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ARTICLES

Research

- Opportunities for research on evaluation of seaport performance: A systemic analysis from international literature** 704
Ademar Dutra, Vicente Mateo Ripoll-Feliu, Sandra Rolim Ensslin, Leonardo Ensslin and Luis Rogerio Pupo Gonçalves
- Open incubators and clusters in South Sudan: A move to achieve economic peace** 718
Ilan Bijaoui
- The role of leadership and organizational citizenship behaviour in efficient management** 727
Ahmet AVCI

Full Length Research Paper

Opportunities for research on evaluation of seaport performance: A systemic analysis from international literature

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The purpose of this article is to analyze the opportunities for research on the theme evaluation of seaport performance through the investigation of a bibliographic portfolio of articles with scientific relevance. In order to reach this goal, the intervention tool used was ProKnow-C (*Knowledge Development Process – Constructivist*), which consists of a structured process for the generation of knowledge on a determined theme from the interests and limitations of the researcher, following a constructivist view and requiring a constant interaction between the researcher and the object of his research. The highlighted results are the identification of the main characteristics of the scientific publications about performance evaluation and the proposition of opportunities for research to researchers and seaport manager from the theoretical affiliation adopted for the theme performance evaluation. It was concluded that: (i) most researches about performance evaluation, aim at measuring the operational efficiency of seaports; (ii) the evaluation criteria do not contemplate and evaluate the performance of all the agents that play a role in the seaport environment; and (iii) the evaluation tools used do not show evidence as where and how to intervene to improve the performance measured. Thus, challenges emerge for researchers and also for seaport managers.

Key words: Seaport management, evaluation of seaport performance, systemic analysis, opportunities for research, ProKnow-C (Knowledge Development Process – Constructivist).

INTRODUCTION

Seaports play a key role in the efficiency and efficacy of transportation means, as well as in the competitiveness

and connectivity of countries (Oliveira and Cariouz, 2005), and are also essential for the development of a

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country's economy, since they contribute significantly for the construction of public infrastructure and for the promotion of industrial activities. Preoccupations with efficiency and efficacy lead to performance evaluation as a tool to support seaport management. Performance evaluation plays a strategic role in all areas of business management for it explains the trajectory of organizations, but mainly to what extent and how they have reached their goals, and also provides subsidies to the decision-making process (Dyson 2000). In this context, the seaport industry is inserted permeated by the growing competitiveness and constant demands by clients for the improvement of the quality of the services offered (Woo et al., 2011; Lam and Voordez, 2011; Chang, 2013).

An adequate and precise process of performance evaluation of a seaport not only helps to understand and improve your marketing and competitive position, but also provides a clear and solid basis for formulators of policies for local and regional development (Wu et al., 2009). Turner (2000) claims that a seaport should be seen as a system as opposed to a group of terminals and independent operators, focusing on the global performance of the system, always taking into consideration the contribution and interdependence of the agents involved in the seaport environment.

The evaluation of seaport performance and its evolution in medium and long terms (Al-Eraqi et al., 2008) requires management capability, i. e., competence to mobilize the resources and agents involved in the search of constant improvements as a systematic and continuous process, permeated all over the organization and being guided by the strategic objectives dismembered for tactical and operational levels. This requires methodologies and tools for performance evaluation, usually proposed by researchers and incorporated to the everyday routine of the management to support and subsidize the decision-making process (Liu et al., Zhao 2009; Lam and Song, 2013).

In this context, from the theoretical affiliation adopted by the authors about the theme performance evaluation, the critical analysis of the selected scientific literature was carried out aiming at the answer to the question: What are the opportunities for research on seaport performance evaluation?

Thus, the goal of the current article is to identify and analyze the opportunities for research on the theme evaluation of seaport performance through the investigation of a bibliographic portfolio of scientifically relevant articles. In order to reach this objective, the intervention tool Proknow-C (*Knowledge Development Process – Constructivist*) was used, which allowed: (i) the selection of the bibliographic portfolio represented by a group of articles with recognition and scientific relevance; (ii) the identification of the main characteristics of the

bibliographic portfolio, such as: most relevant articles, most cited articles, most relevant authors and most used performance evaluation methodologies; (iii) the systemic analysis of the articles of the bibliographic portfolio through the comparison of the theoretical affiliation on the theme performance evaluation with the content of each scientific article.

The tool ProKnow-C consists of a structured process whose goal is to generate knowledge for a determined researcher based on his interests and limitations according to a constructivist view and, thus, requiring a constant interaction between the researcher and his object of research. Hence, the relevance of the current research is evidenced in the methodological contribution for a researcher to identify research gaps from a certain theme according to the existing scientific literature. It will then explicit the frontiers of knowledge and possible paths to follow when investigating.

SYSTEMIC REVIEW OF THE SCIENTIFIC LITERATURE

The central axis of the current research consists of the systemic review of the scientific literature operationalized through the tool ProKnow-C. So the fundamentals of the study evidence what it is and what is the importance of systemic or systematic analysis, as denominated by some researchers.

To Gu and Lago (2009), a systematic review of literature is an approach based on evidences to thoroughly describe relevant studies to some questions of previously defined researches; select material for critical analysis; evaluate and synthesize the findings; and answer investigation questions. Systematic reviews usually include oriented investigation question, strategies of explicit search, explicit selection criteria, qualitative, and also synthesis-quantitative.

Mazzi (2011) affirms that the objective of the systematic review is to provide subsidies that contribute to the areas of interest of the research, to enhance the methodological seriousness, to help in the development of a reliable knowledge basis, help in the organization of the research, provide a critical evaluation and identify the gaps in the current research to bring opportunities for future investigations. However, the author does not structure a way to perform such analysis.

Among the positive results of the systematic analysis of the literature, the following items were mentioned: help the researcher obtain scientific support for his study by structuring the collection and analysis of existing papers, a basic task for an in-depth knowledge in any research theme (Karlsson 2008; Gu and Lago 2009; Cho and Egan 2010; Mazzi, 2011; Ginieis et al., 2012); justify the choice of the theme and the contribution of the research proposal (Karlsson, 2008; Savolainen et al., 2012; Ginieis

et al., 2012; Colicchia and Strozzi, 2012); generate a justification to delimitate the research (Karlsson, 2008); critically analyze the literature and guide towards the treatment of comprehensive and disperse information (Karlsson, 2008; Gu and Lago, 2009; Cho and Egan, 2010; Mazzi, 2011); minimize the possibility of bias in the research (Gu and Lago, 2009); identify the stage of the studied field and evidence opportunities for the continuity of such investigations (Colicchia and Strozzi, 2012). From the reasons shown, it can be perceived how important it is to carry out a systematic and/or systemic analysis of the literature.

This article is structured as follows: Section 1 includes the Introduction, Section 2 the Theoretical Framework focusing on systemic review of scientific literature; Section 3 to Research Methodology; Section 4 Presentation and Discussion of Results; Section 5 Opportunities for Further Research; Section 6 the conclusions and, finally, the Bibliographical References used throughout the article.

METHODOLOGIES OF THE RESEARCH

Framework of the research

The objective of this study (to identify opportunities for future research about the theme evaluation of seaport performance) has constructivism as a basic philosophical informed by the perspective of Roy (1993), that tries to build, with and for the participants, a “set of keys” (Creswell, 2014, 194) based on its objectives and system of values so that it helps in the understanding the context in which they plan to intervene through a qualitative approach (Creswell, 2014), substantiated on the choices and preferences of the researchers both in the selection of the bibliographic portfolio and the systemic analysis of the articles of the BP. As for the object, the current research can be labeled as exploratory, for it explores a fragment of literature that deals with the theme evaluation of seaport performance, aiming at the identification of the characteristics of such publications and opportunities for future researches (Gil, 2008).

Concerning technical procedures, this project used a bibliographic research in the research-action of the content analysis (Richardson, 2007).

The bibliographic research is a result of the identification and analysis of articles published in international databases; the research-action is a result of the interaction of the researchers with the object of their research in the operationalization of ProKnow-C, requiring their choices and delimitations; the content analysis is a result of the analysis of the theoretical affiliation of the theme performance evaluation through an analytical standpoint that requires the critical reading and interpretation of the articles that make up the Bibliographic Portfolio.

As for the data collection, both primary and secondary data were used. In the step Selection of the Bibliographic Portfolio used primary data, since the delimitations are established by the researchers in all the choices required during this process. On the other hand, the steps of bibliometric analysis and systemic analysis used secondary data, once the characteristics are searched in the BP and in the comparison of the theoretical affiliation with the articles of the BP. The data collection happened in the month of October 2013 and the research on the theme “Evaluation of Seaport Performance” considered the articles published up to 2013.

The intervention tool ProKnow-C

The current study uses the intervention tool denominated ProKnow-C (*Knowledge Development Process–Constructivist*), which was developed by LabMCDA (Laboratory of Multicriteria Methodologies to Support Constructivist Decision) from Federal University of Santa Catarina (UFSC) – Brazil. The dissemination of the instrument occurred through several scientific publications in journals in the English language, highlighting Azevedo et al. (2013); Stefano and Filho (2013); Lacerda et al. (2011, 2012, 2014); Rosa et al. (2012) and Tasca et al. (2010) and in the native tongue of the proponents of ProKnow-C, highlighting Ensslin et al. (2012); Lacerda et al. (2012); Sartori et al. (2014); Ensslin et al. (2014); Dutra et al. (2015); Ensslin et al. (2015). The main objective of ProKnow-C is to build knowledge in a determined researcher from his interests, choices and delimitations, according to a constructivist view.

The steps of ProKnow-C represented in Figure 1 can be summarized like this: Step 1 Selection of the Bibliographic Portfolio aims at the identification, in literature, the scientific publications that refer to the theme delimited by the researcher and involves three sequential sub steps, which are the selection of the raw bank of articles; filtering of the bank of articles; application of the test of representativeness of the Bibliographic Portfolio – BP (Lacerda et al., 2012; Rosa et al. 2011; Sartori et al. 2014); step 2, Bibliometry, aims at the identification of the characteristics of the publications in the area of knowledge being investigated in order to generate knowledge in the researcher through the counting of occurrences of a determined variable (characteristic) in the publications of the BP (Ensslin et al., 2012; Rosa et al. 2011, 2012; Lacerda et al., 2012; Ensslin et al. 2014); step 3, the Systemic Analysis, aims at the identification of opportunities and gaps in researches from the critical analysis of the articles of the BP before a theoretical affiliation defined by the researcher (Lacerda et al., 2014); and step 4, Question of the Research, step where the researcher generates enough knowledge on the fragment of literature/reality being investigated, then being able to identify “where” and “how” he should intervene scientifically and justify such choice in a substantiated manner. The four stages of ProKnow-C instrument were applied, especially the last step that highlighted the opportunities for future research, from the identified gaps with the analysis of bibliographic portfolio.

For the application of ProKnow-C, besides the definition of the central theme of the research, “Evaluation of Seaport Performance”, the researchers selected the keywords through two axis, which resulted in the search command: [“(Performance Evaluation” or “Performance Assessment” or “Performance Appraisal” or “Performance Measurement” or “Performance Management”) and (“Port” or “harbor” or “Seaport”)]. The scientific basis chosen for the research were: *EBSCO Academic Search Premier; ProQuest; Isi Web of Knowledge; Scopus; Science Direct; and Willey Interscience Blackwell.*

The procedures of selection and filtering of the articles are demonstrated in Figure 2. The operationalization of the first step of the tool ProKnow-C resulted in 23 articles, henceforth denominated articles of the Bibliographic Portfolio (BP). The 23 articles that make up the BP articles can be verified in Table 1 with the corresponding titles/authors, journals and year of publishing.

After concluding the synthesis of the step Selection of the Bibliographic Portfolio of ProKnow-C, the process used for the realization of the systemic analysis was described.

The process of systemic analysis

The systemic analysis consists of a structured process of critical analysis of the articles of the BP from a group of presuppositions

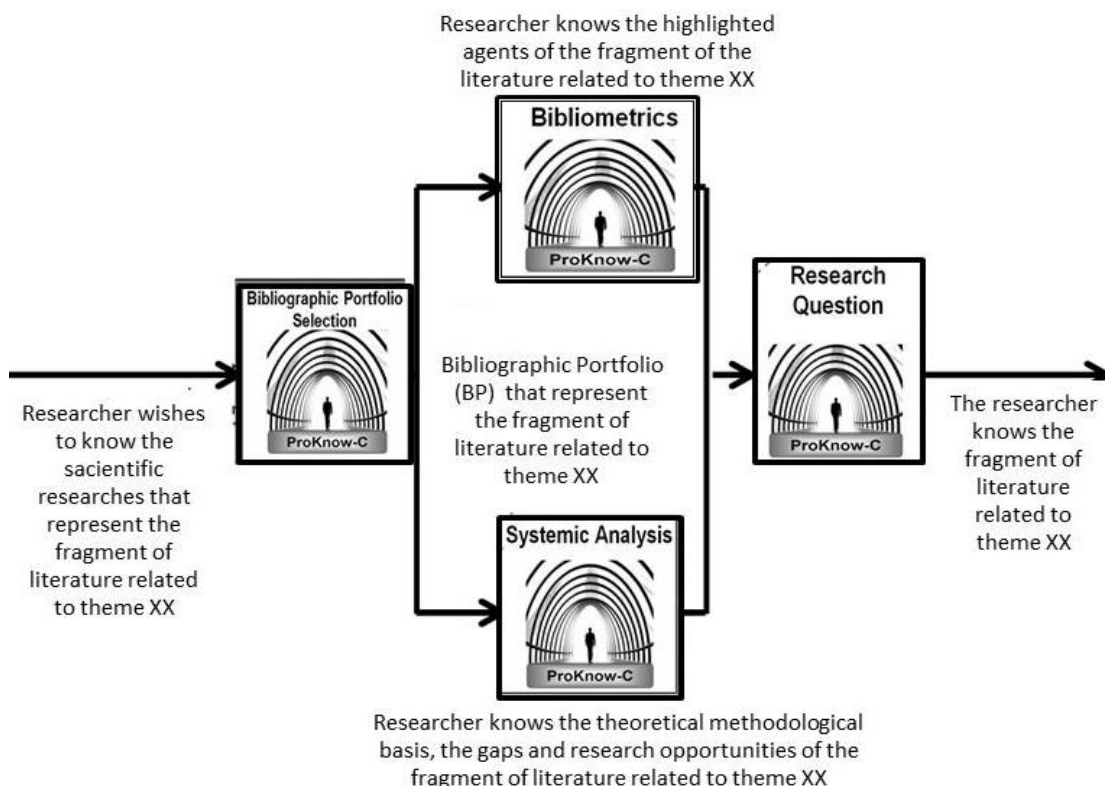


Figure 1. ProKnow-C and its step. Source: Adapted from Ensslin, Ensslin, and Pinto (2013); Lacerda, Ensslin, and Ensslin (2012); and Tasca et al.(2010).

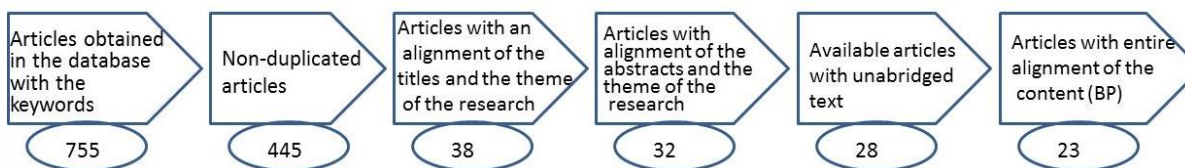


Figure 2. Procedures of selection and filtering of the articles. Source: Elaborated by the authors (2014).

defined by the researcher informed by the theoretical affiliation adopted, aiming at the identification of research gaps. Such presuppositions can be characterized: (i) as lenses, according to the model of Brunswik adapted for human judgment (Brunswik et al., 2001), (ii) as a worldview (Lacerda et al., 2014), for evidencing the way the researcher perceives the characteristics present in the environment; and (iii) as filters that are a result of the different interpretation frames molded by beliefs, values, expectations and previous experience (Melão and Pidd, 2000). The theoretical affiliation adopted in this research for the theme performance evaluation is grounded on a constructivist approach and consists of the process of construction of knowledge in the decider within a specific context through the identification, organization, measurement and integration of the aspects considered relevant to evidence the performance, also contemplating the generation of actions of improvement from the profile of the performance obtained (Lacerda et al., 2014). From the theoretical affiliation, the

lenses presented in Table 2 emerge, duly contextualized. The definition of the lenses requires a theoretical affiliation that supports the choices of the researchers represented by the lenses that result from the perceptions and values before the context that is being analyzed. The BP is characterized as a sample of the literature, deemed valid for the researchers from the objectives of their research.

PRESENTATION AND DISCUSSION OF THE RESULTS

Result of the bibliometry

The application of the intervention tool ProKnow-C enabled the identification of several characteristics of the BP articles, whose synthesis is presented in Table 3.

Table 1. Bibliographic portfolio (BP).

Order	Title	Journal	Author(s)	Year
1	Application of a fuzzy multi-criteria decision-making model for shipping company performance evaluation	Maritime Policy and Management	Chou TY, Liang GS	2001
2	The Self Diagnosis Method: A new methodology to assess environmental management in sea ports	Marine Pollution Bulletin	Darbra RM, Ronza A, Casal J, Stojanovic TA and Wooldridge C	2004
3	Evaluating seaport policy alternatives: A simulation study of terminal leasing policy and system performance	Maritime Policy and Management	Turner HS	2000
4	Efficiency of middle eastern and East African seaports: Application of DEA using window analysis	European Journal of Scientific Research	Al-Eraqi AS, Mustafa A, \Khader AT and Barros CP	2008
5	Environmental performance evaluation of an industrial port and estate: ISO14001, port state control-derived indicators	Journal of Cleaner Production	Saengsupavanich C, Coowanitwong N, Gallardo WG and Lertsuchatavanich C	2009
6	Green management practices and firm performance: A case of container terminal operations	Resources, Conservation and Recycling	Lun YHV	2011
7	Performances and benchmarks of container ports using data envelopment analysis	International Journal of Shipping and Transport Logistics	Wu J and Liang L	2009
8	Planning Operations of Bulk Loading Terminals by Simulation	Journal of Waterway, Port, Coastal and Ocean Engineering	Wadhwa LC	1992
9	Agile service oriented shipping companies in the container terminal	Transport	Liu W, Xu H and Zhao X	2009
10	DEA models for identifying sensitive performance measures in container port evaluation	Maritime Economics and Logistics	Wu J, Yan H and Liu J	2010
11	A computable general equilibrium analysis of efficiency improvements at Japanese ports	Review of Urban and Regional Studies	Doi M, Tiwari P and Itoh H	2001
12	Seaport performance analysis using robust non-parametric efficiency estimators	Transportation Planning and Technology	Simoës P and Marques RC	2010
13	Groups in DEA based cross-evaluation: An application to Asian container ports	Maritime Policy and Management	Wu J, Yan H and Liu J	2009
14	Port evolution and performance in changing logistics environments	Maritime Economics and Logistics	Woo SH, Pettit S and Beresford AKC	2011
15	Multi-criteria and multivariate analysis for port performance evaluation	International Journal of Production Economics	Madeira Junior AG, Cardoso Junior MM, Belderrain MCN, Correia AR and Schwanz SH	2012

Table 1. Contd.

16	Performance based clustering for benchmarking of container ports: An application of DEA and cluster analysis technique	International Journal of Computational Intelligence Systems	Wu J, Liang L and Song M	2010
17	Analysis of the implementation process of a strategic management system: a case study of the Balanced Scorecard at the Port Authority of Valencia	Revista Espanola De Financiacion Y Contabilidad-Spanish Journal of Finance and Accounting	Caudeli JAA, Fillol AG and Ripoll Feliu VM	2009
18	Using data envelopment analysis to measure ports efficiency	International Journal of Business Performance Management	Abid C and Tadj L	2012
19	The impact of airport and seaport privatization on efficiency and performance: A review of the international evidence and implications for developing countries	Transport Policy	Gong SXH, Cullinane K and Firth M	2012
20	Port management performance and contextual variables: Which relationship? Methodological and empirical issues()	Research in Transportation Business & Management	Bergantino AS, Musso E and Porcelli F	2013
21	Seaport performance comparison using data envelopment analysis: The case of Iberian container terminals	International Journal of Business Performance Management	Dias JCQ, Azevedo SG, Ferreira JM and Palma SF	2012
22	Seaport network performance measurement in the context of global freight supply chains	Polish Maritime Research	Lam JSL and Song DW	2013
23	Environmental efficiency of ports: A Data Envelopment Analysis approach	Maritime Policy and Management	Chang YT	2013

Source: Research Data (2014).

After the synthesis of the results of the bibliometry as a result of the application of the tool ProKnow-C, the results of the systemic analysis are presented (Figure 3).

Result of the systemic analysis

From the lenses identified under the perspective of the researchers, there is a discussion about the critical analysis of the 23 articles of the BP.

Lens 1: Approach

The process of construction of knowledge in the decider, with the construction of the model of PE, the approach used is conditioned, what, according to Bell et al. (1988);

Bouyssou et al. (2000); Keeney and Raiffa (1976); Roy (1996); Dias and Tsoukiàs (2004), can be: (i) normativist; (ii) descriptivist; (iii) prescriptivist; or (iv) constructivist. The analysis of the articles of the BP evidences that the descriptivist analysis is predominant in the articles analysed. It appears that 15 articles present a prescriptive approach, five articles a descriptive approach and 3 items of normative nature. According to Roy (1993), the constructivist approach is more adequate to support decision for it incorporates the values and perceptions of the decider. However, none of the articles made use of such approach.

Lens 2: Context of the PE

The analysis of the articles of the BP evidences that the

Table 2. Theoretical affiliation of the lenses

Theoretical affiliation	Lenses	Definition of the lenses
Process of construction of knowledge in the decider...	1. Approach	Aims at the analysis of the approach used in the construction of the model PE, which can be normativist, descriptivist, prescriptivist or constructivist.
... within a specific context ...	2. Context of the PE	Aims at the analysis of the context in which PE is applied, that is, the focus/emphasis of the evaluation.
...throughtheidentification, organization, ...	3. Singularity	Aims at the analysis of whether the context of the PE is unique, i. e., specific of a reality and if it recognizes the decision-makers involved in the context.
... measurementand ...	4. Process of identification of the criteria of the PE.	Aims at the identification of the existence of a structured process for the identification of the evaluation criteria of the reality investigated and the participation of the decision-makers.
... integration of the aspects considered relevant to evidence performance ...	5. Measurement of the criteria	Aims at the identification of the kind of scale used for the measurement of the criteria, if it is ordinal or cardinal, and also observe the properties of the measurement theory.
... contemplating the generation of actions of improvement from the profile of performance obtained.	6. Integration of the criteria	The purpose is to check if the criteria are integrated by dimension and/or area of performance, allowing the evidence of the global profile (status quo).
	7. Process of performance management	The purpose is to identify if it contemplates a structured process of performance management, focusing on the identification of actions of improvement.

Source: Elaborated by the authors (2014).

Table 3. Characteristics of the articles of the BP

Characteristics of the Articles of the BP	Results
Most relevant journals of the BP	<i>Maritime Policy & Management</i> with four articles; <i>International Journal of Business Performance Management</i> with two articles, and <i>Maritime Economics and Logistics</i> , also with two articles.
Most relevant journals in the references of the BP	<i>Transportation Research</i> and <i>Maritime Economics & Logistics</i> with 41 and 26 citations, respectively.
Most relevant journals simultaneously in the BP and in the references of the BP	<i>Maritime Policy & Management</i> and <i>Maritime Economics and Logistics</i> .
Most cited article in Google Scholar	Application of a fuzzy multi-criteria decision-making model for shipping company performance evaluation (Chou TY and Liang G S), <i>Maritime Policy & Management</i> .
Most relevant authors in the BP	Wu J with four articles; Yan H; Liu L; and Liang L with two articles each.
Most relevant authors in the references of the BP	Cullinane K; Song DW; and Barros CP, with 48, 29 and 19 citations, respectively.
Methodology for performance evaluation most used in the articles of the BP	Data Envelopment Analysis – DEA, in its various versions, present in 11 articles.

Source: Elaborated by the authors, 2014.

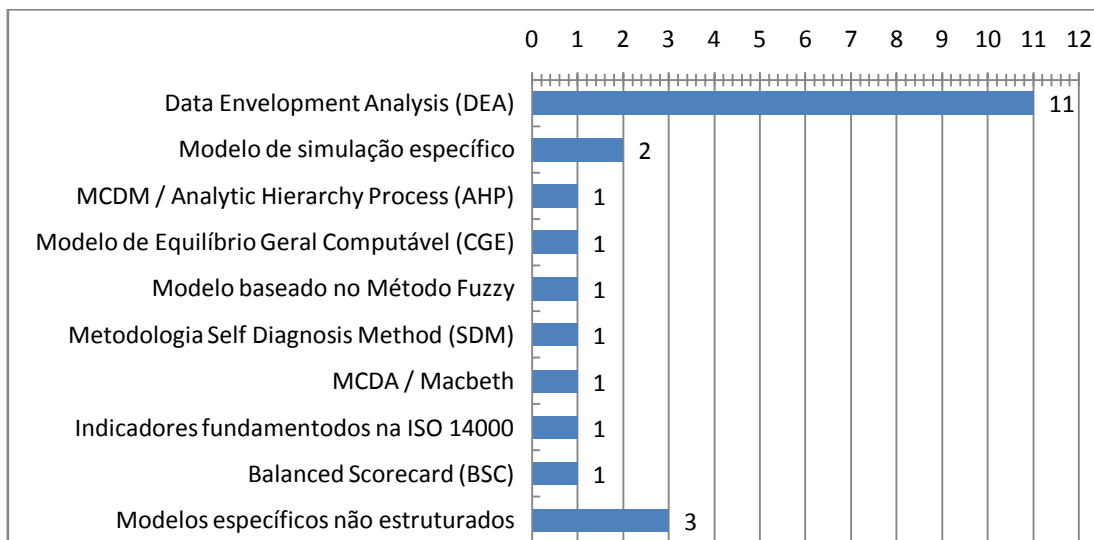


Figure 3. Results found in the BP. Source: Elaborated by the authors (2014).

Table 4. Focus of evaluation of seaport performance.

Focus of PE	Articles	Authors
Operational efficiency	14	Wu et al. (2009); Wu et al. (2010); Abid and Tadj (2012); Wu and Liang (2009); Bergantino et al. (2013); Dias et al. (2012); Al-Eraqi et al. (2008); Wu et al. (2010); Chang (2013); Simões and Marques (2010), Madeira et al. (2012); Doi et al. (2001); Wadhwa (1992); Turner (2000).
Environmental management	3	Darbra et al., (2004); Lun (2011); Saengsupavanich et al. (2009)
Global/strategic performance	3	Caudeli et al. (2009); Gong et al. (2012); Chou and Liang (2001).
Performance in a multi-faceted perspective	1	Woo et al. (2011)
Performance from stakeholders	1	Lamand (2013)
Seaportagility	1	Liu et al. (2009)

Source: Elaborated by the authors, 2014.

authors did not define a theoretical affiliation about the theme evaluation of seaport performance in order to carry out the research. It was verified, from the objectives of the researches, the emphasis assigned that points at restrictive or in-depth aspects about the theme in a macro-organizational and/or micro-organizational context. The grouping of the articles according to the area evaluation focus is presented in Table 4. It was verified in Table 4 that the majority of the articles focus on operational efficiency rather than on strategic and global performance of seaports. The researches on evaluation of environmental management evidence the growing concern of society as a whole with the environment and

organizational sustainability.

Lens 3: Singularity

The analysis of the articles of the BP evidences that singularity is observed, but it is not the most representative. Under this perspective, it was observed that 35% of the researches (Lun, 2011; Wadhwa, 1992; Saengsupavanich et al., 2009; Turner, 2000; Doi, Tiwari, and Itoh 2001; Chou and Liang 2001; Caudeli et al., 2009; Woo et al., 2011) recognize that the physical environment is unique and the PE model can only be

used with the organization for which it was built. This is a result of the specifications of each organization that need to be contemplated in the evaluation tools. Singularity is not present in 75% of the articles of the BP, thus characterizing the proposition of PE tools in the form of a generic framework that can be used in any context.

It was also checked if the deciders participated in the process of construction of the models of PE, i. e., if the perceptions and values of the deciders were taken into consideration. It was verified that 4 articles explicit the participation of the decider, whereas 19 articles do not evidence such participation explicitly.

It can be pointed out that the analysis according to the participation of the decider took into consideration his interaction, regardless if it took place throughout the whole process of construction of the PE model or only partly.

Lens 4: Process of identification of the criteria of PE

The critical analysis of the BP concerning the lens Process of Identification of the Criteria of PE aims at the identification of two dimensions, namely: (i) the use of a specific methodology that ensures a structured process for the choice of the criteria; (ii) the effective participation of the decider in this process.

The premise of the first dimension is that a structured process of identification of the criteria of the PE requires the use of tools/methodologies that are specific for evaluation, as shown in the Table 4.

It can be observed that the tool Data Envelopment Analysis (DEA) is the most used in the articles of the BP, whereas only 3 articles contemplate the identification of the criteria through the procedures defined by the authors.

The second dimension – effective participation of the decider in the process of identification of the criteria of PE – can be evidenced in three groupings: (i) when the criteria are informed and operationalized by the deciders (Caudeli et al., 2009; Madeira Junior et al., 2012), which contemplates 2 articles (9% of the BP); (ii) when the criteria are informed only by the deciders (Chou and Liang, 2001; Woo, Pettit, and Beresford 2011), which also contemplates 2 articles (9%) of the BP; (iii) when the criteria are informed exclusively by the researcher from secondary data, which contemplates 19 articles (82%) of the BP.

It was observed that only one article makes use of a methodology with a constructivist approach and in two articles the evaluation criteria are identified and operationalized by the decider. According to Roy (1993), it is important to reflect on the legitimacy of an evaluation model under the perspective of who is going to use it. If it is built with the effective participation of the decider, it will

be legitimate before the context evaluated, if it is built from external information, as for example, the use of literature, it will be valid if it is submitted to the approval of the decision-maker.

Lens 5: Measurement of the criteria

It aims at the identification of what kind of scale is used for the measurement of criteria, if it is ordinal or cardinal, along with the observation of the properties of the theory of measurement. The ordinal scale ranks the levels of performance, indicating the order of preference of the items associated to a criteria and allows for counting, frequency, mode and median operations (Chisnall, 1973), but it does not explain the attractiveness differences between the performance levels, which can be obtained with the use of a cardinal scale.

From the BP, it was verified that 14 articles (61%) of the BP present ordinal scales for the measurement of the levels of performance of the criteria, 2 articles (9%) present cardinal scales (Chou and Liang 2001; Madeira Junior et al. 2012), 2 articles (9%) present Likert scales (Liu et al., 2009; Woo et al., 2011) and 5 articles do not specify the kind of scale (Lam and Song, 2013; Saengsupavanich et al., 2009; Darbra et al., 2004; Doi et al., 2001; Gong et al., 2012).

The measurement scales, according to certain studies (Barzilai, 2001; Lacerda et al., 2014), must meet six priorities in order to have scientific recognition, which are: (i) measurability; (ii) operability; (iii) homogeneity; (iv) intelligibility; (v) distinction between the best and worst performances; and (vi) observation of the properties of ordinal scales. The analysis of the BP informs that only two articles meet such properties entirely (Chou and Liang 2001; Madeira Junior et al. 2012), whereas 16 articles partly contemplate some of the properties and 5 articles do not present the properties.

Lens 6: Integration of the criteria

It aims at the identification of the integration of the criteria by dimension and/or performance area, thus explicitly stating the global profile (status quo). The integration of the criteria in a local and/or global manner enables a systemic diagnosis of the current situation of performance and enables the creation of actions for improvement (Lacerda et al., 2014).

The analysis of the articles of the BP evidenced that Chou and Liang (2001) make use of the process AHP to transform ordinal scales into cardinal scales and thus reach the integration of the criteria; Madeira Junior et al. (2012) use ordinal scales through MCDA methodology, convert them into cardinal scales, present two reference

levels in each criterion (anchor levels) and with the application of substitution taxes obtain the integration of the criteria. Caudeli et al. (2009) analyze the integration of criteria through Balanced Scorecard (BSC) in the step of definition of the strategic maps of the organization, which precedes the measurement of performance of each criterion, i. e., the integration/alignment is the means for the definition of the criteria. The 11 studies that use the tool Data Envelopment Analysis – DEA – realize the integration with the use of quantitative ordinal scales with the use of mathematical functions and substitution taxes evidencing the local and global profile of operational efficiency. The studies of Liu et al. (2009) and Woo et al. (2011), from the use of ordinal scales of the Likert kind present an integration of performance by variables/dimensions evaluated, but not in a global manner. Also, 7 of the BP articles do not present a process of integration of the performance criteria.

The use of ordinal scales properly transformed into cardinal scales is recommended in the integration of the criteria, applying compensation taxes that will allow the identification of how much a certain criterion must be highlighted to compensate for the loss in performance in another criterion (trade-off). By doing so, one obtains the local and global performance of the context evaluated (Lacerda et al., 2014; Azevedo et al., 2013)

Lens 7: Process of performance management

Its purpose is to verify if it contemplates a structured process of performance management focusing on the identification of actions for improvement from the premise that the main objective of performance evaluation is to allow for the generation of actions for improvement from the obtained diagnosis (Lacerda et al., 2013).

The analysis of the articles of the BP indicates, from the considerations made in the previous section, that 14 studies present a performance profile (status quo), enabling a view of the diagnosis of the context evaluated. The performance profile (status quo) is the starting point for the identification of actions for improvement, since it evidences the strengths and weaknesses of the context evaluated. However, the absence of a group of procedures that help the decider to operationalize actions for improvement, mainly the ones that indicate the impact of each action in the improvement of global performance, becomes fundamental. From the 14 articles that present integration of the criteria and then generate a diagnosis of the context evaluated, no one gives details of a structured management process focusing on the identification and operationalization of actions for improvement. Madeira et al. (2012) made use of MCDA Methodology, which, in a conceptual manner, previews a step of recommendations for performance improvement,

but the study does not illustrate such step; Lun (2011) affirms that companies must make efforts to improve performance, but does not show how to do it; Wu and Liang (2009), after analyzing 77 seaports in the world, inform that the most efficient seaport must be considered benchmark for the inefficient ones to improve their performance, but does not illustrate how to obtain better performances; and Abid and Tadj (2012) affirm that the management of the inefficient seaport has to adopt methods and practices of an efficient one, but do not demonstrate how to do it.

It is concluded that the incorporation of actions for improvement with the ranking of the actions necessary value the process of performance evaluation, once it provides the basis for the decider, demonstrating how it should act in order to improve the performance of the context evaluated.

The authors of the current project share the concept that, if such improvement make the management effective, it must first allow for the construction of a model of evaluation that must come from a constructivist approach and provide cognitive tools that give room to the construction of knowledge in the decider. Such knowledge must then be improved with the use of quantitative tools that make performance evaluation precise, thus looking forward to ordering and prioritizing the actions of more impact (Lacerda et al., 2011).

Conclusion

The preliminary analysis of the Bibliographic Portfolio, composed of 23 scientifically relevant articles leads to the conclusion that: (i) the focus of evaluation of seaport performance has been on the operational efficiency rather than on strategic and macro organizational questions; (ii) the majority of the studies is dissociated to the reality lived by seaport managers, showing a certain distance of the researchers from the object of the research; (iii) the number of articles concerning evaluation of seaport performance is limited, considering the importance, contribution and impact of such industrial in local and global economy.

The systemic analysis of literature, which consisted in the critical comparison of the theoretical affiliation of performance evaluation with the Bibliographic Portfolio through the lenses of analysis (approach; context of the PE; singularity; process of identification of the PE criteria; and performance management process) evidenced several opportunities for future research from the standpoint of researchers and seaport managers.

The results, in a punctual manner, by lens analyzed, evidence that the major opportunities for research are related to lenses: (i) Approach of the PE, which requires the use of constructivism; (ii) Context of the PE, which

Table 5. Proposals for future researches.

Lenses analyzed	Challenges to researchers	Challenges to seaport managers
Approach	More interaction with seaport managers in order to identify their values and preferences The action of the researcher should be that of a facilitator in order to support and spot the choices of managers instead of prescribing what should be evaluated.	More involvement, including the dedication of time in the construction of systems of performance evaluation that contemplate the specifications and characteristics of seaport unites aligned to the objectives and preferences of the higher administration ranks.
Context of PE	More emphasis on the formulation of approaches and methodologies with strategic focus rather than operational; Development of tools that capture the synergies and contemplate the systemic and integrating dimensions of performance of the agents that act in seaport environment and influence the performance of a specific seaport.	Widening of the use of methodologies with a strategic focus or that ensure the alignment of the strategic, tactical and operational decision levels.
Singularity	Broadening of studies personalized to the reality of each seaport unit instead of generic frameworks that can be used in any context. The concern with singularity will enable the rescuing of strategic concerns in seaport management.	More adherence of systems of performance evaluation to the nature and characteristics of the management model used. Proactive action in the elaboration and adoption of systems of performance evaluation rather than models prescribed by external consultants.
Process of identification of the PE criteria	Focus on the development of more flexible procedures of identification of the PE criteria that enable a wider alignment of the criteria on the strategic, tactical and operational levels. It is recommended that such procedures are conceived and thus operationalized by seaport managers instead of researchers.	More involvement from all hierarchic levels in the operationalization of methodological procedures of identification of the PE criteria.
Measurement of the criteria	Widening of the researches that focus on the use of properties of Measurement Theory in the process of performance measurement. Studies about the application of cardinal scales that ensure the application of levels of attractiveness in the measurement of performance.	Prioritize quantitative scales for performance measurement rather than scales of the Likert kind or qualitative scales. More emphasis on the use of cardinal scales that ensure different attractiveness levels in performance measurement in each criterion based on the Measurement Theory.
Integration of the criteria as	An investigative look for multicriteria indicators that allow the analysis of local performance (for each criterion and/or area of interest) and global performance incorporating substitution taxes as mechanisms to balance the degree of importance of each criterion. Incorporate studies about the analysis of the integrating dimension of the criteria in order to analyze the impact in the performance of cooperative and integrating practices where a determined organizational unit is not only focused on performance, but also how much and how it can help other units to improve their performances, then generating a more consistent global performance.	Incorporate concerns into management practices by adding performance and its systemic analysis instead of analysis divided by criterion/performance indicators that do not evidence collective effort and the synergies resulting from the collaboration of several activities and/or organizational units. Widen the focus of analysis in the characterization of the criteria that most contribute to global performance, allocating resources and efforts compatible with such contribution.

Table 5. Contd.

<p>Process of performance management</p>	<p>Development of structured processes that ensure the effective use of the results of performance as mechanisms for the continuous improvement in the organizational performance, preventing performance itself to be the end instead of a feedback process. The literature analyzed through the tools for performance evaluation evidenced that the challenge is to present the performance without any indication of how this performance can be improved.</p>	<p>Incorporation of the practices for performance evaluation of structured routines for the improvement of performance. The implementation of actions for improvement will be more successful when the tool for performance evaluation demonstrate “what must be done” and what performance gains can be obtained gradually under the lens of local and global performance.</p>
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Source: Elaborated by the authors, 2014.

requires a more strategic and systemic focus; (iii) Process of performance management, which requires structured procedures for the analysis and interventions in the weaknesses shown in the process of performance evaluation.

The results of the systemic analysis, in a global manner, evidenced that the challenges of the researchers and seaport managers must be guided: (i) on the search for higher integration, aiming at the identification of the necessities and objectives of the reality lived by managers in the evaluation of seaport performance; (ii) in the formulation of more flexible methodologies and approaches to performance evaluation to follow the constant changes in seaport performance; (iii) in the development of studies focused on specific seaport units due to the peculiarities and specifications of each seaport and the influence of the external environmental variables on seaport performance; (iv) for the realization of prospect studies indicating the performance in future scenarios of seaport performance rather than on studies based on already consolidated data.

For future studies, it is recommended (i) the proposition of models of evaluation of seaport performance focused on a constructivist approach; (ii) a search for a higher involvement of seaport managers in the formulation and application of methodologies and tools for the evaluation of seaport performance; (iii) more emphasis on performance evaluation as tools for support to seaport management at strategic level.

OPPORTUNITIES FOR FUTURE RESEARCHES

The systemic analysis of the BP composed of 23 scientifically relevant articles evidences gaps for future researches grounded on the theoretical affiliation adopted for the theme performance evaluation and on the lenses defined by the researchers. The gaps for future researches require action by the researchers and seaport managers. Researchers are challenged to widen the

horizons of scientific knowledge about the evaluation of seaport performance with the formulation of new approaches and methodologies that meet the changes required in the seaport industry. Managers are responsible for the improvement in the performance of seaport organizations through the creation of competitive advantages with added value to the clients, considering the complex context of seaport environment, where several agents interact, not always with converging objectives.

Table 5 presents proposals for future researches to researchers and to seaport managers from the lenses analyzed.

Globally speaking, the systemic analysis of the PE, object of this research, still evidences: (i) the need for a larger integration between researchers and seaport managers, aiming at the identification of the real necessities and objectives associated with evaluation of seaport performance; (ii) the formulation of more flexible methodologies and approaches to performance evaluation in order to follow the constant changes in the seaport industry, especially involving the integrating dimensions inherent to the diversity of agents that act in the seaport environment; (iii) the development of studies focused on specific seaport units due to the peculiarities and specifications of each seaport and the influence of the several external environmental variables in seaport performance; (iv) the realization of prospective studies indicating performance in future scenarios of seaport performance rather than in studies that are based on already consolidated data.

Conflict of Interests

The authors have not declared any conflict of interests.

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Full Length Research Paper

Open incubators and clusters in South Sudan: A move to achieve economic peace

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The objective of this research is to generate a process of economic development able to overcome conflicts between populations in the different states of South Sudan by creating common economic interests. Within the framework of the World Bank Capacity Building program, we had the opportunity to lead two parallel focus groups in South Sudan, one on economic strategy and the second on public policy and regional decentralization. In order to achieve the objective of our research, we used the Porter's Diamond and the clustering process at the national level and the open incubator model at the regional level. The participants identified three potential clusters which involve all the states and are able to create common economic interests between populations: forest related products, gum arabic and its applications, palm and sesame oil. The clustering process could start by open incubators. Other Open incubators specialized in vegetables, crops and cattle will supply the basic needs in the different states and strengthen the decentralization process generated by the three selected clusters. The open incubators solve the problem of current life and insure the subsistence of the population. The three clusters prepare the second phase of development, the industrialization process based on competitive advantages generated by more efficient use of local resources. We involved the different populations in solving conflicts by improving economic added value for subsistence and for a better future.

Key words: Clusters, decentralization, South Sudan, competitive advantage, tipping point.

INTRODUCTION

Interdependence between education, labor, telecommunication, energy, agricultural, industrial, and economic policies requires cooperation in order to achieve economic development and regional decentralization. Top directors and administrators in the different ministries, in charge of the economic and social development have to meet together and plan common actions in order to generate new competitive advantages. Within the framework of the World Bank Capacity Building

program, in cooperation with the Galilee International Management Institute (GIMI), we had the opportunity to lead two parallel focus groups in South Sudan one for representative of different ministries on economic strategy and the second for public organizations on regional decentralization. The capacity building programs of the World Bank in developing countries provide managerial and creative knowledge to those in charge of leading changes in economic and social policy. The

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participants discussed which process of economic development will be able to overcome conflicts between populations in the different states of South Sudan and create common economic interests.

Representatives from different ministries and institutions participated in the two programs and had the opportunity, for the first time, to plan together potential clusters, and initiate regional decentralization.

Competitive advantage of nations

Availability of low cost labor, and local natural resources could serve as a starting point of a comparative advantage for a developing country, but these cannot generate sustainable competitive advantages over time. Below we present different models of development aimed at generating a sustainable competitive advantage.

Free economic zones (FEZ)

Between 1980 and 1984, China established the first free economic zones (FEZs) in Shantou, Shenzhen, and Zhuhai, in Guangdong Province, and in Xiamen, in Fujian Province, as part of its economic reforms and policy of opening up to the world. China sought to attract international investments based on its low cost of labor in order to start an industrialization process (Mohiuddin et al., 2014). Numerous other FEZs followed, based on the competitive advantage of large-scale production and on specializations such as those in the car industry at the Dalian Free Trade Zone (dlftz.gov.cn/index.aspx) or in electronics and telecommunications at Tianjin Economic-Technological Development Area (teda.gov.cn/html/ewwz/portal/index/index.htm).

Other developing regions and countries used a similar model. The "maquiladoras" in Central America focus on textile, clothing, food, metalwork, electronics, and footwear (Vargas-Hernández, 2011). Added value and the number of direct jobs have grown at an average annual rate of 25% in some Central-American countries (Acevedo, 2008).

Ay (2009) argued that free zones in Turkey do not make a positive contribution to Turkey's foreign trade, therefore their functions as foreign currency generators are not highly applicable in Turkey, and they remain insufficient in export-oriented development efforts. Foreign investments in free zones have remained low compared to foreign investments in domestic areas. But free zones contribute to reducing unemployment (Ay, 2009). In opposite, according to Kocaman (2007), the free zone experience worldwide and in Turkey indicates that these zones do not increase foreign trade and employment.

The UAE government has established nearly 40 free

zones, in which 100 percent foreign ownership is allowed and no taxes are levied. The highest concentration of the free zones is in Dubai, with more than half of the total number of free zones (23), followed by Abu Dhabi (5), Ras Al Khaimah (4), Fujeirah (3), Sharjah (2), Ajman (1), and Umm Al Quwain (1). Outside the free zones, local sponsors are needed for foreign companies to set up operations, and foreign ownership is limited to a maximum of 49% (Mina, 2013). Eighty percent of non-oil exports in the UAE originate from the free zones.

Porter's diamond, SWOT analysis and clustering process

Porter's diamond (Porter, 1986) model provides an analysis of the "factor conditions" in a given region. Based on "demand conditions," the model proposes a plan for industrialization around clusters in which related and support industries generate economic development. This model represents the upgrading of the SWOT analysis, at the country level. The SWOT model analyzes the strengths and weaknesses of a firm in order to find the best potential opportunities in the market at a the lowest threat.

"Factor conditions" refer to the strengths and weaknesses of a country in human and material resources, including knowledge and infrastructure. "Demand conditions" refer to the opportunities and threats related to the demand composition (market) in a country and to its capacity to request value and anticipate needs. Under the macro and micro economic environment of "firm strategy structure and rivalry," "supporting and related industries" use the factor conditions to generate clusters and meet demand conditions.

Countries in the first stage of development (World Economic Forum, 2015) are mainly "factor-driven." Low cost labor and unprocessed natural resources are the dominant basis of competitive advantage and exports. Factor driven economies are highly sensitive to world economic cycles, commodity prices, and exchange rate fluctuations. The basic requirements of such economies are institutions, infrastructure, macroeconomic environment, health, and primary education.

Countries in the second stage of development moved into an "efficiency-driven" stage in which they must begin to develop more efficient production processes and increase product quality because wages have risen and they cannot increase prices. Substantial investment in efficient infrastructure, business-friendly government administration, strong investment incentives, improved skills, and greater access to investment capital make possible significant improvements in productivity. Efficiency is enhanced by higher education and better training, improved market efficiency, labor market efficiency, development of the financial market, technological

readiness, and market size.

Herewith two cases illustrating the first stage and move to the second stage.

Tirupur cluster in the middle of the cotton belt of Tamil Nadu, in southern India (Albu, 1998; Cawthorne, 1995) was based at stage 1 on the local production of cotton.

The local ethnic population, the Gounders are known for their progressive approach to agriculture, their affinity with improved technology, changing crop patterns according to market demand and taking pride in toiling in the field along with hired labor with whom they maintain family relations. Chari (2000) has stressed the importance of the Gounder community network as a source of finance and access to it in the industrial development of Tirupur.

At the second stage of development, the industrialization process started. Almost 80% of Tirupur textile exporters come from this traditionally agricultural community. Community connections are helpful, especially in cases of new venture and capital/financing requirements. If someone accepts an order on which he cannot deliver, he passes it on to a fellow community member. Trust and hard work have helped the first-generation entrepreneurs in this agricultural community build companies worth several hundred crores. According to the Tirupur Exporters Association (TEA) there are 1,500 knitting units, 700 units related to dyeing and bleaching, 500 units involved in fabric printing, 300 units involved in compacting and calendering, 2500 units assembling the finished products (the exporters), around 250 units linked to embroidery activities, and 500 units dealing in other accessories (TEA, 2011).

Kotli Loharan consists of two large villages of lohars (iron smiths), situated about five miles to the northwest of Sialkot, Pakistan (medpk.com). All types of metal articles for utilitarian and ornamental purposes are made, such as shields and arms, betel-nut cutters, knives, boxes, plates, and inkstands.

At stage 1 of this economy, traditionally, the lohars of these villages had been employed as armorers and shoemsmiths for the army. In 1920, there were about 500 iron-workers in the region (Government of Punjab 1920, p. 125), when British doctors began to have their surgical instruments repaired by the skilled workers in the region. These craftsmen were eventually able to successfully replicate the imported instruments (fpcci.com). The doctors and iron workers were the source of the Sialkot cluster specialized in surgical, dental, and veterinary instruments. Tailoring and barber's scissors, as well as tools for beauty salons are also produced in the region.

At the second stage, Sialkot started exporting surgical instruments, the Government established the Metal Industries Development Centre (MIDC) in 1941 in order to improve standards and to support the local firms. In the same period, was established the Surgical Association of Pakistan. Currently there are 1000-1200 small and

medium-size enterprises in the region, and a labor force of 10-50 employees serves each enterprise in the sector (SIMAP, 2010). This industry employs around half a million workers (SIMAP, 2010-2011).

Countries at the third stage of development move into the "innovation-driven" stage. Wages will have risen by so much that in order to sustain them and the associated standard of living businesses must be able to compete with new and unique products, services, models, and processes. The ability to produce innovative products and services at the frontier of global technology, using the most advanced methods, becomes the dominant source of competitive advantage. An innovation-driven economy is characterized by distinctive producers and a high share of services in the economy. Such an economy, based on the twin pillars of business sophistication and innovation, is quite resilient to external shocks.

The Oxfordshire cluster in U.K. illustrates the innovation driven third stage of development. Dr. Martin Wood worked as an engineer in the Clarendon Laboratory, the Physics Department of Oxford University, specializing in very low temperature physics, requiring strong and stable magnetic fields. His function was to manage the "powerful but ageing" engineering facility and design equipment for research scientists. Martin Wood founded Oxford Instruments (OI) in 1959 with Audrey, his wife. Barrie Marson, hired in 1971, began a deliberate process of diversification, expanding the activities of OI into medical, electronic, and industrial-analytical equipment. Between 1971 and 1982, OI grew from 100 to 1,300 employees, and from a turnover of £500,000 to £100 million.

OI developed nuclear magnetic resonance (NMR) systems. NMR spectroscopy is based on the ability of the nuclei of atoms to behave like microscopic magnets. The applications of NMR grew exponentially, from spectroscopy, used mostly in biochemistry, to magnetic resonance imaging (MRI), a diagnostic imaging modality that provides valuable clinical information about the human body.

In 1985, the Oxford Trust, established by Martin Wood and his wife Audrey (sbs and scienceoxford websites), assumed responsibility for encouraging the development science and technology applications (Wood, 2001). They engaged with other firms in the high-tech cluster, with business and public-sector organizations, speaking for and acting on behalf of the high-tech sector, both locally and nationally.

Incubator model

The US National Business Incubation Association (NBIA) defines a business incubator as "a dynamic process of business enterprise development, providing under one roof shared office services, access to equipment, flexible

leases and expandable space” (NBIA website). The main task of the business incubator is to create a positive context by providing management and consulting services, as well as relevant material and financial resources.

Two main organizations initiated the establishment of incubators in developing countries (Bijaoui, 2008), the United Nations Industrial Development Organization (UNIDO) and the EU. UNIDO adopted the concept of the incubator in order to “create a favourable environment for entrepreneurship and the expansion of SMEs” (UNIDO, 2002).

As part of a research project conducted for UNIDO, Djik (1997; 1999) interviewed entrepreneurs from Burinabe, Burkina Faso, and found that most of them were reluctant to work in groups. When asked whether they would like to participate in joint projects, 50% answered that they refused to cooperate with other entrepreneurs.

Since 2002, the EU has supported the creation of incubators within the framework of the South African GODISA program (www.godisa.net), which aims to support economic growth and creation of long-term employment opportunities by enhancing technological innovation and by improving the productivity and international competitiveness of SMEs. The GODISA program comprises the Pilot Innovation Support Centre, a Pilot Technology Demonstration Centre, and six technology-based incubators, two of which focus on a local specialization, cut flower and nutraceutical industry.

The GODISA case study has shown that incubators that operate in conducive environments tend to be more successful than those that are not situated in such settings. Highly conducive environments for business incubation are those characterized by access to knowledge and financial support, but also by networking (“stickiness” process) (Buys and Mbewana, 2007).

Open incubator model toward clustering process

The regular incubator supports entrepreneurs who seek to move to a shared site and are ready to do it. In an open incubator, the entrepreneurs remain where they prefer to be and are selected based on their business potential, their interest in cooperating with others, and their capacity to contribute to viral economic development (Bijaoui and Regev, 2015).

The open incubator establishes support infrastructure in cooperation with the entrepreneurs who are its main beneficiaries.

The objective is to generate growth based on co-operation-competition between related and supporting firms, members of the open incubator. They are encouraged to organize partnerships that can propose specific activities based on the common interest such as joint exports, development, production, or purchasing.

The open incubator is more than a consultant and less

than a group of shareholders. Its role is to create the conditions for a deeper and broader efficient cooperation and positive-competition. It can be initiated by a public or private organization whose objective is to support and improve the bottom-up process toward a cluster.

The open incubator model helps improve the decentralization and clustering processes by selecting SMEs that are able to generate development. Based on local factors and demand conditions, regional authorities cooperate with the private sector and support service providers such as universities, training centers. Investment and export companies also participate in the development of a given sector.

METHODOLOGY

Economic development generated by a clustering process requires the cooperation of different ministries, each one in charge of a different part of the puzzle: finance, agriculture, labor, trade, industry, education, natural resources, infrastructure, and many others. We had the opportunity to conduct two focus groups in parallel in South Sudan with representatives of these ministries. The first one, focused on economic strategy, included 14 participants; a second one, focused on public administration and decentralization, included 18 participants. We transferred knowledge about economic development and the clustering process to the first group, and about human capital, innovation, SWOT analysis and decentralization process to the second one.

The first group had to determine which clusters could generate the first and second stage of development in South Sudan as illustrated by Tirupur and Skialot cases.

The second group proposed, at the micro-economic level of regions, specific specializations for open incubators, which could generate local economic development supporting the regional decentralization process.

In the economic strategy program the following organizations and ministries were represented:

Juba University (2)
Investment Corporation
National Audit Chamber
Anti-corruption Commission
Urban Water Corporation,
Employees justice national chamber
Ministry of Cabinet Affairs
Ministry of Finance (2)
Ministry of Health
Ministry of Foreign Affairs
Ministry of Education
Ministry of Labor

At the end of the discussion the participants completed a questionnaire describing their views about the factor and demand conditions of the Porter's diamond in their country, and evaluated their relative importance on a scale from 1(not relevant), 2, 3 (low relevancy), 4, 5 (highly relevant). They proposed potential clusters that could generate common economic interest for most of the population.

In the public administration and regional decentralization program the participants were from the following organizations and ministries:

Juba University (2)

The Investment Corporation
 State Food Security (3)
 Independent institution in charge of transparency
 Two NGOs
 Ministry of Culture and Youth
 Ministry of Finance (2)
 Ministry of Justice
 Ministry of Transport
 Ministry of Labor
 Ministry of Telecommunication
 Ministry of Education
 Ministry of Cabinet Affairs

At the end of the discussion they completed a questionnaire proposing domain of specializations for potential open incubators that could serve as the starting point of regional decentralization on a similar scale as the first group.

RESULTS

Porter's Diamond in South Sudan

Factor conditions

Local natural resources are identified as the best asset for development (64.3 percent, highly relevant), better than low-cost labor (50% highly relevant). The inadequate infrastructure (71.5 percent, low relevancy) has a negative effect on development because of a limited network of roads, no trains and no outlet to sea. Consequently, trade is mainly with the neighboring countries (Uganda, Kenya, Congo, and Ethiopia), and not between regions.

Demand conditions

Fresh products (71.4 percent, highly relevant) , and energy products (57.2 percent, highly relevant) are the main components of demand. Processed products, telecommunication, and medical services are not available for most of the population due to poor infrastructure. Most of the processed products are imported from neighboring countries form a smaller part of demand.

Structure and rivalry

Structure

Literacy is the main problem of the country (69.2 percent, highly relevant), before food insecurity and mortality (61.5 percent, highly relevant). Without education, economic and social development cannot occur.

Rivalry

Governmental involvement is the main obstacle to competition (57.2 percent, highly relevant) because the

international support enters to the country through governmental institutions. The large number of SMEs, especially in the informal economy, competing with each other (64.2 per cent, highly relevant), insure competitive prices of fruits, vegetables and meat. Cattle are one of the most important resources of South Sudan. Supporting and related industries.

The economic map of South Sudan shows specific specializations in the different regions. From among these options, participants had to select the ones that could unify the country around common economic interests and serve as a basis for the development of clusters. As can be seen in Exhibit 1, forestry, coffee, and tea are common to the south-east and south-west, vegetable oil throughout the entire regions, rice in the west, center, and the north-east, maize in the north, and gum Arabic in the upper Nile region, close to the Sudan border, the leading world producer.

Exhibit 1: Regional topography of South Sudan and its agriculture

Herewith the three potential clusters with the capacity to generate the first and second stage of development (Figure 1).

Forestry cluster

About 81% of Sub-Saharan African (SSA) households rely on wood-based biomass energy (fuelwood and charcoal) for cooking. Electricity is not regarded a suitable alternative, given equipment and use costs (IEA, 2010).

Currently, the total consumption of wood in Africa is about 700 million cubic meters (m³) per year—with approximately 75 million m³ consumed for industrial wood products and the remaining 625 million m³ consumed for fuel wood including charcoal (FAO, 2011). Western and Eastern Equatorial states in South Sudan are the potential base for the forest cluster involved in wood products, wood fuel, and charcoal (Exhibit 2). The wood-based biomass energy sector employs a significant workforce, providing regular income to thousands of people all around the country who work as small-scale producers or collectors, traders, transporters, and retailers.

Sustaining community-based forest management, including agroforestry systems, is a requisite for developing a forest cluster.

Exhibit 2: States and agricultural specialization in South Sudan

Other related industries have been identified such as



Region	Suitable Crops		
Greenbelt	<ul style="list-style-type: none"> ▪ Maize ▪ Fruits ▪ Vegetables ▪ Irish Potatoes 	<ul style="list-style-type: none"> ▪ Oil palm ▪ Tea ▪ Coffee 	<ul style="list-style-type: none"> ▪ Tropical Forestry ▪ Horticulture ▪ Gum Arabic
Ironstone Plateau	<ul style="list-style-type: none"> ▪ Sorghum ▪ Groundnuts ▪ Sesame 	<ul style="list-style-type: none"> ▪ Sunflower ▪ Livestock 	<ul style="list-style-type: none"> ▪ Oilseeds ▪ Gum Arabic
Nile Sobat	<ul style="list-style-type: none"> ▪ Sugar Cane ▪ Rice 	<ul style="list-style-type: none"> ▪ Oilseeds ▪ Gum Arabic 	<ul style="list-style-type: none"> ▪ Sorghum
Flood Plains	<ul style="list-style-type: none"> ▪ Rice ▪ Sugar Cane 	<ul style="list-style-type: none"> ▪ Sesame ▪ Gum Arabic 	<ul style="list-style-type: none"> ▪ Groundnuts ▪ Oilseeds
Hills and Mountains	<ul style="list-style-type: none"> ▪ Wheat ▪ Fruits ▪ Forestry 	<ul style="list-style-type: none"> ▪ Tea ▪ Coffee 	<ul style="list-style-type: none"> ▪ Horticulture ▪ Gum Arabic
Arid Zone	<ul style="list-style-type: none"> ▪ Gum Arabic 	<ul style="list-style-type: none"> ▪ Livestock 	<ul style="list-style-type: none"> ▪ Sugar Cane

Figure 1. Regional topography of South Sudan and its agriculture.

Source: Ministry of Agriculture, Forestry, Cooperatives, and Rural Development.

wood for construction (doors, windows), honey, wild forest coffee and medicinal plants (Figure 2).

Nespresso spokesman was quoted saying coffee plantations will be developed near the town of Yei in Central Equatoria, on the Boma plateau in Jonglei and in the Imatong Mountains in Eastern Equatoria state. "The goal is for the first South Sudan capsules to hit the market in 2015," he reportedly (nestle-nespresso website).

Vegetable oil cluster

The vegetable oil cluster is based on palm in Western Equatoria state and sesame oil in Western and Northern Bahr El Gazal, Warrap and Upper Nile states.

RBD palm oil (unfractionated palm oil) is used for producing margarine, shortening, vegetable ghee, frying fats and ice cream (Ofosu-Budu and Sarpong, 2013). In

the production of ice cream, milk fats are replaced by a combination of palm oil and PKO. A blend of palm oil, PKO (Palm Kernel Oil) and other fats also replaces milk fat for the production of non-dairy creamers or whiteners.

Palm oil is the largest natural source of essential vitamin E, and is high in vitamin K and dietary magnesium. Palm oil and PKO are also ingredients for the production of specialty fats, which include cocoa butter equivalents (CBE) and cocoa butter substitutes (CBS) and general purpose coating fats. CBE and CBS have physical properties that are similar to cocoa butter and are widely used for production of chocolate confectionery.

Non-food uses of palm oil and PKO are for the soap, detergent and cosmetic industries. They are also used in the chemical industry for plasticizers and coatings. A recent trend is the usage of by-products, as well as CPO, as energy sources for electricity plants and increasingly as biofuel and biodiesel.

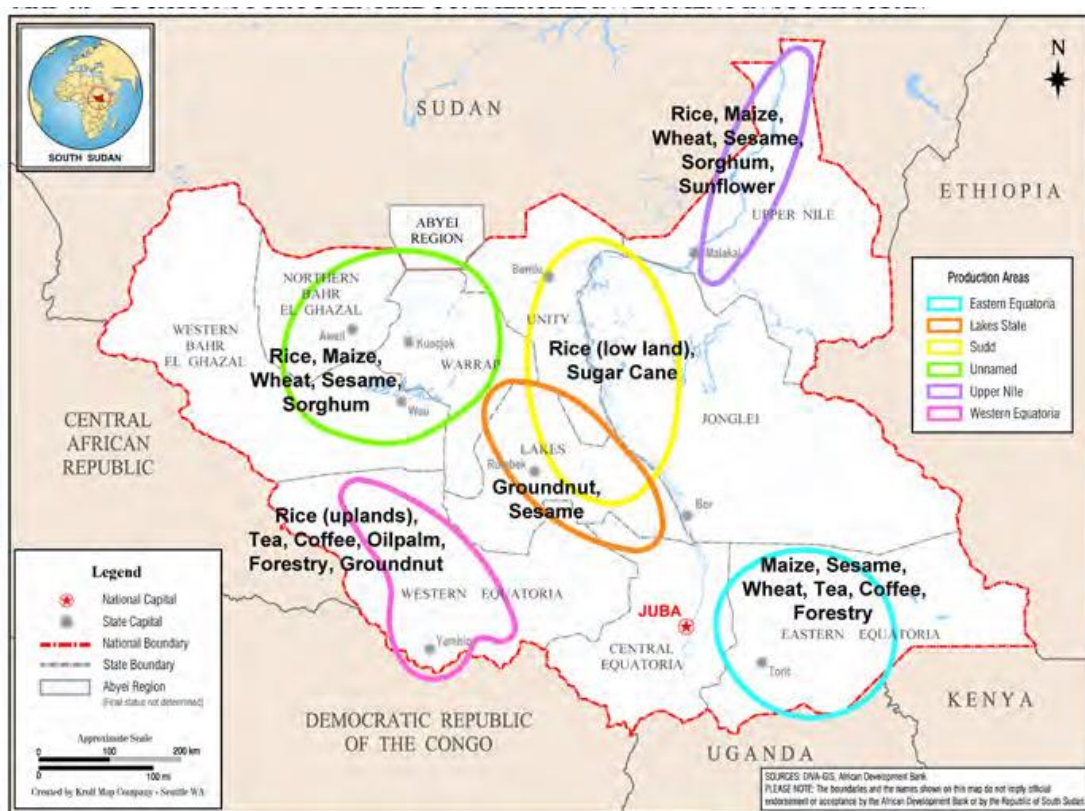


Figure 2. States and agricultural specialisation in South Sudan

Sesame seed has higher oil content (around 50%) than most of the known oilseeds although its production is far less than the major oilseeds. It is one of the most stable edible oil despite its high degree of unsaturation. The presence of lignan type of natural antioxidants accounts for both the superior stability of sesame oil and the beneficial physiological effects of sesame.

Antioxidants are well recognized to play an important role in the defense against oxidative stress, which may cause damage to membrane, nucleic acid, and protein resulting in circulatory ailments, senility, mutation, and cancer (Halliwell et al., 1995) sesame could act as a stimulus to the liver function, particularly in the endoplasmic reticula (Akimoto et al., 1993)

Gum arabic cluster

Gum arabic is a natural gum produced by acacia trees mainly in the arid zone of Western Equatoria state.

Gum arabic is an important ingredient in soft drink syrups, "hard" gummy candies such as gumdrops, marshmallows, M&M chocolate candies, and edible glitter, a highly popular, modern cake-decorating staple (minerals-water.co.uk website).

Artists use it as a traditional binder in watercolor paint, in photography (for gum printing), and as a binder in pyrotechnic compositions. Its use in intestinal dialysis has also been investigated.

Pharmaceuticals and cosmetics also use the gum as a binder, emulsifying agent, and a suspending and viscosity-increasing agent. It is used topically for the healing of wounds, and has been shown to inhibit the growth of periodontic bacteria and the early deposition of plaque.

Gum arabic is an important ingredient in shoe polish and can be used in making incense cones at home. It is also used as a lickable adhesive, for example on postage stamps and cigarette papers. Printers employ it to stop oxidation of aluminum printing plates in the interval between processing of the plate and its use on a printing press.

Gum arabic is also used as a binder for watercolor painting because it dissolves easily in water. Color pigments are suspended within the gum arabic in varying amounts, producing watercolor paint.

Gum arabic protects and etch images in lithographic processes. Ink tends to fill the white space on photo-sensitive aluminum plates if a layer of gum is not applied. In lithography, the gum is used to etch the most subtle

gray tones.

Regional decentralization

Participants at the workshop belong to the administration at various ministries and are in charge of implementing the economic policy determined by the directors who participated in the economic policy program. We asked participants to indicate with which open incubators they propose to start regional decentralization.

Regional open incubators are proposed in vegetables, crops (61.1 percent, highly relevant), cattle and food processing (44.4 percent highly relevant) to provide for the basic needs of the population.

Conclusion

The objective of this research was to propose a process of economic development able to overcome conflicts between populations in the different states of South Sudan and create common economic interests.

The participants agreed upon economic strategy based on three main potential clusters (forest-related products, gum arabic and its applications, and palm, sesame oil applications) could move South Sudan from stage 1 to stage 2 of development. These clusters cover all the states, create common interests between populations, and generate long-term competitive advantages.

Open incubators specialized in vegetables, crops, cattle, and further food processing will insure the basic needs in the different states and strengthen the decentralization process generated by the three clusters. The clustering process could start by open incubators. The open incubators solve the problem of current life and insure the subsistence of the population. The three clusters prepare the second phase of development, the industrialization process based on the competitive advantage generated by the efficient use of local resources. We involved the whole populations of the different states, in solving conflicts by higher economic added value for subsistence and a better future.

Conflict of Interests

The authors have not declared any conflict of interests.

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Full Length Research Paper

The role of leadership and organizational citizenship behaviour in efficient management

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Currently, leadership and organizational citizenship behaviours are the most significant actors in management of organizations. Leadership ensures management of human factor within organizations while orientation and control of human factor is provided by organizational citizenship behaviour. Managers' leadership characteristics have a direct and highly important impact on primarily employees and organizational citizenship sensed as well as organizational culture, climate and success. Managers' personal and professional characteristics and their communication and management styles are essential determinants for formation and shaping of organizational citizenship. Organizational citizenship behaviours are the most significant factors for high performance working, increasing efficiency, showing extra effort beyond the expectations, forming the culture of "big family" among employees, establishing efficient management dedicated to organizational vision, mission, core values and goals. Starting from these considerations, the main purpose of this essay is to define the role of leadership and organizational citizenship behaviours in establishment and maintaining of efficient management and also to make inferences and suggestions in order to enable organizations to gain sustainable achievements. With reference to the purpose of the research, documentary model was used as the research design.

Key words: Efficient management, leadership, organizational citizenship.

INTRODUCTION

The competition conditions experienced currently have rendered efficient management much more important in any field. Leadership and organizational citizenship behaviours play a critical role in establishment of efficient management. The rapid developments experienced in the internal and external environments of organizations require practising more efficient and effective leadership styles in organizations with the aim of achieving organizational success (Burns, 1978: 3; Bass, 2008: 7; Yukl, 2008: 93; Drucker, 1988: 45; Kotter, 2001: 85).

Organizational citizenship behaviour is the leading topic considered important and researched in relation to ensuring high performance working, increasing efficiency, showing extra effort beyond the expectations, forming the culture of "big family" among employees, establishing efficient management dedicated to organizational vision, mission, core values and goals (Bateman and Organ, 1983; Podsakoff et al., 1990; Graham, 1991; DiPaola and Tschannen-Moran, 2001; DiPaola and Hoy, 2005; Bogler and Somech, 2005).

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Based on these determinations, the main purpose of the article is to indicate the role of leadership and organizational citizenship behaviors in provision and maintenance of effective management and also to make some inferences and suggestions which enable organizations to gain sustainable successes.

METHODOLOGY

Research design/strategy

This research is of qualitative and survey model while in terms of data collection techniques, it is a documentary survey and descriptive research. Descriptive researches try to search, define and explain incidents, facts and relations as they are (Karasar, 2007:77). Qualitative researches are fundamentally based on an "interpretive" perspective since they deal with how the incidents, facts and relations emerge, they are understood and interpreted. In qualitative research, researcher uses the flexible data collecting, examining, analyzing and interpreting methods suitable for the research context (Bakioğlu and Kurnaz, 2011:54). Survey models are the research methods aiming to describe a past or existing fact as it is (Karasar, 2007:77). In survey model, researcher tries to describe an existing situation or fact carefully and make important analyses in this respect. Document survey model encompasses finding, examining, analysing and interpreting the resources for a certain purpose. In document survey models, the data is obtained from the existing records, documents and research results (Karasar, 2007:183). The researches in the document survey model are divided into two groups as general survey and content analysis (Karasar, 2007:184). In this study, the general survey model known as literature survey was used and descriptive analyses were made. The basic condition of a successful document survey is the capability to make the necessary arrangements to find the related documents, examine them and have a synthesis (Karasar, 2007:189). Detailed literature survey was made, hence primary data and resources were obtained in this research. The necessary examinations, analyses and discussions were made on the collected data and the part of results was written and the practical suggestions were put forward.

THEORETICAL FRAMEWORK

Management

According to different perspectives, management has been defined and described variously. Generally, management is defined as getting the works performed by persons (Hodgetts, 1997: 317). In a broader sense, management is a process during which sources are organized to reach the predefined goals and results are assessed to determine future activities (Hodgetts, 1997: 317). Maxwell (2012: 36) defines management as prompting and governing the persons managed with the aim of ensuring their happiness. Owen et al. (2011: 66) defines it as a way to introduce order and audit to hierarchal organizations. According to Robbins; Judge (2012: 376), management is the art of coping with chaos. From a different perspective, Drucker (2012: 43) defines management as the most important innovation of the twenty first century that has a direct impact on the educated persons and the young who attend higher-education schools and universities to be "intellectual workers" of tomorrow as well as future managers in managed organizations. Drucker's perspective describes the role played by management in drawing the road map and course of a country beyond that of individual, society, organization and companies.

Eren's definition of management (2013: 3) covers the processes and variables involved in the concept of management. According to Eren (2013: 4), management is combination of the processes of taking and implementing the decisions on harmonic, efficient and effective use of financial sources, equipment, assets, raw materials, auxiliary materials and time. Robbins; Decenzo; Coulter (2013: 6) defines management as the process of getting some works done with and by others efficiently and productively. In this definition, productivity means carrying out a work properly and obtaining maximum productivity with maximum sources while efficiency refers to completion of actions and performance of proper works in order to achieve the organizational goals (Robbins et al., 2013: 6).

Leadership

Many authors having studied leadership have made various definitions based on their study fields and focuses (Burns, 1978: 1; Yukl, 2008: 20; Lunenburg and Ornstein, 2013: 100). In this respect, Stodgil found out after long-term studies that leadership has as many definitions as the number of persons who attempted to define it (Yukl, 2008: 20). Even if there are some conceptual conflicts, leadership is defined by most specialists as the process during which an individual affects other group members with the purpose of achieving the defined success or organizational goals (Lunenburg and Ornstein, 2013: 100). Following their researches, Burns and Bass put forward that it would be more appropriate to consider the concept of leadership under two basic titles including transformational and transactional leadership (Yukl, 1989: 269; Avolio, Bass and Jung, 1999: 441; Bass, 1997: 130).

Structure and definition of transformational and transactional leadership styles

Burns and Bass consider the concept of leadership under two main titles, transactional and transformational leadership. Based on more traditional styles, transactional leadership acts under the principle of awarding and involves mutual exchange between leader and followers (Yukl, 1989: 271; Bass et al., 2003: 208). In transformational leadership, leader establishes a link between himself/herself and followers/employees, affects them, becomes a role-model for them, encourages them to work willingly beyond their performance, acts under team spirit, pays effort to realize the organizational goals in unity, follows constantly innovations, changes and developments, keeps the organization full and alive under fierce competition and enables the organization to get closer to success (Yukl, 1989: 272; Bass, 1997: 131; MacKenzie et al., 2001: 116; Avolio et al., 1999: 460).

Sub-dimensions of transformational and transactional leadership

The sub-dimensions of transformational leadership are generally considered under the following titles: 1) *Idealized influence-charisma*: Leader is a person admired, trusted and respected. 2) *Inspirational motivation*: Leader motivates and encourages the followers in line with the organizational goals and objectives. 3) *Intellectual stimulation*: Leader encourages his/her followers to have a new/different perspective towards experienced incidents, situations and problems. 4) *Individualised consideration*: Leader takes care of his/her employees' personal differences and needs, pays required importance to them and detects their different possibilities and capabilities and sets for them the objectives that they can achieve (Bass, 1997: 133; Bass and Steidlmeier, 1999: 187; Bass, Avolio et al., 2003: 208). The sub-dimensions of transactional leadership can be addressed under the following

titles: 1) *Conditional award*: Leader informs the followers clearly about the expectations of organization and about the fact that they will be awarded if they satisfy these expectations. 2) *Management by exceptions*: It is divided into two categories as active and passive: a) *Active management by exceptions*: Leader observes his/her employees and their performance. In the event of a divergence from standards and rules, leader intervenes in and remedies the mistake. b) *Passive management by exceptions*: Leader does not intervene in the system until the problems become serious. When the disruptions experienced become serious, it attracts everyone's attention and hence leader takes an action and intervenes in the situation. 3) *Leadership recognising full freedom*: Leader does not take action and he is indecisive and reluctant. He/she avoids undertaking responsibility, leaves his/her employees and system alone and he is absent within the system and management when he is needed (MacKenzie et al., 2001: 116; Bass, 1997: 133; Bass et al., 2003: 208).

Organizational citizenship behaviour

Making use of Katz's (1964) definition of extra role behaviour, Organ et al. described, for the first time, the concept of "organizational citizenship behaviour" (Bateman and Organ, 1983: 588; Graham, 1991: 249) which has a critical role in the organizational success and development and which is expressed as the behaviours involving extra effort on a volunteer basis beyond the defined role-task expectations (Bateman and Organ, 1983: 589). The theory and dimensions of this concept were put forward by Organ (1989). Later, this behaviour was defined as pro-social behaviour, good soldier syndrome, organizational volunteerism and extra role-task behaviour (Graham, 1991: 250; Podsakoff et al., 2000: 513-515; Motowidlo, 2000: 117).

Structure and definition of organizational citizenship behaviour

Organizational citizenship behaviour is defined as discretionary extra-role behaviour which is not directly involved or defined in the formal reward system, and which in the aggregate promotes the effective functioning of the organization (Bateman and Organ, 1983: 588). Unlike formal organizational behaviours, organizational citizenship behaviour is on volunteer basis (Organ and Konovsky, 1988: 157), goes beyond the routine work behaviours (Podsakoff, MacKenzie, Moorman and Fetter, 1990: 115), isn't based on explicit orders and instructions (Graham, 1991: 253), contributes to organizational success in short, medium and long term (Williams and Anderson, 1991: 602). Those non-formal behaviours that go beyond formal and written work and task behaviours are generally called as organizational citizenship behaviour (Farh, Podsakoff and Organ, 1990: 706; Moorman, 1991: 846; Moorman, Neihoff and Organ, 1993: 210).

Starting from the definitions of organizational citizenship behaviour and their scope, such behaviours involve the following three basic aspects (Bateman and Organ, 1983: 588; Podsakoff and MacKenzie, 1997: 135; Wagner and Rush, 2000: 380): 1) Being discretionary and volunteer, 2) Involving extra behaviour not included in terms of reference, 3) Contributing to organizational effectiveness and success. Examining the structure of organizational citizenship behaviours, it is seen that such behaviours can be assessed under the following two groups (Organ and Konovsky, 1988: 157; Farh et al., 1990: 706; Moorman, 1991: 846; Organ and Ryan, 1995: 777): 1) Behaviours for providing active participation and contribution to the organization and 2) Behaviours avoiding any behaviours that may damage the organization and prevent them within organization. General characteristics of the first-type behaviours are individuals' active contribution to the organization and efficient participation in the

organizational structure and their contribution to the organization by working and sacrifice. As general characteristics, the second-type behaviours contribute to the organization by avoiding and preventing the behaviours that may damage the organization. Although there are some basic differences between these two types of behaviours, the underlying aspect for both of them is to grow the organizational success and efficiency (Podsakoff et al., 1996: 263; Motowidlo, 2000: 116).

Sub-dimensions of organizational citizenship behaviour

Regarding sub-dimensions of the concept of organizational citizenship behaviour, Organ's definition including five dimensions (1988) are taken as basis and various inferences are made accordingly (Podsakoff et al., 2000: 516; DiPaola and Tschannen-Moran, 2001: 431; DiPaola and Hoy, 2005: 36). Nonetheless, it can not be stated that there is complete compromise in this respect. Starting from Bernard (1938), Katz (1964), Katz and Kahn's (1960) studies and by synthesizing them with Bateman and Organ's (1983) studies which use the concept of organizational citizenship behaviour under its current concept, Organ (1986) considered the sub-dimensions of organizational citizenship behaviour under the following five titles (Podsakoff et al., 1990: 115-116; Podsakoff et al., 1996: 279-280; Podsakoff et al., 2000: 516-517; DiPaola and Tschannen-Moran, 2001: 431-432): 1) *Altruism*: It implies that an individual helps voluntarily and willingly his/her colleagues and those newly starting working and plays an active role in solution of work-related problems within the organization and assists other persons gratuitously. 2) *Courtesy*: It refers to preventing potential problems by informing, reminding and transferring useful information and to fulfilling the tasks more effectively by efficient use of time and possibilities. 3) *Conscientiousness*: It implies that an individual fulfils his/her tasks voluntarily beyond the minimum expected role behaviours. Arriving the work place on time, using the working time efficiently and respecting the rules defined in the working place voluntarily can be considered under this title. 4) *Sportsmanship*: It refers to performing the tasks willingly without complaining in the event of problems and disruptions experienced in the organization. Sportsmanship denotes not complaining when disturbed by others or when the conditions are not as desired and it also denotes not refusing colleagues' wishes. 5) *Civic virtue*: It means active and volunteer participation in the organizational activities and life by keeping the organizational interest at the highest level.

Role of leadership and organizational behaviour in establishment of efficient management

Together with organizational citizenship, transformational and transactional leadership have significant effects on the corporate success and other corporate factors. Also, compared to transactional leadership, transformational leadership provides more contribution to achievement of the organizational success and goals and affects organizational citizenship more positively in almost all studies (Yukl, 1989: 272; Bass, 1997: 130; MacKenzie et al., 2001: 118; Geijssels et al., 2003: 230). Transactional leaders do not intervene in previous functioning system of the organization (Bass, 1997: 134); they motivate their employees by awarding them, promise position, status and money for their success (Howell and Avolio, 1993: 891); they also do not pay attention to employees' personal traits, entrepreneur and innovative characteristics (Deluga, 1990: 192) and hence the activities are performed in this way under the framework of the basic mission and vision of the organization (MacKenzie et al., 2001: 118; Bass et al., 2003: 208). This leadership style is beneficial for managing the organization under the framework of the organizational mission, vision and core values

and guiding and governing the system (Bass, 1997: 134). However, this leadership is not sufficient in terms of re-organizing the organization and structure for innovation, entrepreneurship, reform and needs, all of which have become a must in current competitive environment, and also in terms of acting together with the employees and producing the outputs beyond expectation under team spirit (Yukl, 1989: 271; MacKenzie et al., 2001: 118). Transformational leaders establish a strong link between themselves and their employees (Bass, 1997: 130); they guide their employees in line with the organizational interests (Deluga, 1990: 193); they affect them in a way that they go away from their personal interests and work more and sacrifice for the sake of organizational success (Leithwood, 1992: 9); they become a guide for them by being a role-model in this respect and ensure their commitment for the organization (Koh et al., 1995: 320); they analyse and know their employees' beliefs, values and needs well and hence motivate them and encourage them to show a performance beyond expectations by considering their personal differences (Leithwood et al., 1996: 203); they assign them with the tasks which are suitable for their possibilities and capabilities and allow them to experience the sense of success and gain more self-confidence (Hipp, 1997: 4). Transformational leaders are also engaged in personal and corporate development (Bogler, 2001: 663); they go after innovation by ever-lasting energy and desire and they are entrepreneur and innovative (Bess and Goldman, 2001: 434); they have a different perspective towards events and problems and hence they derive different inference and produce flexible solutions (Barnett et al., 1999: 42); they fulfil the changes required in the organizational mission, vision, core values and strategic planning in accordance with the necessities of the time and competitive environment (Geijsel et al., 2003: 230). This leadership style is closer to success (Yukl, 1989: 272) in the present conditions in which change is experienced stunningly (Howell and Avolio, 1993: 891), science and technology develops and spreads rapidly (Leithwood and Jantazi, 2007: 204), competition is highly fierce, organizations produce rapid and flexible solutions (Howell and Avolio, 1993: 892), management is restructured according to personal traits, works turn out to be successful under team spirit (MacKenzie et al., 2001: 118) in order that organizations become successful domestically and globally and survive by overcoming problems and adapt to changing conditions rapidly.

Organizational citizenship behaviours have a quite critical role, serious significance and extensive benefit for efficiency and success of organizations (Bateman and Organ, 1983: 587). Such behaviours contribute considerably to organizational success and achievement of organizational goals (Podsakoff et al., 1990: 109; Farh et al., 1990: 707) by protecting the organization against destructive and undesired actions (Organ and Konovsky, 1988: 157), improving employees' capabilities and skills, forming an efficient and productive working atmosphere (Podsakoff, MacKenzie, Moorman and Fetter, 1990: 109; Farh, Podsakoff and Organ, 1990: 707). The fact that organization, while fulfilling its objectives, enables individuals to reach their goals and those individuals, while realizing their aims, enable organization to reach its goals are the fundamental needs of organizational life. From this perspective, organizational citizenship behaviour plays a balancing role for achievement of personal and organizational goals (Organ and Ryan, 1995: 776; Podsakoff, MacKenzie and Bommer, 1996: 278). According to the research outputs, organizational citizenship behaviour supports the organizational structure at the following three points within the organization for establishing efficient and productive working environment (Motowidlo, 2000: 116; Borman, 2004: 239; Purnova et al., 2006: 4): 1) It grows solidarity and cooperation among employees, 2) It improves employees' responsibility against their organization and colleagues, 3) It enables employees to develop positive attitude towards their organization and colleagues.

DISCUSSION

The fact that leadership is a very important factor in achieving success in the management and in having institutions achieved their objectives is a result that occurs in almost all researches (Burns, 1978; Drucker, 1988; Bass, 1997; Avolio et al., 1999; Kotter, 2001; MacKenzie et al., 2001; Bass et al., 2003; Bass, 2008; Yukl, 2008). Regardless of the type of sector and the line of business difference, and with reference to research findings, it can be commented that the degree of effectiveness and success of leadership in institutions are the most important determinants of institutional outcomes and success. However, the transformational and transactional leadership have effects on institutional structure and culture of an institution, separately (Tahaoğlu and Gedikoğlu, 2009:293; Şahin, 2005:46). The organizational trust, commitment (Buluç, 2009: 26), organizational citizenship behavior (Oğuz, 2011: 395), job satisfaction (Yılmaz and Ceylan, 2011: 291) exhibited by employees and the positive and healthy organizational structure and climate (Şahin, 2011: 1919; Korkmaz, 2005:412; Cemaloğlu, 2007a:83; Koşar and Çalık, 2011:596), organizational learning and continuous self-improvement features (Arslan and Uslu, 2014:351; Korkmaz, 2008: 91) and the organization's performance and success index (Korkmaz, 2006: 520) are high to the extent that transformational leadership characteristics of managers are high.

However, the major issue here is the lack of studies carried out on how leadership which is really important will be established in institutions and how will leaders who could shape the future of the institution be educated. In fact, the most important point is here. Because when the literature is analyzed, in studies carried out from the first use of the leadership concept until today; the importance of leadership has always been emphasized (Burns, 1978; Bass, 1997, 2008; Yukl, 2008), general suggestions have been given regarding the educating of leaders, however, studies about shaping the factor which is so important for institutions according to institutional structure and about presenting models for different sectors have been insufficient. Yes, the general characteristics of leadership are certain, and there is a system in establishing these characteristics in the general sense, however, it seems impossible that this general leadership structure could be applied to each sector. This is because of the structure differentiated on sectoral basis, of the sector-specific different characteristics that employees have, of the differences in business processes, and of different inputs (the presence constituting the basis of production) and outputs (products). In the following example, this will be understood more clearly; heavy industry sector and education sector are completely different from each other, and also tourism sector and military sector are completely different from each other. Therefore, in the general sense, the implementation of the same leadership practices in these

sectors which are different from each other will not be a healthy method. Moreover, the establishment of leadership in these sectors and the education of leaders will also be different from each other. In this case, there appear two major issues concerning the leadership. The first of these is the development of leadership models unique to different sectors and the second one is the preparation of the necessary infrastructure and environment in the work environments for the education of leaders in sectors which are different from each other. The theoretical and empirical studies to be carried out on these two major issues will fill a crucial gap for the development of leadership which has vital importance for the institutions.

Regarding the organizational citizenship behaviors and the connection of these behaviors with organizational variables, while there is a positive outlook in general, there are also some studies that approach the issue in a critical manner. Şeşen (2008) examines this issue in detail in his study called "A critical analysis of studies on organizational citizenship behaviors: Theological and epistemological concerns". According to Şeşen (2008), the issue of organizational citizenship behaviors attracted the interest of many researchers especially in the last fifteen to twenty years, and many researches have been carried out on the premises and results of this issue. However, when the research results was analyzed according to Şeşen (2008), it is seen that the concept of organizational citizenship behavior was based on some universal consents and that it was not discussed on the basis of theoretical, conceptual or philosophical. Also, when the domestic and foreign sources related to organizational citizenship behaviors was analyzed, it is seen that it is not much possible to agree with the opinion of Şeşen (2008). Because there are many domestic and foreign researches concerning the premises and especially the results of organizational citizenship behaviors, and these researches reveal the positive effects of organizational citizenship behaviors for the institutions on the basis of scientific data (Bateman and Organ, 1983; Podsakoff et al., 1990; Graham, 1991; Podsakoff et al., 2000; Motowidlo, 2000; DiPaola and Tschannen-Moran, 2001; DiPaola and Hoy, 2005; Bogler and Somech, 2005; Özdevecioğlu, 2003; Sezgin, 2005; Polat and Celep, 2008; Buluç, 2008; Oğuz, 2011). Thus, it is possible to observe that the critical importance and value revealed by organizational citizenship behaviors for the institutions are based on scientific data rather than some universal consents, as Şeşen (2008) stated.

And also, the relationship of organizational citizenship behaviors with internal variables is significant and positive. According to the research of Oğuz (2011), there is a moderate, positive and significant relationship between the leadership styles of managers and OCB; according to the research of Yılmaz and Çokluk-Bokeoğlu (2008), there is a moderate, positive and significant relationship between OCB and organizational commitment;

according to the research of Polat and Celep' (2008), there is a moderate, positive and significant relationship between the perception of organizational justice and OCB, and there is a moderate, positive and significant relationship between the perception of organizational trust and OCB; according to the research of Polat (2007), there is a moderate, positive and significant relationship between the perception of organizational justice and OCB, and there is a moderate, positive and significant relationship between the perception of organizational trust and OCB.

These results show that the organizational citizenship behaviors exhibited in institutions have positive effects on healthy operation and success of institutions. This situation is especially valid for the educational institutions that have the most important role in a country's development. When considered from this point of view, it appears that the promotion and the enhancement of organizational citizenship behaviors also in educational institutions is important and essential for more efficient education system of our country, improving the quality of education and the establishment of quality and success-oriented school culture (Çetin et al., 2003; Özdevecioğlu, 2003; Sezgin, 2005; Polat and Celep, 2008; Buluç, 2008; Yılmaz and Taşdan, 2009; Titrek et al., 2009; Yılmaz, 2009).

However, with all these, it should not be forgotten that leadership is very important in the establishment of a healthy climate in the institution and institutional success. Because, leaders are the key determinants in the establishment and maintenance of organizational citizenship and positive organizational culture in institutions (Oğuz, 2011). The establishment of organizational citizenship behaviors in institutions is not that easy if there is not an effective leadership in institutions, and in the same way, the maintenance of the established organizational citizenship behaviors seems impossible. When considered from this point of view, effective leadership becomes the locomotive, guide, leader and shaper of organizational citizenship behaviors (Arslantaş and Pekdemir, 2007; Bolat et al., 2009; Aslan, 2009; Oğuz, 2011). The job satisfaction, leader support, organizational justice, organizational trust, organizational commitment, positive organizational culture and positive organizational communication in institutions make significant contributions to the establishment and maintenance of organizational citizenship behaviors (Smith et al., 1983; Organ and Ryan, 1995; Konovsky and Organ, 1996; Netemeyer et al., 1997; MacKenzie et al., 1998). These data show us that all institutions should understand and recognize better the organizational citizenship behaviors and the premises and the results of these behaviors. Also, these data reveal that the critical role of organizational citizenship behaviors in the success of institutions should be noticed and that organizational citizenship behaviors play a key role in achieving institutional objectives. With all these, the main point to

be emphasized about the organizational citizenship behaviors is that efficient and effective leadership styles should be ensured to be established and maintained in institutions.

CONCLUSION

The changes experienced in business and human factor within organizations and the current rapid innovations have rendered the concept of leadership considerably important and increased the need for managers featuring leadership. Organizational citizenship behaviour which denotes high performance working, increasing efficiency, running towards the organizational goals under the unity of healthy, entrepreneur, innovative employees, giving particular importance to personal and corporate development in line with the organizational interests, showing extra effort beyond the expectations, forming the culture of "big family" among employees, establishing efficient management dedicated to organizational vision, mission, core values and goals constitutes the most significant building stone of organizational behaviour and culture structure. Currently, leadership and organizational citizenship behaviour are the most important actors for organizational management. Leadership ensures management of human factor within organizations while orientation and control of human factor is provided by organizational citizenship behaviour.

Managers' leadership characteristics have a direct and highly important impact on primarily employees and organizational citizenship sensed as well as organizational culture, climate and success. Managers' personal and professional characteristics and their communication and management styles are essential determinants for formation and shaping of organizational citizenship. Such characteristics as "having positive personal traits, setting objectives, being innovative and entrepreneur, working efficiently and having working culture, establishing effective communication, paying importance to individuals, motivating, considering team work, solving problems" are required to be featured by a leader in order to allow an organization to be shaped positively and successfully. None can deny the important role that positive or negative characteristics play on employees' psychology and working desire and on how much value they will attach to their profession or not. Managers' leadership characteristics should get all material and mental elements of an organization together like cement and form a coherent integrity between them.

Similarly, such characteristics as "corporate identification, task and responsibility sense, helpfulness, administrative contribution, sacrifice, being understanding and well-adjusted, acting under team spirit, positive communication and interaction, personal and corporate development" addressed under the framework of behaviours are the most significant factors which

determine the current and future position of an organization. Therefore, the fact that these factors are positive will support employees' happiness and success, increase their motivation, contribute to ensure that they love and embrace their job and most importantly grow their corporate commitment and sense of belonging. Definitely, the positive energy employees will obtain from these positive organizational citizenship factors will directly be reflected on their work and contribute to more organizational success.

SUGGESTIONS

Suggestions for Implementers

In organizations, such events as leadership trainings, conferences, seminars, panels and internal trainings that will improve managers' leadership characteristics and contribute to establishment of positive organizational culture and citizenship behaviour should be organized for efficient management and organization. Nevertheless, leadership models unique to different sectors should be developed and the necessary infrastructure and environment should be prepared for the education of leaders in different sectors.

With the aim of forming strong and healthy organizational citizenship behaviours, managers should stand with justice and objectivity for all decisions to be taken regarding employees, show a fair management style in relation to fulfilment of their commitments, promotion, performance assessment and also they should allow all employees to feel they are all equal and important for them and organization on every occasion.

For establishing strong organizational citizenship behaviours in organization, the studies, aiming to create a working environment where all employees' ideas and suggestions are considered, are involved in decision-making process, and a policy open to innovation, development and change should be conducted.

By applying such techniques as SWOT periodically, managers should determine employees' perception level of organizational citizenship within organization and accordingly take the necessary measures. More attention should be focused on social and cultural events that will increase positive organizational culture and citizenship behaviour in working environment.

Suggestions for Researchers

Undergraduate and postgraduate studies can concentrate on formation of leadership skills and organizational citizenship behaviours as well as establishment of efficient management and organization. The related publications in our country and abroad can be followed, contemporary and new models can be developed and hence a

contribution can be made to improvement of management sciences in our country.

The studies analysing such variables as leadership, organizational citizenship behaviour and corporate culture, organizational success levels, managers' and employees' moral and job satisfaction comparatively can be conducted. In the light of contemporary and new developments, leadership models specific to our country can be studied for rendering the organizations in our country more efficient and productive.

Conflict of Interests

The author have not declared any conflict of interests.

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