

# «INFLUENCE OF THE PROFILE OF MALAGASY BUSINESS LEADERS ON THEIR MANAGEMENT PRACTICES»

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## ABSTRACT

Faced with the complexity of the entrepreneurial environment, business leaders demonstrate competence in ensuring the performance of their organizations. However, they are often exposed to managerial incapacities. Thus, the problem arises of knowing to what extent the profile of the leader could influence his or her managerial capacity?

Based on the hypothesis that the managerial practice of a manager depends on his or her profile, this study aims to analyze the dependence between these two variables by means of an opinion survey of 50 managers in Madagascar.

**Keywords: Executive, Study level, Profile, Managerial practice, Organization.**

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## INTRODUCTION

Faced with the opening up of international markets, increased competition, and the emergence of ICT, performance, via competitiveness, has become a necessity. Whether they are small, medium or large, companies must be competitive to survive, especially since the globalization of markets and erratic growth force companies to choose a proactive orientation in the management of their activities (**Seringhaus, 1993**). To achieve this, business leaders must arm themselves with multiple capabilities by developing multiple skills along the way.

In addition, many upheavals and changes have occurred in the business world over the years, including market globalization, increased competition and deregulation (**Roy, 1999**). These changes force different companies to

look for ways to optimize their situation. In this perspective, managers must identify and implement managerial practices that allow them to mobilize their employees towards the performance of the organization. To do this, it has been necessary for many companies to rethink and redesign their managerial systems, as well as adapt them to the changing environment. The strategies and performance of companies are directly impacted by a constantly changing environment (Vetinsky, 1984). Thus, to survive, safeguard their place in the market and develop, leaders must adopt new managerial behaviors that lead them to monitor and integrate the environmental dimension in their decision-making (Lesca, 2008); (Philip Kotler, 2014). In this sense, the profile of the leader seems to play a role that is all the more decisive as it allows the mobilization of the consequent resources, to project the company into its future by developing a strategic vision (Filion, 1989). But the problem is to know to what extent the profile of the manager could influence his or her managerial capacity.

Malagasy companies are often confronted with organizational problems that are generally blamed on managers because these entrepreneurs are gifted with a developed business sense but their sense of rigor in management is limited. Also, they have a very poorly developed entrepreneurial culture and even a managerial incapacity.

Based on the hypothesis that the managerial practice of the manager depends on his profile, this work aims, from a survey by opinion poll of 50 managers of Malagasy companies, to analyze the influence of the profile on the managerial capacity. In-depth statistical analyses of the results and correlation tests will serve as a basis for testing the dependence between the variables

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## I- CONCEPTUAL BASIS

The literature provides extensive support for the strategic nature of the leader profile as a resource for generating competitive advantage (Barney, 1991 ; Chandler et Jansen, 1992 ; Lorrain et al., 1994 ; Filion, 1996 ; Teece et al., 1997 ; Fabi et al., 2004 ; Mamboundou, 2003; Beamish et Dhanaraj, 2003, Laghzaoui, 2006 et Tsonga, 2008 ).

Profile characterization refers to the demographic and background characteristics of an individual, generally relating to their ability and competence. In addition to age and gender, which are variables that are often used to characterize an individual, education and experience are important variables in the professional profile.

Managing an organization consists of managing the unit so that the team of employees achieves the desired quantitative and qualitative performance, accompanying the evolution of each employee in his or her career path, while representing the unit concerned. This requires the right skills and competencies for the situations in which the company evolves.

The role of a manager is therefore to lead the organization to performance, i.e. to obtain results through the intermediary of others, but above all through himself, by practicing an efficient managerial system adapted to the organization. The theory of organizations gives several concepts characterizing managerial practice. But the similarity lies in the definition of the managerial practice according to the manager's capacity in terms of Initiative, Creativity and Innovation, Leadership, Responsibility and Strategic Vision. Since decisions and

planning are among the responsibilities of the manager, his capacity for innovation and creativity leads the company towards development. From a strategic point of view, the orientations come from the vision and the projects of the leader and its realization is often conditioned by the leadership style that he/she maintains towards the executives.

It is possible to associate leadership with a relationship but it should not be reduced to this idea. Leadership is the ability to influence, through interpersonal relationships, the behavior of subordinates in order to achieve the objectives set by the company's management. In 1927, Kurt Lewin, together with Lipitt and White, conducted a research project measuring the influence of the type of leadership on the work done by a group of young students, based on three different types of leadership. The three forms of leadership are: the authoritarian (autocratic) style, which divides and distributes tasks within the group; the democratic style, which consults, dialogues and encourages the group before making decisions, which leaves all initiative to the group. The leader contributes his knowledge and does not intervene.

## II-RESULTS

According to the objective of this research, the following results will focus mainly on the profile of the surveyed managers and the possibility of its impact on organizational performance.

The following table presents the characteristics and profiles of the Malagasy business leaders surveyed

**Table 1: Characteristics and profiles of managers**

Variable	Modalité	Frequency
Type	- Male	65,0%
	- Female	35,0%
Seniority in the position	- 1 - 5	25%
	- 6 - 10	40%
	- More than 10	35%
Seniority in the company	- 1 - 5	15%
	- 6 -10	30%
	- More than 10	55%
Seniority in the sector of activity	- 1 -5	5%
	- 6 -10	15%
	- More than 10	80%
Age	- 25 - 30	25%
	- 31 - 40	45%
	- 41 - 50	25%
	- 51 - 60	5%
		0%

	- More than60	
Level of study	- Primary - Secondary school - Higher education	0% 20% 80%
Degree	- CEPE - BEPC - BACC - LICENCE - MASTER - DOCTORAT	0% 0% 20% 30% 50% 0%
Field of study	- Non réponse - MANAGEMENT - COMPUTING - LAW - ECONOMICS - SOCIOLOGY	20% 40% 20% 10% 10% 0%
Course of study	- Non answer - MAE - MCI - FC	60% 25% 10% 5%
C.S.P	- HEAD OF DEPARTMENT - HEAD OF SERVICE - RESPONSIBLE - SUPERVISOR	30% 15% 35% 20%

Source: Authors, 2022

The sample is predominantly composed of men, who represent 65%, and the average age is between 31 and 40 years (with 45% constituting almost half of the sample). It should also be noted that of the 20 individuals, 80% have completed higher education.

Although most of them (55%) have been working in the company for more than 10 years, most of them have been in their current position for less than 6 years. As for the socio-professional category, the sample is rather diversified. Following the description of the population studied, the frequencies of responses to each of the items were studied in order to extract the trend.

The table below shows the trend in the responses of the respondents in relation to their managerial practices, which are reflected in their capacity for initiative, creativity and innovation, leadership, responsibility, and strategic vision.

**Table 2: Trends in managerial practice responses**

Variables	Items	Means	Ecart-type
Managerial practice	Initiative		1,085
	Creativity and innovation	2,61	1,195
	Leadership	2,17	,924
	Responsibilities	2,39	1,092
	Strategic vision		,916

Source: Authors, 2022

- Items with an average frequency of less than 2 show that overall, leaders tend to disagree with the statements made.

- Items with a mean frequency of 2 show that overall, leaders tend to be neutral about the statements made.

- Items with a mean frequency clearly greater than 2 show that overall, leaders tend to agree with the statements made.

### III- DISCUSSION

The validation of our hypothesis suggesting that the managerial practice of the leader depends on his or her profile is done by verifying the dependencies between the significant items characterizing the profile: gender and level of education; and the items significantly characterizing the managerial practice: leadership and responsibility.

First, to analyze the dependence between gender and leadership style, an X2 test will be performed on two nominal variables: gender (male-female) and leadership style. The results are discussed in the following table.

**Table 3: Test of dependence between gender and leadership**

	Value	ddl	Asymptotic significance (bilateral)
Pearson's Chi-square	,769(a)	2	,681
Likelihood ratio	,770	2	,680
Linear by linear association	,731	1	,393
Number of valid observations	20		

Source: Authors, 2022

According to this table, the p-value represented by Asymptotic significance of Pearson's Chi-square is equal to 0.681. It is greater than 0.05. Then, H<sub>0</sub> is true. Therefore, there is no dependence between gender and the leadership style practiced by the leader.

Then, the analysis of dependence between the gender and the responsibility of the leader is done by a Z-test comparing the two (2) means with 1VN with 2 modalities including the gender (male-female) and 1VQT: responsibility. The results of the analysis are given in the table below.

**Table 4: Chi-square tests on the influence of gender on the number of people to manage**

	Value	ddl	Asymptotic significance (bilateral)
Pearson's Chi-square	7,363(a)	4	,118
Likelihood ratio	8,412	4	,078
Linear by linear association	1,574	1	,210
Number of valid observations	20		

Source: Authors, 2022

According to this table, the p-value represented by Asymptotic significance of Pearson's Chi-square is equal to 0.118. It is greater than 0.05. Then, H<sub>0</sub> is true. Therefore, there is no dependence between gender and responsibility.

Thus, no matter what gender the leader is, whether female or male, it does not determine his or her responsible ability.

Finally, given that the capacities and qualifications of the manager is generally acquired from an academic curriculum, we will try to verify if the level of studies influences the managerial practice of the Malagasy company leaders. To do this, we will perform a Kruskal Wallis test with a nominal variable with more than two (2) modalities: managerial practice and an ordinal variable: the level of education.

**Table 5 : The impact of educational level on managerial practice**

	Value	ddl	Asymptotic significance (bilateral)
Pearson's Chi-square	,889(a)	3	,828
Likelihood ratio	1,472	3	,689
Linear by linear association	,559	1	,454
Number of valid observations	20		

Source: Authors, 2022

According to this table, the p-value represented by Asymptotic significance of Pearson's Chi-square is equal to 0.828. It is greater than 0.05. Then, H0 is true. Therefore, there is no dependence between the level of education and the managerial practice of the executives.

These different results do not show any dependence between the profile and the managerial ability of the leaders. The hypothesis is therefore invalidated.

## CONCLUSION

In order to analyze the impact of the manager's profile on his or her managerial capacity, this study was based on the analysis of the results of an opinion poll conducted among a sample of 50 managers of Malagasy companies. The results of the different dependency tests allow us to affirm that the managerial practice of managers does not depend on their profile. This leads to a further analysis of the impact of the managerial practices of these managers on the performance of their organizations.

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