
A Multi-Stakeholder Analysis of Limited Liability Partnerships in Emerging Markets

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Abstract: This paper discusses the question of the stakeholder views regarding Limited Liability Partnerships (LLPs) being a mixed business alternative where both operational flexibility and limited liability are provided. The research design used was a mixed-method study that combines both quantitative data of 120 respondents and qualitative data of stakeholder interviews. The outcomes reveal that the total impression of LLPs is not high with communication transparency scoring the most mean (3.78), stakeholder trust (3.61), governance effectiveness (3.42), financial performance (3.35), and employee satisfaction (3.29). The results of the correlation analysis indicate a positive strong relationship between communication and the stakeholder satisfaction ($r = 0.74$), which also makes communication the most important determinant of organisational effectiveness. The results also indicate that LLPs are seen to be governance as flexible yet ambiguous, and financial constraints despite limited access to capital (45% negative responses) is one of the major challenges. Employees perceive LLPs to provide them with a conducive working environment but complain about the low career growth prospects. Moreover, there were not any considerable differences among groups of stakeholders, industries and geographical regions, and this suggests that the pattern of perception remains the same. On the whole, LLPs are perceived by proficiency and flexibility, and the increase in clarity in governance, communication patterns, and financial abilities are needed to improve their future sustainability and performance.

Keywords: Limited Liability Partnerships, Stakeholder Perception, Communication, Governance, Organisational Performance

I. INTRODUCTION

Limited Liability Partnerships (LLPs) have come to the fore as one of the most important lines of business hybrid that combines the flexibility of conventional partnerships and the legal safeguarding accorded by the limited liability that is commonly attributed to corporate bodies. In a business world that is highly dynamic and risk averse, organisations need frameworks that are able to strike a balance between the efficiency of operations, the level of regulation, and the area of risk management [1]. The ability of LLPs to offer managerial freedom whilst protecting personal assets of partners has earned them a lot of attention especially in the professional service firms, start-ups and small and medium sized businesses (SMEs). The increasing use of LLPs all over the world, as well as in India, is indicative of a greater use of more flexible and less bureaucratic types of organisations [2]. The passage of the Limited Liability Partnership Act, 2008 in India was a landmark move in ensuring that entrepreneurship becomes easier and that the ease of doing business in the country is enhanced. In spite of the benefits, LLPs have specialized issues with regards to ambiguity of governance, a

lack of access to external funding and different stakeholder expectations [3]. It is these challenges that ensure that it is critical to take a look at the LLPs in the light not only through legal or financial prism but also through the prism of the stakeholder perception. Partners, employees, investors, and regulatory professionals are stakeholders that are very important in determining the effectiveness and sustainability of LLPs. Their perceptions affect the trust, organisational performance and viability in the long term. Nevertheless, the current studies have been based more on the structural and regulatory dimensions and minimal research has been done on the stakeholder-based analysis. This research will fill this gap by examining the perception of stakeholders about LLPs using a mixed-method method. The research based on the analysis of the factors of governance, communication, trust, and finances contribute to a thorough comprehension of the perception of LLPs and how their effectiveness can be improved in the contemporary business setting.

II. RELATED WORKS

The recent researches in various fields have given a growing priority on the role of stakeholder-centric analysis in the understanding of organisational effectiveness, governance and sustainability. Multi-stakeholder is a wide-ranging view as it is used to assess such complicated systems especially in the context where there are a number of interests, expectations and risks involved. In a study, Islam and Mohammed, [15], done on a multi-stakeholder analysis, in terms of socio-economic vulnerability, illustrating the perceptions of the various stakeholder groups on risks and their outcomes is created through the various roles and exposure of the stakeholders. Their results highlight the need to implement various views when creating effective policy and governance systems. Equally, Jalali et al. [16] studied global health tourism and pointed out that stakeholder perceptions play a major role as barriers and facilitators in service delivery enhancing the necessity of working together and open systems. Jeelani et al. [17] tested the perception of the stakeholders in tourism in the context of sustainability and development using structured evaluation models and showed that the degree of stakeholder satisfaction is strongly correlated with the quality of governance, communication factors, and environmental concerns. The results are similar to the general organisational literature, where engagement of the stakeholders plays a key role in ensuring long term sustainability. Jie et al. [18] also added this viewpoint by considering the technological developments in the field of maritime safety, implying that

introduction of any new technology should take into account the acceptance and adaptability of various stakeholders to be effective. Infrastructure and systems Infrastructure and systems Jingshuai and Haofeng [19] emphasized the importance of the resilience and stakeholder coordination in logistics systems, specifying that the success of their implementation could be achieved by aligning the stakeholder expectations and operational strategies. In the same manner, JM [20] has pointed out the capacity-building strategies in organisations and observed that the engagement of the stakeholders improves the effectiveness and the long term performance of the institutions.

Junhao and Li [21] investigated the mechanics of performance evaluation in the area of public-private partnership where stakeholder participation is necessary in the accountability and efficiency of operations. Khaled [22] also showed the importance of cooperation between the stakeholders in the realization of the sustainability goals in the industrial systems, especially in circular economy models. The significance of stakeholder views is also supported by studies in the sector of health. Kinney et al. [23] examined the financing structures across the globe and concluded that alignment of the stakeholders was essential to implementation of policies. A similar view was discussed by Kostick-Quenet et al. [24], which showed that trust and communication are important elements of stakeholder views on healthcare technology adoption, as well as the ethical aspects that do not disregard the acceptance and implementation of the technology. Recent research in technological and rural development also adds to this discussion. Koumpouros and Kavoura [25] demonstrated that a major determinant of successful telehealth and rural development programs lies in the stakeholder engagement and this especially in terms of accessibility and sustainability. Furthermore, Kourantidou et al. [26] investigated the perception of the stakeholders involved in the environmental management process, and they found that stakeholders usually have the perception of both positive and negative impacts at the same time, which means that the control process needs to be balanced and adaptable at the same time.

All these studies together point at the idea that governance structures, communication practices, trust, and contextual factors influence the perception of stakeholders. Although researchers have largely studied the aspects of stakeholder dynamics in other industries, including healthcare, tourism, infrastructure and the environmental management business concepts, there has been very little consideration on the perception of stakeholders in these hybrid business companies like the Limited Liability Partnership (LLP) business concepts. This paper fills this gap by giving a critical, multi-stakeholder analysis of LLPs to both theoretical and practical knowledge on organisational performance in the modern business settings.

III. METHODS AND MATERIALS

The research design employed in this study is a mixed method research design because the researcher aims to achieve a unified outcome on how the stakeholders perceive Limited

Liability Partnerships (LLPs). Quantitative/qualitative methodology The combination of the two approaches allows developing a more comprehensive and consistent cognition of the research problem through obtaining the combination of statistical analysis and deeply analytical interpretation. It is a methodology that will ensure reliability and validity, as well as analytical rigour, and captures the various views of the stakeholders [4].

Research Design and Approach

The research is done based on a descriptive and analytical research design. The first component is the descriptive which involves the identification and summarisation of stakeholder perceptions whereas the second is analytical which analyses the variables of governance, communication, trust and financial performance [5]. The mixed-method research design is used, and quantitative and qualitative data are collected with the help of surveys and interviews respectively. This can increase the triangulation process, and the validity of results.

Population and Sampling

The stakeholders to be targeted include partners, employees, investors/bankers and other professionals e.g. Chartered Accountants(CA) and Company Secretaries(CSs) who are related to the LLPs. The research area is geographically restricted to the Kozhikode Corporation region that has an increasing number of LLPs and professional firms [6]. The purposive approach to sampling is applied so that the respondents possess the experience and knowledge of LLP operations. The sample is well distributed so as to represent the groups of stakeholders.

Table 1: Sample Distribution of Respondents

Stakeholder Group	Number of Respondents	Percentage (%)
Partners	30	25%
Employees	35	29%
Investors/Bankers	25	21%
Professionals (CA/CS)	30	25%
Total	120	100%

Data Collection Methods

There are two main tools of primary data collection which include structured questionnaires and semi-structured interviews. The questionnaire will be created based on Likert (strongly disagree to strongly agree) scale to measure the perceptions held by the stakeholders on the most significant variables including the effectiveness of governance, the transparency of communication, trust, financial performance, and employee satisfaction. The survey is carried out both in physical and digital format in order to have more participation. Semi-structured interviews with the chosen stakeholders are the means to elicit qualitative data that will help gain a better understanding of the underlying perceptions, challenges, and experiences [7]. The approach will enable dynamism in the manner of responses and enable the identification of common themes and patterns that cannot be identified by quantitative measures.

The secondary data is also drawn on the basis of academic journals, policy reports and available literature to provide backing to the conceptual framework and contextual understanding of LLPs.

Research Variables

The research contains independent, dependent and mediating variables. The independent variables include the type of stakeholders, industry, geographical location as well as the number of years the stakeholders have been with LLPs. Stakeholder satisfaction, trust, and perception of LLP effectiveness is a dependent variable [8]. Modifying factors like regulatory climate and economic status are also taken into consideration since they can affect the perception of stakeholders.

Table 2: Variables of the Study

Variable Type	Variables Included
Independent Variables	Stakeholder type, Industry sector, Geographical location, Experience
Dependent Variables	Satisfaction, Trust, Perception of LLP effectiveness
Mediating Variables	Regulatory environment, Economic conditions

Data Analysis Techniques

Statistical tools that are used to analyse the quantitative data are descriptive statistics (mean, frequency, percentage), correlation analysis, regression analysis, and Analysis of Variance (ANOVA). The methods can be used to detect patterns, confirm theories, and analyze the association between variables.

Thematic analysis is applied to the qualitative data. The responses of interviews are coded and grouped into the following themes, governance, communication, trust, financial perception, and employee experience [9]. This will allow one to identify the major insights, and interpret quantitative findings.

Validity, Reliability, and Ethical Considerations

The questionnaire is well constructed to achieve validity using the existing literature constructs. Internal consistency measures like Cronbach Alpha are the reliability measures used. Ethical considerations are adhered to and those include the informed consent, the confidentiality of respondent and voluntary participation.

Altogether, the chosen methodology guarantees a thorough, valid and multidimensional study of the perceptions of the stakeholders that allow drawing significant conclusions and practical implications to LLP management and policy-making [10].

IV. RESULTS AND ANALYSIS

This part gives the results of quantitative and qualitative research of the stakeholder perceptions on Limited Liability Partnerships (LLPs). The findings are organized on the basis of the major thematic points such as governance, communication, trust, financial performance, and employee perspectives [11]. The combination of the statistical findings with the qualitative views would give a complete picture of the attitudes of the stakeholders and the organisational processes.

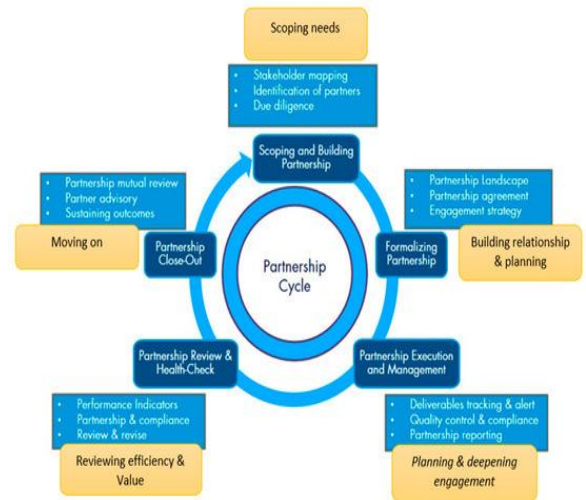


Figure 1: “Complexities and Opportunities of Multi-Stakeholder Partnerships”

4.1 Overview of Respondents

The research involved inputs of various responses about the stakeholders involved making the analysis to have a balanced and representative data. The nature of respondents enhances the validity of the findings, where the roles of the respondents are based on various points in the LLP ecosystem.

Table 1: Demographic Profile of Respondents

Category	Frequency	Percentage (%)
Partners	30	25%
Employees	35	29%
Investors/Bankers	25	21%
Professionals (CA/CS)	30	25%
Total	120	100%

The distribution is quite even with the representation among stakeholder groups, which can be comparatively analyzed. The biggest group of employees is as a result of their accessibility and participation in the daily operations of an organisation [12].

4.2 Descriptive Analysis of Key Variables

The perception of stakeholders in the key variables was assessed by using descriptive statistics. The results bring out mean values that are mid-and-high range with overall perceptions of LLPs being moderate.

Table 2: Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation
Governance Effectiveness	3.42	0.68
Communication Transparency	3.78	0.72
Stakeholder Trust	3.61	0.65
Financial Performance	3.35	0.74
Employee Satisfaction	3.29	0.70

The best-rated variable is the communication, and the idea it conveys is based on the fact that stakeholders tend to view LLPs as comparatively open and communicative. The scores on governance and financial performance are lower, and it means that there might be ambiguity and structural constraints.

4.3 Governance: Flexibility vs Ambiguity

Among all the key findings of the research is associated with LLPs governance. The adaptability presented by LLP structures is a point of agreement among the stakeholders, especially when it comes to decision making and control of operation. This flexibility however comes with uncertainty on jobs and duties [13].

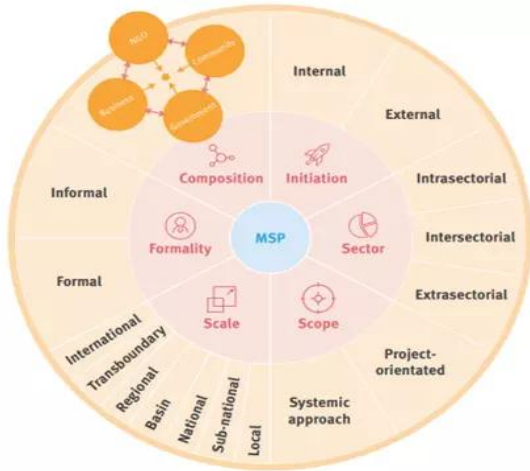


Figure 2: “Multi-Stakeholder Partnerships”

Moderate contentment of governance is revealed by quantitative analysis, and issues of deficiency of formal hierarchy and unarticulated power distinctions are expressed in the qualitative responses. Partners like the freedom though professionals and investors gentle their tones on the grounds that there is a high chance of governance risks [14]. This flexibility and at the same time uncertain nature of governance is a serious trade off in LLP structures.

4.4 Communication as a Key Determinant

The article recognizes communication as the most compelling element that impacts the stakeholder satisfaction and trust. The communication transparency mean score is high, which means that the interested people appreciate open-flow and transparency in the organisational processes [27]. Communication and stakeholder satisfaction are strongly related, meaning that a positive correlation exists, which proves the importance of the central role of communication.

Table 3: Correlation Matrix of Key Variables

Variables	Governan ce	Communicat ion	Tru st	Satisfacti on
Governance	1.00	0.58	0.61	0.55
Communication	0.58	1.00	0.72	0.74
Trust	0.61	0.72	1.00	0.69
Satisfaction	0.55	0.74	0.69	1.00

The high value of the correlation (0.74) between satisfaction and communication implies that, with the improvement of communication, stakeholder experience is maximized. Qualitative evidence agrees with this, as respondents highlighted transparency as one of the elements of trust and efficiency in the organisation.

4.5 Trust and Stakeholder Confidence

The trust of LLPs is much more stable and conditional. The general level of trust that stake holders have on LLP structures hinges on the principle of governance practice and transparency of communication.

The confidence of investors and financial stakeholders is moderate and in most cases is driven by fears that involve lack of financial disclosure and capitalise [28]. However, the trust among employees and partners is rather high because they are directly involved in operations.



Figure 3: “Limited Liability Partnership (LLP)”

Communication and governance are found to be significant predictors of the level of trust as a result of the regression analysis that confirms its value in the management of stakeholder relationships.

4.6 Financial and Regulatory Perceptions

The stakeholders view LLPs positively with a reduction of the regulatory burden and operational efficiency. The reduced compliance needs would work in favor of LLPs that are especially appealing to SMEs and professional firms. Nonetheless, one of the biggest issues appears to be financial constraints. Failure to finance by the use of equity markets eliminates growth prospects, particularly to growing companies. This has been pointed out as a major disadvantage of investment as opposed to corporate structures by investors and bankers [29].

Table 4: Stakeholder Perception on Financial and Regulatory Factors

Factor	Positive (%)	Neutral (%)	Negative (%)
Ease of Compliance	68%	20%	12%
Regulatory Flexibility	72%	18%	10%
Access to Capital	30%	25%	45%
Financial Transparency	42%	33%	25%

It is clear in the table that regulatory aspects are positively perceived, but financial issues, access to capital being one of them, is rather a vexation of LLPs.

4.7 Employee Perspective

Employees view LLPs to have a flexible and teamwork environment. There are no strict hierarchies, so communication and input into the decisions are improved.

Nevertheless, there are the issues of insufficient career advancement and absence of systematic developmental prospects. The opportunities of formal growth might be fewer in LLPs in comparison with corporate organisations.

Quantitative findings make employee satisfaction moderate and qualitative information shows that human resources should do better and offer career frameworks [30].

4.8 Industry and Geographical Influence

The paper concludes that the geographical location and industry type impact little on the perceptions of the stakeholders. The results of ANOVA indicate no statistically significant differences in terms of sectors and regions.

This implies that LLPs are practiced in a relatively homogeneous system and their perception by stakeholders does not change with the external contexts. The finding is notable because it implies that LLP structures are universal in all industries.

Key Similarities Between Limited Company and LLP.



Figure 4: “Limited Company Vs. Limited Liability Partnership (LLP)”

4.9 Integration of Quantitative and Qualitative Findings

A combination of these two types of data shall give a more in-depth understanding of what the stakeholders feel. Quantitative statistics develop general trends, whereas qualitative results demonstrate causes.

Included amongst the important integrated insights are:

- There is flexibility in governance which needs to be more structured.
- The greatest source of satisfaction and trust is communication.
- The loyalty is conditional upon transparency and quality of governance.
- Lack of finances limits growth opportunities.

- The workers appreciate flexibility and would appreciate improved career development.

The triangulation will improve the validity of the results and will analyse them thoroughly.

4.10 Summary of Key Findings

All in all, it is observed that LLPs are viewed as potent and adaptable business models with some limitations. Communication turns up to be the most important variable that determines the satisfaction of the stakeholders, then comes governance and trust. Although LLPs present such an opportunity as a lighter regulatory liability and flexibility in operation, these issues as financial growth, clarity of governance, and development of employees should be considered. These results are useful to enrich the LLP structures and make them effective in the contemporary business settings.

V. CONCLUSION

The research also offers an extensive review of the stakeholder views on Limited Liability Partnership (LLP) and its advantages as well as weaknesses as a hybrid form of business. The results show that LLPs have a fairly positive reputation as they are flexible, have fewer regulatory requirements, and are limited in liability, which makes them especially relevant to professional companies and small and middle enterprises. The study however also notes down challenges that are critical particularly in governance ambiguity, the lack of external capital and the lack of career development opportunities to employees. Communication is found to be the strongest factor of stakeholder satisfaction and trust, thus, there is a need to be transparent in organisations and share information effectively. The trust towards LLPs is known to be stable yet conditional and mostly depends on the sectors of governance regulation and the quality of communication. The study further indicates that the industry and geographical differences make a very little influence on the stakeholder perceptions indicating a comparatively standardised concept of LLP structures. In general, the study can be said to contribute to the literature by taking a stakeholder-based oriented approach and provide viable suggestions to better governance structures, improved communication policies, and mitigating financial and development limitations to make LLPs more effective and sustainable in contemporary business contexts.

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