



Comparative Organizational Development Among Micro – Small Scaled Enterprises: A Pandemic Introspection

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Abstract

The study entitled "Comparative Organizational Development among Micro – Small Scaled Enterprises" sought answers on the following specific problems and drawn inferences relative between organizational development and entrepreneurs' performance. Specifically, the research included 100 respondents having fifty (50) entrepreneurs from manufacturing enterprises and fifty (50) entrepreneurs from service enterprises operating in the Kingdom. Problems identified such as impact of competency, education, and training, leadership and management, and motivation have posted positive impact on entrepreneurs' performance. The results have been analyzed after surveys had been administered and collected and had been interpreted using statistical treatments both descriptive and inferential statistics for t – test.

Keywords: Organizational Development, Entrepreneurs, Competency, Motivation, Performance

Introduction

An introspection of past and today's business is an effort to walk through us to the scenarios and experiences that have been done and are being done by the actors and performers or anyone who is involved in business activities. There are so many business performances that have allowed every person to emerge and shine in the field of business or entrepreneurship.

Evidenced by the number of entrepreneurs and businessmen operating in various fields and types of businesses, the issue of organizational development is not excused to catch the attention of many stakeholders as to how businesses are progressing in their operations, how are they managing their businesses, how are they directing, leading, or controlling their operations, and how are they meeting the challenges they meet along the way while operation is going on? There are so many questions that entrepreneurs need to thresh out and find answers in order to make them gain the proper knowledge, direction, and target to head towards achieving their goals and objectives.

Organizational development can be viewed in so many ways. Authors define organizational development as organizational success or organizational efficiency. This means that flexibility of the organization becomes a top priority and becomes a lead point to denote productivity, profitability, and feasibility of the organization in many varied aspects or dimensions (Kapur, 2021).

In this study, the author intended to assess entrepreneurs' performance against organizational development factored by variables such as competency, education and training, leadership, and motivation among entrepreneurs of micro and small scaled enterprises in the Kingdom of Bahrain (Guansi, 2017).

While there are studies on organizational development assessed with almost similar variables, the study is timely in the argument that the assessment among micro – small scaled between manufacturing and service companies with group operating within the Kingdom of Bahrain. The assumption that organizational development can be measured by different factors according to authors can be validated through introspection of respondents who are at – hand into business operation and or those that are practicing entrepreneurs. The study can be beneficial in a manner where the identified variables are contributory or not to the entrepreneurs' performance in order to maintain and sustain the operation of micro and small scaled enterprises (Dontho, 2020).

Statement of the Problem

The study aimed to assess and infer the Organizational Development among Micro and Small Ventures in the Kingdom of Bahrain. It aims to seek answers to the following problems:

1. What is the level of contribution of the following factors of organizational development to entrepreneurs' performance among micro and small - scaled enterprises in terms of:
 - a. Competency, Education and Training
 - b. Leadership and Management
 - c. Motivation
2. What are the challenges affecting the operation of micro and small - scaled enterprises amidst pandemic?
3. What are the remedial measures to address the challenges affecting the operation of micro and small - scaled enterprises amidst pandemic?

Null Hypothesis

1. There is no significant difference between the perceptions of the respondents on the level of contribution of competency, education, and training as factors of organizational development to entrepreneurs' performance.
2. There is no significant difference between the perceptions of respondents on the level of contribution of leadership and management as factors of organizational development to entrepreneurs' performance.
3. There is no significant difference between the perceptions of respondents on the level of contribution of motivation as factor of organizational development to entrepreneurs' performance.

Significance of the Study

The research study is very relevant to the following key publics:

- 1. Micro – Small Entrepreneurs.** The study is primarily intended Micro – Small Entrepreneurs in the Kingdom of Bahrain. True to pandemic crisis caused by COVID 19 and while it is true that there are many entrepreneurs who are already engaged into business operations, the study can help in some other aspect as to how to combat and respond to pressures of the crisis and how the business could recover and at least to continuously contribute to the economic benefits of the society.
- 2. Other Entrepreneurs.** The study mainly benefits other entrepreneurs in the Kingdom like that of those Medium Scaled or Large Scaled Entrepreneurs. The process and procedures of dealing with business ventures can help every entrepreneur assess the basics and foundation as well as the standard practice of enterprising.
- 3. Government of Bahrain.** The Government particularly the Ministry dealing with commerce and trade and industry can have the research as reference to further activities in entrepreneurship of the office.
- 4. Researchers and Students.** The study can also be helpful to the future researchers of business and entrepreneurship. It can advantage them with the proper procedures of doing business so much when dealing with entrepreneurship and marketing including its management.

5. Customers. The study can be beneficial to the customers regardless of status or demographics. Everyone can be a customer and be a subject of the study. Customers can learn from the significant values of entrepreneurship, marketing, finance and management.

Scope and Limitations

The study focuses and deals with the Comparative Organizational Development among Micro and Small Scaled Enterprises in the Kingdom of Bahrain. The research is limited to the study organizational development among micro and small scaled enterprises in the Kingdom. In particular, it covers the following topics such as (1) level of contribution of the factors of organizational development in terms of a) competency, education and training, b) leadership and management, and c) motivation; (2) challenges affecting the operation of micro and small enterprises amidst pandemic; and (3) remedial measures to address the challenges affecting the operation of micro and small enterprises amidst pandemic.

Note that the study is limited among micro and small enterprises operating in the Kingdom and respondents are grouped between manufacturing enterprises and service enterprises.

Research Design

The present study utilized the descriptive type of research which was evidenced by the used of information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation (DJS Research, 2018).

The study adapted the descriptive - quantitative type of research to gather facts, data, opinions, and perceptions of the entrepreneurs of different micro and small enterprises in the Kingdom of Bahrain. The study is descriptive - quantitative in the sense and as a point of reference that data are gathered, classified, collected, and analyzed using appropriate tools and measures of interpretations. The questionnaires were used as the main instrument in gathering the needed data and information. The result of the treated data was used to assess the impact of the factors of organizational development on entrepreneurs' performance among micro and small enterprises operating in the Kingdom.

Respondents of the Study

The study's target respondents included all potential entrepreneurs of micro and small enterprises in the Kingdom. The research involved all levels of entrepreneurs from various age groups, genders, educational backgrounds, income level, and designations and as long as the entrepreneur is willing to participate in the study, then he or she is recognized as a participant.

According to census and record filed at the Bahrain' Ministry of Industry and Commerce (Licensing Division), there are thousands of business owners registered and are operational in the Kingdom of Bahrain. While the researcher cannot employ all these registered business owners and their respective employees, the population is huge and can provide considerable number to be utilized as sample respondents. Another limitation in the determination of respondent is the category of business each entrepreneur is engaged at. Here, the researcher considered every entrepreneur's employee as a respondent as long as the business is under the category of a small - scaled business, thus of the thousand business registrants in the Kingdom, a sample of 100 can be statistically considered and valid (Bullen, 2015). Adapted from the scholarly impression for Practical Tools for International Development and Research by Bullen, she reiterated that "most statisticians agree that the minimum sample size to get any kind of meaningful result is 100. If your population is less than 100 then you really need to survey all of them".

Sampling and Sampling Design

The purposive sampling approach was used in this research, which is a sort of non - probability sampling in which a sample is collected from a portion of the population that is near at hand. Because the research was done to survey entrepreneurs from Bahrain's small businesses, purposive sampling is a suitable strategy that has been frequently used in previous studies and for instance where respondents are hard to gather them altogether during the administration of the survey. Purposive sampling is appropriate for the researcher as it is more flexible to work

out and administer. For example, Yeboah-Kordee et al. (2018) employed purposive sampling to choose the top four performing SMEs in Ghana, with roughly 320 respondents.

The study employed 100 sample size taken from the thousands noted business registrants in the Kingdom. Supported by the idea on sample size adapted from Bullen (2015), the sample size of 100 can be statistically relevant when population is above 1,000 and when population is 100, the advice to take all as participants is necessary. Another supporting evidence to the sample size of 100 is the scholarly contribution of Conroy (2018) adapted from RCSI Data Science Centre Guide on Sample Size. He reiterated that with limitations in the criteria, a 10 percent of every 1000 population is accepted. Further, with reference from authors Fraenkel and Wallen (2012) on Research Designs in Education and with respect to a research design using a survey, a 100 sample is considerable and valid.

Research Instrument

As previously stated, the study planned to employ descriptive approach as the primary research design so that as a result, a questionnaire was developed to substantiate the completion of the study. According to Kordee et al. (2018); Al – Shammari & Al-Am, Z. (2018), and Marhayani et al. (2019), the use of questionnaire survey is to discover and find out the responses of respondents regarding a particular topic or subject. In the study, the variables relating with competency, education and training, leadership and management, and motivation as factors of organizational development were assessed by respondents to determine if these can pose an impact to performance of entrepreneurs among micro and small enterprises in the Kingdom. The questionnaire was prepared and divided into three parts to make it easier to comprehend. These parts are questionnaires to measure independent variables of the study.

Responses were measured using a five-point Likert Scale, and average weighted means. Also, the questionnaires' responses were completely based on the respondents' own experiences and opinions.

Validity and Reliability of Instrument

The amount to which a notion is correctly quantified in a quantitative investigation is known as validity. A poll aiming to investigate depression but really measuring anxiety, for example, would not be regarded legitimate. Different forms of validity exist, with content validity being the most common in quantitative research. Content validity is a subset of content validity, in which expert questions or evaluates if an instrument assesses the notion intended. For this test, "content validity" was used, which solicited the intelligent efforts of three (3) professionals or experts in the subject and validate the questionnaires. This legitimacy was used to elevate the questions' points of view from a different perspective, ensuring that each question clearly conveys the message that it intends to differentiate. For validity, the Carter and Douglas Format was used and a result of mean of 4.75 (Excellent) showed that the instrument was valid.

As to the reliability of the instrument, Cronbach's alpha was employed to determine the reliability of the questionnaire so much that the survey was made by the researcher and never be adapted from an author's questionnaire. As a result, the r – value was 0.758 that made the instrument acceptable and reliable.

Statistical Treatment of the Data

A survey was used to guide the investigation. The survey was based on informative information from respondents structured on a Likert scale and ranks. The survey was administered, data was collected and interpreted using appropriate tools and analysis. The research included both descriptive statistics for mean and inferential statistics using t – test and was aided for interpretation using Data Analysis.

Presentation of Data

Problem 1 Summary and Results of the Responses on Level of Contribution of the Factors of Organizational Development

Table 4.1 presents the summary and results of the responses on level of contribution of the factors of organizational development on entrepreneurs' performance in the Kingdom of Bahrain. There were 100 respondents who participated in the survey and results revealed that there is

Very High Contribution of the factors of organizational development on entrepreneurs’ performance.

Based on the indicators used to measure the level of contribution of competency, education and training to entrepreneurs’ performance, the following indicators were noted as: (1) matched educational qualifications to specific skills resulted to a mean of 4.61 with a very high contribution description; (2) alignment of job description and job specifications has a mean of 4.45 with a description of very high contribution; (3) attending online training or any form of training related to employee productivity has resulted to a mean of 4.47 with a description of very high contribution; and (4) exposures to seminars, conventions and business – related training or workshops has a resulted to a mean of 4.37 with a description of very high contribution. For the competency, education, and training as factors of organizational development, it has a combined average weighted mean of 4.48 with a description of VERY HIGH CONTRIBUTION.

Based on the indicators used to measure the level of contribution of leadership and management to entrepreneurs’ performance, the following indicators were noted as: (1) adapting empowering and transformational leadership increases quality of performance has a mean of 4.54 with very high contribution description; (2) allowing employees to exercise leading skills and capacities via completion of tasks and functions has a mean of 4.55 with very high contribution description; (3) adapting effective problem – solving techniques from planning, organizing, directing and controlling has a mean of 4.65 with a very high impact description; and (4) getting attuned to the flexibility of management, effectiveness of records management and effectiveness of HR practices has a mean of 4.49 with a very high contribution description. For leadership and management as factors of organizational development to entrepreneurs’ performance, it has an average weighted mean of 4.56 with a description of VERY HIGH CONTRIBUTION.

Based on the indicators used to measure the impact factor, the following results were revealed as: (1) receiving considerable salary package, bonus and incentives aside from leave and holiday benefits has a mean of 4.61 with a description of very high contribution; (2) enjoying the benefits from work flow systems, technology – based operations and policy adherence has a mean of 4.55 with a description of very high contribution; (3) enjoying effective and fair labor practice and law has a mean of 4.61 with a description of very high contribution; and (4) having management decision to benefit from considerable packages such as indemnity, mentorship program, human relations and efficiency has a mean of 4.55 with a description of very high contribution. For motivation as a factor of organizational development on entrepreneurs’ performance, it has an average weighted mean of 4.58 with a description of VERY HIGH CONTRIBUTION.

Overall, the combined average weighted mean based on responses of two groups of respondents on the level of contribution of the factors of organizational development to entrepreneurs’ performance has a value of 4.54 equivalent to a description of VERY HIGH CONTRIBUTION (VHC).

Table 4.1 Summary and Results of the Responses on the Factors of Organization Development on Entrepreneurs’ Performance

	Competency, Education and Training	Manufacturing Enterprises	Service Enterprises	Combined Average	Description
1	Matched educational qualifications to specific skills;	4.62	4.6	4.61	Very High Contribution
2	Alignment of job description and job specifications;	4.52	4.38	4.45	Very High Contribution
3	Attending online training or any form of training related to employee productivity;	4.44	4.50	4.47	Very High Contribution
4	Exposures to seminars, conventions, and business – related training or workshops as well as pursuing advanced studies and getting certifications.	4.26	4.48	4.37	Very High Contribution
	AVERAGE WEIGHTED MEAN	4.46	4.49	4.48	Very High Contribution

Leadership and Management		Manufacturing Enterprises	Service Enterprises	Combined Average	Description
1	Adapting empowering and transformational leadership increases quality of performance;	4.6	4.48	4.54	Very High Contribution
2	Allowing employees to exercise leading skills and capacities via completion of tasks and functions;	4.58	4.52	4.55	Very High Contribution
3	Adapting effective problem – solving techniques from planning, organizing, directing, and controlling;	4.58	4.72	4.65	Very High Contribution
4	Getting attuned to the flexibility of management, effectiveness of records management and effectiveness of HR practices	4.42	4.56	4.49	Very High Contribution
AVERAGE WEIGHTED MEAN		4.55	4.57	4.56	Very High Contribution
Motivation		Manufacturing Enterprises	Service Enterprise	Combined Average	Description
1	Receiving considerable salary package, bonus, and incentives aside from leave and holiday benefits;	4.58	4.64	4.61	Very High Contribution
2	Enjoying the benefits from workflow systems, technology – based operations and policy adherence;	4.58	4.52	4.55	Very High Contribution
3	Enjoying effective and fair labor practice and law; meeting high morale, philosophy, and values	4.60	4.61	4.61	Very High Contribution
4	Having management decision to benefit from considerable packages such as indemnity, mentorship program, human relations, and efficiency.	4.50	4.60	4.55	Very High Contribution
AVERAGE WEIGHTED MEAN		4.57	4.59	4.58	Very High Contribution
OVERALL WEIGHTED MEAN		4.53	4.55	4.54	Very High Contribution

Problem 2 – Challenges affecting the Operation of Micro and Small Enterprises

Table 4.2 shows the results of the responses of the 100 respondents on the challenges affecting the operation of micro and small enterprises.

Based on the indicators used to measure the challenges affecting the operation of micro and small enterprises, it revealed the following results such as: production and marketing issues in rank 1, financial and capitalization issues in rank 2, competition in rank 3, regulatory concerns in rank 4, lack of innovation and technical change in rank 5, human resource skills in rank 6, and low productivity in rank 7.

Table 4.2 Summary and Results of the Responses on the Challenges affecting the Operations of Micro and Small Enterprises

Challenges affecting Operations		N	Rank
1	Financial and Capitalization Issues	100	2
2	Regulatory Issues	100	4
3	Production and Marketing Issues	100	1
4	Low Productivity	100	7
5	Lack of Innovation and Technical Change	100	5
6	Competition	100	3
7	Human Resource Skills	100	6

Problem 3 – Remedial Measures to Address the Challenges affecting the Operations of Micro and Small Enterprises

Table 4.3 explains the results of the responses of the 100 respondents on the remedial measures to address the challenges affecting the operations of micro and small enterprises on entrepreneurs' performance.

Based on the indicators used to assess the remedial measures to address the challenges encountered by micro and small enterprises, the following results were revealed as: invest in a more improved production and marketing programs came in rank 1, study business rules and policies including corresponding laws in rank 2, invest in capital, innovations and technology in rank 3, train workers and increase motivation in the workplace in rank 4, while source out additional capitalization or funding by seeking subsidy came in rank 5. Regardless of ranks, all these measures are contributory indicators that can help respond to the challenges of micro and small enterprises.

Table 4.3 Summary and Results of the Responses on Remedial Measures to address the Challenges affecting the Operations of Micro and Small Enterprises

	Remedial Measures	N	Rank
1	Source out additional capitalization by seeking subsidy or based on personal choice of funding such as resorting to loans, borrowing with financial institution or grants from Government	100	5
2	Study business rules and policies and follow corresponding laws	100	2
3	Invest in a more improved production and marketing programs	100	1
4	Train workers and increase motivation within the workplace	100	4
5	Invest in capital and innovations or technology	100	3

Test of Hypothesis

Hypothesis 1

The problem that analyzed the level of contribution of competency, education and training as organizational factors to entrepreneurs' performance was tested using inferential statistics for t – test. The null hypothesis that stated "there is no significant difference on the level of contribution of competency, education and training as organizational factors to entrepreneurs' performance as perceived by two groups of respondents" has posted a p – value of .47 higher than the margin of error (alpha) at 0.05. This means that the null hypothesis has to be ACCEPTED since there is no significant difference in terms of the views and findings of both group of respondents. The same decision rule on basis of the value of computed t – statistics at 0.775 lower than the t – critical value at 2.25, this confirms that the null hypothesis has to be ACCEPTED.

p – value = 0.47

alpha = 0.05

t – statistics = 0.775

t – critical value = 2.25

Hypothesis 2

The problem that analyzed the level of contribution of leadership and management as organizational factors to entrepreneurs' performance was tested using inferential statistics for t – test. The null hypothesis that stated "there is no significant difference on the level of contribution of leadership and management as organizational factors to entrepreneurs' performance as perceived by two groups of respondents" has posted a p – value of 0.195 higher than the margin of error (alpha) at 0.05.

This means that the null hypothesis has to be ACCEPTED since there is no significant difference in terms of the views and findings of both group of respondents. The same decision rule on basis of the value of computed t – statistics at -1.40 lower than the t – critical value at 2.272, this confirms that the null hypothesis has to be ACCEPTED.

p – value = 0.195

alpha = 0.05

t – statistics = -1.40

t – critical value = 2.272

Hypothesis 3

The problem that analyzed the level of contribution of motivation as organizational factor to entrepreneurs’ performance was tested using inferential statistics for t – test. The null hypothesis that stated “there is no significant difference on the level of contribution of motivation as organizational factor to entrepreneurs’ performance as perceived by two groups of respondents” has posted a p – value of 0.093 higher than the margin of error (alpha) at 0.05. This means that the null hypothesis has to be ACCEPTED since there is no significant difference in terms of the views and findings of both group of respondents. The same decision rule on basis of the value of computed t – statistics at -1.84 lower than the t – critical value at 2.31, this confirms that the null hypothesis has to be ACCEPTED.

p – value = 0.093

alpha = 0.05

t – statistics = -1.84

t – critical value = 2.31

The table of hypotheses results is showed below as:

Hypothesis	Statement	Results
H1	There is no significant difference on the level of contribution of competency, education and training as perceived by two groups of respondents on entrepreneurs’ performance.	Accepted
H2	There is no significant difference on the level of contribution of competency, education and training as perceived by two groups of respondents on entrepreneurs’ performance.	Accepted
H3	There is no significant difference on the level of contribution of competency, education and training as perceived by two groups of respondents on entrepreneurs’ performance.	Accepted

Table 4.4 Hypothesis Results

Summary of Findings

The study dealt with the impact of the factors of organizational development to entrepreneurs’ performance. It has utilized the descriptive – quantitative research design through survey and has utilized a sample size of 100 respondents who have actively participated in the data gathering. Purposive sampling was used to identify participants of the study despite limitations in the data collection brought by present crisis that hit the entire globe. It has employed statistical analysis both descriptive analysis and inferential statistics for t – test. It has compared the responses of two groups to validate the difference on the views and responses of the respondents as well as to test the null hypotheses framed in the study.

The problems were analyzed and interpreted in the study. The first factor that dealt with the level of contribution of competency, education, and training as factors of organizational development to entrepreneurs’ performance has posted an average weighted mean of 4.48 with a description of Very High Contribution. The second factor that dealt with the level of contribution of leadership and management as factors of organizational development to entrepreneurs’ performance has revealed an average weighted mean of 4.56 with a description of Very High Contribution while the third factor that measured the level of contribution of motivation as factor of organizational development to entrepreneurs’ performance has resulted to an average weighted mean of 4.58 with a description of Very High Contribution. Also, using the inferential statistics, all null hypotheses were tested with a result of posting a positive - impact factors to entrepreneurs’ performance among micro and small enterprises in the Kingdom of Bahrain.

Conclusions

With an overall average weighted mean of 4.54 equivalent to a description of Very High Contribution based on the analyzed and interpreted data posted by respondents, it is therefore concluded that there is a positive impact of competency, education and training, leadership and management, and motivation as factors of organizational development to entrepreneurs’ performance. Further, based on the result of hypothesis tested statistically, the impact factor has been confirmed, therefore, there is impact of competency, education and training and all other factors to entrepreneurs’ performance.

Also, it is inferred that among micro and small enterprises, at the heights of pandemic, entrepreneurs have had challenges that included production and marketing issues, financial funding, competition, policy and regulatory restrictions, lack of innovation and technical change, human resource skills, and low productivity.

Recommendations

It is recommended that competency, education, and training have to be maintained as basis of organizational development as it determines the level of entrepreneurs' performance. It is noted from the study that education and training can greatly influence the quality of work and level of organizational flexibility. It is recommended that leadership and management have to be improved and enhanced under goals of organizational development. Leadership and management are relative in the instance of putting plans and resources into actions and proper direction. Leadership translates the company's vision into accomplishment while management brings resources to higher production. It is recommended that motivation has to be strengthened and given emphasis as priority in an organization. Motivation on either financial or non – financial should be encouraged and put into relevant practice by every manager or employer of an organization. Motivation enables an employee to perform better in his or her respective tasks and functions in the organization. Motivation when given importance brings higher yield to production and can manifest organizational success.

Also, to counter challenges affecting the operations of micro and small enterprises, the following remedial measures must be observed: investing in a more improved production and marketing programs; studying business rules and policies including corresponding laws; investing in capital, innovations, and technology; training workers and increase motivation in the workplace; and sourcing out additional capitalization or funding by seeking subsidies.

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