evident that they should channel their marketing efforts toward social media.

4. Benefits and drawbacks of social media: implications for the practice

There are many advantages and benefits that MSMEs attain from implementation of an effective social media-marketing plan. First, the overall marketing costs are reduced. The ability to tweet a message or post content on Facebook is more cost effective than running a paid ad. Additionally, there is a chance of offering better customer service through social media. Customers using one of the common platforms like Facebook or Twitter can easily communicate directly with firms and firms can quickly answer them publicly so other customers have access to the provided information as well. MSMEs can achieve a competitive advantage by utilizing social media. Social media can boost their visibility, allow them to provide better customer service, connect with new business partners, and validate their professional status standing while providing consumers with the value they want.

Pan et al. (2014) pointed out that social media marketing benefits MSMEs in at least two major aspects: cost-efficient communication with customers and capitalization of conversations among customers through word-of-mouth. First, social media provides a cost-effective way to enhance communication with customers, whereas social media marketing helps companies to educate audiences about their services, identify key influencers among customers and respond to them in a timely manner with less cost than traditional communication tools. Secondly, social media marketing capitalizes on word of mouth. Social media enables public customer-to-customer conversations, and this is one of the most powerful and effective marketing tools available. A number of studies have indicated that the most important source of new customers for small firms is recommendations from existing customers. In addition to its advantages, social networks have several disadvantages that may affect MSMEs performance and decrease their market share (Sparrowe et al. 2001). Social networking is time intensive. MSMEs need to focus on establishing long-term relationships that can result in more sales. They have to be responsible to monitor each network, respond to comments, answer questions and post product information which customer deems valuable. Businesses without a service to manage these social networks will find it difficult to compete. The lack of feedback control is one of the biggest disadvantages of social networks (Tolsdorf 1976). It is hard for MSMEs to prevent negative post responses, unhappy customers or industry competitors who are able to post disparaging or offensive pictures, posts or videos. Therefore, social networks must be managed efficiently to immediately respond and

neutralize harmful posts, which takes more time. Most social networks are free to join and operate but without paid advertising by the firm, it may not target their customer base; local businesses often end up with followers who are not local. Therefore, firms should collect information from customers regarding their interests and motivations for repeating business. Some of other disadvantages are related to privacy as well as security. However, advantages of social networks highly overweight disadvantages.

5. Conclusion

In our paper we demonstrated the importance of social media and social networks in maximizing MSMEs competitive value. The research showed that social networks are used to search for information, social support, friendship and entertainment (Leung and Lee 2005), and it is not just for the use of individuals, but also for marketing, policy, and academic purpose. There are many benefits that micro, small and medium sized firms can achieve with implementation of an effective social media-marketing plan, such as reducing overall marketing costs, offering better customer service through social media and attaining a competitive advantage. Conversely, social networks have many disadvantages that may affect MSMEs performance and decrease their market share such as time consumption and lack of feedback control. Thus far, our research suggested that social media could be a vital pathway for MSMEs to communicate with the communities they serve and to engage new potential customers. MSMEs need to think about customer relationship management from new aspects by building a conceptual and operational framework that provides both structure and flexibility. Further research is necessary to assess the effectiveness of social media marketing efforts. Future studies could also look into barriers regarding the adoption of social media.

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