Al-Sharafi, Tong, Al-Barakani and Gallab (2022). The Pioneer Elements That Influence Reforming Soes Companies: The Case of Yemen Telecom. International Journal of Business Society, 6 (2), 563-576

Journal Homepage: www.ijo-bs.com

International Journal of Business Society

Contents lists available at: https://www.ijo-bs.com/issue.html

THE PIONEER ELEMENTS THAT INFLUENCE REFORMING SOES COMPANIES: THE CASE OF YEMEN TELECOM

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Information of Article

Article history:
Received: 21 Jan 2022
Revised: 22 Jan 2022
Accepted: 21 Feb 2022
Available online: 24 Feb 2022

Keywords:
Reform Telecom Company,
Staff Training,
Resistance Changes,
Total Quality Management,
Company Size, Reconstructing Department

ABSTRACT

This paper investigates the influential role of internal factors on the automation of reforming state-owned enterprises (SOEs) and measures how it has two sides consequences to any company, especially those that belong to the public sector or own by governments.
Purpose: In our case, we have an important SOE side with a societal responsibility to the public, Yemen Telecom (YT). Therefore, in this study, we tried to meet the scientific theories related to our research; we tried to connect research hypotheses to the theories applied to touch the reality and be applicable.
Methods: In this study, we used empirical research by making an investigation by distributing a questionnaire amongst people who have a relationship with Yemen Telecom. Moreover, the methodology used in this study is Structural Equation Model (SEM) used in the current study as the statistical technique for the collected data.
Results: The results of this study indicate that training of staff (ToS) and Establishing Restructuring Department (ERD) have adverse effects on reconstructing telecom companies (RTC); also, RCH has a causality effect between Training of Staff (ToS) and RTC. Moreover, total quality management (TQM), Company size (SIZ), and resistance to change (RCH) has positiv
e effects on RTC.
Conclusions: This study concluded that TQM, SIZ, RCH has an apparent impact on RTC, and RCH has a causality effect between ToS and RTC. Moreover, the study declares less significance between ToS, ERD, and RTC.

1. Introduction

Any organization cannot stand isolated or far from technology or the latest trends of scientific theories. Therefore, it should develop creative and innovative management methods to improve and overcome challenges and obstacles. Furthermore, governments put many targets to reach by following specific theories like institutional theory. One of these targets is accelerating development, achieving efficiency, and producing power performance. One of these strategies that may be used is reforming the public sector's internal structure. This step has many supported sub-factors that may empower moving or aiding to achieve it, like increasing staff awareness by training, which leads to comprehending the reforming concept and its positive consequences. Moreover, reducing the resistance to change may face any new pace toward any improvement in any society. Additionally, applying the concept of total quality management (TQM) enhances a company's outputs effectively. Furthermore, creating an elite group from the company's staff or establishing a new department takes responsibility for monitoring moving to the new structure and how this department assists during business life. In addition, Company size reflects the actual transaction applicable in the future and the relationship between company size and SOEs companies.

The Telecom sector is going very fast through many dramatic changes in producing services. Furthermore, telecom companies consider one of the primary resources of revenues to any country. According to the world bank, three main factors include more competition amongst countries like water, electricity, telecommunication (Kessides, 2004). In addition, to make this target real, competition has been allowed in the essential telecommunications market, which was monopolized by a State-Owned Enterprise (SOE). Additionally, almost all countries in the Middle East retain government-owned monopolies. As a result, many of these countries relied on the public sector's staff to take responsibility for the management and operational expertise (Melody, 2001). Our case study will be Public Telecommunication Corporation (PTC), in another name Yemen Telecom (YT.) which consider a public sector company that belongs to the government (in another word State-Owned Enterprise (SOE)) and considers as the backbone of the ministry of the telecommunication. YT. is considered one of the company's wholly owned to the country and an excellent example of an organization that gains a social responsibility to ordinary citizens (non-profitable company). Furthermore,

https://dx.doi.org/10.30566/ijo-bs/2022.02.79

the YT is responsible for Yemen's national telecommunications network planning and management. Because YT is suffering from lots of corruption related to gaps between departments and the lack of experience in management, top management rethinks the current hierarchy structure and tries to modify and update it.

Furthermore, many social pillars contribute to any business: security and stability, finance and infrastructure, workers and labor markets, and the regulatory framework and tax. Overarching all of these, the view is that good, stable governance forms the crucial basis for investment. In its absence, the investment will be curtailed. This conventional view, emanating from critical international development agencies, is similar to developing countries (Kessides, 2004). According to William, who stressed the role of reforming the public sector and confirmed ensuring the monopolist behaved according to shared interests and avoiding misuse of its monopoly position (Melody, 2001). Furthermore, according to the ministry of planning and international cooperation report, many corruptions has appeared through many transactions that SOE sectors used to do. For instance, in the Judicial system civil service, investment reforms, and the Telcom sector, these SOE sectors need emergency revisions to be revised and reformed (Lockwood, Farmer, Bohan, Winans, & Sealander, 2021). In addition, the effect of training of company's staff, and its consequences on reconstructing telecom company in Yemen. Finally, the last factor that we plan to measure is the resistance of change and its relationship with the training of staff and its effect on reconstructing Yemen Telecom. In addition, we can't ignore the most crucial factor of any operation: a human being who will manage, achieve and apply the whole business (Thite, Wilkinson, & Shah, 2012).

This study examines the relationship between total quality management, company size, reconstructing department, and reform telecom company in Yemen. The aim is to investigate the moderating effect of resistance to change in the relationship between training employees and reforming telecom companies. The remaining sections of this research are designed as follows: Section 2 reviews the literature; Section 3 focuses on the research model and hypothesis; Section 4 analyses the study, and Section 5 represents the conclusion which includes future research directions.

2. Literature Reviews

2.1 Reform of Company

The word reform means" to improve significantly by changing a person's behavior or the structure of something" in the Cambridge dictionary. Moreover, state-owned enterprises (SOEs) can be expressed as an act based on commercial considerations. They did not focus on profit as the first target but looked to their activities and services as service to society in general services, which means out of commercial issues (Hiep, Ameen, & Tourism, 2017). Company structure considers as the prominent appearance that most investors may judge. Moreover, because of disruptive technology, the come into the telecommunication era. As a result of those reasons, telecom companies started to analyze these issues and try to solve them by revising their current hierarchy and structure. We adopt the institutional logics perspective and focus on fully-owned SOEs as strictly-controlled extensions of the public bureaucracy operating mainly in markets considered natural monopolies, to market logic, i.e., SOEs as for-profit corporations in competitive markets (Megginson, Netter, & Chahyadi, 2005); (Cheung, Aalto, & Nevalainen, 2020). Isett supposes that although the change in the hierarchy is challenging in governmental utilities (Isett, Glied, Sparer, & Brown, 2013). The change in organizational in SOEs is considered very clear compared with the variant of ways to study these changes and organizational literature (Lawrence & Lorsch, 1967); (Van Marrewijk, Stibora, De Vaal, & Viaene, 1997); (Williamson, 1981); (Greenwood, Cooper, Hinings, & Brown, 1993); (Armenakis & Bedeian, 1999); (Fattore, Iacovone, & Steccolini, 2018).

Moreover, the fierce competition in the telecommunication business leads to increased competition in providing services and reducing prices in both fixed lines and other services (Kornelakis, 2013); (Nucciarelli & Sadowski, 2010). The most important issue is that firms upgrade and reconstruct their core capabilities in response to their environments (Wang & Ahmed, 2007), especially in today's economy, when managers face frequent major and discrete environmental shifts in competitive, technological, and social. Scientific research suggests that the disclosure of SOEs and other companies with a social responsibility depends on companies' vision and the evaluation of the legal entity for organizational structure (Clemens & Douglas, 2005); (Julian, Ofori-Dankwa, & Justis, 2008). Designing an Optimal Institutional Structure for reforming telecom companies needs to apply for roles like policymaking, supplying services, and regulation. Moreover, a delegation of specific responsibilities, authority, and accountability for activities' performance occurs in any large organization. Important.

2.2 Total Quality Management (TQM)

According to TQM, the final level of the institution-wide continuous quality improvement aims to work towards customers' satisfaction (Dale, Papalexi, Bamford, van der Wiele, & Gateway, 2016); (Kwarteng, Jibril, Nwaiwu, Pilík, & Chovancova, 2021) (Dale et al., 2016); (Kwarteng et al., 2021). Furthermore, Omachonu & Ross, (2004) declared the meaning of TQM as the existence of integration between variant functions, activities, and procedures inside the entity to be successful and produce a better quality of goods and services, which aims to satisfy the final customer. Many American

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scientists tried to identify TQM. in the last century, taking different statistical ways and techniques which, the concept had expanded TQM issues to all activities inside the organizations (Shafiq, Lasrado, Hafeez, & Excellence, 2019); (Shafiq et al., 2019). The advent and implementation of total quality management (TQM) practices have attracted the attention of institutional theory researchers since their introduction in the mid-20th century (S. Modell, Jacobs, & Wiesel, 2007); (Shanks, Sharma, Seddon, & Reynolds, 2010). Moreover, there is a concept related to lean management (LM) and the role of TQM in upgrading TQM to cure this type of management. For instance, Shah argued the meaning of lean management (LM) as "an integrated socio-technical system whose main objective is to eliminate waste by concurrently reducing or minimizing supplier, customer, and internal variability (Shah & Ward, 2007). In addition, managers consider LM to improve multiple dimensions of operational performance.

Furthermore, according to the current hierarchy reflexes, many problems that represent "leanness" as (Belekoukias, Garza-Reyes, & Kumar, 2014) expressed the main factors quality, speed, dependability, flexibility, and cost. Another side that investigates the causality between management and quality is that this inability to distinguish cause from effect in management performance analysis is an issue with our survey evidence and, more generally, with the entire survey and case study literature. It is tough to make strong statements about the relationship between management practices and firm performance without evidence of causality. As a result, many researchers remain skeptical about the importance of management practices for explaining variations in firm performance. Additionally, many authors discussed that the excellent efficiency of technical TQM policies would match the other organization in their environment (U. Sharma & Hoque, 2002). In addition, Popular conceptualization of TQM practices emphasizes the need for mechanisms supporting lateral control such as empowerment of managers with cross-functional process responsibilities, team-based rewards, and use of non-financial goals and performance measures (S. J. F. A. Modell 2009). The thrust of the TQM philosophy is that quality and its management have to be built in from the beginning and that the accomplishment of quality standards and improvement is the responsibility of everyone (R. Sharma, Engemann, Sahota, & Thakkar, 2010). Also, few authors have made critical commentaries on TQM practices. For example, (Ezzamel, 1994) argues that when implementing TQM practices, there is a tendency for management to overemphasize the use of detailed written rules and procedures that separate individuals from their work. Furthermore, Morgan and Murgatroyd (1994) note that there is a fear that the widespread adoption of TQM practices may reduce the number of jobs available or the opportunities for promotion (R. Sharma et al., 2010).

In addition, various literature studies emphasize that customer satisfaction is the best indicator of the quality of any business (R. Sharma et al., 2010). R. Sharma et al., (2010) TQM practices engender performance targets based on reward structures that sanctify success and shame failure. Traditionally institutional theorists have accommodated this contradiction between efficiency and legitimacy with the concept of "decoupling" formal structure activities from technical activities (R. Sharma et al., 2010). Culture might be one of the most robust and most stable strengths within the organizational context (Schein, 2010). Rules are the "formally recognized ways in which things should be done," while routines are defined as "the way things are done" (J. Burns & Scapens, 2000, p.6). TQM rules can be in TQM manuals that organizational participants use. At the same time, TQM routines provide a frame of conduct within which Quality Teams act to solve work-related problems and promote customer consciousness (R. Sharma et al., 2010).

2.3 Company Size

company size strongly influences companies to empower marketing strategies and increase the percent of innovation in any company. It helps companies in competition issues, especially in dynamic markets (Jeng, Pak, & Journal, 2016). One of the most important issues that any company that aims to make strategic environmental changes in competition in various scopes technology, social or organizational is to reconstruct or regulate their elemental powers to make it more efficient and collaborate with the external environment (Wang & Ahmed, 2007). Based on this role, company size is considered one of the main criteria that reflect the power of any company in the market. Wiggins & Ruefli, (2005) expressed the importance of company size in allocating the resources needed in hypercompetitive environments and stressed its seriousness during business activity.

3. Establishing Restructuring Department

If it is managed effectively, the organization may reap the rewards of higher sales and profits, lower costs, higher customer satisfaction, and overall success. Conversely, if the creative process is not managed effectively, the company may suffer (Pitta et al., 2008) the role of computers in making the designing structure of any company. It was compared with many tries that shaped or used a computerized tool that aimed to the beginning of the '90s (Burton & Obel, 2004). The researchers used computational models like VDT(Virtual Design Team) to integrate organizational process views (Levitt et al., 1999). Creating a special department of moving to a new structure is a strategy that many companies followed to utilize the local's staff efforts. This department has an essential duty because it is responsible for moving to a new structure

https://dx.doi.org/10.30566/ijo-bs/2022.02.79

and drawing its future through organizing reconstructing phases. For instance, YT company tried to copy this experience by selecting the elite group of its staff who are requested to accelerate moving to the new structure. In our case, regulatory reform was established as a legal entity of an elite team responsible for moving to the new structure. That team worked with the German squad contracted with YT top management (Union), 2018). Furthermore, selecting the qualified staff responsible for reconstructing process is crucial to any company. For instance, the author Ahmed discussed various factors that affect project organization structures the right; the author concluded that selecting the right team and focusing on the capability for this team and leadership factor (Otoom, AL Kateb, Hammad, Sweis, & Hijazi, 2019).

3.1 Training of Staff

This revision analyzes that there are many factors to be put understudying and researching like the effect of illiteracy in suing computers on applying IT systems and training of staff and its relating with the resistance of change. Morale. This cultural attribute taps how employees feel motivated to be efficient and productive and give their best effort. It also discovers the time to which employees feel respected by people in their workgroup and the rest of the organization (Al-Adaileh & Al-Atawi, 2011). Finally, this cultural attribute reflects a concern for people (Schein, 2010). Employee training is considered helpful in minimizing the risk of employees becoming involved in corrupt behavior (Kaptein, 2009). Furthermore, many studies admitted training as a kind of social exchange perspective. It also follows the idea of equally dealt (Göbel, Vogel, & Weber, 2013) to explain employees' reactions to training investments. Workers may consider training opportunities as an essential element in the psychological contract, as perceived organizational support (Eisenberger et al., 2010), or as part of the gift exchange that characterizes, to some extent, the employment relationship.. Different types of skills that workers have acquired in training are distinguished. It is examined how these are related to each of three facets of organizational commitment – calculative, affective, and normative. In this study, the authors tried to investigate the vital role of top management's support for giving suitable courses for training its staff to increase their knowledge and be well-skilled in their scope, facilitating their daily duties. Similarly, normative commitment may suffer because job insecurity and the impression among workers being trained for another job may imply a breach of the – traditional – psychological contract (Sora, Caballer, & Peiro, 2010). This point is for training factor.

3.2 Resistance of Change

Resistance to change is a contradiction to Openness to change. A cultural attribute which means thinking outside the box" Stankosky, (2005), recognizing and responding to the need for change, and using it to improve the performance of having a high absorptive capacity" (Davenport, De Long, & Beers, 1998) (Davenport et al., 1998). Resistance to change is an issue that is related to putting or barriers to change. Moreover, it has a psychological view that disclosure represents the fear of anything new. This behavior is made for fear of making mistakes, conflict of interest, lack of experience, etc.. Furthermore, in any organization, reforming the current structure and adapting for this change are crucial for continuing and survival of the organization (Král & Králová, 2016). In addition, by analyzing the lifestyle of the Japanese, it's normal to meet a clue of slice employee resistance to make Fiji Telecom privatized (U. Sharma & Lawrence, 2015). Additionally, the actions that tried to make telecom companies privatize and convert the SOE's employees to private companies' employees faced extreme employee resistance (U. Sharma & Lawrence, 2015). Another research by Miri Barak points to the reasons for resistance toward change which can be listed throw many prospective as follows:

1. Routine seeking means trying to keep a daily routine,
2. Ignore updating or following upgrading techniques that happened around us.
3. The emotional reaction means the fearless of anything new.
4. Feel unsafe in new situations.
5. Short-term focus, which means unclear vision of the company's long term, is related to the lack of communication knowledge that is supposed inside the company.
6. Cognitive rigidity means unaccepting ideas of others and insisting on personal views even if it's not complete or covers all organization's aspects (Barak & Education, 2018);

3.3 The Relation Between the Training of Staff and Resistance to Change

According to a preliminary theory of resistance to change and slow relearning, it still needs to be investigated and found to find solutions (Braver, 1995). Moreover, the current staff (employees) may fear the strategy of retrenchment ratio in expenses of reconstructing the company's existing structure or its consequences. Therefore, resistance may exist, and training and increasing awareness are crucial to eliminating this issue. Communications about the change should be frequent and with all organization members. The organization's structures should be modified to sustain change, including strategic plans, policies, and procedures. This change in the organization's facilities typically involves an unfreezing, change, and re-freezing process. In addition, communication is essential to face resistance to change. Misunderstandings between employees or groups concerning the division of work, work allocation, and priorities, In the end, need to be

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resolved at that position on the organization chart where the two lines meet. According to (Seo & Creed, 2002), any organizational structures and processes might need to change and be updated according to external forces' needs. Moreover, many conflicts and unstable inside organizations are caused by incompatible external environmental influences. For instance, sudden changes in government rules, the use of the latest technology, and customer behavior may lead to institutional contradictions/ inconsistencies (Seo & Creed, 2002). A model for business innovation is proposed, which takes full advantage of internal and external sources of innovation to generate sustainable competitive advantages. The design and implementation of reform policies are vital influences on telecommunications performance (suitable for efficiency and effectiveness) (Fink & Penton-Voak, 2002).

4. Research Model and Hypothesis

According to the previous literature, the factors in this study are under investigation. However, many theories support our hypotheses, like total quality management theory, firm size theory, expanded view, preliminary theory of resistance to change, and training approach. Figure1 presents the study's factors that are put under investigation. As described in the introduction, we based our diagram on the analysis (Soares, Brito, & Careto, 2019). Researchers used Structural Equation Model (SEM) because it is considered one of the latest techniques to analyze the covariance between variables. Moreover, the SEM technique is a professional technique that measures the relationship between variables. In addition, SEM can deal with the collinearity between the independent variables and analyze the degree of variance between variables. We used the maximum likelihood for missing values (MLM method), which does not exclude a participant in the analysis because of a missing value in one of the variables. Thus, we avoided selection bias in our study. The diagram below shows the conceptual research framework.

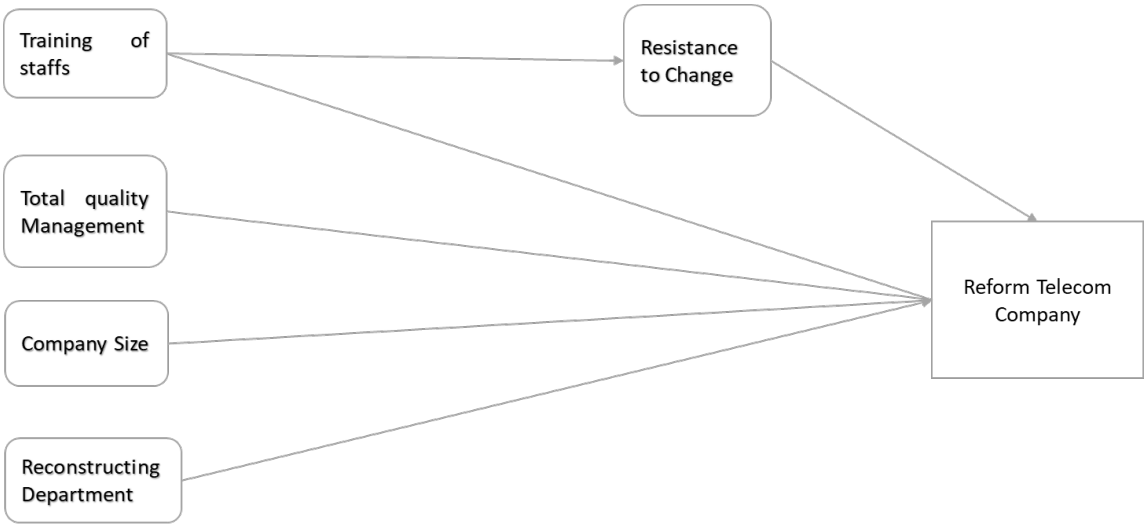

Figure: 1 Conceptual Framework

4.1 Total Quality Management and Reforming Telecom Companies

Researchers mentioned that company size is an essential criterion in making building configurations. (Mintzberg, 1979); (Parikh, Täckström, Das, & Uszkoreit, 2016). (Mintzberg, 1979) stressed this factor by implying the awareness of elite staff, which called employees "support staff" responsible for forming or helping make building configurations. Moreover, (Mintzberg, 1979); mentioned that training helps build designs. Organizational actors may not adapt to changes in corporate practices. This unresponsiveness creates a situation whereby contradictions between organizations and their external environment develop and accumulate over time, assuming the resistance continues to restrict change [56] successfully. To deal with variant problems and overcome any challenge that may be faced, we need to meet any fast change with high education through preparing professional learners who can solve different problems.(Barak & Education, 2018); (Ioannou et al., 2020).

H1: There is a clear positive relationship between company size and reforming organization structure.

H2: Establishing a new reconstructing department is helping and facilitating the action of moving to a new company structure.

H3: Training of staff affects positively on reforming companies.

H4: Resistance of change negatively affects restructuring companies.

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H5: Resistance of change has a causality result between the training of staff and restructuring companies.

5. Methodology Material and Methods

We developed an economic model using the multiple regression method to understand the relationship between the reform telecom company and the explanatory variables following (Silassie, Dahalan, & Muhammad, 2021a) The regression method is widely used in many study areas because simple assumptions can be easily modeled (Mohammed Abdulellah Yousuf Saeed, Bekhet, & Dhar, 2017); (Mohd Abdulellah Yousuf Saeed, Bekhet, & Sciences, 2018);(Silassie et al., 2021a); (Silassie, Dahalan, & Muhammad, 2021b). We used AMOS's statistical analysis technique for windows (IBM*SPSS *Amos LP, version 25). A chi-square test was used to test differences in the categorical factors under investigation. Furthermore, structural equation modeling (SEM) was used to evaluate the synergic relationship between reforming the current hierarchy structure and many factors like the train of staff, the resistance of change, TQM, Establishing restructuring department, and company size. Our model will apply this equation to investigate the relation between the dependent and independent variables. Following (Araya & Miras, 2015), the relationships between RTC as the dependent variable and the explanatory variables are::

$$RTC = \beta_0 + \beta_1 ST + \beta_2 RC + \beta_3 TQM + \beta_4 SIZ + \beta_5 RD + \varepsilon_i$$

Where: RTC is Reform Telecom Company, ST is staff training, RC is Resistance to Change, TQM is Total quality management, FS is firm size, and Var epsilon is error coefficient.

5.1 Data Collection

This study follows empirical research using the quantitative approach concept; therefore, the researchers used the questionnaire method. Many analyses assume that the questionnaire is much more suitable and reliable because it reflects the current situation for the phenomenon under investigation. For instance, information is collected through questionnaires (Laeven & Levine, 2009) (Masenene, 2015); (Parfenova & Karlsson, 2016). In this study, we used the five-Likert scale. In addition, they classified answers from agreement or disagreement on a symmetric Agree-Disagree for the clauses that were put in this investigation (R. P. Burns & Burns, 2008). This research simulates the current project in Yemen Telecom (YT), which includes many internal factors that affect reforming the YT company. The target population of respondents that aimed to receive in this study is 378 surveys. We have distributed 600 questionnaires. We received 496 surveys, the neglected respondents are 29 surveys, and 467 are considered valid. The remaining surveys (104) are wasted surveys.

6. Result and Data Analysis

This Section presents the detailed views of the research results, and the Section that follows will provide the commentary. Table 1 shows the observed endogenous and exogenous variables in the model.

Table: 1 Model Fit Summary

Observed endogenous variable	MeanResist Gather_DVs
Observed exogenous variables	MeanTrain, MeanSize, MeanTQM, and MeanSpecialDept
Unobserved exogenous variables	e1, and e2
Number of variables in the model	8
Number of observed variables	6
Number of unobserved variables	2
Number of exogenous variables	6
Number of endogenous variables	2

The table below shows the parameter summary of the model. There is a variance covariances relationship with mean with 2 and 4 for fixed and unlabeled, respectively. Table2 shows the percentage of each of the variables studied. 11.6% of the sample shows the importance of

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Table: 2 Parameter Summary (Group number 1)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	2	0	0	2	0	4
Labeled	0	0	0	0	0	0
Unlabeled	6	0	6	4	2	18
Total	8	0	6	6	2	22

Table 3 shows estimates of regression weights of our case factors under investigation according to the case study.

Table: 3 Regression Weights: (Group number 1 - Default model)

			Estimate	SE.	CR.	P	Label
Mean Resist	<---	Mean Train	0.145	0.042	3.428	***	Par_1
Gather_DVs	<---	Mean Resist	-0.095	0.033	-2.874	0.004	Par_2
Gather_DVs	<---	Mean Train	0.044	0.031	1.440	0.150	Par_3
Gather_DVs	<---	MEANSIZE	0.117	0.038	3.114	0.002	Par_4
Gather_DVs	<---	Mean TQM	0.148	0.024	6.197	***	Par_5
Gather_DVs	<---	MeanSpecialDept	0.015	0.018	0.794	0.427	Par_6

Note: p-value *** shows the regression weight for MeanTrain in predicting MeanResist is significantly different from zero at the 0.001 level. In another explanation, we can say the probability of getting a critical ratio.

Table 4 shows the significant level of the relationships between train, size, TQM, establishing hierarchy department, and group number 1—default model.

Table: 4 Means: (Group number 1 - Default model)

	Estimate	SE.	CR.	P	Label
MeanTrain	4.424	0.024	186.507	***	Par_7
MEANSIZE	4.651	0.019	243.558	***	Par_8
MeanTQM	4.025	0.030	133.916	***	Par_9
MeanSpecialDept	4.064	0.039	104.676	***	Par_10

Significant level *** $p < 0.01$.

Table 5 shows the intercept of group number 1—default model and resistance to change and the gathered dependent variables.

Table: 5 Intercepts: (Group number 1 - Default model)

	Estimate	SE.	CR.	P	Label
Mean Resist	3.659	.188	19.465	***	Par_11
Gather DVs	3.351	.280	11.973	***	Par_12

Significant level *** $p < 0.01$.

Table 6 shows the variances of train, size, TQM, special department, and group number 1—default model.

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Table: 6 Variances: (Group number 1 - Default model)

	Estimate	SE.	CR.	P	Label
Mean Train	0.262	0.017	15.264	***	Par_13
e1	0.218	0.014	15.264	***	Par_14
MEANSIZE	0.170	0.011	15.264	***	Par_15
Mean TQM	0.421	0.028	15.264	***	Par_16
Mean Special Dept	0.703	0.046	15.264	***	Par_17
e2	0.112	0.007	15.264	***	Par_18

Significant level *** $p < 0.01$.

Table 7 shows the minimization history of the error terms and default model.

Table: 7 Minimization History (Default model)

Iteration	Negative Eigenvalues		Condition	Smallest Eigenvalues	Diameter	F	N tries	Ratio
0	e	0	1765.746		9999.000		0	9999.000
1	e	0	3249.419		0.715		6	0.000
2	e	0	4330.288		0.384		2	0.000
3	e	0	3128.861		0.181		1	1.285
4	e	0	2228.738		0.173		1	1.288
5	e	0	1717.263		0.154		1	1.272
6	e	0	1449.960		0.148		1	1.232
7	e	0	1493.471		0.107		1	1.156
8	e	0	1518.133		0.040		1	1.060
9	e	0	1455.832		0.004		1	1.006
10	e	0	1460.609		0.000		1	1.000

6.1 Analyze technique

This study showed a figure that declared the study's elements (Figure1). Moreover, this study uses SEM regarded to the importance, and it considers as one of the latest ways in analyzing the covariance between research variables. Furthermore, this technique measures the relationship between study factors. Another point that SEM used to investigate collinearity amongst independent variables and analyze the degree of variance between them. Additionally, this study used the maximum likelihood for missing values (MLM method), which does not exclude a participant in the analysis because of a missing value in one of the variables. Thus, we avoided selection bias in our study. Also, the five indices were used to evaluate the goodness of fit of the models. These indices are chi-square ($\chi 2$), comparative fit index (CFI), non-normed fit index/Tucker–Lewis's index (NNFI/ TLI), root mean square error of approximation (RMSEA), and the standardized source means square residual (SRMR). Chi-square is the only one that provides evidence of statistical significance (Kosyluk, Corrigan, & Landis, 2014). The other indices are interpreted relative to the standard "rules of thumb" (Kline, 2011).

According to the values from table 1, the value of Chi-square is 17.300, which consider an accepted value. Also, the probability level =0.044, which means that our hypotheses are accepted and reject the null hypothesis. Moreover, according to the Root Mean Square Error (RMSEA) ratio, the percent from our model equaled RMSEA=0.044, which is acceptable and between $0.05 < \varepsilon <= 0.1$. Comparative Fit Index (CFI) measures the degree of freedom (df) of the researcher's model and compares it with the zero models for the null model. In our model, the value of CFI is (0.886),

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which consider an acceptable rate. Moreover, Parsimony Comparative Fit Index (PCFI), which was used to simplify the comparing ratio, equaled 0.531. Figure1 shows the relations between variables and the outputs that have been calculated by AMOS software. Another ratio is Tucker & Lowis Index (TLI), which resulted in TLI=0.809. Another ratio is for Normed Fit Index (NFI), which equaled NFI= 0.802. Moreover, the Increment Fit Index, which equaled IFI=0.894;). Hence, we consider that our model is good and fits with the data. According to our data, we reached to the details of the measurement model of Goodness of Fit as shown in the table.

Table: 8 The result of the measurement Model (Goodness-of-Fit-Indices)

Indicators	$\chi 2$	d.f	R2 /df	P-value	PCFI	CFI	IFI	TLI	RMSEA
Acceptable value			<5	>0.05	>0.5	>0.8	>0.8	>0.5	<0.05
Results	17.30	9	1.922	***	.531	.886	.894	.809	.044

6.2 Hypothesis Testing

These results show that there are robust relationships between the independent variables, which are: The Train of staff (ToS), Resistance to Change (RCH), size of the company (SIZ), Establishing new department (END), and Total quality management (TQM) and reform telecom company (RTC). Moreover, resistance to change has a causality effect between the train of staff and RTC. The researchers found that the result of the questionnaire' outputs matched or agreed with the research's hypotheses, as declared in table (9) as follows:

Table: 9 The regression weight amongst variables

Hypotheses	Exog.		Endo.	Estimated	C.R	P.Value	Status	Result
H3	END	⇨	RTC	0.015	0.794	0.427	Less Sig.	Not Supported
H4	TOS	⇨	RTC	0.044	1.440	0.150	Less Sig.	Not supported
H1	TQM	⇨	RTC	0.148	6.197	***	Sig.	Supported
H2	SIZ	⇨	RTC	0.117	3.114	0.002	Sig.	Supported
H5	RCH	⇨	RTC	-0.095	-2.874	0.004	Sig.	supported
H6	TOS	⇨	RCH	0.145	3.428	***	Sig.	Supported

For the first hypothesis, which aimed to investigate the effect of total quality management on reforming telecom companies. Study respondents expressed their opinions on this relationship. They supported this hypothesis, represented as the mean of this scope, which is 4.02(about 80.4%) of respondents supported our idea that TOTAL Quality Management positively affects reforming telecom companies. Therefore, a p-value is supported from the regression weight that there is a strong relationship between total quality management (TQM) and improves the current structure in the telecom company. This value is expressed as ***, which means a high significance value. In detail for this hypothesis, about 86.8% of people confirmed a plan for eliminating the duration of achieving transactions. Another question investigates whether the produced services fit or satisfy the customers. About 78.8 accept that services are fitted to them. Also, most respondents have agreed with the influential role of applying on reconstructing companies, which has shown to the mean of 4.31, which means 86.2% of the respondents support this hypothesis. Moreover, 76.2% of respondents think that the company focuses on uniqueness in providing services, and 72.8% agreed with honesty from customers.

Another point is that 82.6% of respondents think of facing outputs to target that set before, and 71.4% think there is more than one alternative for one single. Respondents answered one crucial question: approximately 75.6% of an organizational culture strongly stresses community services. Another critical issue about increasing efficiency is that about 77.8% think collaboration is essential to achieving efficiency. Another question that investigates the role of the telecom sector by following the strategy of continuing reform of services produced to the community, approximately 80.8% of respondents agree with this strategy. Another essential issue shows that 91% of employees ignore primary duties and make decisions. The last question in this scope that investigates that clear evaluation criterion is absent in achieving assignments, about 91.6% of respondents support this idea.

Researchers found the p-value of regression weight by analyzing results with AMOS software as (***), which means extreme significance. Therefore, this value shows evidence against H0, which means total quality management positively affects telecom companies, which matches our hypothesis. Support to this factor, because of heated competition in quality

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factor, American companies started to change their structures and cultures to face this issue and avoid any risks in their environments. To conclude the respondents' views, it's clear that the respondents supported our hypothesis (H1), which proposes that total quality management positively affects Reforming Telecom Companies (RTC). This clearly shows the percent of 80.4% of respondents' views. The second hypothesis is that the respondents' opinions assume a clear relationship between company size and reforming telecom companies. In addition, this scope explores the important role of company size in improving companies in general and telecom ones in particular. Respondents gave their opinions through the questionnaire, which supports this hypothesis, which assumed that company size has a positive relationship with reforming companies. The mean of this scope is a high significance, which is 4.65, which equals or represents 93% of respondents' ideas with our hypothesis.

Moreover, the question investigates whether big companies spend much more time reforming the current structure than small companies. Approximately 94.2% of respondents agreed that big companies spend more time and effort reforming. Another essential question investigated if company size directly affects moving to the new structure; about 96.4% of respondents that company size facilitates moving to the new hierarchy structure. Moreover, this indicator shows the apparent effect of size companies in reforming companies. About 87.2% of respondents agree that mistakes during the reform process are less than big companies. On the contrary, comparing company size and efficiency, approximately 94.2% of respondents said that it does not matter what size leads to a practical or efficient operational issue. Researchers found the p-value of regression weight as (0.002), which means exceptionally significant by analyzing results with AMOS software. Therefore, this value shows evidence against H0, which means company size affects reforming telecom companies, which agrees with our hypothesis.

Additionally, even large, medium, or minor company size reform the current structure. For instance, this study confirmed that success is changed according to the size company. On the contrary, (; Barreto, 2010) has shown no evidence that multinational companies' size can affect their dynamic capabilities. The third hypothesis investigates creating a particular department responsible for reforming the process of changing the current structure. A percent of respondents (about 79.6%) think establishing this unit or department facilitates and helps to improve the existing hierarchy structure. Moreover, most respondents (88.4%e) think this department has conflict consequences with other departments. On the contrary, around 91.6% of respondents encourage and believe that there is a need to put this department in the company structure. Also, many questionnaire respondents stress the importance of annual revision of organization structure. About 79% support this idea. In addition, approximately 78.2% of respondents think of the elite team with high qualifications considering the company's most talent and exceptional staff. The regression weight for Mean Special Dept in the prediction of Gather_DVs is not significantly different from zero at the 0.05 level (two-tailed).

On the contrary, the p-value from AMOS software of regression weight indicates a value of (.427), which means that the regression weight for MeanSpecialDept in the prediction of Gather_DVs is not significantly different from zero at the 0.05 level (two-tailed). We think this result may be because that respondent may be misunderstood the questions related to this scope. Another explanation is that some respondents think this department will take part in responsibilities from other departments, which causes a conflict with responsible departments. This result contrast with our hypothesis. We conclude that most respondents statistically support our hypothesis, which assumes the positive effect of establishing a special department on reforming the current hierarchy. And conflict with our hypothesis by analyzing Amos. The fourth hypothesis assumes that Train of Staff (ToS) has an apparent effect on reforming telecom companies. Most respondents gave a mean of 4.42 of supporting training staff and its impact on improving the hierarchy structure of telecom companies, which means (88.4%) agree with our hypothesis and believe that training staff has a major role in reforming telecom companies. Furthermore, the research question investigates the importance of understanding and awareness to review company change. Approximately 87.6% of respondents think that training contributes to understanding the importance of studying the current structure. Moreover, about 87.4% of respondents agree that meaningful training courses understand the importance of changing the existing system. Furthermore, 83.5% of respondents support that YT aims to direct training courses to all staff. Different types of skills workers have acquired in training are distinguished (Barreto, 2010). Finally, it is examined how these are related to each of three facets of organizational commitment – calculative, affective, and normative. Furthermore, most respondents (91%) think that training doesn't assist in eliminating organization staff and it increases loyalty and represents a good reputation. Moreover, it removes the resistance to change in the company and makes staff more aware of the change.

Moreover, the p-value resulting from AMOS software of regression weight shows a value of (.150), which is insignificant. This result may be because of respondents' misunderstanding or unclear questions by researchers. Therefore, Amos software indicates this value that can agree on null hypothesis H0, which means train staff has no effects on reforming telecom companies, which doesn't support our hypothesis. For the fifth hypothesis that investigates the relationship between resistance to change and reconstructing telecom companies and to analyze the causality of resistance to switch

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between training staff and reforming company, the outputs of the questionnaire show that 4.3 (86%) of the respondent thought that there is a relationship between the resistance to change and reforming the company's hierarchy. Approximately 93% of respondents believe that organizations don't consider change a risk. Moreover, most respondents (91.4%) support the idea that reforming a company will not fire company staff. Moreover, approximately 69% of respondents think there is a particular culture of change inside the company. About 90.4% agree that most company staff don't consider change structure an unacceptable risk. The response of study respondents meets the results that we reached, and part of them stressed the vital role of groups of employees and how they affect the percent of resistance to any change. Furthermore, Sakar points out the crucial role of employees' unions supporting or resisting any possible change inside any SOE company. In addition, the p-value that resulted from AMOS software of regression weight shows a value of (0.004), which means a significance. Therefore, this value shows reject H0, which means respondents in this study think resistance to change has minor effects on reforming telecom companies, which agrees with our hypothesis. Therefore, we conclude that resistance to change improves the current hierarchy structure in the telecom company.

The sixth hypothesis that proposes resistance to change has a causality relationship between training of staff and reforming telecom company. The first question proposes that training assists in eliminating resistance to change, approximately 91% of respondents agree with this idea. Furthermore, about 88% of respondents think that training contributes to increasing qualifications and skills, eliminating the margin of resistance to change, and increasing the chances to move to the new structure model. Additionally, staff's support is specially trained for its execution as a component of a broader structural reform (Sieben, 2007). By analyzing the results from our study using AMOS software of regression weight a value of (***) which means a high significance. Therefore, this value shows evidence against H0, which means staff training has an apparent effect on resistance to change. Therefore, resistance to change results in training staff and reforming telecom companies, which agrees with our hypothesis.

7. Conclusion

Through investigating and taking notes from the collected data in the YT company, we can conclude that many internal factors contribute and facilitate moving to any new hierarchy structure. Hence, applying for meaningful training courses and sharing knowledge is crucial to moving to the new hierarchy structure. Furthermore, training courses increase the awareness of company staff, which leads to eliminating the percent of resistance to change. Similarly, total quality management is essential in reaching the new hierarchy. Finally, company size is crucial for reconstructing companies.

Furthermore, resistance to change has an apparent effect on reconstructing telecom companies. On the contrary, according to the results from our study, the other factors may delay moving to achieve rebuilding the current hierarchy structure, like establishing a new department that considering the responsibility of moving to the new system, can delay moving to the new design. Also, increasing resistance to change and lack of training are contributing against applying a new hierarchy structure. Moreover, training does not have a direct effect on reconstructing telecom companies.

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Appendix A

	CMIN					AIC	
Model	NPAR	CMIN	DF	P	CMIN/DF	AIC	BCC
Default model	18	17.300	9	.044	1.922	53.300	53.849
Saturated model	27	.000	0			54.000	54.824
Independence model	12	87.584	15	.000	5.839	111.584	111.950

	Baseline Comparisons			Parsimony-Adjusted Measures		
Model	NFI Delta1	RFI rho1	IFI Delta2	PRATIO	PNFI	PCFI
Default model	.802	.671	.894	.600	.481	.531
Saturated model	1.000		1.000	.000	.000	.000
Independence model	.000	.000	.000	1.000	.000	.000

	NCP			FMIN				ECVI			
Model	NCP	LO 90	HI 90	FMIN	F0	LO90	HI90	ECVI	LO 90	HI90	MECVI
Default model	8.300	.204	24.140	.037	.018	.000	.052	.114	.097	.148	.116
Saturated model	.000	.000	.000	.000	.000	.000	.000	.116	.116	.116	.118
Independence model	72.584	46.812	105.866	.188	.156	.100	.227	.239	.184	.311	.240

Appendix D

Model	RMSEA	LO 90	HI 90	PCLOSE	HOELTER 05	HOELTER .01
Default model	.044	.007	.076	.568	456	584
Independence model	.102	.082	.123	.000	133	163

Model	RMSEA	LO 90	HI 90	PCLOSE	HOELTER .05	HOELTER .01	Minimization	Miscellaneous	Bootstrap	Total
Default model	.044	.007	.076	.568	456	584	0.115	0.364	0.000	0.479
Independence model	.102	.082	.123	.000	133	163	.077	.320	0.000	.397

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