

Theoretical and practical research perspectives on organisational, managerial and strategic behaviour

Study 1: Enhancing innovation in Asian SMEs: Role of leadership behaviours and value ethics

BY: DR NUTTAWUTH MUENJOHN

In today's competitive markets, innovation is crucial for organisational success. Scientific evidence shows that innovation is a critical factor that helps Small and Medium-sized Enterprises (SMEs) maintain their competitiveness in the global arena. Research indicates that innovation-oriented technologies significantly contribute to SMEs developing competitive advantages, leading to increased market share and sales growth. Additionally, changing market conditions—such as those imposed by the COVID-19 pandemic—force smaller businesses to pivot or reinvent their operations through new technologies or unique value propositions. Recognising the benefits of fostering continuous innovation, organisations of all sizes seek ways to engage in ongoing innovation to sustain and enhance their competitive advantages. Small ventures have significantly contributed to innovation-led growth and job creation in recent years.

A substantial body of evidence shows that SMEs, particularly newer ones, increasingly innovate by introducing new products and adapting existing products to meet customer needs. This study explored the role of leadership behaviours in the relationship between value ethics and workplace innovation in Asian small- and medium-sized enterprises (SMEs). Data were collected from 995 SMEs in Japan, Thailand, China, and Vietnam for analysis.

The findings indicated that the leadership behaviours of entrepreneurs in Asian SMEs are influenced by their values. In turn, these behaviours can significantly impact an SME's capacity for innovation and, ultimately, its competitiveness. Asian SME entrepreneurs, according to this research, can enhance the innovation capabilities of their organisations by focusing on their leadership behaviours. This focus can help SMEs establish a competitive advantage



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has been subjected to extraordinary scrutiny. As nations grappled with an invisible opponent, the effectiveness of government responses became paramount, shaping public perception and influencing societal cohesion. Trust in government emerged as a critical factor in determining how citizens adhered to health guidelines, supported governmental initiatives and engaged with public health measures. This research explores the dynamics of citizens' trust in government through the lens of good governance and the effective dissemination of quality information via social media during the COVID-19 pandemic.

The study employed a quantitative research design to examine public opinion, attitudes, and behaviours regarding information from a government agency, i.e., the Associated Press of Pakistan (APP), during the COVID-19 pandemic. A case study approach was utilised, gathering data through surveys distributed to APP's followers on Instagram, Twitter, and Facebook platforms frequently used by government organisations and citizens in Pakistan. The findings reveal a critical interplay between good governance practices, specifically responsiveness, accountability, transparency and public trust in government. The results suggest that the perceived government response to the pandemic (PGRC) significantly mediates this relationship, underscoring the importance of timely and effective

Study 2: Citizens' trust in government as a function of good governance and government agency's provision of quality information on social media during COVID-19
By: Dr Mahnaz Mansoor

Summary of the Study:
In an unprecedented era marked by the global COVID-19 pandemic, the critical nexus of trust linking citizens to governmental structures



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communication. The research demonstrates that when citizens perceive their government as responsive and accountable, their trust in government increases. Furthermore, the study highlights the moderating role of government agencies in providing quality information on social media, which enhances the perceived government response and further augments public trust. This research addresses a significant gap in the literature regarding government organisations' use of information and communication technology (ICT) during crises.

As the pandemic prompted governments worldwide to adapt their communication strategies, the study emphasises the importance of leveraging social media to engage with citizens effectively. It further reflects that social media is vital for disseminating information and maintaining public trust amidst uncertainty. The implications of this study extend beyond academic contributions; they offer practical recommendations for policymakers and government agencies. Governments can foster greater public trust by prioritising sound governance principles and enhancing their social media strategies, which is crucial for effective governance and societal resilience. This research aligns with the theoretical frameworks of organisational and managerial behaviour. It is a practical guide for government agencies seeking to improve their engagement with citizens in a digital age.



RESEARCHES & INNOVATIONS

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Link to the article:
<https://www.sciencedirect.com/science/article/pii/S0740624X21000332>

Study 3: A conceptual framework to measure the operational efficiency of the Apparel Industry in emerging economies
By: Dr Nirma Sadamali Jayawardena

Operational efficiency means the organisation's ability to decrease wastage of inputs and maximise resource utilisation. This could be done by increasing supply quality and eliminating low-quality products and services for customers. Operational efficiency is a valuable measure which utilises the available resources.

Operational efficiency is driven by operational factors such as human resource management, supply chain management, quality control management, technology, etc. The primary objective of this study is to develop a more concise conceptual framework to measure the operational efficiency of the Apparel industry in emerging economies.

This conceptual framework uses an extensive literature review, referring to 50 research articles on operational efficiency in the apparel industry in emerging economies. The primary data collection is done through four databases to access the research articles. These databases are Sage, Google Scholar, Scopus, and Pro Quest. These data-

bases were used in developing this conceptual framework. Additionally, the researcher used other published books. The variables presented in the conceptual framework are based on the literature review. Therefore, the five variables analysed the specific phenomenon of the study.

Consequently, the conceptual framework comprised only five independent variables: labour productivity, inventory management, technology, management and culture, and supply chain management. For example, labour productivity refers to the efficiency with which inputs are utilised to produce goods or services. High labour productivity often results in cost savings and increased competitiveness.

Inventory management involves controlling stock levels to balance supply with demand. Effective inventory management helps reduce costs, avoid stockouts, and improve customer satisfaction. Technology refers to integrating advanced tools, systems, and processes to optimise productivity, streamline operations, and provide a competitive edge in the Apparel sector.

For example, 3D sampling enables designers to create virtual prototypes of clothing items, allowing stakeholders to see how a garment looks and fits without producing a physical sample. Management and Culture significantly influence employee morale, engagement, and productivity. A positive culture fosters collaboration, adaptability, and long-term sustainability.

Supply chain management involves coordinating activities that include sourcing, producing, and delivering products. Effective supply chain management can reduce costs, enhance delivery speed, and improve overall service quality. These variables form a holistic framework highlighting key areas potentially affecting an organisation's performance. Each variable can be tested individually or collectively to see its impact on the desired outcome in future studies.

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