



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!



ADDIS ABABA UNIVERSITY  
COLLAGE OF BUSINESS AND ECONOMICS  
DEPARTMENT OF MANAGEMENT

RESEARCH UTILIZATION PRACTICE OF PROFESSIONALS  
AT THE COMMERCIAL BANKS IN ETHIOPIA.

BY  
HENOK KINFE BEKELE

**JUNE 2020**

**ADDIS ABABA, ETHIOPIA**

**ADDIS ABABA UNIVERSITY**  
**COLLAGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF MANAGEMENT**

RESEARCH UTILIZATION PRACTICE OF PROFESSIONALS  
AT THE COMMERCIAL BANKS IN ETHIOPIA.

HENOK KINFE BEKELE

A THESIS SUBMITTED TO COLLEGE OF BUSINESS AND ECONOMICS OF ADDIS  
ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR  
THE DEGREE OF MSc IN MANAGEMENT SPECIALIZATION IN TOTAL QUALITY  
MANAGEMENT AND ORGANIZATION EXCELLENCY

Advisor: Dr. Mesfin Fikre

COLLAGE OF BUSINESS AND ECONOMICS-AAU

JUNE 2020 ADDIS ABABA



## Contents

<b>Acknowledgements</b> .....	I
<b>Acronyms</b> .....	II
<b>Abstract</b> .....	III
<b>CHAPTER I- INTRODUCTION</b> .....	1
<b>1. INTRODUCTION</b> .....	1
<b>1.1 Background of the Study</b> .....	1
<b>1.2 Statement of the Problem</b> .....	4
<b>1.3 Objective of the Study</b> .....	6
<b>1.4 Definition of terms</b> .....	6
<b>1.5 Significance of the Study</b> .....	8
<b>1.6 Scope of the Study</b> .....	8
<b>1.7 Limitation of the Study</b> .....	8
<b>1.8 Organization of the research report</b> .....	9
<b>CHAPTER II LITERATURE REVIEW</b> .....	10
<b>2. Introduction</b> .....	10
<b>2.1 Concept of Research</b> .....	10
<b>2.2 The Concept of Research Utilization</b> .....	11
<b>2.3 Background and context of research in the business sector</b> .....	11
<b>2.4 Role of Research for business</b> .....	12
<b>2.5 The Concept of Research and Development</b> .....	13
<b>2.5.1 Global Overview of Research and Development (R&amp;D)</b> .....	14
<b>2.5.2 Research and Development in the developed Countries</b> .....	15
<b>2.5.3 Research and Development (R&amp;D) in Developing Countries</b> .....	16
<b>2.5.4 Research and Development (R&amp;D) in Ethiopia</b> .....	16
<b>2.5.5 Challenges of Research and Development in developing Countries</b> .....	18
<b>2.6 Factors that affects research utilisation in business</b> .....	19
<b>2.6.1 Organizational Characteristics (Internal Factor)</b> .....	19
<b>2.6.2 External factors</b> .....	25
<b>2.7 Empirical Reviews</b> .....	27
<b>2.7.1 Factors affecting Research utilization</b> .....	27

2.8	Summary and Research Gap Analysis.....	31
2.9	Conceptual Framework .....	32
<b>CHAPTER THREE - RESEARCH METHODOLOGY.....</b>		<b>33</b>
3.1	Research Approach.....	33
3.2	Research Strategy.....	34
3.3	Target population, Sampling Technique and Sample Size .....	34
3.4	Data Collection Instruments .....	35
3.5	Method of Data Analysis.....	36
3.6	Ethical Issues.....	36
<b>CHAPTER FOUR - DATA ANALYSIS AND PRESENTATION.....</b>		<b>38</b>
4.	<b>DATA ANALYSIS AND PRESENTATION .....</b>	<b>38</b>
4.1	Results.....	38
4.2	Discussion on the Major Findings .....	56
<b>CHAPTER FIVE.....</b>		<b>60</b>
5.	<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>60</b>
5.1	Summary.....	60
5.2	Conclusions.....	62
5.3	Recommendations.....	63

## **Acknowledgements**

First and foremost, praises and gratitude to God, the Almighty, for His showers of blessings during my research work to finish the research successfully.

I would like to express my deep and sincere gratitude to my research advisor, Mesfin Fikre (Phd.), College of Business and Economics, at Addis Ababa University. The door to Dr Mesfin office was always open and welcoming whenever I had an inquiry about my research. He consistently and generously assisted me. He provides me with valuable comments throughout the beginning till the end.

I would also like to thank my wife, Mrs Mesay Legesse, who were involved in various issue concerning this research project and Without her passionate encouragement and feedback, this research paper could not have been successfully conducted.

I would also like to acknowledge Mr Tewahido, Director of Innovation and Change Management at the Zemen Bank S, C, Mr Abel, Senior Risk and Compliance Manager at the Zemen Bank S.C and Mr Hailemariam, Director of Logistics & Supplies Management, at the Bank of Abyssinia for providing necessary input and for facilitating the data collection procedure. I am gratefully indebted also to Mr Daniel Zinabe, Trade and Tourism Expert, at the Embassy of Brazil, for his very precious comments on this thesis.

Finally, I must express my very profound gratitude to My father, Mr. Kinfе Bekele, My Mother Mrs. Senait Gebre, Mr Wondimye Awash, my friends and my families for providing me with everlasting support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis. This achievement would not have been attainable without them. Thank you.

## **Acronyms**

CSA	Central Statistical Agency
EU	European Union
FDRE	Federal Democratic Republic of Ethiopia
GDERD	Gross Domestic Expenditure on R&D
GDP	Gross Domestic Product
GII	Global Innovation Index
HKS	Harvard Kennedy School
HPR	House of Peoples Representatives
HRDT	Human Resources and Technology Development
MoFA	Ministry of Federal Affairs
NBE	National Bank of Ethiopia
PPP	Purchasing Power Parity
R&D	Research and Development
RU	Research Utilization
REF	Research Excellence Framework
SPSS	Statistical Package for Social Sciences
TOT	Training of Trainers
UIS	UNESCO Institute for Statistics
UNESCO	United Nations Educational and Scientific Culture Organization

## Abstract

*This study examined the current status of research utilization practice of professionals in the context of the Ethiopian Commercial Banks. A conceptual model adopted from the Model of Research utilization, (Hemsley-Brown, J.V. (2004) and the literature review that focuses on the organizational characteristics, external factors and research utilization practices was consumed to conduct this research. The qualitative approach was employed to collect and analyze data for the study. The data were collected through interviews with directors, research officers and managers as well as document mining including research outputs and publications. Purposive sampling was used to select a sample of fifteen professionals from three banks among eighteen banks. Multiple case study research design approach was applied and deductive analysis approach was used.*

*The results of the data analysis showed that the banks are fairly organized and structured with their own policy frameworks and research infrastructure. However, there are inadequate research activities produced by the banks. Besides, the utilization of those few research reports in the managerial activates is very low.*

*The findings also disclosed that the collaboration between the internal and external environments on research activities seemed overlooked. For this reason, the research activities were not extended in accordance with the dynamics of the business environment.*

*Finally, the research findings indicate that the measure challengers that hinder the research utilization practice of professionals in the banking sector are; the gap between the research teams and the decision-makers, inadequate trained man- power and scarcity of funding resources. Therefore, suggestions and recommendations were proposed in accordance with the major findings.*

**Key Words:** *Research Utilization, Evidence, Decision, Management and Practice*

## **CHAPTER I- INTRODUCTION**

### **1. INTRODUCTION**

The introductory section of this thesis presents the area of the study, providing a background of the study. This chapter is organized under different sections in which background of the study, statement of the problem, basic research questions; objectives of the study, research hypothesis, and limitation of the study then finally structure of the paper are presented.

#### **1.1 Background of the Study**

Knowledge is vital and a non-imitable component of an Institution's competitive strategy (Nonaka and Takeuchi (1995), Hence, institutional learning commences at birth and endures through its life. Over the past years, public or private institutions have developed ways to crack problems and did innovate works to deliver to their clients and the general public with prospects and settings to be enjoyed in their products and services (Senge et al., 1999).

The study of knowledge utilisation is not a novel idea. Beginning in the 1940s in the field of rural sociology, it soon expanded into a multidisciplinary field that comprised wide-ranging studies from agricultural innovation to sociology, geography, management and information science (Estabrooks, C. A., Derksen, L., Winther, C., Lavis, J. N., Scott, S. D., Wallin, L., & Profetto-McGrath, J. 2008). By 1979, the field of knowledge utilisation had become unified enough to justify the development of a specialist journal, Knowledge: Creation, Diffusion, Utilisation, which later became Science Communication. From the mid-1980s, a new domain Evidence-Based Medicine (EBM), appeared and began to grow rapidly (Estabrooks et al., 2008).

In the prehistoric periods, people were very attentive in maintaining problem-solving skills, learning ability and novelty stratagems through inventions, findings, and expansion of technologies. Numerous diverse cultures have had considerable impacts upon technological

progress whereas in current society when peoples are confronted with a problem, they naturally search for an answer. If they cannot discover one, they will generate another one using current knowledge (Huber, 1991).

According to Huber (1991), at present, the practical and scientific relevance of research for organizational problem solving is generally acknowledged (Huber, 1991). The essence of continual improvement is the ability to solve problems effectively. When an actual—or potential—problem crops up, its root cause is first identified, and action is taken to eliminate it. If an organization progressively seeks out and eliminates problems in this way, continual improvement results.

Generally, research in the institution and its history is connected to the creation of human being, as research is a means of refining the lives of human beings throughout the history of their existence since it has generated solutions to their problems. According to Huber (1991), applied solutions to the glitches of the wider public who are today cut off the joys of social and economic progress are, to some extent, accomplished through research.

Since research is a way of improving the lives of the wider public, it should be given a significant emphasis on the functions of public organizations. Beach (1980) argues that institutions are expected to undertake research activities in a way that assist them to make the mission clear, resources aligned, operations translucent, strategy agile, managers accountable and efforts deliver results and all components of an organization should be supported by research. Because an institution is required to employ different knowledge strategies at different phases of business operations to fulfil its different knowledge needs and achieve its desired outcomes. Besides, there are significant relationships between knowledge strategies, phases, and characteristics. Therefore, this underlines the existence of research activities in organizations plays a vital role in the fulfilment of their missions.

Understanding the factors affecting the utilisation of research by managers and decision-makers in the institution has been the focus of considerable research: pioneer studies in the 1970s concluded that potential users of research were unable to evaluate the key features affecting research quality (Hanjoon and Chankon, 1994). Early research identified a range of factors affecting the use of research for managerial decision-making (Weiss and Bucuvalas, 1980; Deshpande and Saltman, 1982; Moorman et al., 1992), argued that research was used more often when the findings matched managers' expectations (Deshpande and Zaltman, 1982; 1984; 1987).

Research use was found to be influenced by organisational factors such as the relationship between researchers and managers (Zaltman and Moorman, 1988; Moorman et al., 1992) and the structure of the organisation (Deshpande and Zaltman, 1982; 1984; 1987).

Nevertheless, the speed of environmental and technological change has considerably reduced the usefulness of experience, and managers in the public sector need increasingly to turn to findings from research to reduce uncertainty and supplement experience-based practices. In all organisations managers constantly make decisions, often of considerable importance with substantial consequences and they are increasingly urged to seek out more information to reduce decision-making uncertainty (Hanjoon and Chankon, 1994).

One of the goals of the research is to generate new knowledge and establish an evidence-base within the profession. Research may not solve problems or make decisions, but research can provide information for managers to use to reduce risk in the decision-making process (Oulton, 1995).

The existence of a gap between research and practice holds in management and organizational science (Rynes et al., 2001; Pfeffer and Sutton, 2006). Despite the challenges, research-based

management practice has the potential for achieving organizational goals, associated with employees, stockholders, and the public in general.

Although there are differences among the terms, the common theme among them is the notion of incorporating research within practice. The term research utilization (RU) is used in this thesis and is defined as “the use of research findings in any aspects of one’s work in a bank” (Estabrooks, 1998, p.19). Although a variety of terms that capture the essence of using research are available, the term research utilization was selected for its broad conceptualization.

Nowadays, though it seems most professionals and practitioners in Ethiopia, could not incorporate researches findings with their daily operation, it needs to be measured and studied. Therefore, this study aims to investigate the research utilization practice of professionals in the case of commercial banks in Ethiopia.

## **1.2 Statement of the Problem**

Research is the keystone of most universities. It drives much of the work of the faculty. The rate at which new research papers are published has increased drastically in the past few decades, likely due to the widespread influence of internet and online publication initiatives. In 2014 alone, more than 80,000 scholarly articles were added to the literature (Farimah Hakem Zadeh, 2015).

Conversely, the failures to successfully translate academic knowledge for practical uses have been repeatedly voiced by prominent management scholars (Cummings, 2007). Researchers have showed the large extent of the division between research and practice in different subfields of management (Inanga & Schneider, 2005).

Business organizations are known to undertake research for a variety of reasons. The reasons could range from gathering information about consumers or even about business customers. The primary role of management comprises of undertaking proper and effective decisions. A

lack of proper research and analysis about the existing as well as future situations could lead to ineffective decision-making by the management. Thus, it is clearly seen that proper research is very crucial for undertaking correct and proper decisions.

Since the increasing complexity of the business environment in which organizations have to function, the information needs of a manager become more complex and demanding also. The time available to a manager to assess, analyses and react to a problem or opportunity is much reduced. Managers and their supporting information systems need to take fast, and hope-fully appropriate, decisions. Lastly, to add to the problems, the consequences of taking wrong decisions become more serious and costly. Entering the wrong markets, producing the wrong products or providing inappropriate services will have major and big consequences for organizations.

A good and stable research utilization mechanism is very important for any business irrespective of its size as well as its client strength. Research is crucial for a business to stay ahead in a competitive environment.

The final aims of research works in any type of organization are to advance the quality of service and to fulfil the desires of the public, and crack organizational and business problems (Laycock, 2001), as well as to advance the decision making process and to reduce the possibility of providing a wrong decision, as the business environments are growing rapidly and became more complex (Cao et al, 1996).

The banking industry is critically significant to the nationwide and global economies. Banks are vital to the operation of a country's domestic economy in their role as depository institutions and lenders to both firms and individuals. (Gerald J. Lobo 2017).

Attempts were made to address some sorts of issues through the research and practice gaps in other sectors apart from the banking sectors and the researcher couldn't able to find studies

related to the research utilization practice issues in the banking sector. Hence, the current researcher understood that there is a research gap to be bridged by his current study. This is the initial point of motivation for the researcher to conduct this study in the banking industry. Recognizing the aforementioned issues, this study attempted to assess the current status and challenges of research utilization practices in the commercial banks in Ethiopia with the special emphasis of their quality and relevance.

Based on the issues raised above, the study attempts to answer the following basic questions such as:

- What is the current status of the research utilization practice of professionals in the commercial banks in Ethiopia?
- What are the main factors influencing the research utilization practice of professionals in the commercial banks in Ethiopia?

### **1.3 Objective of the Study**

#### **1.3.1 General Objective**

- Evaluate the present status of the research utilization practice of professionals in the commercial banks in Ethiopia.

#### **1.3.2 Specific objective**

- Identify the key factors influencing the research utilization practice in the commercial banks in Ethiopia.

### **1.4 Definition of terms**

**Research** is a careful and detailed study into a specific problem, concern, or issue using the scientific method. It's the adult form of the science fair projects back in elementary school, where you try and learn something by performing an experiment. This is best accomplished by

turning the issue into a question, with the intent of the research to answer the question. It can be about anything, and we hear about all different types of research in the news.

**Research Utilization** is used in this thesis and is defined as “the use of research findings in any and all aspects of one’s work in a bank” (Estabrooks, 1998)

**Evidence-based management** is about making decisions through the conscientious, explicit, and judicious use of four sources of information: practitioner expertise and judgment, evidence from the local context, a critical evaluation of the best available research evidence, and the perspectives of those people who might be affected by the decision. (Briner et al. 2009, p. 19)

**Organizational Characteristics**: are aspects of organizations that can be recognised, usually in relation to performance and can impact research undertakings in the organization (Glynn & Abzug, 2002).

**External Entities**: refers to bodies outside the organizations that influence the research practise. They consist of regulators (monitors or stakeholders), legal and policy framework, resource providers and collaborators (Friedland & Alford 1991; Glynn & Abzug, 2002).

**Research Inputs**: refer to any contributions that support the R&D process which increases organizational innovation and it includes all types of investments (i.e. time and resources), training and acquisition of competencies (Friedland & Alford 1991).

**Research outputs**: states to the immediate results of research papers, journals, magazines, newspapers, seminars, and any types of findings disseminated information in relation to research activities. Research outputs, as the products generated from research, include the means of evidencing, interpreting, and disseminating the findings of a research study (Friedland & Alford 1991).

**Research results:** refers to the more tangible products and/or services and intangible effects arising from the results of Research & Development processes and it includes any product, service, process and policy innovations; these may impact on the organization itself and/or its external actors (John, Colin & Margaret 2003)

### **1.5 Significance of the Study**

For every professional it is necessary to have strong potential in decision making because of that they are required to have the necessary knowledge and up-to-date information that may enable them to decide the optimum decision and at last, it will lead them to achieve the objective of their company.

This study evaluates the research utilization practice of professionals at the commercial banks in Ethiopia.

The result of this study will assist those selected organizations and others to know where they are and it enables them to fill their gaps, if any. And also this study could be used as a base line data for anybody who wants to conduct a study on this issue.

### **1.6 Scope of the Study**

This research paper tries to assess the research utilization practice of professionals in the case of commercial banks in Ethiopia. The study covered some selected government and private banks in Ethiopia within Addis Ababa territory by using purposive and self-selected sampling method. The researcher considers that the sample were representative of the population.

### **1.7 Limitation of the Study**

Considering time and cost constraints, banks other than the three selected ones were not part of this study. In addition to this, regional branches of the selected banks were not included in this research paper while taking samples for the study. Finally, there is absence of sufficient

literature in the Ethiopian setting that helps to form the theoretical part of the study. Therefore, the literature part of this study is mainly supported by the literature sources of foreigners.

### **1.8 Organization of the research report**

In order to achieve the abovementioned objective, this paper is organized into five chapters. The first chapter deals with the introduction part of the research topic. The second chapter outlines a theoretical foundation for this study by reviewing the extant literature. The third chapter articulates and justifies the adopted methodological approach and measurement techniques. In the fourth chapter, the analysis, and results outlined. The last chapter identifies summary, conclusion and recommendations.

## **CHAPTER II      LITERATURE REVIEW**

### **2. Introduction**

This chapter provides a basis for the topic that is going to be studied and its concepts. It further centres on the review of empirical studies, theoretical model and general literature review of the research and development history around the world. It also highlights theories guiding the study, and thereby explaining the research gap after which it presents the conclusion on the empirical literature.

#### **2.1 Concept of Research**

Different authors have defined research, in the broader sense as it is a systematic inquiry whose objective is to provide information to solve managerial problems (Cooper and Schindler, 2003). It can also be defined as the systematic and objective process of producing information to ease the decisions making. process in the business. One of the parts of business research is Marketing research and it has defined by different authors as it is the application of scientific method in search of the truth about marketing phenomena. Philips R. Cateora and John L. Graham (2005) define marketing “research as the systematic gathering, recording and analyzing of data to provide information useful in marketing decision making.” British institute of management (1962) as “the objective gathering, recordings and analysing of all fact about problems relating to the transfer and sales of goods and services from producer to consumer”. Research can be seen as a series of linked activities moving from a beginning to an end. Research usually begins with the identification of a problem followed by formulation of research questions or objectives. Proceeding from this the researcher determines how best to answer these questions and so decides what information to collect, how it will be collected, and how it will be analysed in order to answer the research question (Punch KF 1998).

## **2.2 The Concept of Research Utilization**

Several definitions have been given to what research utilization is? However, for this review only few have been selected. Stetler (1985) defined it as the use of findings in practice and noted that it was the basis of the practitioner-oriented Stetler-Marram Model of Research Utilization. The Western Interstate Bank on Higher Education in Nursing (WICHE) research utilization project defined research utilization as the use of findings through concepts of planned change and developed a five phase resource linkage model based on concepts of diffusion of innovation (Krueger et al., 1978).

McCurren (1989) defined research utilization as ‘a process in which the products of research are applied to verify current practice or to change practice’ (p. 132). Hickey (1990) reported that research utilization can be considered a process through which research findings are critiqued, implemented, evaluated and disseminated.

## **2.3 Background and context of research in the business sector**

Understanding the factors affecting the utilisation of research by managers and decision-makers in industry and the business sector has been the focus of considerable research: pioneer studies in the 1970s concluded that potential users of research were unable to evaluate the key features affecting research quality (Hanjoon and Chankon, 1994). Early research identified a range of factors affecting the use of research for managerial decision-making (Weiss and Bucuvalas, 1980; Deshpande and Saltman, 1982; Moorman et al., 1992), and argued that research was used more often when the findings matched managers’ expectations (Deshpande and Zaltman, 1982; 1984; 1987). Research use was found to be influenced by organisational factors such as the relationship between researchers and managers (Zaltman and Moorman, 1988; Moorman et al., 1992) and the structure of the organisation (Deshpande and Zaltman, 1982; 1984; 1987).

More recently, Tranfield, et al., (2003 p.212) have argued that ‘management research is a relatively young field, far less well developed in terms of agenda and question formulation than much of medical science’. In view of this, many researchers have sought to identify the most effective strategies for facilitating research utilisation by conducting cross-sector reviews and comparative studies, with the intention of learning from other professions where research utilisation is more well established (e.g. Hemsley-Brown and Sharp, 2002; 2003; Walter et al., 2003a; 2003b). For example, Davies and Nutley (1999 p.15) found that “evidence on effectiveness is more to the fore in healthcare than in any other public sector service” and they concluded that by sharing experience across diverse sectors important insights and advances in research utilisation could be made.

## **2.4 Role of Research for business**

Researchers claim that research could be carried out for several reasons and classified under three main headings: decision-making, responsibility, and knowledge (Alston et al, 1995; Friedland & Alford 1991; John, Colin & Margaret 2003).

The primary goal for carrying out a business research is to provide information to those decision makers or policy makers so that they can use to improve projects, programs or policies. Decision makers may engage individuals from inside the program organization or from outside, to carry out the research and report on programs.

The subsequent goal of business research is to produce new knowledge or learn lessons about a project, a program, a policy or an organization. Such information and insights may be put to use by different groups to improve the design, implementation or evaluation of future activities.

Finally, the third reason for conducting business research is to fulfil accountability requirements. Those who fund research or development projects need assessment of the extent to which their objectives have been achieved and their resources have been well used.

## 2.5 The Concept of Research and Development

According to Bronwyn H. Hall, Research and Development (R&D) has been defined as it is the term frequently used to describe the activities undertaken by firms and other entities such as individual entrepreneurs in order to create new or improved products and processes. The broadest meaning of the term covers activities from basic scientific research performed in universities and laboratories all the way to testing and refining products before commercial sale or use. The performance of, incentives for, and the contributions of R&D are topics that are widely studied in management, economics, and other social science disciplines.

Total spending on R&D activities is also one of the most widely used indicators of the innovative performance of firms, industries, and countries. The Frascati Manual of the Organization for Economic Cooperation and Development (OECD), first published in 1963, created an international standard for surveys of spending on R&D. This manual defines R&D as “creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications.” R&D is generally thought to consist of three main activities: basic research, applied research, and development. Basic research is research undertaken primarily to acquire new knowledge without a view as to its application.

Applied research is research directed towards a specific objective and development is work drawing on existing research results and directed specifically towards the creation of new and improved products and processes. In general, more than two-thirds of R&D spending by firms or countries is directed toward development rather than research. The 2003 OECD Science, Technology, and Industry Scoreboard reports that in developed countries with high R&D intensities, basic research is less than one fifth of total R&D spending.

### 2.5.1 Global Overview of Research and Development (R&D)

Research and Development (R& D), plays a significant role in the progression of a country economy. The developed just as the developing economies have occupied with different operations regarding R D which empowered them to persistently improve the way of life of their residents and securing them against fear of terrorism/war or some other violations The most generally utilized pointers to screen assets gave to R & D overall are gross household use on R D GDERD communicated in buying power equality PPP and R D force level of total national output GDP gave to R D exercises Furthermore the primary total utilized for global correlations as indicated by OECD 2002 is gross local consumption on R D GDERD. This comprises of all-out consumption ebb and flow and capital on R D completed by every inhabitant organization investigate establishments college and government labs and so on It incorporates R D financed from abroad yet bars local assets for R D performed outside the local economy GDERD is here communicated in consistent 2005 dollars balanced for buying power equality and as a portion of GDP R D force Proof demonstrates that an entirety of cash changed over into US dollars at PPP rates will purchase a similar crate of merchandise and enterprises in all nations As indicated by the UNESCO Institute of Statistics factsheet 2012 the conveyance of R D power in primary locales/nations pointer reflects R D force by introducing R D use comparative with the size of the local or national economy This marker reflects national R D force by introducing gross residential R D use comparative with the size of the national economy The 2007 local midpoints are 2.6% for North America 0.6% for Latin America and the Caribbean 1.6% for Europe 0.4% for Africa 1.6% for Asia and 1.9% for Oceania With respect to venture endeavors were made to audit the present status of R D in a portion of the created nations on the planet There are top ten world's driving nations in R D consumption estimated in US dollars at buying power equality PPP\$ for the most recent year accessible as follows In 2013 the European Science Foundation 2013 has overviewed Industrial R D Investment Trends As one of the principle discoveries the review presents that the reacting

organizations hope to expand their R D speculations by 2 6 % on normal every year somewhere in the range of 2013 and 2015 Additionally the Global Innovation Index GII 2013 reasons that advancement is perfectly healthy on the planet In spite of the continuous worldwide monetary difficulties the general picture for advancement is certain with innovative work R D spending surpassing 2008 levels in many nations As the report notes at no other point in history has such a lot of cash been spent on R D around the world

### **2.5.2 Research and Development in the developed Countries**

According to the Global Innovation Index (GII) 2013, R&D in developed countries is rising at a faster rate than in high-income countries. Moreover, in the last five years, china, Argentina, Brazil, Poland, India, the Russian Federation, Turkey and South Africa have been driving this growth. This implies that the successful experiences of emerging countries create opportunities to leverage cooperation for technology transfer and stimulation of R&D.

In particular, China's growth as an R&D investment by 12% to 20% annually for each of the past 20 years; while at the same time, US R&D spending increased at less than half those rates. As a result, China's investment on R&D is now about 61% that of the US, and continuing to close. At the current rates, China's commitment is expected to surpass that of the US by about 2022, when both countries are likely to research about \$600 billion in R&D. As India is growing as a preferred R&D destination for global corporate giants, it is equally important to boost the investor sentiments among the top global companies. R&D in intensity in Turkey has increased progressively from 0.48% in 2000 to 0.84 in 2010. Over this period R&D intensity has experienced an average annual growth rate of 5.8 (European Bank report 2013).

And there are evidences, in addition to the above countries, which indicate that other Asian countries, in particular Singapore, Taiwan, or Malaysia are emerging as new players in the internationalization of R&D, both as host countries and as home countries for internationally

active firms. This implies that R&D is of central importance in world innovation-based knowledge-driven economy.

### **2.5.3 Research and Development (R&D) in Developing Countries**

Technological change and innovation driven by R&D have been the most important sources of productivity growth and increased welfare (Edquist, 2005). As a result, there is a high correlation between those countries that have shown significant economic improvement in the past and those countries that have made substantial investment in R&D. For that reason, it is imperative for developing countries, including least developed countries, to build R&D capacities, without which they are likely to miss opportunities to upgrade their technologies, move up the development ladder and, catch up with developed countries. However, the availability of R&D statistics for developing countries is uneven and scaring, and they still lagged behind in R&D. (UNESCO, 2010).

R&D performers function within specific context of a national social, cultural, political, financial and economic system, frequently carrying with them the legacies of colonial, postcolonial and other forms of governance. This analysis allows one to understand why in many cases it is government rather than the private sector that tends to dominate R&D in developing countries (Niosi, 2002). Surveys in developing countries also reveal information on other subjects, such as the forms and actors of collaboration, the difficulties faced by firms in making use of intellectual property to protect their innovations, and the importance of public policies for innovation activities.

### **2.5.4 Research and Development (R&D) in Ethiopia**

The R&D policy of Ethiopia is merely merged with overall national innovation policy. According to the policy brochure of FDRE Ministry of Science and Technology (MoST) (2012), the governance structure of the national innovation system will be implemented in a

way to lead, support and monitor the implementation of the policy. The main actors of innovation system are;

National Science, technology and innovation council; Ministry of Science and Technology (MoST), and related ministries innovation support and research system with the grand mission set to create a technology transfer framework that enables the building of national capabilities in technological learning, adaptation and utilization through searching, selecting and importing effective foreign technologies in manufacturing any service providing enterprises (Ibid, 2012).

The document also mentions about 11 points of directions and strategies for innovation as the policy issues which are identified based on the national SIP problem analysis and assessment of the characteristics of countries selected as benchmark for their best practices. Among these 11 directions, the 4th and 7th points ('research & 'universities, research institutes' respectively) are directly related to the research activities (Ibid).

With regard to the status of R&D implementation, the Ministry of Science and Technology (MoST), has conducted R&D survey report on 193 institutions which explains some dimensions of R&D investment. It mainly focuses on producing useful statistics for developing R&D indicators that are useful for policy makers and monitoring progresses as well as for regional and international comparisons and showing attempt which was made to capture R&D expenditure and personnel data from 262 institutions in the government and higher education sectors through census survey (MoST, 2010).

The survey result reveals that the gross expenditure on R&D (GDERD) amounts Birr 931.4 million at current price. This makes the GDERD/GDP or R&D intensity to be 0.24 percent taking into account the GDP at current price of Birr 382,938.7 million for the year 2010. It also shows that about 13095 R&D personnel (head count) was engaged in R&D activities in

Ethiopia, and the number of R&D personnel per million inhabitants is 164 which is exceeded by nine of thirteen African countries (Ibid, 2010).

According to the final conclusion in the survey, the trends of R&D statistics in Ethiopia is unlikely treated owing to the inconsistency and validity issues of the previous R&D survey results. The R&D intensity for Ethiopia is low as compared to most of African countries with available data. The major portion of R&D expenditure goes to government sector and higher education sector. This implies that Ethiopia, as one of the developing countries, may share either some of the challenges or prospects of R&D in the continent (discussed under “Challenges Research and Development in Developing Countries”).

#### 2.5.5 Challenges of Research and Development in developing Countries

According to the above reports, there are several challenges that hampered the rapid growth of research and development in developing countries. The key among these are mentioned as follows:

a) **Funding Constraints**: one of the key concerns as far as promoting research and development

(R&D) is funding. Most countries spend a very small fraction of their Gross Domestic Product (GDP) in R&D. In addition, many countries are dependent on usually intermittent foreign funding. For example, about 38% of R&D funding in Tanzania and Senegal comes from abroad. According to UNESCO Science report 2010, the proportion of GDP devoted to R&D averages about 0.3% on the continent (UIS 2010).

b) **Brain-drain and Lack of Human Capacity**: Brain-drain is a classical problem in developing countries. Few students who acquire specialized skills from foreign countries return to their home country and become over qualified and cannot be absorbed into companies in their home countries. According to the previously cited UNESCO report, in 2009, at least one-

third of scientists of those with engineering degrees from developing countries were living and working in developed countries (UIS, 2010).

c) **Lack of Infrastructural Capacity**: another big challenge is lack of infrastructural capacity in terms of there being enough and well equipped research facilities and labs. In Uganda, for example, only 6 out of 27 universities offer science related programs, and even at those few universities, only five students pursue a degree in science. There is a lack of adequately equipped laboratories and labs in universities making it difficult for students to carry out practical and productive learning (Ibid 2010). From these arguments, one can understand that developing countries are still lag behind the needed status of research in terms of resources.

## 2.6 Factors that affects research utilisation in business

The notion of “barriers” to research utilization is well established in all sectors. There are numerous forms of organizational characteristics. Researchers mostly split them into two classes; like internal and external organizational factors (Glynn & Abzug, 2002). Some of them but not all, amid the two classes are mentioned below to formulate the conceptual framework of this study.

### 2.6.1 Organizational Characteristics (Internal Factor)

#### a) **The inaccessibility of research**

Kelemen and Bansal (2002) speculated that because in their view management research is written in a style that is alienating to most professionals, and is published only in academic, rather than practitioner journals, this has had a serious impact on research use by managers in the business sector. Walter et al., (2003a; 2003b) also recommended that to address the issue of inaccessibility research should to be translated for users. However, they acknowledged that “simply presenting findings in different formats appears unlikely to change behaviour” (Walter et al., 2003b p.13).

A number of research studies, both in health care and education, have concluded that lack of access was a key factor in research use (Champion and Leach, 1989; Elliott and Sarland, 1995; Moore, 1995; Haug, 1997; Davies, 1999; Goldstein and Woodhouse, 2000). In the health care sector, for example evidence from a meta-analysis (Haug, 1997) indicated that physicians appeared to choose the sources of information that were most easily accessible and most applicable to the problem, and they frequently relied on indirect sources of information about research findings, such as discussions with colleagues, described by Wenger (1998) as ‘communities of practice’ (Wenger et al., 2002 p.4).

The volume, applicability and ambiguity of research material have also been identified as key barriers to research use by those in education (Castle, 1988; Cousins and Leithwood, 1993; Shkedi, 1998), where the inaccessibility to journals is both physical and intellectual; and professionals claimed there was a lack of time and support to help potential users to access research.

#### **b) The relevance of research**

Tranfield and Starkey (1998) argued that a key goal of management research is to improve the relationship between theory and practice, but they highlighted a numbers of concerns including the issue of the relevance and the application of findings from management research. Once information had become available to the manager, it was likely to be assessed on the basis of prior experience for its relevance and consistency with expectations (Deshpande and Zaltman, 1987; Hemsley-Brown and Sharp, 2003). Authors from all sectors highlighted the importance of the “relevance” of research (Parahoo, 2000) and suggested that researchers should: ensure that topics are of interest to decision-makers; specify the implications; and be precise and realistic about claims (Ordonez and Maclean, 1997). Research impact in the business sector seemed to be affected by how finely tuned it was to meeting managers’ needs and inconsistent or counterintuitive information was less likely to be used (Deshpande and Zaltman, 1987).

### c) **Strategy of the organization**

An organization has a vital and clear understanding of its identity. It is actively involved in regular, result-oriented, strategic, and self-reflective thinking and planning that aligns strategies with the mission and organizational capacity. The planning process involves stakeholders in an ongoing dialogue that ensures that the organization's mission and programs are valuable to the neighbourhood or constituency it serves.

- **Structure**

The idea that organizational structures influence the productivity of research activities is not new. Authors such as Berger (2002) have emphasized the need to learn about individuals either by facilitating research or by creating challenges for its development. In this regard, organizations can structure and restructure following the results of the decision-making and political processes that are within their limits. Organizations are not flexible, but controlling the environment and organizational structure, which is important to obtain resources and achieve important goals, is a key factor for measuring their effectiveness (Berger, 2002).

As Berger (2002) stresses, the structure is a dynamic factor, on the one hand, it can change over time as a consequence of new organizational conditions. On the other hand, it can be frequently modified so that staff could have access to and acquire new and varied knowledge that would help them to overcome a range of problems, functions and diverse situations. Thus, the structure is not an organizational uniform condition, because different parts of an organization face differing environmental pressures and may need to respond by developing distinct practices, policies and structures, e.g. R&D vs marketing.

- **Staffing**

Staffing in organization is a fundamental component of effective institutional research, yet determining and securing adequate can be difficult (Rincones and Champion, 2008). Staffing

includes at least four professionals and usually more, within a range of credentials, specialization, and experience in the field. More than one staff member is likely to hold a doctorate and have more than ten years of institutional research experience. Numerous students and graduate assistants and analysts who are new to the field are common. In this arrangement, sophisticated research is conducted within the office rather than with the support of other institutional units (Ibid, 2008).

#### **d) Leadership Style**

Leadership and its role are the most important issues for the businesses and organizations nowadays. Leaders are individuals who establish direction for a working group of individuals and who gain commitment from this group of members to established direction and who then motivate members to achieve the direction's outcomes (Avolio, Bass, & Jung, 1999).

In addition, leaders are central in creating the context and opportunities for teams and employees that favor creativity and ultimate innovation (Shalley & Gilson, 2004). For example, leaders have significant role by creating and supporting a positive team climate (Anderson & West, 1998), by facilitating problem-solving and team reflection (Puccio, Murdock & Mance, 2007). Moreover, leaders can increase individual intrinsic motivation of creativity (Avolio, Bass, & Jung, 1999) and establish and maintain high quality work relationships with team members. This suggests that how leadership style can influence innovation.

#### **e) The gap between researchers and professionals**

“Managers and researchers in the private sector tended to differ widely on the factors they believed to be most important in making research useful”. (Deshpande, and Zaltman, 1984) and Kelemen and Bansal (2002) argued that the interests of management-researchers often differed from those of management-practitioner.

According to Le May et al., (1998), managers and researchers in healthcare held differing perceptions regarding the nature of research, its role, and the opportunities and constraints affecting dissemination. In education too there seemed to be a tension between users of research and researchers, which has been attributed to differences in their professional goals (DETYA, 2000).

Consumers were identified as seeking new solutions to operational matters whilst researchers were characterised as seeking new knowledge (DETYA, 2000). According to Deshpande and Zaltman, 1982, “researchers were from a basically different culture or community than the consumers or users of knowledge”.

Managers in the private sector seemed to be concerned with the usefulness of research findings for their organisations, while researchers seemed to be more concerned with methodological issues of research (Burrell and Morgan, 1979; Shrivastava and Mitroff, 1984). This difference in orientation may “create differences in the way managers and researchers evaluate the quality of research” (Hanjoon and Chankon, 1994 p.273). Research in the business sector (Deshpande and Zaltman, 1982) also suggested that the gap between researchers and user-managers could also be widened when the findings come as a surprise to users – that is, the results did not match their experience or expectations.

More recently cross sector reviews (Hemsley-Brown and Sharp, 2003; Walter et al., 2003b) and research in education have focused on the gap between researchers and users (Boostrom et al., 1993; Mitchell and Boyd 1998; Shkedi, 1998; Kirst, 2000; Staller and Kirk, 1998; Huberman, 1990; 1993). For example, Huberman’s (1990) Education et Vie Active (EVA) research programme with the Swiss National Research Council, studied the interaction between researchers and users on a national vocational education research programme to establish, how and whether this interaction impacted on the effective dissemination of research findings.

Huberman (1990) used maps and charts to clarify that good links, in type and amount, prior to a research study, and during a study, had contributed towards more energetic approaches to dissemination of the findings. He focused on the role of reciprocally influential relationships in the process of knowledge utilization and identified five levels of linkage, which he defined as (from the weakest to the strongest): “hello-goodbye”, “two planets”, “stand-off”, “reciprocal engagement”, and “synergy”. He claimed that the weakest linkage was characterised by there being no contact with target publics before the study is completed, brief contact during the research and no contact after the research.

The strongest linkage (synergy), he claimed, was characterised by well-established processes such as discussion, interim reports, presentations by researchers, meetings to discuss ultimate findings and plans for dissemination. Huberman’s research, therefore, provided some empirical evidence to support the notion that the impact of research can be increased through the strengthening of links between researchers and users at every stage of the research process.

#### **f) Funding Sources and Types**

Funding sources are central to realizing organizational objectives, goals and programs, linked to the role of the government in financial matters. According to Ben & Puay (2011), there are several types of funding sources such as; local government funds, general funds, private gifts & grant funds, federal government funds, and some other sources that organizations use to afford research related costs. The organization successfully secures support from a variety of sources to ensure that the organization’s revenues are diversified, stable, and sufficient for the mission and goals. The resource development has high visibility with key stakeholders and links clear, strategic messages to its resource development efforts.

### **g) Research Culture**

It refers to a research-oriented environment in which leaders move an organization towards a culture of research requires dedicated leadership and support of other staff throughout the entire organization (Gardner & Nunan, 2007). The term is also related to facilities, resources and related services that are used by the scientific community to conduct multidisciplinary researches in their respective fields. This definition, according to (Ekvall & Arvonen, 1991), covers major scientific equipment or set of instruments; knowledge-based resources such as collectives, archives or structured scientific information; enabling ICT-based e-Infrastructures such as Grid, computing, software and communication networks, databases; any other entity of a unique nature are essential ones to achieve excellence in research.

#### **2.6.2 External factors**

In the private and public sector research evidence suggested that external factors affected research utilisation (Hundley, et al., 2000; Hemsley-Brown and Sharp, 2003). Factors identified as important were organisational relation towards external environment, rule and policies of government, and researcher-manager interaction etc... (Deshpande and Zaltman, 1982); autonomy, empowerment, and organisational culture (Rogers, 1994).

### **a) Government Human Resources Policies and Laws**

Human resources law is related to labor and employment law and encompasses the various laws and regulations specific to the HR professionals. It deals with the issues that HR professionals contend within the majority of their work functions, predominantly in overseeing and managing duties related to hiring, firing, employee benefits, wages, paychecks, and overtime. It may also pertain to work place safety, privacy; and preventing discrimination and harassment (Ibid, 2004).

As it is argued by Shalley & Gilson (2004), the local, state, and federal employment laws all play a role in human resources, and HR professionals must be familiar with a wide array of different statutory and regulatory authorities in order to effectively and lawfully deal with company personnel. Common matters of concern to HR managers include employee handbook/manuals, establishing policies and procedures, affirmative action programs and policies, government contract and wage laws, human resources compliance audits, non-competition and confidentiality agreements, plant closing laws, substance abuse and drug testing laws, and unemployment compensation.

**b) Resource Allocations**

Resource allocators are other parts of organizational external characteristics. Resource, according to Gardner & Nunan (2007), comprises persons, asset, material, or capital which can be used to accomplish a goal (Fortune & White, 2006). External resource allocators, according to the context of this study, are external actors that facilitate the organization's ability in order to secure, manage and control scarce and valued skills and resources for a specific purpose. Donors, granting organizations and governmental entities that provide different forms of support like financial, material, and human resources development can be examples of good examples of resource allocators (Pao, 1982).

**c) Incentives and Reward Mechanisms**

According to Singh & Shoura (1998), incentives are external measures that are designed and established to influence motivation and behavior of individuals, groups or organizations. In addition, they argued that incentive systems or structures are combinations of several more or less coherent incentives; and organizational motivation, distinguished from capacity, refers to the internal motivation of an organization. Moreover, Fortune & White (2006) emphasize that incentive systems are important part of organizational motivation and central to helping

diagnosticians understand the forces that drive the organization. Organizations must continually seek ways to keep their employees and work groups engaged in their work, motivated, efficient and productive (Ibid. 2006). An organization's success can depend on its ability to create the conditions and systems (formal and informal) that entice the best people to work there. Also, a good incentive system encourages employees to be productive and creative, fosters loyalty among those who are most productive, and stimulates innovation.

## **2.7 Empirical Reviews**

### **2.7.1 Factors affecting Research utilization**

The most important variables affecting the use of research in the business sector were identified by Deshpande and Zaltman (1982) as organisational structure (which they defined as formalisation and centralisation); the technical quality of the research, the element of “surprise”, actionability and the interaction between researchers and managers. They argued that the degree of centralisation and formalisation within the organisation – or lack of these, seemed to be more important than other factors.

They claimed that the more decentralised and less formalised firms were the more like they were to make use of research findings (Deshpande and Zaltman, 1982 p.24). Thus, a highly centralised organisation “may have difficulty in implementing results from research, and may wish to decentralise decision-making at least during the implementation phase” (Deshpande and Zaltman, 1982 p.26).

Senge, (1990, cited by Louis, 1996) found that organizations that were more effective in using knowledge tended to have denser internal communication networks, and more individuals served in boundary spanning roles where they legitimately brought in new ideas from the outside. Conversely, he claimed that organizations that failed to learn, even from information that they requested, were characterized by internal boundaries, competition, excessive individual entrepreneurship and lack of continuity in personnel.

In the healthcare sector, both in the UK and the US (Dunn et al., 1998), the major barriers which emerged from empirical research were those associated with the organisational setting: insufficient time to implement new ideas; lack of co-operation from senior colleagues; inadequate facilities to support implementation; and lack of time to read research (Dunn et al., 1998) – the latter was also identified as a barrier to research use in education (Hemsley-Brown and Sharp, 2002; Wilson et al., 2003).

Findings based on case studies of eight local authorities in England and Wales, indicated that “the primary barrier” for managers in education “was lack of time” (Wilson, et al., 2003 p.vi). This finding supports work by Latham (1993), who compared the reading habits of 20 professionals from each of four disciplines: education, engineering, law and medicine. Results suggested that educators made little use of professional literature compared with other professionals. Educators claimed that there was too little time, the language of research was too technical, and literature in education is not regarded as potentially helpful

Findings from a cross sector review (Walter et al., 2003b p.30) suggested that in order to support and maintain research impact “activities need to be integrated within organisational systems and activities. All key stakeholders need to be involved”. Managers needed information at the top and in the absence of good research information at the top of the hierarchy, organizations lacked departmental integration and were likely to be pursuing incongruent goals (Cowan, 1994).

Evidence from a number of authors suggested that organisations therefore needed to: first, value research, in order to sustain a culture of evidence-based practice (Davies et al., 2002; Nutley et al., 2002a; Davies and Nutley, 2002); second, increase the critical mass of research-aware staff (Hundley et al., 2000; Wilson et al., 2003) and finally, learn to recognise research use as part of the organisation’s knowledge creation process (Mahajan and Wind, 1999).

### **2.7.2 Information Source Used in Decision Making**

According to a research conducted in United Kingdom Compilers were asked about the sources of information used to support their decision-making. The most frequently used sources were existing management plans (60% – the proportion that responded “always used” or “usually used”), expert opinion from outside the compilation group (49%), published reviews, books or handbooks (47%), and documentation or personal accounts of traditional management practices (46%) (Fig 3). Least frequently used sources of information were electronic/ web-based materials (4%), published popular articles (13%) and published scientific papers (23%). It appears that, in terms of written material, compilers rely heavily on current or traditional practices to guide them, together with \_expert\_ opinion. Interestingly, compilers do frequently use secondary literature (published reviews, books or handbooks), when it is available. Primary scientific literature is infrequently accessed and 12% said they never did so.

When a subgroup was asked at follow-up interview why they did not access primary literature to help them in their decision-making, the most frequent response (65%) was that this literature is too time consuming to locate and access. The majority (60%) also said this literature is too time consuming to read. A significant number (25%) said primary literature is too technical and difficult to interpret in the context of their decision-making. Importantly, 25% stated that they rely on in-house advisors or expert groups to interpret information from primary literature for them. This reflects the fact that some conservation organisations have recognised and tried to address the problem of information retrieval and interpretation, although often not in a systematic way. (Buxton M and Hanney S (1994) *Assessing payback from Department of Health Research and Development*, vol 1. Uxbridge: Health Economics Research Group, Brunel University.)

### **2.7.3 Locating information source**

To locate published information only 8% of respondents routinely hand search library resources and only 3% search library databases electronically. Percentages are even lower for unpublished material. The majority (72%) have never undertaken an electronic search of a library database in connection with management plan compilation. Less than 1% routinely used a web-search for publications and 76% have never done. Therefore, most respondents rely on literature recommended by a colleague (42%), use of their own, or a colleague's personal collection (56%) to locate published material. Figures are similar for unpublished material. Considering the time constraints on the respondent group, it is not surprising that literature is not being systematically sought out or reviewed, but it is of interest that they are using literature that is immediately available to them. Brown L (1991) Knowledge and power: health services research as a political resource. (EGinzberg (ed) Health services research: key to health policy. Massachusetts: Harvard University Press.)

### **2.7.4 Relative inputs of experience and evidence to decision-making**

Respondents were asked to scale the relative inputs of experience-based information (e.g. qualitative description, expert opinion) versus evidence based information

(Experimental analysis and quantitative measurement). The majority (75%) thought that the greater input was from experience-based information. 49% thought that experience based information was more influential, whilst only 5% thought.

According to the study the challenge to develop evidence-based practice was twofold:

1. To ensure that the results of research impacted upon practice;
2. To increase good quality research into the effectiveness of interventions.

According to study conducted in Manufacturing Industry of KwaZulu Natal. Because the method of Likert Scale was used in the design of the questionnaires' in this study, the Cronbach's Coefficient Alpha was considered the most suitable since it "has the most utility of multi-item scales at the internal level of measurement" (Cooper & Emory 1995: 155). This study produced a Cronbach's Coefficient Alpha of 0.8632. In this study, "Survey on Statistical Quality Control Techniques used by Managers in the Manufacturing Industry in KwaZulu Natal", indicated that:

- only 43% of the quality managers made decisions using statistical techniques.
- Only 22% of the respondents use statistical process control charts. This

Indicates that very few quality control managers use statistical process control techniques to control the variability of their products. As statistical process control techniques are used to improve the quality of products, it is essential that many more quality managers are aware of the uses of statistical process control techniques. Quality managers need to be made aware of the fact, that by using information based on statistical process control, companies are able to reduce or eliminate nonconforming products, and this leads to reduced manufacturing costs, increased customer satisfaction, tighter specification limits and hence, improved product claims. (Adelaide: National Centre for Vocational Education Research.)

## **2.8 Summary and Research Gap Analysis**

This chapter reviewed the concept of research utilization and the practice of the world and theories which explain how companies become successful if they incorporate research with their management system. The study also reviewed empirical studies conducted in different countries which tried to show the experience and gap of utilization of research in the decision-making process of the company. But studies in Ethiopia focused on the Evidence based medicine. Therefore, the main objective of this thesis will be to assess the research utilization practice professionals in the selected private commercial banks in Ethiopia.

## 2.9 Conceptual Framework

The following figure depicts the factors that affect the research utilization of practice of professionals.

	<b>Variables</b>	<b>Indicators</b>
<b>1</b>	External Factors	<ul style="list-style-type: none"> <li>- Regulators</li> <li>- Legal and Policy Framework</li> <li>- Resource Providers</li> <li>- Collaborators</li> </ul>
<b>2</b>	Organizational Characteristics	<ul style="list-style-type: none"> <li>- Internal Governance/structure</li> <li>- Internal fund allocation system</li> <li>- Organizational capacity</li> <li>- Research Culture</li> <li>- Leadership roles</li> </ul>
<b>3</b>	Research Utilization Practices	<ul style="list-style-type: none"> <li>- Inputs</li> <li>- Throughputs</li> <li>- Outputs /outcomes/</li> </ul>

**Source: Adopted Model of Research utilization. (Hemsley-Brown, J.V. (2004).)**

## **CHAPTER THREE - RESEARCH METHODOLOGY**

### **3. INTRODUCTION**

This is a road map showing the arrangement of collection of data, measurement and analysis of data in a manner that aims to combine relevance to the research purpose. It includes all the methods, techniques and procedures that were used to execute the research project. Selecting appropriate research design and methodology is crucial to the success of any research and must be driven by the research problem or question and the state of knowledge in the area being studied.

#### **3.1 Research Approach**

Scientific studies can be conducted as either quantitative or qualitative studies. Many researchers are concerned with the choice between a quantitative and a qualitative methodology (Sobh & Perry 2006).

Qualitative studies are seeking descriptive data through a holistic viewpoint and examine several variables, but only in a small population.

Qualitative' methods are used to answer questions about experience, meaning and perspective, most often from the standpoint of the participant. These data are usually not amenable to counting or measuring. Qualitative research techniques include 'small-group discussions' for investigating beliefs, attitudes and concepts of normative behaviour; 'semi-structured interviews', to seek views on a focused topic or, with key informants, for background information or an institutional perspective; 'in-depth interviews' to understand a condition, experience, or event from a personal perspective; and 'analysis of texts and documents', such as government reports, media articles, websites or diaries, to learn about distributed or private knowledge.

Since the objective of this study as specified above was to evaluate the research utilization practice of professionals in the commercial banks in Ethiopia and due to its descriptive nature, qualitative approach was used for this study.

## **3.2 Research Strategy**

The most significant condition for distinguishing amid numerous research strategies is to identify the research questions being asked. This study in general aimed to evaluate the research utilization practice of professionals in the case of commercial banks in Ethiopia.

The main research strategies to use when collecting and analysing empirical evidences in qualitative approach is a multiple case study research method. Therefore, multiple case study was deployed in this study.

## **3.3 Target population, Sampling Technique and Sample Size**

### **3.3.1 Target Population**

A population is the group of units about which the researcher needs to make judgments. These elements can be groups of individuals, customers, companies, or products (Mooi and Sarstedt 2011). The population of interest for this study was a group of private and government owned banks functioning in Ethiopia.

### **3.3.2 Sampling Technique**

The requirement to sample is a thing that is almost perpetually faced in qualitative research. Sampling is the process of selecting units (e.g., people, organizations) from a population of interest so that by studying the sample the researcher may fairly generalize the study results back to the population from which they were chosen (Trochim 2000).

Purposive and self-selected sampling techniques were employed to choose the participants in accordance with their duties and responsibilities. The three directors of each bank, in addition to their readiness to be interviewed, have suggested to different key witnesses who can provide

sufficient information as a snowball sampling technique. In general, a non-probability sampling technique was applied to recruit the study participants.

### **3.3.3 Sample Size**

The banking industry in Ethiopia comprises a total of 18 government and private owned banks. Accordingly, the banks can be categorized in two groups, Government owned and Private owned Banks. As all the state-owned banks and private owned Banks was further classified in to sub-division as: Short-Term, Medium-Term and Long-Term Banking Services based on their respective years of services.

The government owned banks were excluded from this research as their size is incomparable to the private owned banks. Thus, it might affect the conclusion of this study.

The Short-Term sub-division, which are group of banks with less than eight years of services, was included in this study to assess their practice of research utilization in their operation as they were established in the period which research acceptance is highly increased. In addition to such classification, the researcher was considered one bank from each section for its data collection.

There are adequate number of participants in the banks for this study. The research participants from each bank are fifteen (six researcher officers, three directors of the bank and 3 Managers) who were immediately involved in research and related activities.

## **3.4 Data Collection Instruments**

In this study, two types of data collecting instruments were employed i.e., data mining from research reports, and structured and unstructured interviews. Unstructured interviews have the most fixable rules of the three interview types. According to (Wayne, Gregory & Joseph 2003), “such kinds of interviews are most often used in case studies with small sample size (types of qualitative studies). And they are best used when researchers want to find as much more information as possible about their topic.” The unstructured interviews were conducted for all

significant informants, directors and managers, to collect detail information, and structured interviews were applied with research officers whom are directly involved in research.

Primary and secondary source of data were used in order to evaluate the research utilization practice of professionals in the Commercial banks in Ethiopia.

### 3.5 Method of Data Analysis

After the data has been collected through interview, all kinds of the data were transcribed, categorized and organized in accordance with their thematic classification. Transcription and data entry were taken place every time instantaneously after the interviews. All sorts of data were classified in accordance with the conceptual model of the study. And the data were analyzed in accordance with the following thematic classifications based on the three operationalized themes of the conceptual model (for more information, see Table 1) as follows:

	<b>Variables</b>	<b>Indicators</b>
<b>1</b>	External Factors	<ul style="list-style-type: none"> <li>- Regulators</li> <li>- Legal and Policy Framework</li> <li>- Resource Providers</li> <li>- Collaborators</li> </ul>
<b>2</b>	Organizational Characteristics	<ul style="list-style-type: none"> <li>- Internal Governance/structure</li> <li>- Internal fund allocation system</li> <li>- Organizational capacity</li> <li>- Research Culture</li> <li>- Leadership roles</li> </ul>
<b>3</b>	Research Utilization Practices	<ul style="list-style-type: none"> <li>- Inputs</li> <li>- Throughputs</li> <li>- Outputs /outcomes/</li> </ul>

Table 1: *Thematic Basis of Data Analysis*

### 3.6 Ethical Issues

The current researcher, has a working experience in the banking industry. Therefore, getting the authorization to collect data was not intricate. After having a discussion on some ethical issues concerning research utilization and the aim of this study, with all respondent, I have

received their consent to obtain information from them and even to record their voice. All respondents have participated in interviews. For the privacy of the interviewees, the participants were nominated with their own codes like: “D” = Directors, “M” = Managers, “R” = Research Officer, during the analysis of data. The data collected through the interviews from three departments and document mining from research reports were used to triangulate the validity of the information.

## **CHAPTER FOUR - DATA ANALYSIS AND PRESENTATION**

### **4. DATA ANALYSIS AND PRESENTATION**

In this chapter, the data collected from the study participants is presented and analysed in order to find a response to the research questions of the study. This chapter encompasses two main parts. The first part deals with the analysis of data collected according to the conceptual model and the second part discusses the findings based on the analysis of data.

#### **4.1 Results**

##### **4.1.1 Background of the Participants**

The target population of this study is included of all banks operating in Ethiopia. After the sample have been taken fifteen professionals among the selected three banks were identified. Those professionals have a direct involvement in the research activities of the banks.

Furthermore, apart from their research responsibilities, most of the professionals were assigned as research quality assurance specialist, research quality assurance coordination administrator, organizational change reform experts in the bank. All of them except three participants are MA and MScs holders in different areas of study such as Management, accounting, Strategic Management and project management. One of the participants is with a first degree in Accounting, the remaining two are with BA and BSc qualifications holders in different fields of study. Concerning supplementary training, more than half of the professionals have concluded supportive training programs such as Statistical Package for Social Sciences (SPSS), Training of Trainers (TOT), Research Methods, Business Score Card (BSC), and one of the professionals stated that he has finished various research-related training programs.

One of the directors of the bank had a key role in this study. Moreover, he has recommended the present researcher, another manager to be interviewed. He and the key informants i.e. other

managers interviewed are MA holders and had more than twelve years of working experience in the banking sector.

This study has a sample of fifteen participants and was not constructed to accomplish a statistically representative sample. The results of the study are summarised in general terms throughout this report (few, some, several, most, all or nearly all) rather than applying percentages as it is not proper to infer conclusions about the precise number of participants in the organization who would share the same attitudes or behaviours. In turn, it is not possible to provide specific recommendations for the findings of the study.

#### **4.1.2 Organizational Factors (Internal Factors)**

Organizational characteristics may give a valuable structure for understanding research utilization practice in the organization. These are simply exhibited in different forms in the given organization as stated below.

##### **4.1.2.1 Internal Organizational Structure**

The research and development department of the bank is managed by the main director as one of the three directors of the banks. Except, Bank of Abyssinia, the remaining two banks have a separate research and development department whose duty is to do research works and provide a recommendation to the Executive management committee of the bank. The name given for this department in Zemen Bank is Innovation and change management. However, in the case of the Bank of Abyssinia, the research and development department is merged with the marketing department.

For the item “Is there an organizational setup/structure that facilitates research activities?” All of the interviewed professionals have agreed that the organizational structure of their bank helps to incorporate research works in their operation. However, three of the participants have explained that after their bank has restructured the bank departmental formation, it was

impossible to give due attention to the research activities. Apart from this, all interviewed professionals have understood as follows:

*The organizational structure of the banks is as resilient as it is easy to update when the needs emerge. As one of the components of the organizational structure, matching human knowledge and skills to tasks and standards of services one of the indications of our organizational structure. (M1: on 12/03/2020)*

Similarly, the other interviewee from the managers' states as the following.

*The banks help professionals to execute their responsibilities and duties in the bank. Because, the structure of the bank comprises one of the values that can promote the research activities such as simplicity of mission statement, coordination of resources, working procedures and systems, clarity of responsibilities, knowing the public expectations from the Bank and so on. These values are also employed in organizational research activities as one of the directorates in the bank. (M2: on 13/03/2020)*

Almost all of the researchers answered "Yes" for the above item and the remaining three of them expressed what they believed about the organizational structure is that, "if the bank has a separate division for research activities, it could promote the effective utilization of research in the bank which could directly serve the bank to accomplish its mission and vision efficiently." (R6: on 17/03/2020).

In this respect, Butler (1992) argued that one of the characteristics of a good structure is that it expedites in helping to discharge the duties and responsibilities of staff in a given organization. The power of decision making on research priorities tends to be diverse, which means the institute has its framework to conduct research works within a given year, but sometimes the external regulators/monitors propose what research topics to be conducted on.

The current researcher postured an item “What does the decision making on research priorities look like?” For the managers who are directly responsible for the research management and they explained that the bank runs its duties within its regular framework. But some time of our external regulator, National Bank of Ethiopia, send us specific focus areas of research priority and monitor our focus areas of the research projects within a given time interval (M1 and M2: on 10/03/2020 & 19/03/2020, respectively).

Moreover, the human resources hiring policy of the banks have an impact as it can develop and implement short, medium and long-term human resource plans based on its strategic plans of the banks. ” Concerning its human resource management, the bank implements such functions in two ways grounded by the internal governing law. Two of the directors had an almost comparable assumption that the hiring system of the research staff is highly affecting the research utilization practice of the bank. (M1 and M2: on 10/02/2020 & 27/03/2020 respectively). This suggests that the participants from managers and researchers understand that the bank is well-governed and structured according to the framework issued under the National Bank of Ethiopia.

#### **4.1.2.2 Internal Fund allocation system**

Evidence obtained from the data and the responses of the respondent exposed that the budget allocation system resembles unproportioned corresponded to the diversification need of the business research which requires huge investment.

#### **4.1.2.3 Organizational Capacity**

Capacity is a complex term that represents a wide range of capabilities, knowledge and resources that non-profits need to be effective (Department for International Development, 2010). In this section, organizational capacity is considered in three dimensions such as human capacity, infrastructural capacity and financial capacity. The first impression among the issues to be considered in this sub-section of this study is human resource capacity. According to one

of the informants (M1: on 10/02/2020) responded, “There are 3 research officers and 1 supporting staff who are carrying out the research activities of the bank. However, I don’t accept that the bank has sufficient human resources and there are some scarcities towards human resources.”

The second issue to be considered under the organizational capacity is the adequacy of research infrastructure. In this regard, one of the managers mentioned his idea as follows

*There are some indicators of infrastructure like “information communication technology (ICT), and education and training manuals and some other types of resources”* M1: on 10/02/2020).

Two informants among the managers were asked the question “Is there an organizational setup the facilitate research activities? If so, how?” Similarly, both of the informants (M1 & M2) stated that there is a proper organizational structure in their bank, which helps to work independently in the bank. In addition, the budget allocation and some research infrastructures, though it needs improvement, it has progressed. All most all participants have agreed that the bank never conducts annual workshops for reviews and discussions of the research findings with the decision-makers and the other stakeholders.

And the third issue which is recognised under the organizational capacity is the sufficiency of the budget. Financial capacity refers to the funds available for research activities, including the amount, the conditions under which funds are provided and the source of fund. Seyoum (1998) revealed that the existence of research sponsoring institution became indispensable since the financial resource is beyond the reach of an individual researcher. In this sub-section, the study presents the extent of financial resource for the banks. For the interviewed managers, the financial operations are reasonably managed and reflect reliable management principles.

The allocation of budget for the research and development department is based on the proportion strategy that the bank has. This was mentioned based on the item “What does the organizational capacity for doing research look like?” of the current organization?”

*It mainly uses its budget allocated from the bank. Although research activities require a tremendous amount of budget, it is sometimes impracticable to afford such needs with its own designated budget. (M1: on 10/02/2020)*

Furthermore, most of the professionals have agreed on the above idea and few of them similarly declared that even if the amount of their budget is moderately confined, they are trying to engage in the optimal resource utilization techniques. (R7 and R8: on 21/02/2020).

#### **4.1.2.4 Research Culture**

Availability of relevant features in the banking sector, for instance, evidence-based management, has a significant role in the endeavour of organizational research activities. Both of the managers in their side stated that research culture; based on the item “How do you describe the research culture in the Bank?”

*Yes. Although research has various contributions for most organization, As I perceived, limits in the application of researches is not only limited to our bank but also in the country level. As we have a poor research culture. To be specific to our situation, years ago there was no dedicated research team. Nevertheless, three years ago, the bank set up the dedicated research department which could do researches and provide research findings with some recommendations to the decision-makers. However, their effort to promote research use practice is not seeming so far as they are in the developing stage. In general, speaking about the banking, a limit in using research findings for decision making. Nonetheless, nowadays though they are not satisfactory, but there are some changes about use of researches findings in the banking sector,*

*which cannot be taken as evidence for having a profound research culture. (M1: on 10/02/2020)*

The above explanation about the poor existence of research culture in the banking sector favours proving that a weak research culture, for one of the managers, is something that should be solved maybe by discussing it with academicians. In addition to this, the unsatisfactory existence of research culture in the banking environment is revealed concerning what the professional functions. are, like:

*The banking industry by its nature is dynamic and needs intensive work by its professionals to mitigate problems that may came up due to the change in the business environment. Bank professionals who are dealing with research activities especially need to have a well-developed research culture. As their work is always related to data and information about the current environment and study the need of their customers to linger on the competition arena. (M2: on 27/03/2020)*

Some of the professionals in their side expressed what they perceive about the existence of research culture in the banking sector in different ways. One of them believes that “doing everything with the plan” (R1: on 11/02/2020) refers to the existence of the research culture in the organization. Others expressed that “honesty and impartiality on what we do” (R2: on 11/02/2020), “analysis of customer data and information using survey” ( R4: on 17/02/2020), “institutional change management activities” (R6: on 17/02/2020)., are some of the demonstrations of the existence of research culture in the organization. Accordingly, it seemed that the banks need to strive more to promote research practices.

#### **4.1.2.5 Leadership Role**

Though their answers are expressed in different ways, the majority of interviewed research officers have shown their confidence that leaders play a fundamental role in guiding and managing research staff within the department. The main predicament they all experienced is

that even though the research officers tried to obtain the updated information with a recommendation, by doing mini version research, to the decision-makers. However, the acceptance and the utilization of those research-based recommendations by the decision-makers is inadequate and poor.

It seems that this kind of incompetence might depend on the leadership style of the manager. If the manager encourages research utilization, it could stimulate the research utilization practice of the entire team in the bank. However, if the opposite occurs the negative consequences could result.

“How do you describe the leadership of the Bank in creating an enabling environment for research?” Almost all informants, except (R1 and R12: on 11/02/2020 & 13/03/2020 respectively), expressed their confidence in the use of leadership engagement in creating an enabling environment for research. About half of the professionals replied comparable responses like “...support the activities through motivation.” (R2: on 11/02/2020); “...play a good part but that’s not complete” (R3: on 11/02/2020); “...good role. They support, encourage research practices because they are hearts of the bank but the human resource in our bank is not satisfactory as much as necessitated. (R4: on 17/02/2020); “First of all, it is the Executive management committee of the bank who launched research directorate in the bank. As a matter of this fact, they have a condescending role in facilitating the research activities” (R6: on 17/02/2020); “...building and overseeing the works of the research unit is one of their roles” (R9: on 21/02/2020); “...encouraging individuals is one of the demonstrations of their responsibility” (R8: on 21/02/2020); “Yes, they have a great role in setting directions for our works” (R12: on 21/02/2020); and “Establishing effective communications with internal and external bodies concerning the research activities (R10: on 13/03/2020).

In addition to the above similar responses, only one of the researchers said: “they have a negative role” (R11: on 13/03/2020), and one other researcher also said, “Not that much

because they are mostly committed in other issues since the acceptance for their research-based recommendation by the decision-makers is very low.” (R15: on 17/02/2020).

From the managers’ view, one of the interviewees declares that managers maintain shared understanding and commitment to promoting research in the bank.

*Even though it is not adequate, they have a notable role. They are resilient to receive and incorporate the findings of the result. They have shared vision to incorporate research findings and institutional change principles in their decision making process. The most important thing that leaders did to support research in the bank was to get involved in the professional learning, getting ready for change, creating a research culture and development of their staff to become research-oriented. (M1: on 10/02/2020)*

The other respondent from the manager participants in his side states as follows:

*The leaders in our bank have not understood that they have a major part in creating research-based professionals that benefit the organization and requires dedicated management and needs the collaboration of the entire staff. (M2: on 27/03/2020)*

This indicates that more than half of the respondents among managers and researcher officer convinced about the need for the improvement in the role of the leaders to promote research practices in the bank.

### **4.1.3 External Factors**

#### **4.1.3.1 Existence of Regulators**

Generally, the Banks are highly monitored by the National Bank of Ethiopia (NBE), which was established in 1963 by proclamation 206 of 1963 and began operation in January 1964. Though the National Bank of Ethiopia regulates mainly on the financial activities of the banks, Therefore, the banks monitor their research activities and priorities. Accordingly, all of the

managers have mentioned that there are no external regulator bodies in general who monitors research activities in the Bank and the three Directors in particular based on the item: "Who are the external regulators (monitors) of the research activities?"

*There are no external bodies that monitor the research activities of the banks.*

*There might be a possibility to foster its growth and development if there was a concerned foreign body that could guide and monitor the banks' research activities.*

(D1: 11/02/2020).

#### **4.1.3.2 Legal and Policy framework**

The legal basis for the Bank is the directive of the National Bank of Ethiopia. According to Art 2 (12) of the Monetary and Banking Proclamation No 83/1994, banking business means any operation involving receiving money on deposit, lending money, receiving commercial instruments on deposit, accepting, negotiating/ transferring, discounting industrial tools and other evidence of debt, and buying and selling of gold and silver notes and foreign exchange. Similarly, Art 2 (2) of the Licensing and Supervision of Banking Business Proclamation No 84/1994 defines banking business as:

Any transaction involving acceptance of money on deposit, using such funds or deposits, in whole or in part, for loans or investments on account of and at the risk of the person undertaking the business, purchasing, selling and deposit of negotiable instruments (shares, bonds and other securities/ and checks, bills and notes, and buying and selling of gold and silver bullions and foreign exchange).

The commercial banks in Ethiopia have both a centralized organization. They operate in several locations of the country, though the focal area is in the capital city of the country.

#### **4.1.3.3 Resource providers**

To effectively implement any activities, there are certain things to be fulfilled. In the same taken, Kiflom (2009) suggests that to conduct satisfactory research, a research officer needs to

accomplish some critical conditions such as abilities in research methodology, infrastructures & materials, research funds, incentives and support from concerned organisations. In this regard, (M1 & M2) exhibited similar views based on the item "What types and resources of funds do the Bank use for research?" Their responses are strongly related to the nature of their organization. The managers showed their interest as follows;

*It would be great if the Banks receive support from outsiders to excel the use of research. However, it is a business making institution no external body is interested to support the banks financially. Thus, the Banks doesn't have the external resource allocators. Furthermore, they added that there should be a strong collaboration among the commercial banks in Ethiopia to foster the research utilization for managerial practice. (M1: on 10/02/2020.)*

#### **4.1.3.3 Collaborators**

Cohen and Mankin (2002) similarly claim that the first step in achieving a successful complex collaboration is to structure the project by defining clear and aligned goals, roles, responsibilities, and tasks. The banks only collaborate with the Central Statistical Agency, that is an agency of the government of Ethiopia designated to provide all surveys and censuses for that country used to monitor economic and social growth, as well as to act as an official training centre in that field. Moreover, they maintain collaborative relationships with the National Bank of Ethiopia, for exchanging information. Even the collaborative relations between the commercial banks are only limited to informal communications of the individuals when the data need arises and it profoundly depends on their existing contact.

Based on the interview item "Would you tell me if there are types of collaborations with external bodies on research activities such as; the wider public, research officers, donors, universities, and other governmental and non-governmental organizations?" Almost all of the participants agree that there are no collaborators who are working in any of these banks.

However, NBE and Central statistical agencies(CSA), that is an agency of the government of Ethiopia designated to provide all surveys and censuses for that country used to monitor economic and social growth, as well as to act as an official training centre in that field, operate with the banks for data sharing and information exchange. (M1: on 10/02/2020.)

Concerning the type of support from the bodies stated above, the Bank gets no help from outsiders. Endeavoured to examine how far this information is accurate from the higher officials of the bank and it has been confirmed that the bank never receives assistance from outsiders, for the research activities.

#### **4.1.4 Research Utilization Practices**

##### **4.1.4.1 Inputs**

Concerning human resources of the research department, they are composed of business and social science fields of studies. Almost on average, there are about one director, three research officers and two assistant staffs, in each bank. All of the selected research professionals in each bank took an entrance exam and properly measured before joining the department. One of the manager's response shows this based on the interview item "How do you describe the research staff competence?"

*All of the research teams are graduates in business fields. They are holders of M.A./MSc, B.A./BSc. But this is not to suggest that everyone is perfect and don't need support. Since the cases and natures of research are various and dynamic in the banking environment, it would be impossible to find all of the research teams, to be perfect in all cases and scenarios. Thus, there are some restrictions to their competence and might need to be improved, by providing extensive training and capacity development. (M1: on 10/02/2020)*

The other two respondents from the research officers also replied as follows

They retain relevant knowledge for the given profession (M3: on 17/02/2020). They have a high and medium level efficiency (M6: on 17/02/2020). Therefore, this suggests that most of the research officers felt worthy of their academic background and professional qualifications. Besides, the research officers were examined about the engagement method of the staff members. Some of their responses are shown as: Most of us hold knowledge and competence. (R2: 17/02/2020) and (R4:19/02/2020)

And one of the interviewees among the managers has said about the prerequisites to hire the research staff based on a similar item. He responded that "it is based on educational qualification, skills, research experience, research exposure and attitude to the work and the bank environment" (M6: on 10/02/20). Therefore, the responses recommend that the present number of the competent workforce as one form of input for the research practices seems insignificant. The other types of inputs "infrastructure and financial capacity" are indirectly mentioned under the subsection entitled "Organizational capacity".

#### **4.1.4.2 Throughputs**

Throughout the process of listing the research reports available in the department's shelves in each bank, the present researcher first identified the types of research reports. Among them, more than half of the papers, i.e. 40(83.75%) were reported as field research findings, and the remaining 25(16.25%) of them were reported as desk research findings.

#### **4.1.4.3 Outputs/outcomes**

This part tries to examine the research outcomes. Research outputs, as the results generated from research, combine the means of evidencing, evaluating, and distributing the findings of the research studies (European Bank, 2011). In this regard, the research outputs of the bank could assist decision-makers, if it was properly consumed while making decisions.

There are shelved research papers which are counted, classified and characterised by the current researcher following their focus areas of the three Banks.

According to the above information, it seems that the Banks are on their way of producing the highest number of research projects than ever. However, the past course of undertaking research projects per year within the past ten years was inadequate, i.e. the average of 3 research outputs per year. As a matter of this fact, factors that determine the annual rate of research projects were mentioned by one of the managers based on the question: "What factors determine how much research projects are conducted per year?"

The responses of both managers have mentioned two ways.

*One of the determinants that affect the number of research activities, is the change in the external environment. Moreover, the demand of shareholders and customers also affect the research activities of the bank. (M1 and M4: on 10/02/2020)*

One of the managers (M5: on 27/03/2020) mentioned that he shared the above idea and added his unique perception as follows:

*The qualified workforce is the core determinant that restricts our research attempts. Even if the organization gets adequate workforce in the given area of studies particularly: in research, and other social sciences fields because the locus of the Bank, for the time being, is researching in business domains, the amount, as well as, the quality of research activities shows some increments. Most commonly, we publish job posts in the public media to hire educated, trained and proficient employee, notably in research. Nevertheless, such sorts of people are not impressed by being employed in private institutions because of comparing the pay standards with those of the Non-governmental organization. (M2: on 27/03/2020)*

Regarding other types of publications, the study has no inputs. Proceeding to the research influences, the Research Excellence Framework (2020) states that impact includes an effect on, change or benefit to the economy, society, culture, public policy or services, health, the

environment or quality of life, beyond academia. Impact includes, but is not limited to, an effect on, change or benefit to the activity, attitude, awareness, behaviour, capacity, opportunity, performance, policy, practise, process or understanding; of an audience, beneficiary, community, constituency, organization or individuals; and in any geographical location whether locally, regionally, nationally or internationally. Besides, impact includes the reduction or prevention of harm, risk, cost or other negative effects in a given economic sector. In the context of the banks, the concept of the research impact is understood in the retrograde approach with what is indicated by E.C., (2020), and the managers (R2, R5 & R6) mentioned following what they comprehend about it, based on the item: "What are the major impacts of research activities on the organization?"

*Ideally, research influences any activities, especially it helps the decision-makers to give an accurate and optimum decision. However, speaking about the commercial banks in Ethiopia, research has few or no influence on their activities. Since the research reports of the research officers are neglected and would not be applied in the decision making the process of the Executive management committee (EMC) of the banks. Thus, the research and development department of Commercial Banks has fewer roles comparing to other sectors. But it does not mean that the research and development department is not valuable or could not do anything, whenever there are unique things appear in the environment the concerned department execute customized research and report their findings with their recommendations to the higher officials for a decision. Therefore, the incorporation of research-based information in the decision-making process depends only on the ability and willingness of the decision-makers. (M1: on 10/02/2020)*

The other respondents suggested his opinion as below,

*As I explained earlier, though research has various facilities for most organization, there are restrictions in the using researches findings for managerial practice, but nowadays some hopes are there about the use of researches findings in the banking sector. (M3: on 10/02/2020)*

The above response suggests that the organization needs to work closely with the research and development department as it affects its performance if research outputs are overlooked. The other one also declares his idea as below;

*The research impacts are not quantifiable ones, and he relates them with the stakeholder satisfaction towards and belongingness of the research works. (M2: on 27/03/2020)*

Finally, a closing question "What are the major challenges that hinder organizational efforts of research in the Bank, and how are the challenges solved?" was posed to all of the informants. About half of the research officers said "yes there are challenges at all" and the remaining ones have expressed what they feel about their challenges in their daily research routines. Almost all among these share the response "Inadequate of budget" and individually added, "informants' unwillingness and biased methods of giving information". The below explanation of the research director summarizes the ideas of the respondents.

*Firstly, as it is known, to apply the researcher's recommendation in the bank, sometimes it needs resources that needed to be acquired, Therefore, as this highly depends on the authorization of the higher officials and those higher officials, mainly the Executive Management Committee (EMC) of that bank are not from the research and development department. Thus, they might not be interested to allow getting those resources, which could be a barrier to the practice of using research findings in the banking sector. Sometimes even though you came up with a novel idea using research findings, still it depends on the capacity and acceptance of the EMC's preference to*

*trust your research findings and approve it for its application in the daily operation of the bank in different departments or units. Secondly, sometimes the research finding seems somewhat unrealistic and unachievable for practice. Thirdly, most decisions are made based on the feeling of the decision-maker or traditionally. So, this could negatively contribute to the development of research utilization in the banking sectors.*

*(D1: on 11/02/2020)*

They also reflected about what they suggest a remedy to solve the challenges based on the sub item posed above. Among the half of the research officers who replied that there are challenges, five of them recommended some action to be taken to increase the research practices of the Bank such as: "searching for external funding sources" (R1: on 11/02/2020), "working hard to strengthen the relationships with different external bodies who can assist the research activities of the bank" (R2: on 11/02/2020), "making efforts through allowing the research teams to excel their education level as necessary as possible" (R4: on 17/02/2020), and "creating awareness to the decision-makers so that they consume the research findings in their decision-making activities" (R6: on 21/02/2020). And similarly, the remaining two research officers (R3 & R5) said: "I have no idea." The responses underline the shortage of financial sources.

Nevertheless, the managers' answers reveal that the challenges of the research applications are associated with the scarcity of both financial and human resources and the inadequacy of external collaborations of the Bank in research-related activities. The same item presented to both managers and they gave their responses mixing the two ideas about their hurdles and corrective actions for the eradication of challenges as follows:

*Our major challenges are the shortage of trained manpower and funding sources. We sometimes lack applicants even if we announce research officer vacant posts on the public media. Currently, we are searching for additional funding sources*

*and efforts are being made to reorganize the research staff with the available and newly employed professionals. (M1: on 10/02/2020)*

The other respondent from the manager participants also stated the challenges as follows:

*If we maintain collaborative relations with the external bodies our research activities would be supported with a variety of costs directly associated with the work such as equipment, travel and salaries and incentives for the research and support staff members. But our collaborative relation in research-related areas is insignificant. What we have to do is, fascinating external collaborators to reinforce the research activities and develop the research culture across the Banks. (M2: on 27/03/2020)*

In general, as outlined above, in each bank, there are customized research outputs produced within the past years. However, they are few in numbers compared with the endurance of the banking sector of the country. Besides, there is almost, close to zero dissemination rate of the research outputs, throughout the year. Therefore, it is recognised that the research outputs are simply kept in the department shelves. There are two forms of major challenges such as poor or insignificant acceptance of decision-makers towards research utilizations and lack of trained manpower and additional financial resources behind the problems.

## **4.2 Discussion on the Major Findings**

### **4.2.1 Organizational Characteristics**

The major problems which were highlighted by the findings concerning the organizational characteristics of the Bank are mentioned as follows:

The managers agreed that there is a helpful organizational setup/structure that promotes research activities in the Bank and the research staff members are mission-oriented. However, half of the research officer has agreed on the idea that the research coordination team is independent in researching the Banks, as there are no regulator's influences on the works and decision-making process of the bank research preference and priorities. Besides, it is fascinating to remark that human resources management needs the research team members to take the entrance exam whenever they apply for a post in the research and development department.

The Banks are somewhat competent in maintaining major infrastructural resources such as digital libraries, information communication technology (ICT) and some other types of resources besides financial and human resources in the research coordination unit. Nevertheless, even if there is an inadequate number, the available research-related human resources are qualified ones.

The majority of responses to the item about the existence of research culture indicated that the banks have a poor research culture with evidence that the willingness and recognition of the decision-makers to employ research findings in their decision, is weak. More than half of the respondents have, the belief that the leadership bodies of the Banks have a vital role in creating a favourable environment for research activities.

### **4.2.2 External Actors**

Highlights of research results about the outside actors are discussed as follows:

- Being a private commercial bank in Ethiopia, it is obvious that preponderance of external actors of the Banks is the National Bank of Ethiopia. that highly monitor the financial functions of the Banks in general.
- However, the research preferences and research-related decision-making processes are monitored by the banks themselves, as there are no external bodies who control the research activities of banks.
- As documents designate that the Banks maintains their own well-defined and precise legal structure which is issued to manage and guide the overall activities of the banks.
- All respondents showed that the Bank uses its resources to execute research-related activities.
- The respondents have also revealed that the banks work in collaboration with the external bodies. Like, with the Central Statistical Agency and National Bank of Ethiopia, to exchange information and update data. Finally, it was indicated that there are poor or inadequate relationships with external collaborators.

### **4.2.3 Research Utilization Practices**

There are some significant issues to be highlighted by the findings concerning research practices of the Bank:

#### **4.2.3.1 Inputs**

- Responses showed that there are about on average, one director, three research officers and two supportive employees assigned in the research and development department of each bank. However, the number is not significant, as the research areas of the Banks are multidimensional. The research officers feel that most of them are well qualified with knowledge and proficiency.

- All the researchers are qualified with the management and social sciences fields; however, none of them holds a qualification in especially in research related fields of studies.
- The financial input of the research unit is annually allocated from the bank, thoroughly controlled and monitored through internal financial systems.

#### **4.2.3.2 Throughputs**

The current researcher noted that the researchers' engagement is based on the capacity, knowledge, skills, research experience of exposure and attitude of the individuals towards the research work.

#### **4.2.3.3 Outputs**

Regarding the past trends of research, almost all research outputs are the results of research teams; all of them had studied business and social science fields, in their first degree. The archival evidence indicates that the average rate of research works completed within the past years is three reports per year. However, there is a significant difference in the number of current research projects, due to their budget and stakeholder's preference. In this regard, the most influencing factors on the number of research outputs are the business environment and stakeholder's choice.

Furthermore, it is understood from the respondent's response that the research outputs of the Bank are not disseminated to the research audiences in the written report for many reasons.

#### **4.2.3.4 Impacts**

It is unusual to perceive that there is an attitudinal problem regarding research utilization by the decision-makers in the banks. However, based on the organizational research outputs, few practical guidance and organizational management strategies have been formulated in some banks.

On the other hand, there are some challenges as noted by the respondents. One of these is the attitudinal problem of the decision-makers regarding research utilization and a shortage of qualified manpower in the research department in contradiction with the multidimensional research areas of the Bank across the country. This is designated as one of the decisive factors of the Bank not to extend the research projects into practice. Again it was indicated that the Bank has no sound relation with external collaborating bodies because of most of the collaborators, Like, universities and NGO's policies do not fit with the mission of the Banks. To decrease such types of trials, the managers perceived that the Bank is developing a strategy to reorganize the research activities.

## **CHAPTER FIVE**

### **5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

The final chapter of this thesis restates the research objectives and reviews of the findings of the study. The major sections of this chapter summarize several important outcomes that can be drawn from the discussion of findings. Besides, it provides possible recommendations for the improvement of the research activities and minimization of the challenges stated in the discussions.

#### **5.1 Summary**

The objective of this study was to evaluate the present status of the research utilization practice of professionals in commercial banks in Ethiopia. With this general objective, the study was expected to answer the following research questions such as:

What is the current status of the research utilization practice of professionals in commercial banks in Ethiopia?

What are the main factors influencing the research utilization practice of professionals in commercial banks in Ethiopia?

A qualitative research approach was applied to collect, analyze and interpret the data. The interviews were used to generate data from directors, research officers and managers engaged in research and related activities in the banks. A conceptual framework driven from the literature was used to guide the research. Analysis of data indicated the following major findings:

- ✓ Firstly, about the current status or the research activities, they were not increased as it is assumed in this dynamic business environment and with the increasing need of

customers. Though there are research outputs produced by the banks within the past years, their number is few and they are simply shelved in the research unit office.

- ✓ Secondly, the past trend about the annual rate of undertaking research projects per year within the past years was very weak and the number of research projects per year was been influenced by the external business environment and need of stakeholders, and research outputs dissemination rate is very poor. Moreover, the Bank has no relation with other nongovernmental collaborating bodies because of most of the collaborators has policies that do not fit with the banks.
- ✓ Thirdly, regarding the research influences in the decision- making process and the overall banking activities, even though the research officers provide their research-based recommendation for the decision-makers, they have no initiation even to discuss the research reports with the provider. Thus, this study has revealed that there is a notable gap between the decision-makers and the research department in the banking sector, which could be investigated by any researcher who has an interest in the future. Since some of the research officer's recommendation results to incur costs, the leaders are not interested to utilize the research outputs. The professionals in the bank who are operating in research-related activities has a notable research attitude. However, since their effort is not being noticed by their leader. Thus, they became exhausted by their jobs. An additional factor which can be studied in future is the leadership role in the research utilization practice of banks.
- ✓ Finally, some factors influence the development of research activities in the banking industry. They are gaps between research officer with the decision-makers, the existence/absence of research-oriented/trained manpower, extra funding sources and infrastructural facilities in organizations.

## 5.2 Conclusions

The conclusion of the study shows that at present moment research utilization practice of professionals in the commercial banks are not extended and need to be improved. Since the current business environment is very dynamic and complex, that need a deep and scientific understanding. Therefore, without incorporating research findings in the current business activities, it seems absurd. It's been more than ten years since the studied banks were started operation. However, there were few research outputs produced within those years.

The banks have somewhat inadequate infrastructural resources which are not established to promote the research activities. However, some decisive factors affect the research activities undertaking in the Banks. One of them is the attitudinal problem of decision-makers towards incorporating research findings to their decision-making process, lack of sufficient human resources. Research activities need a well-trained, skilled and experienced human resources; however, the Banks most of the time lacks such kind of experts in the market. It is believed that the number of human resources in the banks in contrast with the multidimensional research areas of the Bank across the country seems not proportionate. This was designated as one of the challenges influencing the Bank's endeavour to enlarge the research projects and increase the bank profit by logically drive the business environment.

Thirdly, the most determining factor is lack of financial sources. Research activities also request too much capital; therefore, the findings show that it is not affordable to carry out all the research activities of the Bank with a limited amount of allocated budget.

In terms of collaborative connection, it appears to be that the Banks are not open for the outside world i.e., their collaborative relationship with other nongovernmental bodies on research is inadequate. Even if there are few relationships with external bodies it is based on the need of data or information, not to create collaborations.

Finally, this study recognized that even though, the research and development teams, have good knowledge in the utilization of research in practical operations, to solve problems or create unique businesses ideas, in the banking sector, as their role is only limited to providing the research-based recommendations, to the decision-makers, the final aim of research utilization in the banks depend on the knowledge and preference of the decision-makers, which is inadequate and needs improvements. To secure profit and survive in this dynamic business environment.

### **5.3 Recommendations**

The current researcher denoted some actions to be taken, to reduce the challenges stated in the findings and promote the research utilization practice of professionals in the Bank. They are stated clearly by the functions that various parties can perform as follows:

#### **5.3.1 For decision-makers, (Executive Management Committee)**

The decision-makers are expected to:

Discuss openly with the research teams to narrow the gaps that arise among them, as this is the fundamental requirements of research activities in the banking sectors.

Discuss all the research reports with the research teams and incorporate research outputs in their decision-making process, in this way they could face this profoundly evolving business environment.

Create collaborations with other entities to increase and raise research utilization practice among their staffs and other external bodies.

#### **5.3.2 Managers**

The management bodies are also expected to:

Prepare an experience sharing meetings for research officers and other professionals to build their concrete knowledge of the researchers in collaboration with other interested individuals and organizations.

Begin to set annual research workshops and conferences in the area of the study within a reasonable time interval to extend the dissemination and learning possibilities of the research findings across the Banks.

Invite researchers and research organizations to maintain and share their knowledge and help the banks to cultivate the growth of research utilization practice in the bank.

Endeavours to be performed by managers to expedite an organizational setup in a way that they build a collaborative relationship with the external environment. This could encourage the Bank to restructure the research units with adequate human and financial resources.

### **5.3.3 Research Units**

Directors, Research officers, and supporting staffs are expected to:

show their enthusiasm to serve the Bank more on research and development activities with a shared vision. Present their research-based reports to the decision-makers more explicitly and understandably.

Work with other Banks to develop the quality of research outputs, as well as the number of research outputs.

Produce additional studies that address the research activities of the Bank, as well as other related problems that were not approached so far.

## References

- Alston, J.M., Norton, G.W. and Pardey, P.G. (1995). *Science Under Scarcity, Principles and Practice for Agricultural Research Evaluation and Priority Setting*. Ithaca: Cornell University Press in cooperation with the International Service for National Agricultural Research.
- Avolio, B.J., Bass, B.M., & Jung, D.I. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational and Organisational Psychology*, (pp. 72, 441-462).
- Beach, D. (1980). *Personnel: The Management of People at Work*. New York: Macmillan
- Martin, B., Nightingale, P. & Yegros-Yegros A. (2011). "Science and Technology Studies: Exploring the Knowledge Base," Working Papers on Innovation Studies 20111004, Centre for Technology, Innovation and Culture, University of Oslo.
- Berger, J.B. (2002). The Influence of the organizational structures of colleges and universities on college student learning. *Peabody Journal of Education*, (pp. 77(3):40-59)
- Butler, J. P.A. (1992). *Police Management*, 2nd edition. London: Dartmouth Publication Company Ltd
- Castle, S.D. (1988), "Empowerment Through Knowledge", in Castle, S.D (Ed.), *Teacher Empowerment Through Knowledge Linking Research and Practice For School Reform*, Paper presented at the Annual Meeting of The American Educational Research Association, April 5-9 1988, Chicago.
- Cohen, SG & Mankin, D. (2002). 'Complex Collaborations in the New Global Economy', *Organizational Dynamics*, vol. 31, iss. 2, (pp. 117-133.).
- Deshpande', R. and Zaltman, G. (1982), "Factors affecting the use of market research: a path analysis", *Journal of Marketing Research*, Vol. XIX, February, pp. 14-31.
- Edquist, C. (2005). *Systems of Innovation: Perspectives and Challenges*. In Fagerberg, J., Mowery, D.C. and Nelson, R.R. (Eds). *The Oxford handbook of innovation*. Oxford University Press. Oxford.
- Ekvall, G. & Arvonen J. (1991). 'Change-Centered Leadership: An Extension of the TwoDimensional Model' , *Scandinavian Journal of Management*. (pp. 1: 17-26).
- European Commission (2011a) *The Capture and Analysis of Research Outputs*. <http://www.esf.org.activities/mo-fora/evaluation-of-publicly-funded-research.html>  
Retrieved: 3 March 2014.
- Federal Democratic Republic OF Ethiopia, Ministry of Science and Technology R&D Survey Report. December 2010, Addis Ababa
- Federal Democratic Republic OF Ethiopia, Ministry of Science and Technology Policy Document. February, 2012, Addis Ababa

- Fortune, J. & White, D., 2006. Framing of project critical success factors by a systems model. *International Journal of Project Management*, 24(1), pp.53-65. Available at: <http://linkinghub.elsevier.com/retrieve/pii/S0263786305000876>.
- Friedland, R., & Alford, R. R. (1991). Bringing society back in: Symbols, practices, and institutional contradictions. In: W. W. Powell & P. J. DiMaggio (Eds), *The new institutionalism in organizational analysis*. (pp. 232–266) Chicago: Chicago University Press.
- Gardner, F. and Nunan, C. (2007) *How to develop a Research Culture in a Human Services Organisation: Integrating Research and Practice with Service and Policy Development, Qualitative Social Work*
- Hanjoon, L. and Chankon, K. (1994), “Perceptions of marketing managers and researchers on factors affecting the evaluation of the quality of survey research”, *Journal of Strategic Marketing*, Vol. 2 pp.271-279.
- Hemsley-Brown, J.V. (2004). ‘Facilitating Research Utilisation: a cross sector review of the research evidence’, *International Journal of Public Sector Management*’ 17, 6 pp 534-553.
- Huber, G.P. (1991). *Organizational Learning: The Contributing Processes and the Literatures*. *Organization Science: A Journal of the Institute of Management Sciences*. February 1991, (pp. 88-116).
- John W., Colin S. & Margaret H. (2003) *Changing Research Practices in the Digital Information and Communication Environment*. Department of Education, Science and Training, Commonwealth of Australia. Pp. 41-64
- Kelemen, M., and Bansal, P. (2002) The conventions of management research and their relevance to management practice. *British Journal of Management*, 13, 97-108.
- Kiflom Sahle (2009). “The Status of Research Undertaking in Mekelle University”, MA Thesis, Addis Ababa University Addis Ababa
- Lobo, Gerald J. (2017): *Accounting research in banking: A review*, *China Journal of Accounting Research*, ISSN 1755-3091, Elsevier, Amsterdam, Vol. 10, Iss. 1, pp. 1-7.
- Niosi, J. (2002). National systems of innovation are ‘x-efficient’ (and x-effective): Why some are slow learners. *Research Policy* 31(2): 291-302
- Nonaka, I. & Takeuchi, H. (1995). *The knowledge-creating company*. New York: Oxford University Press.
- OECD (2002). *Economic Outlook*, June, Paris: OECD
- Pao, M. L. (1982). Collaboration in Computational Musicology. *Journal of the American Society for Information Science* 33:1, 38-43.
- Puccio, G.J., Murdock, M.C., & Mance, M. (2007). *Creative Leadership: Skills that Drive Change*. Thousand Oaks, CA: Sage. [www.buffalostate.edu/creativity](http://www.buffalostate.edu/creativity).

Research Excellence Framework (2014). A Brief Guide for Research Users. Retrieved April 10, 2014, from: <http://www.ref.ac.uk/media/ref/content/researchusers/REF%20guide.pdf>.

Rincones, R., and Champion, M.P. (2008). "Is the Achieving the Dream Initiative Transforming AIR Forum, Seattle, Wash., May 24-28, 2008

Rynes SL, Bartunek J, Daft RL. (2001). Across the great divide: knowledge creation and transfer between practitioners and academics. *Acad. Manag. J.* 44:340–55

Seyoum Tefera (1998). The Current Status of Educational Research Activity among Addis Ababa Senior Secondary School Teachers. *The Ethiopian Journal of Education.*, Vol. 18 No.1. Addis Ababa: AAU Printing Press

Shalley, C.E., & Gilson, L.L. (2004). What leaders need to know: A review of social and contextual factors that can foster or hinder creativity. *Leadership Quarterly*, 15: 33.53.

UNESCO Institute of Statistics fact sheet Global Investment in R&D (2012). Retrieved Oct 11/2013, [http://www.uis.unesco.org/FactSheets/Documents/fs15\\_2011-investmentsen.pdf](http://www.uis.unesco.org/FactSheets/Documents/fs15_2011-investmentsen.pdf)

UNESCO Science Report 2010, November 10, 2010. Paris

Vishwanath V. Baba, Farimah HakemZadeh, (2012), "Toward a theory of evidence based decision making", *Management Decision*, Vol. 50 Iss: 5 pp. 832 - 867

Weiss, C. H. (1980). Knowledge creep and decision accretion. *Knowledge: Creation, diffusion, utilization*, 1, 381–404.

## **Appendix A**

**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**Masters of Science in Management**

### **Interview Guidelines for the Managing directors (Leader) of Commercial banks in Ethiopia**

Good Morning/good afternoon Sir/Madam I would love to request you for an interview which needs fifteen minutes of your precious time. The interview is held for academic research purpose entitled “Research utilization practice of professionals at The Commercial banks in Ethiopia”. Hoping you are determined to explain here I am. The data will be kept confidentially and it will be used for study purpose. I would like to thank you in advance for your kind cooperation.

#### **I. CHARACTERISTICS OF THE RESPONDENT**

1. What is your current position?
2. How long have you been serving in this organization?
3. How long have you been working in your current position?
4. What is your educational level?
5. What is your department?
6. Nature of your work?

#### **II. EXTERNAL CHARACTERISTICS AND THEIR INFLUENCE ON RESEARCH UTILIZATION PRACTICE (RESEARCH ACTIVITY)**

7. Does your bank have collaborative relationship with external bodies on research activities such as; the wider public, researchers, donors, universities, and other governmental and non-governmental organizations?
8. What type of support does your organization receive from other organizations?
9. How do the external key actors (government bodies) influence the research activity (research utilization practice) in your organization?
10. Who are the external regulators (monitors) of the research activities?
11. To what extent do the regulators influence the research activities?
12. Would you tell me the role of external actors in enabling or inhibiting research activities?

#### **III. INTERNAL CHARACTERISTICS AND THEIR INFLUENCE ON RESEARCH UTILIZATION PRACTICE (RESEARCH ACTIVITY)**

13. How do the research activities are related to different departments in your bank?

14. How do you perceive the research staff competence?
15. How far the organizational structure facilitates research utilization practice?
16. What is the role of leaders in your bank in creating an enabling environment for research?
17. What leadership styles do you think is important to facilitate the research utilization practice in your organization?
18. What types and sources of funds does your bank use for research?
19. Is there a research culture in your bank? How?
20. What incentive mechanisms does your bank have to foster research activity (research utilization practice) in your organization?

#### **IV. RESEARCH UTILIZATION PRACTICES IN THE ORGANIZATION**

21. What are the current focus areas of the research?
22. What do the research staff engagement methods of your bank look like?
23. What are factors determining how many research projects are conducted per year?
24. Are there any major impacts of research activity (research utilization practice) across your organization?
25. What are the major challenges that hinder organizational efforts in promoting the research utilization practice of researches in your organization?
26. What are the actions taken to address the challenges?

#### ***Additional probing questions***

- I. Can you give me some examples?*
- II. Can you please, tell me the place and the time?*
- III. Who did it?*
- IV. What do you suggest if it is related to capability issues?*

## Appendix B

**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**Masters of Science in Management**

### **Interview Guidelines for the Research officers of Commercial banks in Ethiopia**

Good Morning/good afternoon Sir/Madam I would love to request you for an interview which needs twenty minutes of your precious time. The interview is held for academic research purpose entitled “Research utilization practice of professionals: The Case of commercial banks in Ethiopia”. Hoping you are determined to explain here I am. The data will be kept confidentially and it will be used for study purpose. I would like to thank you in advance for your kind cooperation.

#### **I. CHARACTERISTICS OF THE RESPONDENT**

1. What is your current position?
2. How long have you been serving in this organization?
3. How long have you been working in your current position?
4. What is your educational level?
5. What is your department?
6. Nature of your work?

*This interview format was prepared for the purpose of MSc Thesis entitled “Research utilization practice of professionals in the case of commercial banks in Ethiopia.” In addition to its educational benefit for the researcher, your honest response to the following interview question will have significant informative role the institutional change endeavours of the commission. Thanks in advance for your cooperation!*

#### **I. GENERAL INFORMATION**

Name of the Sector \_\_\_\_\_ Position \_\_\_\_\_  
Number of professionals under the sector \_\_\_\_\_ Date \_\_\_\_\_  
Time started \_\_\_\_\_ Time Ended \_\_\_\_\_

#### **II. EXTERNAL CHARACTERISTICS AND THEIR INFLUENCE ON RESEARCH**

1. Would you tell me if there are types of collaborations with external bodies on research activities such as; the wider public, researchers, donors, universities, and other governmental and non-governmental organizations?

2. What types of support does your organization receive from other organizations?
3. Who are the external key actors (government bodies) the influence the research undertaking in your organization?
4. How do government policies and regulations influence the human resource procurement for the research activity (research utilization practice) in your organization?
5. Who are the external regulators (monitors) of the research activity (research utilization practice) in your organization?
6. To what extent do regulators influence the research activity (research utilization practice) in your organization?
7. What is the role of external actors in enabling or inhibiting research activity (research utilization practice) in your organization?

### **III. INTERNAL CHARACTERISTICS AND THEIR INFLUENCE ON RESEARCH**

8. What is the mission of your department? How is research related to the mission of your department?
9. How do you describe the research staff competence?
10. Is there an organizational setup/structure that facilitate the research activity (research utilization practice) in your organization? If so, how?
11. How do you describe the leadership ability of your bank in creating an enabling environment for research utilization practice?
12. What are the leadership styles that facilitate the research activity (research utilization practice) in your organization?
13. What types and sources of funds does your bank use for research?
14. How do you describe the research culture in your bank?
15. What incentive mechanisms are put in place to facilitate the research activities?

### **IV. RESEARCH UTILIZATION PRACTICES IN THE ORGANIZATION**

16. What are the current focus areas of the research activities?
17. How do the staff members engage in research?
18. Are there completed or ongoing research projects?
19. What type of publications and research reports does your bank performed so far? How are they disseminated?
20. What factors determine how many research projects are conducted per year?
21. Are there research organizations which used to work with your bank?

22. What are the major impacts of research activity (research utilization practice) in your organization?
23. What are the major challenges that hinder organizational efforts in promoting the research utilization practice of researches in your organization?
24. How does your bank address the challenges?

Thanks very much!