

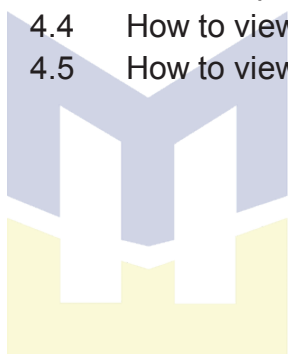


USER GUIDE

For Authors and Reviewers

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Manuscript
EDITORIAL

Enter URL <https://manuscripteditorial.com/njips/login-new.php>

1. Register yourself and create account

South Asian Journal of Management Sciences

The South Asian Journal of Management Sciences (SAJMS) is a free online multidisciplinary journal in the field of management sciences with no publication/review fee. The goal of SAJMS is to publish intuitive, original and impactful research in business. SAJMS welcomes submissions of research manuscripts in any sub-domains of business studies emphasizing on management implication. SUBJECT AREA: Accounting, Banking and Finance, Islamic Banking, Economics, Marketing, Behavioral Economics, Business Strategy, Decision Analysis, Entrepreneurship and Innovation, Decision Making, Operations Management, Organizational Behavior, Stochastic Models and Simulation, Information Systems, Human Resource Management, Supply Chain Management.

[How to submit paper on Manuscript Editorial?](#)

[Author Guidelines](#)

[Editorial Team](#)



Sign In

E-mail

Password

[Forgot password?](#)

☒ Stay signed in

Sign in

By default when you will create account, the role will be assign as an Author

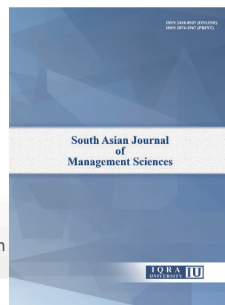
South Asian Journal of Management Sciences

The South Asian Journal of Management Sciences (SAJMS) is a free online multidisciplinary journal in the field of management sciences with no publication/review fee. The goal of SAJMS is to publish intuitive, original and impactful research in business. SAJMS welcomes submissions of research manuscripts in any sub-domains of business studies emphasizing on management implication. SUBJECT AREA: Accounting, Banking and Finance, Islamic Banking, Economics, Marketing, Behavioral Economics, Business Strategy, Decision Analysis, Entrepreneurship and Innovation, Decision Making, Operations Management, Organizational Behavior, Stochastic Models and Simulation, Information Systems, Human Resource Management, Supply Chain Management.

[How to submit paper on Manuscript Editorial?](#)

[Author Guidelines](#)

[Editorial Team](#)



Registration is FREE*

Email address

Password

Confirm password

Select Title

First name

Last name

Select Last Degree

Organization Name

Select Country


☐ I want to be a reviewer for your journal


Register


*Already member click [here](#) to login.


If you want to be a reviewer for your journal, you should tick in below box:

Registration is FREE*


Email address 



Password 

Confirm password 


Select Title 

First name Last name

Select Last Degree  Organization Name

Gender  Select Country 

☐ I want to be a reviewer for your journal

 Register

a. Check your email to activate your account.

South Asian Journal of Management Sciences



Account Activation

Thank you for registering with the South Asian Journal of Management Sciences.

Please click the link below to activate your account.

Activate

2. Enter email and password

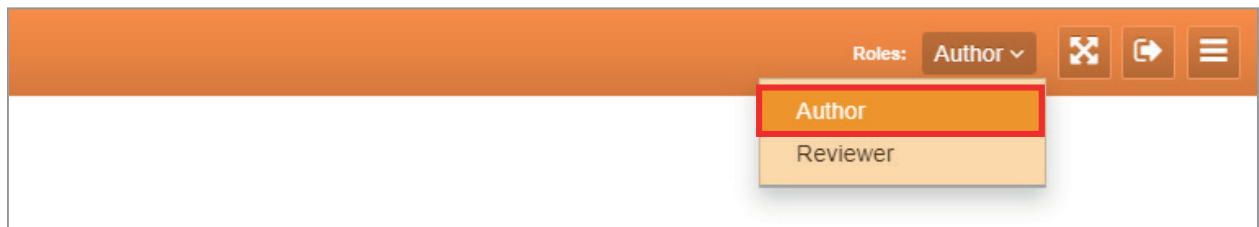
Enter your verified / registered email



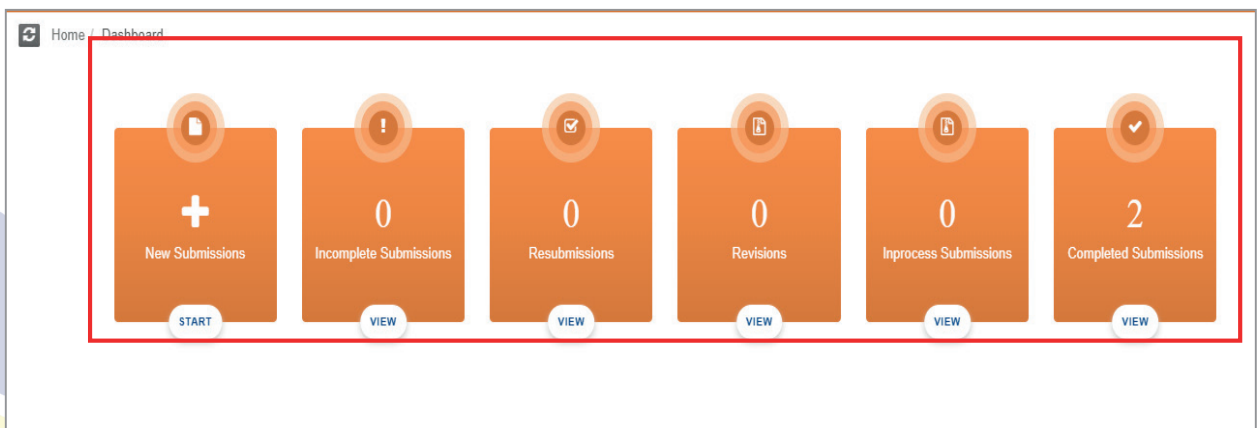
A screenshot of a 'Sign In' form. The form has a title 'Sign In' at the top. Below it are two input fields: 'E-mail' and 'Password'. The 'E-mail' field has a small icon of a person on the right. The 'Password' field has a small icon of a lock on the right. Below the 'Password' field is a link that says 'Forgot password?'. Below that is a checkbox labeled 'Stay signed in' which is checked. At the bottom right of the form is a button labeled 'Sign in' with a circular arrow icon, which is highlighted with a red rectangle.

script
EDITORIAL

3. Author Role



It's single login page. Once you have logged in it takes you to the Dashboard.

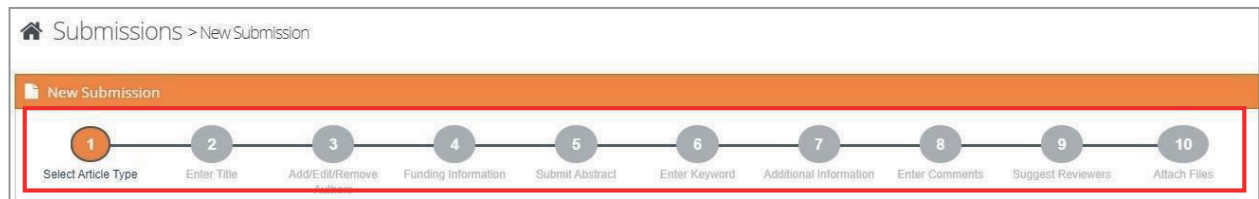


Here are the summarized data of your journal

3.1 How to add new submission?



Click here to [START](#) a new submission



Here we have 10 steps to submit our research work:

1. Select Article Type.
2. Enter Titles.
3. Add/Edit/Remove Authors.
4. Funding Information.
5. Submit Abstract.
6. Enter Keyword.
7. Additional Information
8. Enter Comments
9. Suggest Reviewer
10. Attach Files

Step 1 - Select your paper type according to your choice

Submissions > RESUBMISSION

Resubmission

- 1 Select Article Type
- 2 Enter Title
- 3 Add/Edit/Remove Authors
- 4 Funding Information
- 5 Submit Abstract
- 6 Enter Keyword
- 7 Additional Information
- 8 Enter Comments
- 9 Suggest Reviewers
- 10 Attach Files

Paper Type

Please select your paper type:

Book Review

Select Paper Type

Editorial

Research Article

Case Study

Book Review

Literature Review

Step 2 - Enter your submission title

Submissions > New Submission

New Submission

- 1 Select Article Type
- 2 Enter Title
- 3 Add/Edit/Remove Authors
- 4 Funding Information
- 5 Submit Abstract
- 6 Enter Keyword
- 7 Additional Information
- 8 Enter Comments
- 9 Suggest Reviewers
- 10 Attach Files

Full Title Required for Submission.

Submission without Title is not acceptable.

Submission Title

Sample paper|

Step 3 – Add, Edit or Remove Authors

Resubmission

1 Select Article Type 2 Enter Title 3 **Add/Edit/Remove Authors** 4 Funding Information 5 Submit Abstract 6 Enter Keyword 7 Additional Information 8 Enter Comments 9 Suggest Reviewers 10 Attach Files

Add, Edit or Remove Authors

Enter the names of anyone who contributed to your manuscript by clicking "+ Add Another Author". When you have entered the Author Details, you may save them by using the icons. Multiple academic degrees may be entered, separated by commas (M.D., Ph.D., J.D.). To change the corresponding author, enter the new author and click the check box labeled "This is the corresponding author". To change the order of authors, please use the drag and drop option.

We acknowledge that the presentation of authorship is highly important for researchers, academics and practitioners. By proceeding with this submission you confirm that all author details are correct and that all authors have agreed to authorship and order of authorship for this manuscript. We will not accept changes post-acceptance to the author list. We reserve the right to investigate any attempted changes to the list of authors, at any stage during peer review or post-acceptance, with co-authors, their institutions and/or funders, consulting the Committee on Publication Ethics (COPE), as appropriate.

A * indicates the field is required.

Please Click on Edit sequence button first.

Author Sequence	Author Name	Contributor Roles	Actions
1.	<input type="text" value="Dr. Farid Syed (Presbyterian + MD)"/>	<input type="text" value="Corresponding"/>	Add your contributions
2.	<input type="text" value="Dr. Anwarul Hossain"/>	<input type="text" value="Co-author"/>	Add your contributions

[+ Add Another Author](#) ☒ [Edit Author Sequence](#)

You can add authors or edit author sequence

You can add or delete your contribution

Step 4 – Add Funding information

Resubmission

1 Select Article Type 2 Enter Title 3 Add/Edit/Remove Authors 4 **Funding Information** 5 Submit Abstract 6 Enter Keyword 7 Additional Information 8 Enter Comments 9 Suggest Reviewers 10 Attach Files

Funding Information

Funding Information is Required for Submission.

Please provide your funder name, grant number and the grant recipient. If a funder name is not applicable for your manuscript, please select the corresponding checkbox. Authors listed in the dropdown menu were added during the Add/Edit/Remove Authors submission step. Click the "+" icon to add another funder. When you are finished, click the "Next" button.

☒ Funding information is not applicable / No funding was received

[+ Add a Funding Source](#)

Previous Next

Add funding information which is required for submission

Step 5 - Enter the abstract of your manuscript

Submissions > New Submission

New Submission

1 Select Article Type 2 Enter Title 3 Add/Edit/Remove Authors 4 Funding Information 5 **Submit Abstract** 6 Enter Keyword 7 Additional Information 8 Enter Comments 9 Suggest Reviewers 10 Attach Files

Submitting an Abstract is Required for Submission.

Enter the abstract of your manuscript into the text box below.
The abstract may be cut and pasted from a word processing program; however, the formatting will be lost.

Submission Abstract

In contrast to the much researched external factors as determinants of SME success, the current study brought focus on the entrepreneurial psychological context. This research examines the impact of individual entrepreneurial orientation on the success of SMEs in Pakistan. Moreover, this study explores the role of gender as a moderating factor on entrepreneurial success. Through the use of online questionnaire surveys in Pakistan, under-1000 employees, independent activities, and response performance. Based on 100 responses obtained through a stratified sample of manufacturing SMEs, multiple regression analysis was conducted for the model. The results indicated that individual entrepreneurial orientation (innovativeness, risk-taking, proactiveness) were all of the order characteristics across to females, male network embedded activities, and response performance. Moreover, the study also indicates that individual entrepreneurial orientation (innovativeness, risk-taking, proactiveness) were all of the order characteristics across to females, male network embedded activities, and response performance. The study also indicates that individual entrepreneurial orientation (innovativeness, risk-taking, proactiveness) were all of the order characteristics across to females, male network embedded activities, and response performance.

Previous Next

Step 6 - Enter keyword separated by comma

Submissions > New Submission

New Submission

1 Select Article Type 2 Enter Title 3 Add/Edit/Remove Authors 4 Funding Information 5 Submit Abstract 6 **Enter Keyword** 7 Additional Information 8 Enter Comments 9 Suggest Reviewers 10 Attach Files

Enter Keywords separated by comma.
e.g., active vitamin D, parathyroid hormone-related peptide, hypercalcemia, bone resorption.
Each individual keyword may be up to 256 characters in length.
Maximum 5 and Minimum 3 Keywords.

Please Enter Keywords

Search and replace keywords, enter characteristics, individual entrepreneurial orientation, response

Previous Next

Step 7 - Additional information

Resubmission

1 Select Article Type 2 Enter Title 3 Add/Edit/Remove Authors 4 Funding Information 5 Submit Abstract 6 Enter Keyword 7 **Additional Information** 8 Enter Comments 9 Suggest Reviewers 10 Attach Files

Additional Information is Required for Submission.

Please respond to the statements below.

Have you submitted this manuscript elsewhere?

YES ☐ NO ☐

Previous Next

Step 8 - Enter any comments you would like to send to the editorial office

Resubmission

✓

✓

✓

✓

✓

✓

✓

8

9

10

Select Article Type

Enter Title

Add/Edit/Remove Authors

Funding Information

Submit Abstract

Enter Keyword

Additional Information

Enter Comments

Suggest Reviewers

Attach Files

⚠

Entering a Comment is Optional for Submission

Please respond to the statements below.

Enter any comments you would like to send to the editorial office.(Comments are Optional for Submission)
These comments do not appear in your manuscript.

Step 9 – Suggest Reviewers

Resubmission

✓

✓

✓

✓

✓

✓

✓

✓

9

10

Select Article Type

Enter Title

Add/Edit/Remove Authors

Funding Information

Submit Abstract

Enter Keyword

Additional Information

Enter Comments

Suggest Reviewers

Attach Files

⚠

Suggesting 2 reviewer(s) is Required for Submission.

Please suggest potential reviewers for this submission.

Use the fields below to give us contact information for each suggested reviewer, and please provide specific reasons for your suggestion in the comments box for each person. Please note that the editorial office may not use your suggestions, but your help is appreciated and may speed up the selection of appropriate reviewers.

A * indicates a required field.

* Recommend international reviewers from technologically / academically advance countries only.

+

Add Reviewers

Mr. XYZ ABC

Mr. Jorge William

Step 10 – Upload mandatory marked files

Resubmission

✓

✓

✓

✓

✓

✓

✓

✓

✓

10

Select Article Type

Enter Title

Add/Edit/Remove Authors

Funding Information

Submit Abstract

Enter Keyword

Additional Information

Enter Comments

Suggest Reviewers

Attach Files

⚠

Required files are marked with a *. When all files have been attached, click Finish button.

PLEASE NOTE THAT THIS JOURNAL FOLLOWS A DOUBLE BLIND REVIEW PROCEDURE.
PLEASE REMOVE YOUR NAME FROM YOUR UPLOADED MANUSCRIPT!!

File type marked with * are mandatory for your submission

PAPER TYPE:

Please select the file to upload

Choose File

No file chosen

Id	Name	Link	Created on	Action

Page 9

View your submission summary before submitting your paper

New Submission

Paper Title: Action Characteristics as a Bridge in Individual Entrepreneurial Orientation and SME Success Pathway

Paper ID: 10747-47-2020-01

Author's Email : info@iqraonline.com

Abstract

In contrast to the much assumed external factors as determinants of SME success, the present study brought focus on the entrepreneurial psychological context. This research examines the impact of individual entrepreneurial orientation on the success of SMEs in Pakistan. Moreover, this study emphasizes the role of 'action' as a linking bridge to psychological factors and environmental outcomes. Through the role of action characteristics (action in finance, social network, exploration activities) and regime performance, based on 280 responses obtained through a validated survey of manufacturing SMEs, variables relationship analysis was used to test the model. The results indicated that individual entrepreneurial orientation had a positive impact on SMEs success and all the action characteristics (action in finance, social network, exploration activities) and regime performance, notable for addressing. The study theoretically contributes to another perspective, action-regulation theory and orientation-action perspective and offers implications for SME owners, SMEs and training professionals.

KEYWORDS: Small and medium enterprises, action characteristics, individual entrepreneurial orientation, success.

Authors

Suggested Reviewer(s)

Author's Comments

Author's Submitted Files

Funding Information

Additional Information

View Author(s)

#	Name	Organization	Country	Email	Contribution
1	Dr. Imtiaz Ali	IQRA University	Pakistan	info@iqraonline.com	Data curation

Back

Submit Paper

3.2 Incomplete Submission

Home / Dashboard

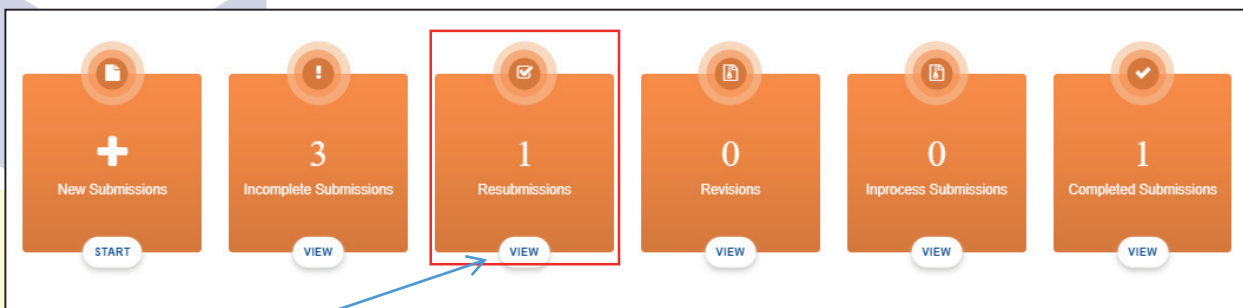
Category	Count	Action
New Submissions	0	START
Incomplete Submissions	0	VIEW
Resubmissions	0	VIEW
Revisions	0	VIEW
Inprocess Submissions	0	VIEW
Completed Submissions	2	VIEW

Click here to [VIEW](#) your incomplete submission

Incomplete Submission List						
#	Title	Initiated At	Last Updated	Status	Action	Delete
1		26 September, 2019	26 September, 2019	Pending		
2		27 September, 2019	27 September, 2019	Pending		
3		28 September, 2019	28 September, 2019	Pending		
4		28 September, 2019	28 September, 2019	Pending		
5		30 September, 2019	30 September, 2019	Pending		
6		30 September, 2019	30 September, 2019	Pending		
7		30 September, 2019	30 September, 2019	Pending		

A user can initiate multiple submissions, and edit/delete them at any time before submitting.

3.3 Resubmissions



Click here to [VIEW](#) your resubmission

3.3.1 How to resubmit your paper?

When you are resubmitting your paper, all fields would be auto filled same as which you have filled in first submission but you can edit any field according to your choice.

Resubmissions Submission List						
Show 10 entries				Search:		
#	Title	Initiated At	Last Updated	Status	Action	
1		26 September, 2019	26 September, 2019	Resubmission		
Showing 1 to 1 of 1 entries						
				Previous	1	Next

List of resubmissions of your journal are listed here

Click here to

resubmit

Step 1 - Select your paper type according to your choice

Submissions > RESUBMISSION

Resubmission

1 2 3 4 5 6 7 8 9 10

Select Article Type Enter Title Add/Edit/Remove Authors Funding Information Submit Abstract Enter Keyword Additional Information Enter Comments Suggest Reviewers Attach Files

Paper Type

Please select your paper type:

Book Review
Select Paper Type
Editorial
Research Article
Case Study
Book Review
Literature Review

Step 2 - Enter your resubmission title

Submissions > RESUBMISSION

Resubmission

1 2 3 4 5 6 7 8 9 10

Select Article Type Enter Title Add/Edit/Remove Authors Funding Information Submit Abstract Enter Keyword Additional Information Enter Comments Suggest Reviewers Attach Files

Full Title Required for Submission.

Submission without Title is not acceptable.

Submission Title

Sample paper

Step 3 – Add, Edit or Remove Authors

Resubmission

1 2 3 4 5 6 7 8 9 10

Select Article Type Enter Title Add/Edit/Remove Authors Funding Information Submit Abstract Enter Keyword Additional Information Enter Comments Suggest Reviewers Attach Files

Add, Edit or Remove Authors

Enter the names of anyone who contributed to your manuscript by clicking "+ Add Another Author".
When you have entered the Author Details, you may save them by using the icons. Multiple academic degrees may be entered, separated by commas (M.D., Ph.D., J.D.).
To change the corresponding author, enter the new author and click the check box labeled "This is the corresponding author". To change the order of authors, please use the drag and drop option.

We acknowledge that the presentation of authorship is highly important for researchers, academics and practitioners. By proceeding with this submission you confirm that all author details are correct and that all authors have agreed to authorship and order of authorship for this manuscript. We will not accept changes post-acceptance to the author list. We reserve the right to investigate any attempted changes to the list of authors, at any stage during peer review or post-acceptance, with co-authors, their institutions and/or funders, consulting the Committee on Publication Ethics (COPE), as appropriate.

A * indicates the field is required.

Please Click on Edit sequence button first.

Author Sequence	Author Name	Contributor Roles	Actions
1.	<input type="text" value="Dr. David S. Boyd (Ph.D., M.Sc., M.A.)"/>	<input type="text" value="Corresponding"/>	Add your contributions
2.	<input type="text" value="Dr. John Smith"/>	<input type="text" value="Co-author"/>	Add your contributions

+ Add Another Author ☒ Edit Author Sequence

You can add authors or
edit author sequence

You can add or delete
your contribution

Step 4 – Funding information

The screenshot shows the 'Resubmission' interface for Step 4: Funding Information. A progress bar at the top indicates steps 1 through 10, with Step 4 highlighted. Below the progress bar, a red warning box states: 'Funding Information is Required for Submission.' Below this, a yellow information box provides instructions: 'Please provide your funder name, grant number and the grant recipient. If a funder name is not applicable for your manuscript, please select the corresponding checkbox. Authors listed in the dropdown menu were added during the Add/Edit/Remove Authors submission step. Click the '+' icon to add another funder. When you are finished, click the 'Next' button.'

Below the information box, there is a checkbox labeled 'Funding information is not applicable / No funding was received' which is checked. To the right of this checkbox, red text reads: 'Add funding information which is required for submission'. Below the checkbox is a button labeled '+ Add a Funding Source'. At the bottom of the page are 'Previous' and 'Next' buttons.

Step 5 - Enter the abstract of your manuscript

The screenshot shows the 'Resubmission' interface for Step 5: Submit Abstract. The progress bar at the top highlights Step 5. A red warning box states: 'Submitting an Abstract is Required for Submission.' Below this, instructions read: 'Enter the abstract of your manuscript into the text box below. The abstract may be cut and pasted from a word processing program; however, the formatting will be lost.'

The main section is titled 'Submission Abstract' and contains a large text area. The text area contains the following sample abstract: 'Analytics companies: developing the ability to support their decisions through analytic reasoning using a variety of statistical and mathematical techniques. Thomas H. Davenport in his book titled, "Competing on analytics: The new science of winning", claims that a significant proportion of high-performance companies have high analytical skills among their personnel. On the other hand, a recent study has also revealed that more than 59% of the organizations do not have information required for decision-making. Learning "Data Analysis" with R not only adds to existing analytics knowledge and methodology, but also equips with exposure into latest analytics techniques including forecasting, social media analytics, text mining & so on. It gives an opportunity to work on real time data from Twitter, Facebook & other social networking sites.'

Step 6 - Enter keyword separated by comma

The screenshot shows the 'Resubmission' interface for Step 6: Enter Keyword. The progress bar at the top highlights Step 6. Instructions read: 'Enter Keywords separated by comma. e.g., active vitamin D, parathyroid hormone-related peptide, hypercalcemia, bone resorption. Each individual keyword may be up to 256 characters in length. Maximum 5 and Minimum 3 Keywords.'

Below the instructions is a section titled 'Please Enter Keywords' with a text input field. The input field contains the text: 'Analytics companies, develop'.

Step 7 – Additional information

The screenshot shows the 'Resubmission' interface for Step 7. A progress bar at the top indicates steps 1 through 10, with Step 7 highlighted. Below the progress bar, a red banner states 'Additional Information is Required for Submission.' The main content area asks the user to 'Please respond to the statements below.' and features a red-bordered box with the question 'Have you submitted this manuscript elsewhere?' and radio button options for 'YES' and 'NO'. At the bottom, there are 'Previous' and 'Next' navigation buttons.

Step 8 - Enter any comments you would like to send to the editorial office

The screenshot shows the 'Resubmission' interface for Step 8. The progress bar highlights Step 8. A red banner states 'Entering a Comment is Optional for Submission.' The main content area asks the user to 'Please respond to the statements below.' and includes the text 'Enter any comments you would like to send to the editorial office.(Comments are Optional for Submission)' and 'These comments do not appear in your manuscript.' Below this is a large, empty text box for entering comments. The 'Next' button is visible at the bottom right.

Step 9 – Suggest Reviewers

The screenshot shows the 'Resubmission' interface for Step 9. The progress bar highlights Step 9. A red banner states 'Suggesting 2 reviewer(s) is Required for Submission.' The main content area asks the user to 'Please suggest potential reviewers for this submission.' and provides instructions on how to use the fields below to give contact information for each suggested reviewer. It also includes a note that the editorial office may not use the suggestions. Below the instructions, there is a red-bordered box with a '+ Add Reviewers' button. At the bottom, there are two input fields for reviewer names, with the first one containing 'JOHN KYZ ABC' and the second one containing 'Jorge William'.

New files has to be submitted here with an additional file i.e. response sheet

View your resubmission summary before submitting your paper

Page 15

After the resubmission of your paper, you will have a new **Manuscript id**

Submissions > My Submissions

Submission List

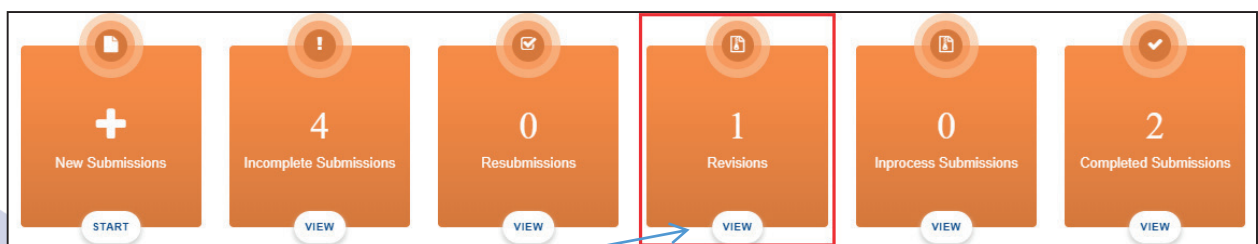
Show 10 entries

#	Manuscript ID	Title	Date Submission Begin	Current Status	Actions
1	Manuscript ID	Manuscript ID	January, 2020	Pending	

Showing 1 to 1 of 1 entries

Previous 1 Next

3.4 Revision



Click here to [VIEW](#) your revised submission

When you are revising your paper, all fields would be auto filled same as you had filled in the first submission but you can edit any field according to your choice.

Revisions Submission List

Show 10 entries

#	Title	Paper ID	Initiated At	Last Updated	Status	Revision due date	Total Day(s) Left	Action
1		Manuscript ID	11 January, 2020	11 January, 2020	Major Revision	2020-01-11	0 day(s) left	

Showing 1 to 1 of 1 entries

Previous 1 Next

Click here to revise your paper



Here we have 10 steps to revise your paper.

Paper Title:

Paper ID:

Parent Paper ID:

Author's Email:

Abstract

Artificial intelligence is the ability to support their decisions through analytic reasoning using a variety of statistical and mathematical techniques. Thomas H. Davenport in his book titled, "Competing on Analytics: The new contests of winning", claims that a company's success or high performance completely depends on their ability to use data. On the other hand, Thomas H. Davenport also mentions that the power of the organization will have information, learned for capitalizing. Learning Data Analytics with R will not only add to existing analytic knowledge and understanding, but also expose how latest analytics techniques including forecasting, social media analysis, etc. It gives an opportunity to work on real time data. From Twitter, Facebook & other social networking sites.

KEYWORDS: analytics, companies, develop

Authors | Suggested Reviewer(s) | Author's Comments | Author's Submitted Files | Funding Information | Additional Information

View Author(s)

#	Name	Organization	Country	Email	Contribution
1	Dr. Ravi Rishi	IBM	USA	rishi.ravi@gmail.com	Conceptualization
2	Dr. Ravi Rishi	IBM	USA	rishi.ravi@gmail.com	Software
3	Dr. Ravi Rishi	IBM	USA	rishi.ravi@gmail.com	Conceptualization
4	Dr. Ravi Rishi	IBM	USA	rishi.ravi@gmail.com	Implementation
5	Dr. A. A.	IBM	USA	rishi.ravi@gmail.com	Training acquisition
6	Dr. Ravi Rishi	IBM	USA	rishi.ravi@gmail.com	Data collection

Here is your revised paper id

3.5 In Process Submission

Home / Dashboard

0

New Submissions

START

0

Incomplete Submissions

VIEW

0

Resubmissions

VIEW

0

Revisions

VIEW

0

Inprocess Submissions

VIEW

2

Completed Submissions

VIEW

Click here to [VIEW](#) your in process submission

3.6 Completed Submissions

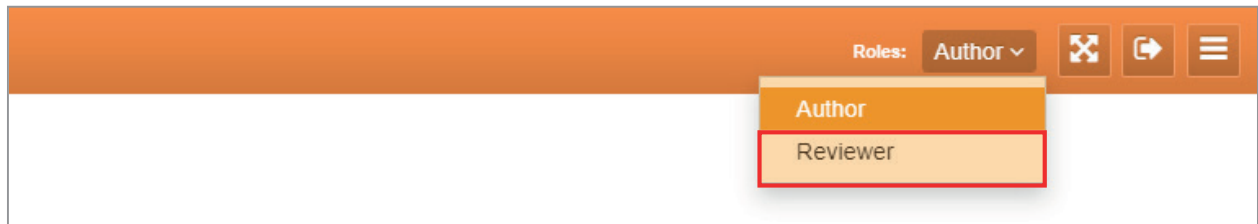


Click here to [VIEW](#) your completed submission



Manuscript
EDITORIAL

4. Reviewers Role



4.1 Types of Reviewers

There are two types of reviewers.

A reviewer that is self-registered.

A reviewer that we invite to review our research work by Email (Non-registered reviewer).

4.2 Basic steps to complete a Review through Reviewer Panel:

- a. Invitation received.
- b. Accept/Decline Invitation.
- c. Login.
- d. Select assign paper to evaluate.
- e. Start evaluation.
- f. Save and Submit.
- g. Completed Review.

4.3 Basic steps to complete a Review through Direct Link:

- a. Invitation received.
- b. Accept/Decline Invitation.
- c. Complete your Profile.
- d. Email received with direct link.
- e. Start evaluation.
- f. Save and Submit.

4.4 Pending Reviews

Journal of Management Sciences

Ms. Anusrah Mahmood

Reviews > New Review

Pending Reviews

Completed Reviews

Reviews

S.No	Manuscript Id	Title	Due Date	Updated On	Status	Actions
1	JMS-1905-001	Manualizing Factor Analysis of Likert Scale Data	2019-10-15	2019-09-17 15:20:07.224563	PENDING	View

Journal of Management Sciences - Manuscript Editorial © 2018-2019

All the papers whose reviews are assigned to the user are listed here.

Submissions > New Submission

New Submission

Paper ID

Accept or Reject a paper using the form below.

Title

Manualizing Factor Analysis of Likert Scale Data

Keywords

Likert scale, factor analysis, validity, multi-scale data analysis

Abstract

Despite the academic value of factor analysis (FA) on Likert scale data, its statistical legitimacy has been relentlessly questioned by professional statisticians. This article reviews relevant literature and proposes a statistically appropriate method of getting most out of FA on Likert scale. The review shows that a larger sample size is an important consideration in improving the appropriateness of FA on Likert scale. Further, a 10-point or greater scale is needed to account for normality, an alpha level of 0.01 or 0.005, polychoric correlation instead of Pearson's are required to improve the statistical appropriateness of the test of Likert scale. Moreover, using non-parametric alternatives like GOFCA to verify the results of FA greatly increased the overall value and validity of the test.

[Evaluate](#)

- ☒ Details of the paper the reviewer is assigned to evaluate. In other word you can simply edit your review and add into new submission.
- ☒ After evaluating it leads you to the evaluation screen.

- ☒ Evaluation screen of each paper includes the [manuscripts](#), [download](#) options from documents, various question and answers along with comment box to each topic.

Review > New Review

Due Date: 2019-10-15

Download Files

Manuscript (excluding all authors contact details)

Introduction

Liberty scale was first introduced by Likert (1932) as a measure of attitude or opinion on an odd-numbered response set with options including "strongly approve", "somewhat approve", "no idea", "somewhat disapprove" and "strongly disapprove". The scale was later used in many diverse variations in academic studies and business researches including measurements of happiness, intelligence, competitiveness, excellence, diligence, superiority, poverty, opportunity and so on (Cassano & Elmendorf, 1994; Vogt, 1999). In truth, the usefulness of the scale is almost unanimously accepted across various disciplines (Haidich et al., 2011; Bawa, 2012; Cassano & Elmendorf, 1994; Gardner, 1977; Gower, 1982; Krupar, 1990; Norman, 2010; Wiersma, 2014; Vogt, 1999). Virtually, looking at the potential use of the scale in any kind of studies, one can easily infer that without a LS much of modern-day academic understanding would have been merely a mirage.

Despite the value of LS in our expansion of knowledge, the scale itself is defined for the appropriateness of statistical analysis. Ironically, it has become somewhat commonplace to notice that many researchers misuse LS as a very popular measurement scale requiring no good knowledge (Allen & Seaman, 2007; Bishop & Herson, 2015; Bousie & Bousie, 2012; Cardillo and Peria, 2007; Jermison, 2004). This thinking causes several defects of flaws when it comes to the statistical analyses of LS (Bishop & Herson, 2015; Bousie & Bousie, 2012; Cardillo and Peria, 2007; Jermison, 2004). One of such flaws can be found in the use of factor analysis (FA), one of the most widely used statistical techniques on LS data often to test the validity of data collection instrument (Bakula & Lewis, 1983).

Even though there are many literary works that discuss some aspects of FA on LS data, we did not come across a comprehensive composition about the most appropriate method of employing this technique. A general reading shows that the literature relevant to the question is scattered in pieces to be bundled together for a convenient usage. At the same time, there are some general suggestions in some works on FA which could well be associated with LS data so as to improve the validity and usage of the solution. Thus, in this paper we reviewed numerous relevant statistical literatures to suggest how to get more out of the FA on LS data. We, nonetheless, assumed that the reader has some prior knowledge of FA. Secondly, as there is sufficient reviewing in the existing studies about the suggestions placed in this paper, we related directly to the presentation of data rather than algorithms. The suggestions themselves are regarded the simple, manageable findings.

An overview of the use of FA on LS data indicates that researchers are often not able to differentiate between a 'scale' and a 'response item' particularly in non-statistical fields of study (Cardillo, and Peria, 2007; Bousie & Bousie, 2010; Bousie, 2011; Jermison, 2004; Marascuilo & Levin, 1983; Norman, 2010; Wiersma, 2014). Most often it is an unnecessary and independent Likert type question (Likert scale item) that a researcher is trying to analyze rather than data on LS (the scaled instrument) which is a measured and a structured whole. A LS comprises of many items, at least 3 to 5, measuring some single attitude using a set of questions (Bousie

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