

**BOOK REVIEW: MANAGERIAL DILEMMAS IN DEVELOPING COUNTRIES.  
EDITED BY MOHAMED ASLAM, MALCOLM, J.M. COOPER, ATHULA  
GNANAPALA, AND THILINI GAMAGE. 2019, CAMBRIDGE SCHOLARS  
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## **Overview**

*The edited collection, *Managerial Dilemmas in Developing Countries*, edited by Mohamed Aslam, Malcolm J.M. Cooper, Athula Gnanapala, and Thilini Gamage, includes 23 chapters covering a wide range of pillars in management, such as organizational development, human resource management, finance/banking/insurance, and marketing/tourism. As editors mentioned in the preface, this book contributes to the readers because the contributors come from different management disciplines and address some inevitable managerial issues and challenges in developing countries. The reviewers used the academic approach employed by Peiris et al. (2021), Gamage (2021), Dewasiri and Iddagoda (2020), Iddagoda and Dewasiri (2021), and Peiris et al. (2020) in reviewing this edited book.*

## **Introduction**

The edited book consists of 4 sections. Part I of this book focuses on managerial dilemmas in organizational development in developing countries. There are four chapters in part one, emphasizing e-learning systems, the total cost of quality, institutional standards, and organizational efficiency in the garment industry. Part II of the book is devoted to human resource management. It consists of seven chapters focusing on the role of HR, employee retention, work-life balance, organizational commitment, perceived job performance, job involvement, and the psychological contract. It is imperative to highlight that the remaining parts of the book have not been clearly identified in the book. However, the reviewers categorized the remain as finance/banking/insurance and marketing/tourism. Six chapters (12, 13, and 16 to 19) are devoted to the finance, banking, and insurance industry, whereas another six are dedicated to marketing and tourism management (14, 15, and 20 to 23 chapters). It is imperative to highlight that all the book chapters are aligned in a formal structure with a more meaningful understanding. However, from the econometricists' viewpoint, methodological issues appearing in some of the chapters dilute its significance slightly, as stated in the evaluation below.

## **Econometric Evaluation**

Chapter one of this edited collection concentrates on the factors affecting the use of e-learning systems by the banking assistants of Hatton National Bank in the Southwestern region. The behavioral intention to use e-learning systems is modeled by using the factors: social influence, perceived support, perceived self-efficacy, and computer anxiety. The researchers have used

primary data collected through a structured questionnaire to analyze the model. The reliability of the constructs has measured using Cronbach's Alpha. As Cronbach's Alpha measures how closely related a set of items as a group, it can be considered as a measure of scale reliability. The following quote indicates how the researchers have interpreted Cronbach's Alpha values in this study.

"Cronbach's Alpha values of constructs that indicate sufficient level of reliability were 0.786 for all the constructs. Thus, the validity coefficient of 0.781 exceeds 0.5, and this indicates a high level of sampling adequacy in the instrument used."

The first sentence of the above quote indicates that Cronbach's Alpha values for all the constructs are equal to 0.786, which is quite rare. The second sentence referred to it as 0.781 meanwhile used the term "validity coefficient." Thus, the sentence confuses the reader. Sometimes it may be a typographical error or have used a different measure to test the validity, which is not mentioned priorly. Or else, they have used the term "validity coefficient" wrongly because Cronbach's Alpha measures the reliability, not the validity.

Moreover, it is not a measure of sample adequacy. Similarly, the way that they have interpreted the regression coefficients is not convincing. For instance, "when perceived support increases by one unit, the behavioral intention is enhanced by 0.389." As these variables are qualitative in nature, it is not good to interpret the magnitude of the effect.

The research study that covers chapter seven also uses a structured questionnaire to collect the data. In this study, the researchers investigate the relationship between employee performance and job content, personal factors, and family factors. However, the researchers have not provided any evidence regarding the validity and the reliability of the data collection instrument, which is essential in this sort of study. Like in the previous research, here also researchers have interpreted the magnitude of the regression coefficients (page 90). Such interpretations do not bring any sense to the reader. This issue can be seen in several other chapters, for instance, chapter eight (page 101) and chapter ten (page 123). In addition to that, in this study, they have used the term "calculated P value is 0.05" repeatedly (pages 90 and 91). Here it is not a calculated p-value, but it is the critical p-value at 95% confidence level.

Chapter nine of this book concentrates on the effect of job satisfaction and job stress on the perceived job performance of insurance agents in Sri Lanka. Once again, a questionnaire has been used to collect the data, but no indication regarding the instrument's validity and reliability. Surprisingly, the researchers have used the Granger Causality Test to examine the dynamic relationship between the variables considered. Also, it has been used as an alternative model to the Multiple Linear Regression. However, both the applications of the Granger Causality Test are not valid here. It can be applied to test the granger causalities of time series variables but not to primary data that is obtained through a questionnaire. Moreover, the researchers hypothesized a univariate relationship with the base model and robust results using a multivariate model. This approach is not acceptable.

The researchers contributed to chapter twenty of the book also uses a questionnaire to collect the data. They have applied the Cronbach's Alpha for all the latent variables at once and calculated an overall alpha value. Some other researchers (chapter twenty-three) who contributed to this book have also applied this approach, but it does not satisfy the intended outcome of the application. Therefore, in order to test the reliability of a questionnaire, Cronbach's alpha values for all the variables should be calculated separately.

Apart from the chapters commented above, there are some other chapters with research studies that have been conducted using primary data collected through questionnaires. All these studies have used questionnaires to develop some constructs by using some latent variables. Therefore, the researchers have to ensure both the internal validity and the construct validity of the instrument. In this regard, the commonly used measure here is Cronbach's Alpha value. The Cronbach's Alpha values that are greater than 0.7 are considered acceptable for internal consistency. However, even such higher values do not indicate that the latent variables are unidimensional; thus, the construct validity is not ensured. Exploratory factor analysis is considered as one method that can be used to test dimensionality. Therefore, it is recommended to use exploratory factor analysis along with Cronbach's Alpha to ensure the construct validity as well.

## **Conclusion**

Four sections of the book immensely add to the perusers by accomplishing each section's destinations. In any case, this book audit proposes a bearing for additional improvement dependent on the perception that the methodological issues ought to be considered when publishing an edited series. All in all, *Managerial Dilemmas in Developing Countries* by Aslam et al. (2019) is a strongly suggested book for the perusers, especially for scholars interested in current management issues in the developing nations.

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