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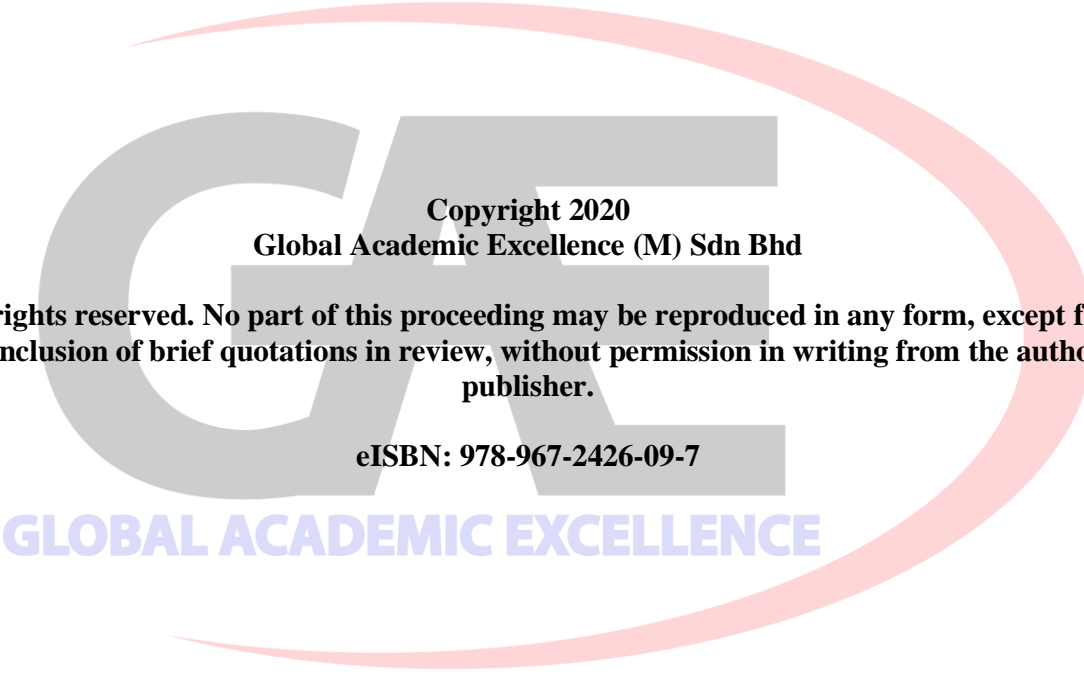
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Contents

1. ENHANCING EMPLOYEES' READINESS TO ADOPT INDUSTRY REVOLUTION 4.0 (IR 4.0)	1
2. GENDER DIFFERENCES IN ORGANIZATION: ATTITUDES TOWARDS WOMEN IN WORKPLACE	14
3. AWARENESS ABOUT POSTPARTUM DEPRESSION OF PREGNANT WOMEN IN HO CHI MINH CITY, VIET NAM	24
4. THE EFFECT OF NATIONAL CULTURE DIMENSIONS ON FULL RANGE LEADERSHIP STYLES AND ORGANIZATIONAL COMMITMENT.....	32
5. FACTORS AFFECTING ADHERENCE OF HEMODIALYSIS PATIENTS TO TREATMENT IN MAKKAH, SAUDI ARABIA	56
6. THE EFFECTIVENESS OF ENTREPRENEURSHIP TRAINING PROGRAMS TOWARDS THE BUMIPUTERA ENTREPRENEURIAL PERFORMANCE IN JOHOR.	71
7. AN ANALYSIS OF FACTORS THAT CAUSES THE POOR RETENTION IN JAIDON MOTOR SDN BHD.....	79
8. A REVIEW OF ENTREPRENEURIAL ORIENTATION AND ORGANIZATIONAL PERFORMANCE OF ONLINE BUSINESS IN MALAYSIA: THE EXTERNAL ENVIRONMENT AS A MODERATOR.....	93
9. DOES ISO 14001 ADOPTION IMPACT ON COMPANY'S PERFORMANCE IN INDONESIA?	106
10. SELF EFFICACY AND CAREER CHOICE CONSIDERATION AMONG SECONDARY SCHOOL STUDENTS IN PETALING DISTRICT	118
11. THE DETERMINANTS OF BANK LENDING: EVIDENCE FROM COMMERCIAL AND ISLAMIC BANKS IN MALAYSIA.....	128
12. FACTORS IMPACT EMPLOYEES JOB PERFORMANCE IN MSMD RESOURCES (M) SDN BHD	138
13. LINKING PLACE PREFERENCE WITH SATISFACTION: AN EXAMINATION OF ITS RELATIONSHIP FROM TAHFIZ STUDENTS PERSPECTIVE	149
14. ONLINE TRUST DEVELOPMENT IN ONLINE SHOPPING	157



ENHANCING EMPLOYEES' READINESS TO ADOPT INDUSTRY REVOLUTION 4.0 (IR 4.0)

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Abstract: *This research to identify the level of employees' readiness with the adoption of Industry 4.0 in the expressway organization and to recommend a solution that can equip the employee with the relevant knowledge and skill with the adoption of Industry 4.0. For this research, the data collection used qualitative and quantitative method. The qualitative using interview approach. The interview will be involved 3 - 4 participants. The quantitative will be conducted to focus group which consist of 80 respondents. Both participants and respondents from toll tellers and supervisors. The data collection will be pre and post-test. The cross-sectional time horizon being used due to the limited time to conduct the data collection and data analysis. The data analysis will be using manual transcript and SPSS respectively. The implementation of the intervention will contribute to enhance the employees' readiness. Besides, to equip and prepared the employees with the relevant knowledge and skills to adopt Industry 4.0. This research also can be one of the references for future researcher to explore more profound on the same topic.*

Keywords: *Industry 4.0, Human resource management, Employee readiness, Tolling system*

Introduction

Industry 4.0 is commonly known as the transformation of organizations into the digital form as results from the introduction of advanced technology that could produce updated standards, products, efficiency and performance for consumers and businesses to meet the requirements of the new market and service paradigms (Khan & Turowski, 2016). Cyber-physical system (CPS) production is the main vision of Industry 4.0 and the use of the Internet of Things (IoT), cloud computing, Internet of Services (IoS), and radio frequency identification (RFID) (Sony & Naik, 2019). CPS is the integration of computing to physical. The use of IoT, IoS enable the connection of the machine to machine without the human touch.

In recent years, many organizations are in the process to adopt Industry 4.0 to enhance the efficiency and effectiveness of the organization's production. However, the organization tend to reduce the number of employees with the adoption of Industry 4.0. Unskilled and semi-skilled worker are the most affected. CPS has the capabilities to replace human abilities. As such, with the shift of traditional toll system towards automated, cloud tolling system. In traditional tolling system, each vehicle has to pause completely to make a time-consuming cash transaction, and where waiting times for up to several hours have been reported in some country (KAPSCH, 2019). The adoption of cloud tolling system, the road users pay digital tolls when driving through the toll plazas without need to stop their vehicle,

only decreasing the vehicles' speed. The payment is immediately collected and has little impact on traffic flow.

Traditional tolling system required toll tellers to run the daily operations for cash lanes. Thus, toll tellers need to be ready for any consequences due to the adoption of Industry 4.0 in the organization. For instances, it will give impact to the toll teller for losing their job. Furthermore, the toll tellers should be prepared by equipping themselves with relevant knowledge and skills. This is crucial to retain their position in the organization. If the new revolution could create mass unemployment, it also causes social and economic concerns, and there will be a shortage of quality talents that could only be filled by selective employees.

Literature Review

Employee Readiness

Readiness is characterized as a perception, purpose, attitude, and action in the degree to which change is needed and the capacity of the company to achieve it (Shah, Irani, & Sharif, 2017). During the change process, preparation is a state of mind that represents a desire or receptivity to improve one's thought. Before developing positive state of mind towards organizational change, employee needs to be able to visualize the current situation of the organization and environment by comparing past and anticipated future perspectives. Regardless of the need and inevitability of transition, workplace preparation considerations for effective change adoption must be addressed by the organization (Shah et al., 2017). However, the previous studies stresses that an organization's employee has been shown to be more complex and sensitive, thus, rendering their opinions, behaviors, and values important and competitive in the successful implementation of change programs (Holt, Armenakis, Feild, & Harris, 2007 and Andrew & Mohankumar, 2017). Change professionals, managers and experts are therefore collaborating to identify possible different combinations of beneficial workplace preparation variables to enhance workforce willingness to achieve operational change effectively (Hanpachern, Morgan, & Griego, 1998; Cunningham et al., 2002; Madsen, Miller, & John, 2005; Cinite, Duxbury, & Higgins, 2009; and Andrew & Mohankumar, 2017).

Toll system in Malaysia

Rapid increase in vehicle numbers on the road with a growth rate of 7% per annum, increasing demand for road networks across Malaysia. Under the idea of privatization, tolled roads became common in Malaysia's construction industry (Hashim, 2006). Highway projects are closely associated with the everyday lives of people. They have a central role to play in a country's social and economic growth. (Huang & Yeh, 2008). As at December 2011, the number of vehicles using the highway has increased from time to time supported by the total length of 26 tolled highways operating in Malaysia is 1,732.44 km based on data from the Malaysian Highway Authority (Yazlin Salfiza, 2015). The traditional tolling system has been changed to a cloud-tolling system in the adoption of Industry 4.0. The cloud-tolling system was implemented on 1st November 2018 in Plus Highway, Malaysia. The advantages of the system are high visibility of transactions including discrepancies, the anchor for future capabilities which use video analytics to confirm transactions, RFID technology and machine learning (Izhan, Majid, Technology, Officer, & Officer, 2018).

Employee Readiness and Training

Khan & Turowski (2016) stated that there are three fundamental requirements for Industry 4.0. Firstly, system integration where the systems will be more cohesive together in the future and will connect with each other to achieve the objective. Secondly, the interactive process should be accessed in real time within or across company boundaries. Lastly, the human

resource management that will be needed in the future. Previous researcher agreed that, employees are very important during the industrial revolution where to adopt Industry 4.0, organization needs a highly skilled labor force (Sirotek & Firlus, 2016). It involves the design and establishment of employee training and seminars, focusing on new core activities such as how digitized systems can be handled and operated (Agostini & Filippini, 2019). Organization in Industry 4.0 need to design their training programs so that innovative skills and learning can be boosted. Shamim, Cang, Yu, & Li (2016) suggest that, the organizations should provide employees with different types of training to empower them to do multitasking. It is not necessary for this learning to be directly relevant to the work of the worker, but to improve the variety of skills. The learning process should be continuing. Trainings should also emphasize on team building and team work skills, and mentoring should be managers' routine practice, particularly with regard to new hires. There should also be training sessions to develop workers' problem-solving skills.

Relevant Model

Stakeholder Model

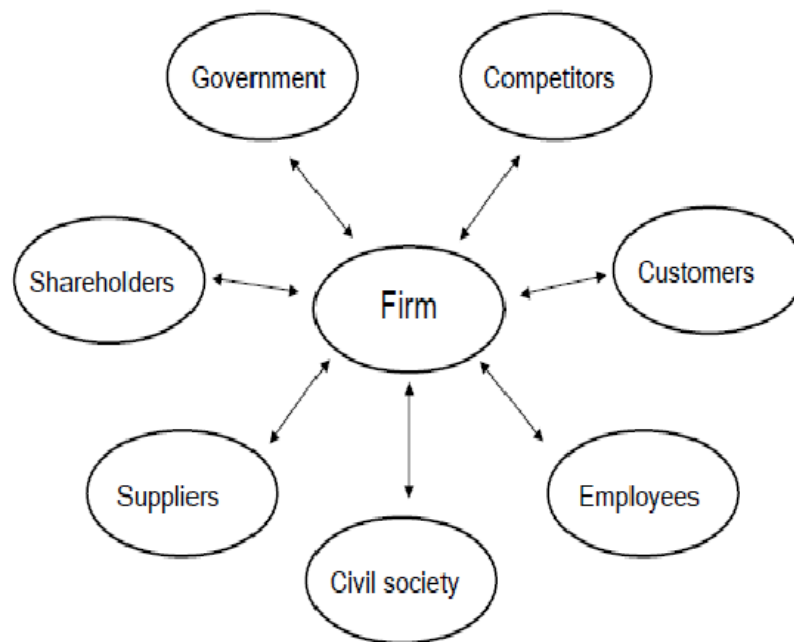


Figure 1: The Stakeholder Model (Freeman, 1984)

Source: (Mishra & Mishra, 2013)

At the Stanford Research Institute in 1963, the term "stakeholder" was coined in an international memorandum and refers to groups without whose support the organization would cease to exist (Uskov, Howlett, & Jain, 2015). The theory of stakeholders has been applied across multiple levels to different situations, including organizational, industrial and national perspectives. The stakeholder list includes employees, shareholders, creditors, customers, government, competitors, community, and suppliers. Employee is the main internal stakeholder in which they are hold important position in the strategy, tactics, and operations level in the organization. Uskov et al., (2015) agreed with the stakeholder theory that to accomplish primary objective of profitability and growth, organization which involve multiple shareholders with diverse interest must consistently balance.

In this research, employee is the key resource to the organization in which one of the stakeholders who involve directly to the organization's operation. The adoption of Industry 4.0 thus give impact to the employee. As such, toll tellers and the supervisors. Previous study by Borg, Scott-Young, & Turner (2015), use stakeholder theory on Smart Systems Adoption Level and Resource Based View to present a model for collaborative smart curriculum development that incorporates Industry 4.0 concepts and technologies to educate graduates who are ready to work for smart organizations.

Maslow's Hierarchy of Needs

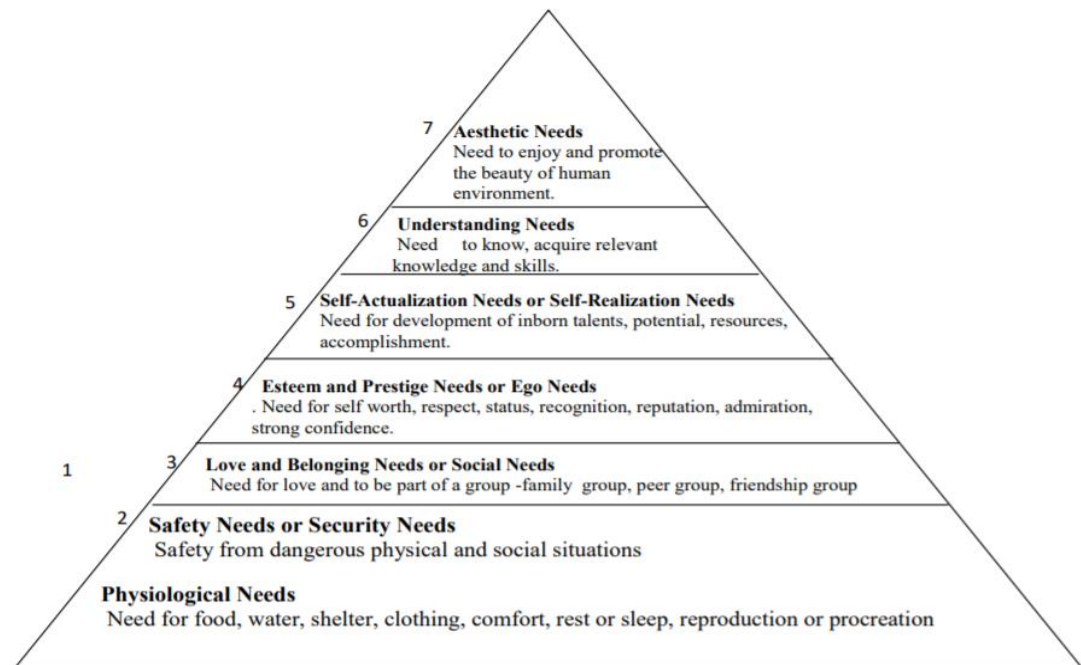


Figure 2: Maslow's Hierarchy of Needs

Source: (Aruma & Enwuvesi Hanachor, 2017)

The model of the hierarchy of needs of Abraham Maslow in Figure 2 demonstrates seven level of the society's human needs. Such seven (7) stages of human needs, as expressed by Abraham Maslow, reflect the human desire to address the needs of people in order to enhance people's living standards in different social environments in the human environment (Aruma & Enwuvesi Hanachor, 2017). At sixth stage, understand needs can be applied in organization environment for employee. Employee typically will seek for the need of acquire relevant knowledge and skills for their satisfaction in career growth.

Relationship between Stakeholder Model and Maslow's Hierarchy of Needs

Stakeholder Models mentioned that the employees are the key resources to the organization. An organization could not operate without the existence of employees. Similarly, for organization changes. It can conclude that the organization needs employee involvement for any organization changes. At the same time, Maslow's Hierarchy of Needs said that there are needs of motivation for employees in the organization to achieve Level 6 Understanding Needs. In this research, it can be related to employees' readiness. To obtain a high level of employee's readiness, employees need something that can boost their motivation — for example, giving support for continuous improvement in term of equipping them with new knowledge and skills. Besides, enhance the employees' knowledge and skills, it also indirectly

increases the satisfaction of employees towards the organization. Thus, lead the employees to prepare well for organization changes as well as work harder towards achieving the organization's objective.

The Intervention

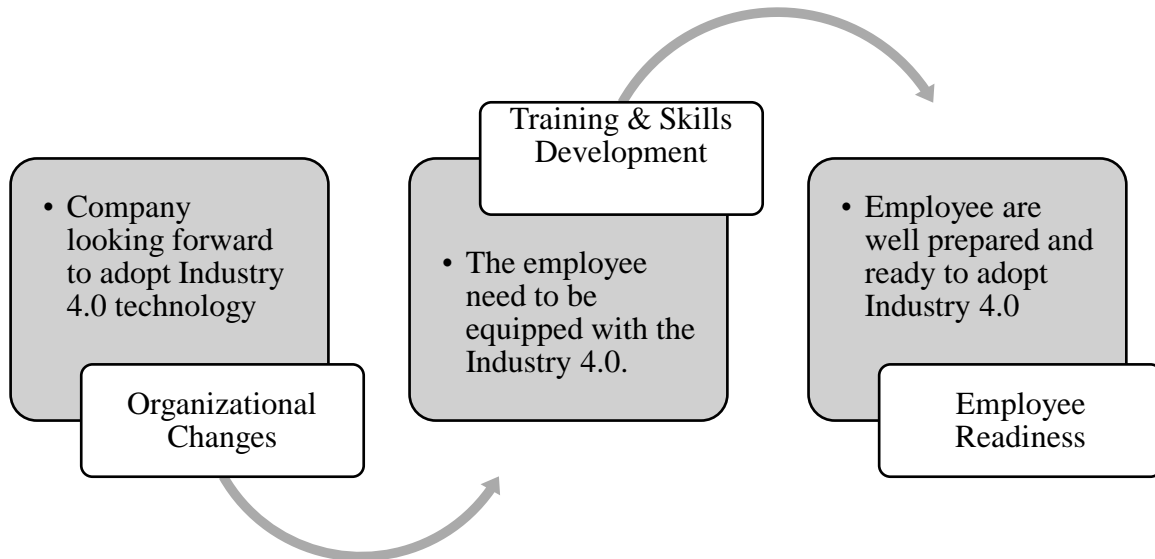


Figure 3: The process towards employee readiness

The process towards employee readiness in Figure 3 started with the intention of the organization to change. The organization planned to adopt Industry 4.0 by shift manually traditional toll system towards automated, cloud toll system. This new system has quite a considerable number of advantages amongst which includes, increased vehicle speeds and reduce the amount of personnel required for running the system, and reduced fuel consumption through reduced vehicle stop times. Besides, it also will be reduced cash circulation, more passenger comfort, reduce environmental pollution and consequently, integration of the financial system. The changes need a highly skilled employee and a higher level of employee readiness to adapt to the new system. Thus, training and skills development is necessary to prepare and equip them with the relevant knowledge and skills of Industry 4.0.

Job training and skills is essential approaches for talent development. In adoption with Industry 4.0, companies must fill various roles and position that required Industry 4.0's skill. Apart from external recruit to fill the vacant position, the company could consider up skilling their current employees. Employees and employers must be trained in effective communication about the implementation and what is the skill that needs of Industry 4.0. This training programs should focus on improving the necessary knowledge and skills on Industry 4.0. The toll tellers will be impacted, and the organization will eliminate the job position. A team of toll tellers should be trained with the appropriate skills to promote them as a technician. Even though, there are some toll tellers will lose their job due to the new system will replace the human touch – however, by doing the training, it could help the toll teller to adapt with Industry 4.0 knowledge and be prepared for new job in other industry.

Methods

Action Research Process Design

Action research involved practitioners as a researcher to carry out the research by taking action from planning and transforming the problematic situation in the real world into the solution (Lier, 1994). The action research model was first developed by the German-American psychologist, Kurt Lewin in the mid-1940s (Dickens & Watkins, 1999).

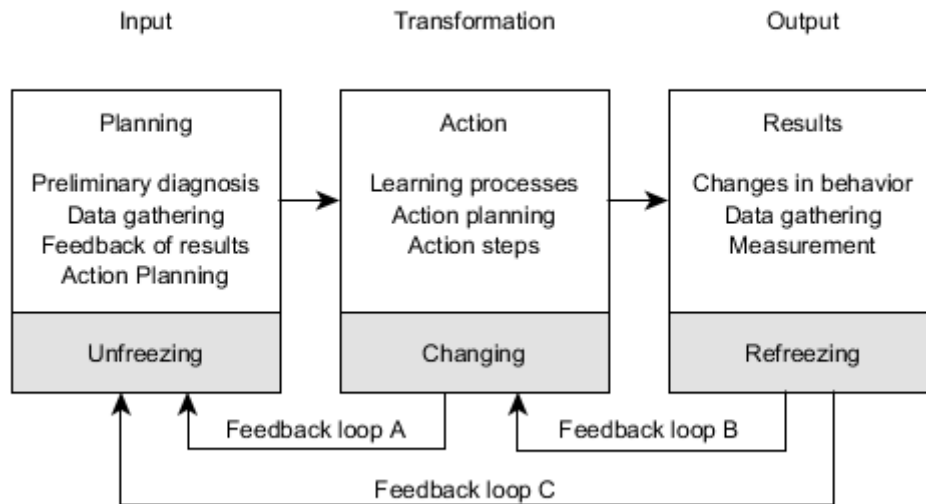


Figure 4: Action Research Model (Lewin, 1946)

Source: (Simon-Solomon, 2007)

Figure 4 shows the Action Research Model, which outlines the three critical steps through the intervention process. The first cycle is the period of “Unfreezing” in which the organization or individual is aware of the problem faced by them and the needs for changes. Simon-Solomon (2007), suggest that in this cycle, the organization aware about the problem but unidentified and need the organization to appoint the practitioner as a change agent. Started by identifying the problem, data gathering, and feedback on result and execute the action plan. The identifying problem process involved data collection using two methods which are interview and survey (i.e., distribute questionnaire). Feedback result was gathered to develop work planning schedule. The second cycle is “Changing” period which involves the learning processes, action planning and action steps. The practitioner carried out action planning and executing behavioural changes in the client organization. Action steps are then taken on the job as part of the transformation phase, accompanied by learning sessions. On the third cycle or “Refreezing” stage, in which emerging strategies are evaluated on the job and become part of the system’s problem-solving action if the job was effective and improving. Collection of data being gathered from the organization to measure either the effectiveness of the learning process. Minor adjustment needed can be implemented during these cycles via Feedback Loop B. However, if the learning process fails, the overall cycles need to be done again.

Philosophy of Research

A research philosophy is a belief about the way developing new knowledge based on the view of this study being conducted (Saunders, Lewis, & Thornhill, 2009). The selection of research philosophy will determine the research strategy and the methods for data collection and data analysis. For this research, a research philosophy has been identified, namely pragmatism.

Pragmatism

An approach that evaluates theories or beliefs in terms of the success of their practical application. Pragmatism can integrate the use of multiple research methods such as qualitative, quantitative and action research methods.

Mixed Method

Mixed methods approach is the general term for both qualitative and quantitative data collection techniques, and analysis procedures are used in research design. It is subdivided into two types. Mixed method research uses qualitative and quantitative data collection techniques and analysis procedures either at the same time (parallel) or one after the other (sequential) but does not combine them. This means that, although mixed-method research uses both qualitative and quantitative world views at the research methods stage, quantitative data are analysed quantitatively. For this research, both methods are used.

Time Horizon

Time horizons are required for the research design regardless of the research methodology used. Two types of time horizons namely, cross-sectional and longitudinal (Saunders et al., 2009). Cross-sectional studies are studies conducted in which collection of data done in a particular time frame to answer the research question. The limited of a time frame mainly due to time-constrained for the most academic research. Longitudinal studies involve a study of people or phenomena for change and development. To answer the research question, longitudinal studies required more than one point in time. For this research, the cross-sectional time horizon being used due to the limited time to conduct the data collection and data analysis.

Unit of Analysis

Unit of analysis in this study is toll tellers and supervisors.

Population and Sample Size

Unit of analysis in this study is toll tellers and supervisors. The population is called the full set of cases. The sample is taken from the population in an attempt to collect data (Saunders et al., 2009). This research was conducted in expressway organization. The population for this research is the employees in the organization. The total number of populations is 197. From the 197 population, the sample size was selected within the population but focus on individually who work in the plazas toll. The total sample size is 80, including toll tellers and supervisors for four plazas toll. The full-time toll tellers and supervisors are selected while contract toll tellers are excluded from the population. The full-time toll tellers and supervisor then being narrow down by the total years of working experience. The sample size should have at least one years and above working experiences during the organization still using the traditional tolling system. The criteria choose due to having a better result on measuring the level of employee's readiness to adopt Industry 4.0. Besides, to understand the employees' perception on the adoption of Industry 4.0. The data for selecting sample size was obtained from senior manager of human resource department during the visit to organization.

Sampling Techniques

The common method of selecting focus group participants is called purposive sampling. The selected focus group can answer the research questions and provide the best information to meet the research objectives (Saunders et al., 2009). To identify participants depending on

their specific knowledge of scientific research or experience, Robinson (2014) suggest using purposive sampling technique. For mixed-method research, purposive sampling can be used. Shaw (1999) and Robinson (2014) also stated that purposive sampling encourages the compilation of more abundant data than using the probability sampling due to it enables researchers to engage with informants for extended periods. As for this research, toll tellers and supervisors were selected as a focus group. The nature of their work in plazas toll in which will directly be impacted on the adoption of Industry 4.0. As such, the integration of traditional tolling system to cloud tolling system will eliminate toll teller's job.

Research Instruments

For this research, the primary data collection instruments are interviews with senior managers to get some ideas on the issue and distribute the questionnaires to employees from all levels in the organization. Interview session will be using a semi-structured interview which involves 3-4 interviewees. The interviewees are toll tellers and the supervisors. The interview question will be attached as appendix once has been ready. The questionnaires will have two sections which are Section A and Section B. The questionnaires will be distributed to 80 respondents. The details of the expected surveys, as indicates in Table 1. The completed questionnaire will be attached once has been ready. Both interview question and survey will be used "adopt and adapt" approach from the previous study.

Table 1: Expected questionnaires

Section	Description
Section A	Demographic <ol style="list-style-type: none"> 1. Gender – Male & Female 2. Race – Malay, Indian, Chinese & Other 3. Level of education – PMR, SPM, Certificates, Diploma, Degree, Master, PhD, Professional Qualifications 4. Grade level – Toll Teller and Supervisor 5. Working experiences – less than 5 years, 6-10 years, 11-15 years, 16-20 years, 21 years and above
Section B	Knowledge in Industry 4.0

Validity

The validity of the questionnaire is essential to ensure the accuracy of data collection (Saunders et al., 2009). Two ways of assessing validity through internal validity and external validity. Internal validity refers to the questionnaire's ability to measure what the researcher intends to measure. This refers to content validity. The validity of the content refers to the extent to which the questionnaire's measurement questions provide adequate coverage of the investigative questions (Saunders et al., 2009). For this research, the internal validity will be done by the academician who expert in human resource management. This validity to ensure the term used in the questionnaire are accurate and suitable for the research topic. The external validity will be done to ensure the language used in the questionnaires can be understood by the focus group study and enable them to answer the question accurately. For this research, the validation of questionnaires will be done by two academicians (internal validity) and two practitioners (external validity).

Reliability

Reliability is concerned with the consistency of questionnaires (Saunders et al., 2009). It will determine whether the findings are consistent or not, even though at a different time and a different situation. To test or equate the results with another sample, it may be appropriate to adopt and adapt questions. This allows the evaluation of the quality and more effective than develop the questions. For this research, the questionnaires will be adopted and adapted from the previous study. The reliability test of pre-test questionnaires will be compared to the previous study. To measure reliability, Cronbach's Alpha value and internal consistency will be used, as indicated in Table 2.

Table 2: Cronbach's Alpha Level of Reliability

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: (Habidin, Zubir, Fuzi, Latip, & Azman, 2015)

Data Collection

Qualitative

Sutton & Austin (2015), stated that qualitative research may help to access study participants' thoughts and feelings. A significant advantage of interviews is their adaptability to enable an interviewer to pursue thoughts, review for responses, and explore motives and emotions that a questionnaire is unable to capture. In contrast to quantitative methods, some qualitative academics have described qualitative research (Maxwell & Reibold, 2015). The interview is organized to different degrees: structured, semi-structured or open/in-depth, depending on the researcher's structuring characteristics. Before the start of the interview, the researcher often develops a list of topics that can be used flexibly (Qualitative Research: Data Collection, 2017). For this research, the interview done by interviewing the toll tellers and supervisors to collect their views, expressions, and feelings towards the adoption of Industry 4.0. The procedure to interview for both pre-test and post-test as indicate in Table 3. The data collection from the interview session will help to develop a conclusion on the employee's readiness to adopt Industry 4.0.

Table 3: The process of interview session

Step	Process
1.	Email the representative from the company to ask for availability of participants to set an appointment.
2.	Received response from the representative from the company with the participant's available date.
3	Go to the company on the set date and meet with the participants.
4	Interview the participants and getting the answer.

Quantitative

To complement the interviews, a questionnaire (with close and open ended items) will be used to capture respondents' views to achieve the objectives of this research. The items in the questionnaire will be adopt and adapt from previous study. A questionnaire is a commonly used research instrument in survey research designs. It is used to make data collection easy and less time consuming and it has the potential of covering large samples. The questionnaire items were formulated in a Likert-style rating scale, a rating scale to make responses simple and quick. A five point Likert scale was developed in which the respondents need to answer their agreement on the statements given in the questionnaires (Saunders et al., 2009). The agreement rating as indicated in Table 4.

For this research, the set of questionnaires will be distributed to the toll tellers and supervisors. The distribution of survey will be done by hand to ensure the respondent will answer the survey correctly and give help to those who not understand the particular question. The distribution will be done in two-phase, which is for pre-test and post-test. The data collection will help to answer the research question and hence will allow developing a recommendation to enhance the level of employees' readiness — the procedure to distribute the questionnaire as indicated in Table 5.

Table 4: Response categories for agreement types question

Type of rating	Five categories
1	Strongly agree
2	Agree
3	Neither agree nor disagree/not sure/uncertain*
4	Disagree
5	Strongly disagree

*Response dependent on the investigation question

Source: (Saunders et al., 2009)

Table 5: Procedure to distribute the questionnaire

Step	Process
1.	Email the representative from the company to ask for availability of respondents to set an appointment.
2.	Received response from the representative from the company with the respondent's available date.
3	Go to the company on the set date and meet with the respondents.
4	Distribute the survey.
5	Wait and help the respondents who in trouble to understand the question.
6	Collect the survey.

Data Analysis

The analysis of data for this research using two differences approach. The data will be analysis using manual transcript for qualitative and SPSS for quantitative as indicates in Table 6.

Table 6: List of research question with the approach for data analysis

No.	Research Questions	Data Collection	Data Analysis
RQ1	What is the level of employees' readiness to adopt Industry 4.0 in the organization?	<ol style="list-style-type: none"> 1. Qualitative - Interview with the toll tellers and supervisors. 2. Quantitative – Distribute a survey to the toll tellers and supervisors. 	<ol style="list-style-type: none"> 1. Manual Transcript <ul style="list-style-type: none"> • Coding or frequency analysis 2. SPSS: <ul style="list-style-type: none"> • Normality test • T-test value
RQ2	How to equip the employee with the relevant knowledge and skill with the adoption of Industry 4.0 in the organization?	Qualitative – Interview and discuss with the Head of Finance and Admin, to get some input to develop recommendation.	Manual Transcript <ul style="list-style-type: none"> • Coding or frequency analysis

Conclusion

Industry 4.0 is a transformation allowed to bring new values and services to customers and the organization itself by implementing advanced technologies (such as IT) at the operational level. Employees' readiness is one of the crucial requirements for an organization to adopt Industry 4.0. Employees readiness in term of acceptance and adaptable towards the new changes. The high level of employees' readiness for new changes, the high chances of success for the organization. As for this action research, one of expressway organization to be part as case company which involves the toll tellers and the supervisors. The company in the midst to adopt Industry 4.0 by integrate the traditional tolling system to electronic or cloud tolling system. The adoption of this new system needs the high level of employees' readiness especially for those who will be affected such as toll tellers and supervisor.

Thus, after the identification of the level of employees' readiness, this research suggests on the implementation of the intervention that will contribute to enhance the employees' readiness in the organization. Besides, to equip and prepared the employees with the relevant knowledge and skills to adopt Industry 4.0. This research also can be one of the references for future researcher to explore more profound on the same topic.

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GENDER DIFFERENCES IN ORGANIZATION: ATTITUDES TOWARDS WOMEN IN WORKPLACE

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Abstract: *Women are getting more popular in the workforce, and there are side effects with the increase of women in the workforce. The benefits of women in the workforce are the increase of the country economy and the low rate of recession, but the society tend to have different ways in welcoming women in the workforce. These attitude can be seen through acceptance of women as a leader, the discrimination or bias in an organizations towards women, the act of bullying or harassment in a company and also the responses of the organizations towards those acts. Also, company policies towards pregnant employees or organizations support in maternity journey of working women. This research is to find out what exactly attitude shown towards women in an organization.*

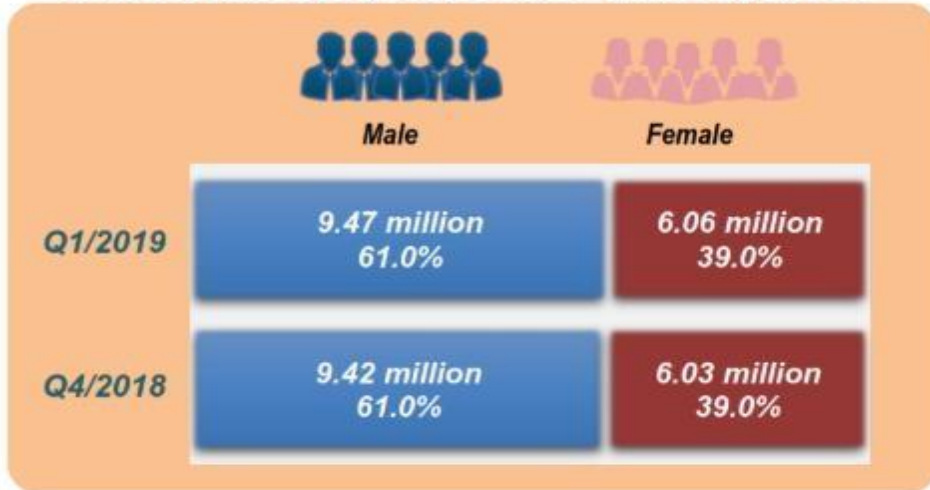
Keywords: *women, workforce, attitude, leader, harassment, maternity*

Introduction

Women's role in the country development is becoming more prominent. Nowadays, women are not only the backbone of their family but play various roles in other facets of life. In organizations, women's participation in the workforce has been an important concern recently. According to Boniol, Xu, Wuliji, Diallo & Campbell (2019), women form 70% of workers in the health and social sector. Due to high numbers of women at the workplace, the topic of work-life conflict has become a crucial topic.

In Malaysia, men outnumber women at 60:40 in overall labour force gender ratio (Bernama, 2016, November 20). To be precise, according to Department of Statistic Malaysia (2019), 39% which consists of 6.06 million of the labour force are females. The statistics of labour force in Malaysia also showed that female labour force participation rate increased by 0.1% to 55.7%. The table of Labour Force in Malaysia for First Quarter (Q1) 2019 and Fourth Quarter (Q4) 2018 showed increment in number of labour force according to gender in Malaysia (Figure 1). In the first quarter of 2019, the labour force was represented by 61.0 per cent males (9.47 million) and 39.0 per cent females (6.06 million). The number of labour force for both males and females increased by 50,700 persons and 26,200 persons respectively as compared to the fourth quarter of 2018. According to the Statistics of Labour Force Participation Rate (LFPR) in Malaysia Quarter 1 2019 (Figure 2), female LFPR in the first quarter of 2019 was 55.7 per cent, rose 0.1 percentage points as compared to the previous quarter. Female LFPR in the labour market for prime age which are 25-34 years (75.6%), 35-44 years (67.7%) and 45-54 years (57.4%) were higher as compared to the female LFPR at the national level.

**Labour Force by Sex, Malaysia,
 Fourth Quarter (Q4) 2018 & First Quarter (Q1) 2019**



**Labour Force Participation Rate by Sex and Age Group, Malaysia,
 Fourth Quarter (Q4) 2018 & First Quarter (Q1) 2019**

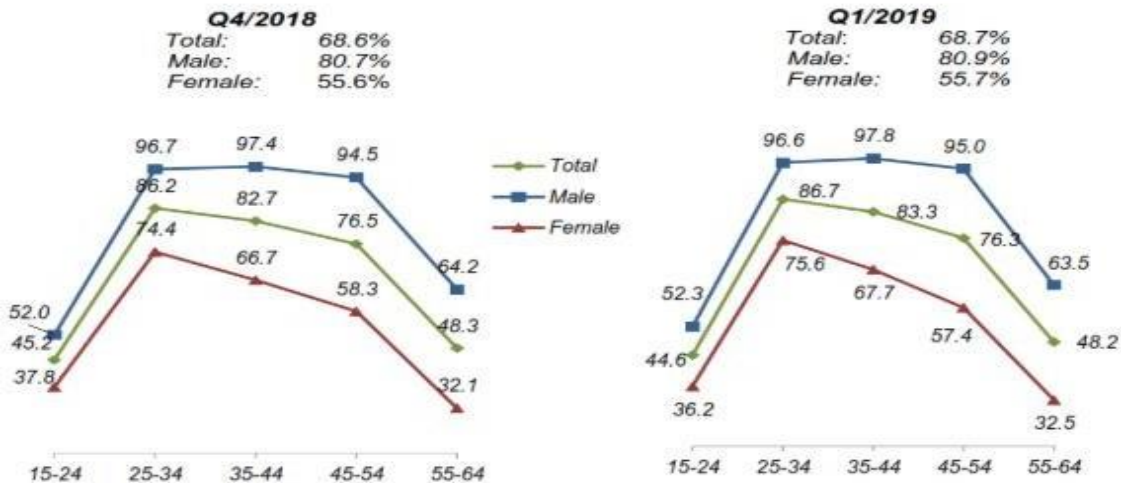


Figure 2

Sources – Department of Statistic Malaysia (2019)

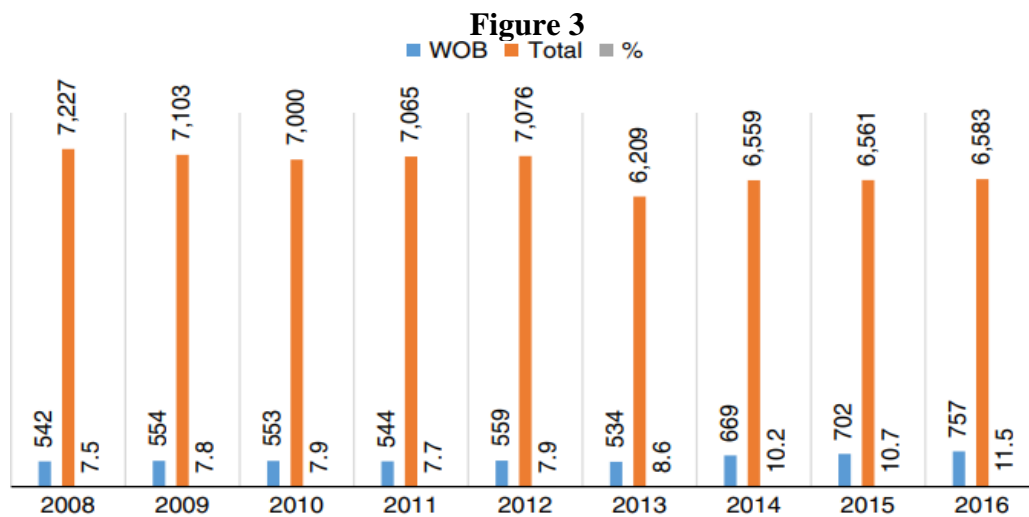
According to Ambad, Rimin & Harbi (2017), Malaysia government, under the Ministry of Women, Family and Community Development, has allocated MYR 2.26 billion for the development and operational cost in its effort to encourage women participation in the workforce and entrepreneurship. Toygar, Kara, & Kirlioglu, (2019) mentioned that there are large amount of research in attitudes toward woman in other countries in the world. Huyer and Hafkin (2019) made a comparison on factor influencing women’s ability to enter workforce in different countries which are Ethiopia, Kenya, Senegal and Uganda. In Ethiopia, Ethiopia’s Constitution espouses the equality of men and women in the social, legal, economic, and political realms. This includes fully paid maternal leave is guaranteed,

including prenatal leave, as part of women’s right to family planning education and access. Women’s rights are also affirmed in hiring, promotion, pay, the transfer of pensions, and equal rights for equal work. In Kenya, at least one-third of members are required to be women. This requirement extends to the board of companies where the government has at least 50% share, leading to an increase in numbers of women on corporate boards (Frosina & Mwaura, 2016).

Meanwhile, in Senegal, specific laws have been designed to promote gender equality. Despite these laws, women’s representation in the formal labour force is low due to lack of qualification (education) and focus on family household-related activities (Sarr & Wade, 2017). The constitution of Uganda provides for recognition of the rights of women and promotes and protects social justice and equality of all Uganda’s, but cultural attitudes favour men over women. As result, women’s access to credit is restricted, although initiatives to improve this access are showing result. Generally, women opted to retire from working either to focus on their family or if their company practiced injustice. If this scenario persists, it would be the country lost as competent women employees are considered a valuable asset that capable of contributing towards the country prosperity and growth. According to Othman & Othman (2015), women workers have participated in almost all types of occupation. They are part of the fundamental human resources that provide the best skill and talent, ideas and innovation. Empowering women and providing them with equal rights and opportunities to full potential is necessary to achieve business and economic progress.

Leadership

Malaysia, a predominantly Muslim country (61 per cent), has traditionally a low proportion of women participation in the board, a situation which the Government has recently addressed via CG reforms and legislative changes. In 2004, the government has advocated a policy that at least 30 per cent of decision-making positions are to be occupied by women in the public sector. However, the target of 30 per cent is not yet met in 2016 for the private sector which shows only 11.5 per cent achievement, see Figure 3. Even though Malaysia is thought of as one of the more progressive countries, race plays a major role in opportunities for women. These religions create a thick “glass ceiling” and barriers to women’s rise to the leadership roles (Lim et al, 2019).



Source: Women, Family and Community Development Malaysia, 2016

Women leaders in the workforce are adversely affected by two sets of stereotypes: women are warm and communal but leaders are assertive and competent. This mismatch of stereotypes can lead to negative attitudes toward women leaders (Baldner & Pierro, 2019). Women face systematic difficulties achieving, and remaining in, leadership roles, even though there is no evidence that these difficulties are caused by a lack of ability (Baker, 2014). Women are markedly under-represented on corporate boards across industries and countries are likely to benefit, making up only 8%–11% of all board members (Adams & Kirchmaier, 2016). For example, in Japan, according to the statistic made by OECD.Stat (2015), Japan had nearly the lowest level of the percentage of women on boards of directors amongst Forbes Global 500 companies, and was far from the average figure (see Figure 4). Even though many potential female management candidates have excellent qualifications, they are actively ignored and have to face an unbreakable glass ceiling to get any opportunities in the position of senior executive and board positions (Ming, 2019).

Figure 4

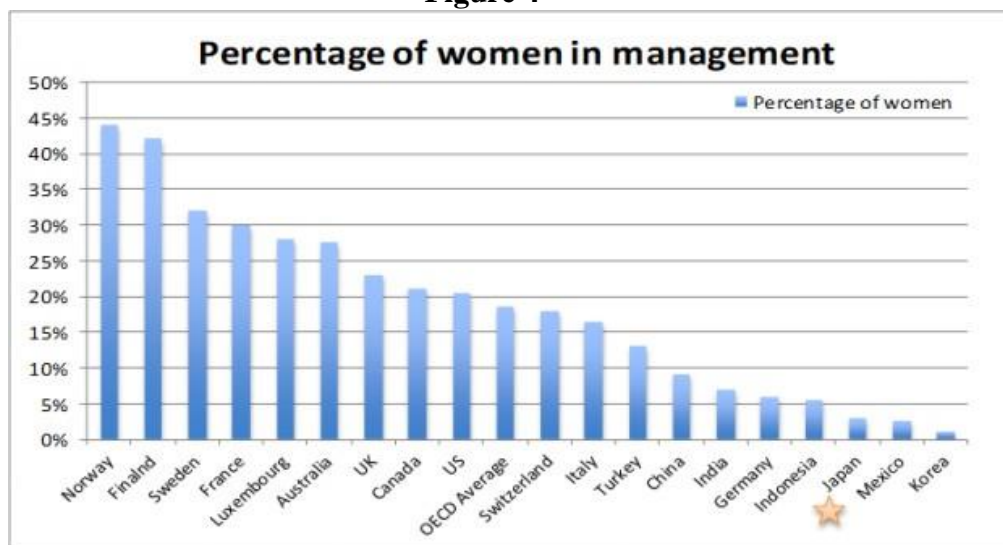


Figure 4. Share of women on boards of directors (Forbes Global 500 companies)

Sources: OECD Stat. (2015)

However, the bulk of the existing work suggests that exposures to female leader role models can lead to positive outcomes for women. According to Latu et al. (2019), several studies have shown that successful women can be inspiring in demonstrating that success is attainable. In one line of research, both experimental exposure and long-term quality interactions with female leaders predicted stronger implicit self-concept of leadership and stronger career ambitions (Asgari et al. 2010; Asgari et al. 2012; Dasgupta & Asgari 2004). Jian & Fairhurst (2017) suggested that preferred leadership styles have shifted from a predominately masculine approach, to a more collaborative role that emphasizes communication, moral decision-making and contribution to organizational change. This trend is reflected in the concept of ‘transformational leadership’. This trend towards transformational leadership may favour the mix of attributes that are more commonly associated with women, than men. Women were rated higher on transformational leadership styles than men in a meta-analysis including both employee and leader samples (Griffiths, Roberts & Price, 2019). According to Burke (2019), boards having more women are less likely to make risky decisions and more likely to operate in more ethical ways. They are better able to understand the environment and marketplace of their organizations, and female

board members have higher attendance rates at board meetings.

Discrimination Or Workplace Injustice

According to Rafi & Mutalib (2019), discrimination in employment in Malaysia can be said as not a new issue in a company or industry organization. The problem of discrimination is often seen as a result of an attitude of employers who practice bias and favouritism. This happened because some workers do not know their rights as workers and cause them to be freely abused by the superior. Malaysian women face not only biases from sex stereotypical views and threats but also the discrimination from mainly Islamic ideology, laws and rulings (Lim et al., 2019). A study by Holland and Cortina (2013) in the US discovered that 600 women employees were reported to experience more injustice from other women than men in their workplace. A poll in December 2017 by CNBC found that 20% of respondents have experienced harassment which 27% of them are women while only 20% are men. Meanwhile in Vietnam, studies show that Vietnamese women have to face discrimination in terms of wage, ignorance of education level and harassment at workplace (Lin et al, 2017; ISDS, 2015). When gender discrimination creates inequality at workplace and female workers are not paid corresponding to their expectations, they will be dissatisfied with their jobs (Magee, 2015).

According to Capatosto, & Blackwell (2019), in one study, a group of reviewers were more likely to offer a higher starting salary to a fictitious applicant when those materials had a male name compared to if they had a female name. According to Steffens, Viladot & Scheifele (2019), gender diversity at the workplace (or a lack thereof) can have consequences for women on a behavioural level. One example is gender harassment which refers to a broad range of verbal and non-verbal behaviours not aimed at sexual cooperation but that convey insulting, hostile, and degrading attitudes about women. This includes insults, negative comments, and other negative behaviours toward women such as ignoring their contributions and interrupting them. The probability of gender harassment has been found to be higher for women whose work contexts were dominated by men, as compared to similar gender proportions (Kabat-Farr & Cortina, 2014).

Also, both individual and organizational factors predict sexual harassment. Women are more likely to experience sexual harassment, as well as minorities persons, with women who embody more than one minority identity being the most likely to experience sexual harassment (Siuta & Bergman, 2019). Fitzgerald and Cortina (2017), states that sexual harassment is primarily a women's issue because sexual harassment primarily occurs toward women. According to Walsh & Magley (2019), organizations that could benefit the most from sexual harassment training arguably include those organizations for which sexual harassment are most frequent. It is within these organizations that organizational tolerance for sexual harassment is high. Research consistently shows that sexual harassment has a negative effect on target wellbeing, whether psychological, job related, or health related outcomes. Harassment can prompt turnover, it can increase financial strain for targets and also damage their ongoing career prospects (McLaughlin, Uggen, & Blackstone, 2017). Symptoms of depression and anxiety are also positively correlated with exposure to sexual harassment (Ho, Dinh, Bellefontaine, & Irving, 2012; Nielsen & Einarsen, 2012).

Organizational Responses To Reporting

Reporting injustice or harassment to organizational authorities has been theorized to lead to positive outcomes, but reporting rates are low. When the targets of harassment report their experiences to the organization, few responses can be made by organizational authorities. First is investigation; organizations can intake the report and deploy human resources

representatives to investigate to determine whether organizational rules have been broken (Pustolka, 2015; Trotter & Zacur, 2012). One recent study, demonstrates that organizational tolerance for sexual harassment suppresses both learning of sexual harassment investigation skills and the motivation to learn these skills (Goldberg, Perry, & Rawski, 2018).

Moreover, research indicates that despite the putative goals of reporting, people do not benefit from the reporting experience compared to their non reporting peers; oftentimes, reporters are actually worse off than if they had never reported (Siuta & Bergman, 2019). This may reflect that procedures for reporting are often unclear and that reporting often leads to worse outcomes for targets of harassment than their non-reporting peers. Additionally, the process is a human process, prone to the cognitive errors and biases of human decision makers. If it is perceived that the harassment has been addressed, targets of sexual harassment are likely to have fewer symptoms of PTSD and depression and better well-being and post-harassment functioning (Bell et al., 2014). However, on the positive side, organizational remedies are actions taken against the perpetrator, including informal discussions about behaviour, formal notes in employment files, reassignment to other work units or positions, and terminating the employment relationship (Bergman et al., 2002).

Organizational Support Throughout The Maternity Journey

The increase in women's return to paid work after maternity or parental leave in advanced societies has garnered much scholarly attention, particularly on women's participation positively contributing to the labor market and economy (Gregory, 2019). Women, like every other worker, want job tenure with career advancement. They also want to give maternal care to their new born up to a reasonable length of time without suffering negative career consequences. These two situations seem incompatible unless employers intervene with family-friendly incentive programs and policies (Amaram, 2019). According to Toh & Jaafar (2017), a clear framework on how to retain women in the workforce, providing among others more flexibility and longer maternity leave for them and a higher level of women participation in the labour force will boost the country's economy. Sequerah & Singh (2019) states that paid maternity leave are a significant benefit for employees, where there is no federal mandate for paid time off for new parents. However, only 12% of companies offer paid maternity leave, according to the Society for Human Resource Management (CNN Money, 2015). In Malaysia, various statutory provisions relate to pregnancy and maternity protection at the workplace such as the Employment Act 1955 (Malaysia, Act 265) (Part IX of the Employment Act), which deals with maternity leave, maternity allowance, the eligibility criteria, the notice requirements, protection from dismissal and other related provisions (Bhatt, 2015). In Malaysia, Employment Act 1955 stipulates that women are entitled for 60 consecutive days of paid leave and applies to the first 5 children if the applicant is employed at the company for at least 90 days prior to the commencement of leave (Bhatt, 2015).

However, there was an attitude among managers that pregnancy can lead to incompetence and that the arrangement of maternity cover is not a valuable business expense (Lord & Joel, 2019). For example, in automotive industries, according to automotive news, a survey shown that more than 50% said they took shorter maternity leave so that it does not have a negative impact on their career, nearly 50% after resuming from maternity leave, they were not considered for important assignments and nearly 60% of women stated that being a parent had a negative effect on their career (Naik, Mehta & Chandani, 2019). Moreover, it has also been reported in the literature like in Podder and Poder's (2015) study concerning the women's experiences in Finland, Sweden and Estonia that the journey of women's returning to work after childbirth and maternity leaves is not an easy one. Another scene of

discrimination against female employees at workplace is the dismissal of pregnancy employees although banned by the employment laws. According to Rafi, Mutalib & Sabri (2019), there is a case where a male manager refuses to employ women as subordinates as they will have maternity leave in future. Although it is seen as a small issue, it can be classified as discrimination against women. Consequently, female workers experienced guilt and perceived both discrimination and a lack of organizational support at the micro-level. According to Burke (2019), it is possible to reduce biases against pregnant women, however, women should discuss their current and future status and plans for maternity leave with their supervisors.

Conclusion

In conclusion, gender inequality in organizations is a complex phenomenon that can be seen in organizational structures, processes, and practices. For women, some of the most harmful gender inequalities are enacted within the acceptance of women's as leader, discrimination, bias, bullying, harassment, and also through their maternity journey. Women's role in the country development is prominent as the number of women in workforce is increasing. However, cultural attitudes in most countries favour men over women. In order to enhance more women in organizational board, the government has advocated a policy that at least 30 per cent of decision-making positions are to be occupied by women in the public sector. But, in reality, women leaders in the workforce are adversely affected by stereotypes that can lead to negative attitudes toward women leaders.

Besides, discrimination and harassment attitude toward women can results in job related and health related outcomes. Discrimination is often seen as a result of an attitude of employers who practice bias and favouritism meanwhile harassment such as sexual harassment is more likely to be experienced by women. These negative attitudes would lead to negative consequences such as turnover; it can increase financial strain for targets damage their ongoing career prospects, symptoms of depression and also anxiety. Organizations responses towards these negative attitudes may lead to different outcomes faced by women victims. Last but not least, paid maternity leave are a significant benefit for employees. In Malaysia, Employment Act 1955 stipulates that women are entitled for 60 consecutive days of paid leave and applies to the first 5 children if the applicant is employed at the company for at least 90 days prior to the commencement of leave (Bhatt, 2015). However, there was an attitude among managers that pregnancy can lead to incompetence and that the arrangement of maternity cover is not a valuable business expense (Lord & Joel, 2019).

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AWARENESS ABOUT POSTPARTUM DEPRESSION OF PREGNANT WOMEN IN HO CHI MINH CITY, VIET NAM

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Abstract: *The paper presents the results of a research on awareness of pregnant women in Ho Chi Minh City, Viet Nam about postpartum depression in the following aspects: symptoms, harmful effects, risks and preventive measures, factors affecting awareness of pregnant women about postpartum depression. Research results showed that pregnant women in Ho Chi Minh City have certain knowledge about postpartum depression but not really enough. Opportunities to participate in communication activities on postpartum depression are identified as the most influential factor in the awareness of pregnant women in Ho Chi Minh City about postpartum depression.*

Keywords: *Awareness, pregnant women, depression, postpartum depression, Ho Chi Minh City.*

Introduction

Postpartum is a sensitive and complex period for women, many physical, psychological and social issues can arise at this stage, adversely affecting the quality of life of women and infants. One of the complex psychological problems that many postpartum women experience is postpartum depression, with about 6-13% of women suffering from postpartum depression (Gaynes et al., 2005; O'Hara & Swain, 1996). Postpartum depression usually occurs within 4 weeks of birth and manifests itself to varying degrees, from mild and transient postpartum depression, which usually lasts only 1-2 weeks with a mostly emotional manifestation, stress to depression is more severe with psychotic manifestations.

On a mild level, a woman can usually overcome it on her own and it does not affect her health as much as her baby, but when severe depression (with psychotic symptoms), the woman often fall into a state of helplessness, unable to cope, appear suicidal intent and murder. Mothers with severe depression may be the cause of developmental disorders in young children such as mental retardation, autism, social skills development, etc. For women with severe depression, early intervention is needed, from psychological counseling to medication treatment. The American Pediatric Association (AAP) recommends screening for depression in mothers when infants are 1, 2 and 4 months old.

Support for postpartum women in screening for depression requires various measures, in which raising the awareness of women about postpartum depression in pregnancy is essential. This method helps the woman to be proactive in dealing with the risks leading to depression, proactively identify her depression and seek timely and effective resources.

Research objectives and methods

Objectives of the study

Understand the status of the awareness of pregnant women in Ho Chi Minh City about the symptoms of postpartum depression, the harmful effects of postpartum depression, the risk of postpartum depression, and measures to prevent postpartum depression and factors affecting Ho Chi Minh City's awareness about postpartum depression.

Research methods

- Research using a combination of methods such as document research, questionnaire surveys, in-depth interviews and statistical methods.
- The study was conducted on 150 pregnant women in Ho Chi Minh City, selected by convenient random sampling method.
- The common awareness of pregnant women in the research sample on the aspects of postpartum depression is assessed based on the average score (GPA) of the scales (minimum GPA of 1.0 and maximum of 3.0). The more GPA is, the more fully aware.

Research results and discussion

The Status Of Awareness Of Pregnant Women In Ho Chi Minh City About Postpartum Depression

Awareness about the symptoms

Postpartum depression occurs in women with various symptoms depending on the level, often manifested in physical, cognitive, emotional and behavioral problems such as sadness, anxiety, fatigue, anorexia, difficulty sleeping (Miller, LJ, 2002; Mayo Clinic, 2015).

Table 1. Awareness of pregnant women about symptoms of postpartum depression

<i>No</i>	<i>Symptoms</i>	<i>GPA</i>	<i>Standard deviation</i>
1	Sadness, tiredness	2.74	0.54
2	Reduced interest in everything	2.64	0.63
3	Emotionally volatile, easily explosive	2.64	0.64
4	Feeling anxious and insecure	2.56	0.66
5	Feeling lonely, empty	2.64	0.72
6	Anorexia, insomnia	2.47	0.53
7	Feeling exhausted, short of breath	2.51	0.65
8	Rapid weight loss	2.49	0.76
9	Don't want to interact with anyone	2.74	0.62
10	Paranoid expression	2.47	0.77
11	Falling into a state of surprise	2.50	0.56
12	Uncontrollably thinking, self-acting	2.48	0.72
13	Intending to commit suicide	2.48	0.62
GPA:		2.57	0.58

* Note: Lowest score = 1.0; highest score = 3.0; The more GPA is, the more fully aware

The results in Table 1 showed that the symptoms of postpartum depression are fully perceived by pregnant women in Ho Chi Minh City (GPA = 2.57/3.0).

Mild manifestations are more fully perceived by women: "Sadness, tiredness"; "Do not want to contact, talk to anyone"; "Reduce interest in everything"; "Emotionally volatile, easily explosive"; "Feeling lonely, empty"; ... (with GPA = 2.64 to 2.74).

Whereas the symptoms of severe depression are perceived to a lesser extent: "Feeling of exhaustion, shortness of breath"; "Falling into a state of surprise"; "Paranoid expressions"; "Intending to commit suicide", ... (with GPA measured from 2.47 to 2.51).

Through in-depth interviews, the majority of pregnant women expressed their relatively full awareness of the symptoms of postpartum depression: Ms. B.T.H.T (District 12) said: "*Through learning, I know a woman if she is depressed. postpartum colds often have many simultaneous symptoms such as being bored, tired, not wanting to talk to people, if being severe, it can lead to stress or depression, paranoia*", L.T.H (Go Vap District) shared: "*A woman with postpartum depression may have symptoms such as sadness, tiredness, stress, cowering, negative thoughts, mental health problems*". However, there are also pregnant women who are not fully aware of the symptoms of postpartum depression: Ms. N.T.T.T (Hoc Mon District) said: "*I have heard about postpartum depression but have not learned much so I do not know clearly. What are the manifestations, seems to be tired, stressed*"?

With the survey results, we realize that it is necessary to further raise the awareness of pregnant women in Ho Chi Minh City about the symptoms of postpartum depression.

Awareness about the harmful effects

Postpartum depression can have a lot of harm to the health of pregnant women, especially for infants during development (Murray et al., 2011; Netsi et al., 2018; Sanger, Iles, Andrew, & Ramchandani, 2015).

Table 2. Awareness of pregnant women on the harmful effects of postpartum depression

<i>No</i>	<i>Expression</i>	<i>GPA</i>	<i>Standard deviation</i>
1	Impairs women's health	2.62	0.59
2	Causing difficulties in child care process	2.54	0.66
3	Adversely affecting women's family and social relations	2.58	0.68
4	Delays the development of the child, can cause developmental disorders in the child	2.36	0.76
5	Threatening the lives of mothers and children	2.48	0.65
GPA:		2.52	0.64

* Note: Lowest score = 1.0; highest score = 3.0; The more GPA is, the more fully aware

Overall, the survey results in Table 2 showed that pregnant women in Ho Chi Minh City have a good understanding of the harmful effects of postpartum depression (GPA = 2.52/3.0).

The harm to women such as: "Postpartum depression depletes women's health"; "Causing difficulties in child care process", "Adversely affecting family relationships, social relations of women" are well perceived by pregnant women (with GPA = 2.54 to 2.62).

Meanwhile, the awareness of pregnant women about the harms related to the child is more limited: "Slowing down the development process of the child, which can cause developmental disorders in the child"; "Threatening the lives of mothers and children" (with GPA = 2.36, 2.48). Some pregnant women were interviewed about the harmful effects of postpartum depression, mainly referring to harm to women, Ms. N.T.H (Go Vap District)

said: “I think postpartum depression will make health of women who are degraded quickly and have difficulty raising children”, according to N.T.T.T (Hoc Mon District):” ... when a woman suffers from postpartum depression, it can lead to health deterioration and affect family members”.

With the survey results in Table 2, in order to raise the awareness of pregnant women about postpartum depression, they also need to raise their awareness about the harmful effects of it.

Awareness About The Risks

Postpartum depression is a form of mental disorder that is not a spontaneous cause. There are many risk factors for depression in postpartum women such as: physiological changes, a history of depression, difficulty raising children, etc. (Mayo Clinic, 2015).

The survey results showed that the awareness of pregnant women in Ho Chi Minh City on the risk of leading to postpartum depression is quite limited (GPA = 2.44, see table 3).

Table 3. Awareness of pregnant women on the risk of postpartum depression

<i>No</i>	<i>Expression</i>	<i>GPA</i>	<i>Standard deviation</i>
1	Postpartum physiological changes	2.35	0.65
2	History of depression or psychological disorders	2.29	0.76
3	Lack of knowledge and skills to raise children	2.33	0.75
4	Habit of using stimulants	2.34	0.73
5	Non-scientific living regimes: lack of nutrition, insufficient sleep, etc.	2.26	0.79
6	Negative thinking	2.41	0.64
7	There were events before the birth: lost loved ones, ...	2.57	0.67
8	Pressure to give birth to an unborn child	2.61	0.53
9	Children have difficulty raising children.	2.55	0.69
10	Difficult family economic circumstances	2.50	0.74
11	Lack of attention and care of relatives	2.55	0.76
12	Family conflict and discord in marriage	2.54	0.67
GPA:		2.44	0.68

* Note: Lowest score = 1.0; highest score = 3.0; The more GPA is, the more fully aware

For postpartum depression, many researchers believe that factors from the pregnant woman itself is one of the great risks. To prevent this problem, first of all, the pregnant woman herself needs to control well the factors from herself, such as changing physiological body after birth; a history of depression or psychological disorders; lack of knowledge and skills to raise children; habit of using stimulants; unscientific diet: eating undernourished, not getting enough sleep, ...; or negative thoughts. However, the awareness of pregnant women in the sample of research on these factors is quite limited (GPA from 2.26 to 2.41).

Besides subjective factors, objective factors such as: pressure to give birth, unintended births; events before birth: loss of relatives, children are difficult to raise, many diseases; difficult family economic circumstances; lack of attention and care of relatives; Family conflict, marital discord are also factors that easily push a woman into depression after childbirth. The survey results in Table 3 showed that these factors are more fully aware by the women (with GPA from 2.50 to 2.61).

Restrictions in the awareness of subjective factors can reduce the active and positive role of pregnant women in preventing postpartum depression for themselves. Therefore, this is one of the areas that need special attention when raising pregnant women's awareness about postpartum depression.

Thus, it can be said that pregnant women in Ho Chi Minh City have a certain understanding of the risk of postpartum depression, but need to improve their awareness in this regard.

Awareness On Measures To Prevent Postpartum Depression

Postpartum depression is a controllable disorder if the woman recognizes and takes appropriate measures to control and eliminate the risks leading to depression (Minh Nguyen, Hong Thu, 2019).

Table 4. Awareness about measures to prevent postpartum depression

<i>No</i>	<i>Expression</i>	<i>GPA</i>	<i>Standard deviation</i>
1	Psychological preparation before childbirth	2.52	0.57
2	Equipping knowledge and skills to raise children	2.41	0.68
3	Strengthen connection with children: cuddling, nursing,	2.52	0.61
4	Always think positive in all situations	2.66	0.55
5	Moderation activities, science: eating enough nutrition, getting enough sleep, exercising, recreation, ... in the period before and after birth	2.44	0.63
6	Avoid conflicts and discord in marriage and family relationships	2.63	0.66
7	Economic preparation and other necessary conditions for child rearing and care	2.52	0.74
8	Sharing difficulties in caring and nurturing children with relatives	2.44	0.72
9	Enlist the assistance of husband and family in raising and taking care of children	2.48	0.70
10	Immediately seek professional attention (consultative psychologist - psychiatrist) for timely assistance	2.45	0.68
GPA:		2.51	0.69

* Note: Lowest score = 1.0; highest score = 3.0; The more DTB is, the more fully aware

To control the subjective risks leading to postpartum depression, experts believe that pregnant women need to implement well measures: psychological preparation before childbirth; equip knowledge and skills to raise children; strengthen connections with children: cuddling, nursing, ...; always think positively in every situation; moderation activities, science: eat enough nutrition, get enough sleep, exercise, recreation, ... in the period before and after birth. These measures are very effective in preventing postpartum depression, but the awareness of pregnant women about these measures is not really adequate (GPA from 2.41 to 2.66).

Survey results also showed that the awareness of pregnant women on measures to control the objective factors that can lead to postpartum depression such as avoiding conflict, discord in marriage and family relationships; economic preparation and other necessary conditions for child rearing and care; sharing difficulties in child care and nurturing with

relatives; enlist the support of husband and family in raising and taking care of children; seek professional experts immediately (consultative psychotherapists, psychiatrists) for timely and incomplete assistance (with GPA from 2.44 to 2.63).

With the GPA scale of 2.51/3.0, it is possible to identify pregnant women in Ho Chi Minh City who already have a good understanding of measures to prevent postpartum depression but it is also not very complete. This is also a point of interest when implementing communication programs on postpartum depression to pregnant women in the city.

General Comments On Awareness Of Pregnant Women In Ho Chi Minh City About Postpartum Depression

The overall awareness of women on postpartum depression and the awareness of the women surveyed are summarized in the chart below:

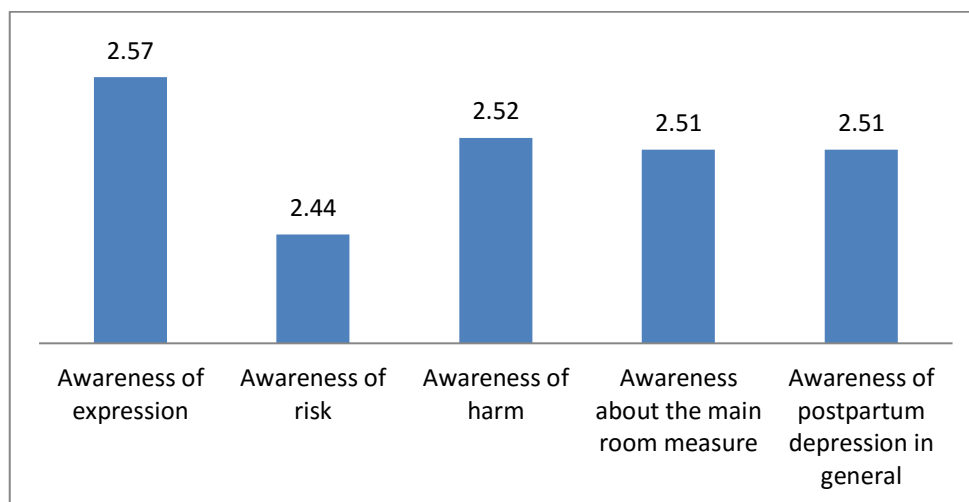


Figure 1. The common awareness of pregnant women about postpartum depression

In general, pregnant women in Ho Chi Minh City have a good understanding of postpartum depression but it is still not really complete (GPA = 2.51). Among the surveyed aspects, pregnant women had a better understanding of the symptoms of postpartum depression than their findings on the risks, harms and measures to prevent postpartum depression, but the extent of the difference is not large and there is no statistically significant difference ($p > 0.05$).

Awareness of pregnant women on each aspect related to postpartum depression and general awareness about postpartum depression are positively correlated ($r = 0.78$ to 0.91 , $p < 0.05$). Thus, in order to raise the awareness of women about postpartum depression need to raise their awareness of the relevant aspects.

These results suggest that it is necessary to continue to take appropriate measures to raise the awareness of pregnant women in Ho Chi Minh City of postpartum depression.

Factors affecting the awareness of pregnant women about postpartum depression

There are many different factors that affect a woman's awareness of postpartum depression. In this study, we only examine the influence of two factors that we consider to be the most important: the proactiveness in studying postpartum depression of pregnant women; access to communication activities on postpartum depression of social organizations. The results are as follows:

Table 4. Factors affecting the awareness of pregnant women about postpartum depression

<i>No</i>	<i>Element</i>	<i>GPA</i>	<i>Correlated (r)</i>	<i>Level of influence (R²)</i>
1	The initiative in understanding postpartum depression in pregnant women	2.58	0.89**	0.23***
2	Opportunity to access to communication activities on postpartum depression of social organizations	2.12	0.73**	0.18***

* Note: ** with significance level $p < 0.05$, *** with significance level $p < 0.000$

Surveying on the proactive knowledge of postpartum depression of pregnant women in Ho Chi Minh City, we found that they were quite active in understanding this issue (GPA = 2.58/3.0). Most of the interviewed women said that when they heard about postpartum depression and its harm, they took advantage of their free time to learn and mainly research on the internet via phone and computer. Ms. N.T.H (Ward 4, Go Vap District) shared: “*Sometimes I go online to read some articles about postpartum depression, because listening to people say this is quite dangerous and pregnant women are susceptible. right*”. The initiative of understanding postpartum depression of pregnant women in Ho Chi Minh City was positively correlated with their perceptions about postpartum depression ($r = 0.89$, $p < 0.05$), regression results suggesting that this factor is capable of predicting 23% ($R^2 = 0.23$, $p < 0.000$) the change of awareness pregnant women in postpartum depression. This also means that the positive impact of understanding postpartum depression will greatly contribute and raise their awareness of postpartum depression.

Survey results in Table 4 showed that the opportunity to access communication activities on postpartum depression of pregnant women in Ho Chi Minh City is not much (GPA = 2.12). Some women in the interview group said that the chances of accessing social media about postpartum depression of social organizations, especially direct communication activities, are not many, even never had this opportunity: Ms P.T.T.Y (Trung My Tay Ward, District 12) said that “*since I was pregnant, it has been nearly 7 months but I have not heard of any communication about postpartum depression for pregnant women in the ward. but I can find out by myself on the phone*”, Ms L.T.P (Hoc Mon District) shared: “*I also want to attend talks on reproductive health, about how to raise my children, but for I haven't had this chance yet*”. According to the statistical results, the opportunity to access communication activities about postpartum depression has the ability to predict 18% ($R^2 = 0.18$, $p < 0.000$) the change of awareness of pregnant women in the sample of postpartum depression. As such, increasing access to communication activities on postpartum depression for pregnant women in Ho Chi Minh City is also one of the important solutions to raise their awareness about postpartum depression.

Conclusions and Recommendations

Being fully and fully aware of postpartum depression is extremely important for pregnant women, helping them be proactive in preventing and responding effectively to postpartum depression, preventing health problems. Good for yourself and the development of young children. However, by surveying the cognitive status of 150 pregnant women in Ho Chi Minh City about postpartum depression, we found that:

The awareness of pregnant women in Ho Chi Minh City on postpartum depression is not really complete, especially the awareness of the risk of postpartum depression.

The surveyed factors all influence the awareness of pregnant women in Ho Chi Minh City about postpartum depression, in which the factor “Opportunities to access communication activities about postpartum depression of social organizations” is most impactful.

To contribute to the care of reproductive health of postpartum women as well as the healthy development of newborns, the departments and specialized units of Ho Chi Minh City should pay more attention to improving awareness of pregnant women in the city area about postpartum depression.

To raise the awareness of pregnant women in Ho Chi Minh City about postpartum depression, the departments and specialized units should synchronously implement the following measures: Increase communication about the following depression deliver to pregnant women through the media and at health facilities; Organize training courses on postpartum depression for pregnant women in health facilities or in the community; Establish support services and intervention for postpartum depression for pregnant women in the community; Develop and implement projects on mental health care for pregnant women, ...

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THE EFFECT OF NATIONAL CULTURE DIMENSIONS ON FULL RANGE LEADERSHIP STYLES AND ORGANIZATIONAL COMMITMENT

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Abstract: *High-quality generations can only be produced by highly committed teachers. Leaders play an important role on how well teachers are committed to the collective goal in schools. Therefore, this research was intended to study about teachers' commitment in association with headmasters' leadership style in overall Johor national schools. Teachers in schools came from different cultural backgrounds, race, religion, life style and history. Hence, this study explores the roles and effects of Malaysian national culture dimensions to the leadership style and their commitment. In addition, this study examines how far the Malaysian national culture dimensions strengthen the relationship between Full Range Leadership Style (FRLS) and teachers' commitment. This study applied a quantitative research method using survey questionnaires as the main instrument for collecting data. Through stratified random sampling from 11 national schools in Johor, a total of 599 teachers were sampled and chosen from a total population of 705 teachers. A partial least square structural equation modelling (PLS-SEM) was used to test the hypothesized relationships. The research findings highlighted positive and significant relationship between school headmasters' FRLS and teachers' commitment. Additionally, the most influence components from FRLS towards organizational commitments were transformational style (individual considerations). The awareness of national culture dimensions among teachers are high as all nine national cultures dimensions showed positive and significant relationships, and therefore strengthen the relationship between transformational and transactional styles with teachers' commitment. However, for laissez faire style leadership, only power distance and in-group collectivism has strengthened the relationship. Results also reflected that in-group collectivism has the most significant moderation effects from all other national culture dimensions. The findings suggest that more trainings and developments conducted by the Malaysian Ministry of Education are needed to improve teachers' commitment by emphasizing the role of national culture dimensions.*

Keywords: *(National Culture, Full Range Leadership, Commitment)*

Introduction

An education is the process involves many linkages and challenges in producing a competent working society especially in Malaysia (Sidhu & Kaur, 2011). Educational development and reform in Malaysia have always been characterized by the government's efforts to adapt education to national development needs (Haji Ahmad, 1998). Therefore, measuring schools performance has become a quite controversial issue here as it takes into consideration the risk it will have on the morale and motivation of schools' teachers and administrators (Othman and Abdul Rauf, 2009). Nonetheless, since Malaysia aspires to be the hub of global education in the near future, the hunt for the "right" one is still on-going. The educational reformation in Malaysia could turn into success or failure depending on the integrity that own by every teacher in the society in the profession. It is very much linked with their commitment, trust and first and foremost depends on the working environment. Positive outcome always tend to produce

positive results and that could only be achieved through high qualified and quality teacher of course. So, many efforts is on-going in enhancing teacher and teaching profession as it reflects the major contributing factor in influencing the success of the school and students achievement (Hanushek, Kain & Rivkin, 2004).

So, researcher strongly believes leadership style play a role in determining teachers' commitment and it is important to be studied upon (Wulandari *et al.*, 2015). Moreover, Mangundjaya (2013) showed that leadership alone has no significant impact to commitment but external forces contribute to the commitment among teachers in the multi-cultural society. Malaysia population which made up by different types of ethnic carries their own history, culture, belief system, value and language, thus unity among different ethnics is important in Malaysia (Unit E.P, 2011). Therefore, the government practiced equality to formulate a national culture and identity that every citizen can relate to (Husin, 2011). Even, Malaysian reflects multi-ethnic, multi-racial, multi-cultural and multi-religious; to maintain the unity, Malaysia government continues to preserve peace and harmony among races through some approaches that focus on national unity and interethnic integration (Yusof, 2005; Hazri *et al.* 2004). Leadership research has been expanded beyond Western borders but most researches focused exclusively on one type of culture (Aktas *et al.*, 2016). Literatures had given considerable attention to the cultural dimensions in empirical studies that have been conducted across countries on leadership styles and organizational commitment but with contradictory outcome and findings (Rafiq and Mahmood, 2010; Huey Yiing *et al.*, 2009; Reyes and Shin, 1995; Anderman *et al.*, 1991; Firestone *et al.*, 1988). The organizational commitment being internationally focused, has been primarily given attention to differences between regions, countries and various leadership styles but at the same time had overlooked national culture dimensions which is complex and affects everyone as it is synonymously linked to one's identity, life chances and ultimately one's worldview, especially in Malaysia (Chiok *et al.*, 2012).

Problem Statement and Research Gap

Understanding Malaysia is highly pluralistic society (Swee-Hock, 2015); concerning national culture in this study would be a plus point. Moreover, theoretically it was proven by Hofstede (1980), basic values and beliefs acquired early in life, through socialization and education process certainly influences the way of working. Previously, Malaysia is relatively high in collectivism, scoring the highest in power distance (Hofstede, 1994) and subsequently proven by local researchers (Thomas, 2015; Liu & Liau, 2013; So, 2009; West, 2001) that both cultural dimensions moderates' relationships between variables. Besides that, Global Leadership and Organizational Behavior Effectiveness (GLOBE) study also ranked humane orientation as first score in Malaysia (Javidan *et al.*, 2001). Together with these cultural values, others cultural dimensions also predicted to influence how the Malaysian workforce perceives and experiences commitment at their workplace because various aspects of human life, such as behaviour, thinking, perceptions and attitudes that related to culture is believed to be an important influencing factor (House *et al.*, 2013).

From the past decades, commitment is positively correlated with both transformational and transactional leadership style (Sayadi, 2016; Lotfi *et al.*, 2012; Rehman, *et al.*, 2012; Popa, 2012; Noordin, *et al.*, 2011; Ramezaninezhad *et al.*, 2009; Leithwood *et al.*, 1996; Fullan, 1996; Hord, 1992, Sergiovanni, 1992 and Bass and Avolio, 1990) yet the level commitment are contradicting. Therefore, it has created another room of exploration to study about moderating factors between leadership style and commitments that produced inconsistency findings in the past studies. Exploring the national cultural dimensions effects

on organizational commitment in this study provides an excellent contribution that could be utilized by Ministry of Education (MOE), State Education Department, District Education Office (DEO) and Institut Aminuddin Baki (IAB) in planning policies and leadership training programs that could increase teachers' commitment by emphasizing the importance of national culture dimensions. In Malaysia, examining FRLS with teachers' commitment before only has been done individually whether using only transformational style or transactional style or both together (Veeriah, *et al.*, 2017; Raman *et al.*, 2015; Wahab *et al.*, 2014; Selamat *et al.*, 2013; Ling & Ling, 2012; Sharif *et al.*, 2010). Therefore, this study is considered important to determine the relationship between FRLS of headmasters (transformational, transactional and laissez faire leadership) and teachers' commitment (affective, normative and continuance) in national primary schools in Johor as there were less studies focused on primary schools in Malaysia, especially in overall Johor state.

Research Objectives

To examine the relationship between FRLS with organizational commitment.

1. To identify the most influential dimensions from each FRLS constructs on organizational commitments.
2. To examine the moderating effect of national culture dimensions on the relationship between FRLS and organizational commitment.
3. To examine the most significant dimensions of national culture in moderating the relationship between FRLS and organizational commitment.

Development of Full Range Leadership Theory

Effective leaders encourage divergent thinking and innovativeness within the organization (Popa, 2012; Yahaya *et al.*, 2011). Leaders with skilful managing capabilities would never hesitate to adapt the new shifting in the leadership styles in improving efficiency and effectiveness of leaders themselves and their followers, increasing successful execution of business strategies and improving management communication alignment too.

Organisations are increasingly required to use all the creative diversity that exists throughout the organization (Gratton, 2007; Taylor and LaBarre, 2009; Hamel, 2007). Moreover, in the challenging globally diverse world, leadership became even difficult situations to be resolved. The literature on leadership has traditionally viewed a leader as a person who has a formal leadership position; by the authority of his/her leadership position leads an organisation towards goals that have been set. Visionary leaders will empower their people and enable them to act consistently with the new vision and to assist in sustaining their affective commitment to it (Kantabutra, 2012; Cowley and Domb, 1997; Conger and Kanungo, 1987). So, in order for an organization to grow, a good leadership is very much needed. At the same time, one must understand that a good leadership does not sustain too long and changes are required for that good leadership to be extended to a better leadership in fast moving environmental factors. Apparently, global events happening almost daily reveal new conditions and new requirements for the 21st Century leaders. Effective leaders in everywhere are learning how to use new conditions to their advantage, thereby creating organizations and communities that not only survive but also can be sustained under a variety of external conditions becoming a challenging yet favourable matter for the leaders.

The subject of leadership is interesting for many researchers throughout the years. The continual research in the process to conclude about a good leadership has unintentionally created the countless opportunity for the scholars in the development of many leadership theories. Studies have been carried out to determine how leadership behaviours can be used to

influence employees for improved organizational outcomes in many perspectives. Indirectly, battle has been gone on how to define leadership and their attitudes toward it in multiple perspectives. The revolution has gone from a very classical, autocratic approach to a very creative and participative approach. Ideas about management and leadership have changed considerably in back several years. People who are better-educated and more articulate nowadays can't be easily managed and they can no longer be commanded in the same way as before. People from either the top management or the workers are expecting to be treated in an approachable way. A real beneficial leadership style would create an organizational commitment among the workers (CH Chan *et al.*, 2014; Jackson *et al.*, 2013; Judge and Piccolo, 2004; Lowe *et al.*, 1996 and Koh *et al.*, 1995).

A leader's commitment to integrity has been universally identified by extensive leadership research as the most important element possessed by leaders in establishing their personal credibility (Kouzes and Posner 2010). Past studies on ethical leadership was positively and significantly associated with transformational leadership, transformational culture of organization, contingent reward dimension of transactional leadership, leader effectiveness, employee willingness to put in extra effort and employee satisfaction with the leader (Toor and Ofori, 2009). It is proving the statement by Ladkin (2008) who believed that "leading beautifully" has three major dimensions: "mastery" – in understanding the self and the context, "coherence" – congruence between various forms of self and with one's purpose and message, and "purpose" - attending to one's goal.

Leadership is a major important factor that has link and engage with most of the employee related aspects in way of it influence or resulting effectiveness (Wasylikiw, *et al.*, 2015; Eliophotou Menon, 2014; Johannessen & Skålsvik, 2013; Jong Jeroen & Hartog Deanne, 2007) impacts (Koohang *et al.*, 2017; Taylor *et al.*, 2014; Tope, 2001) and contribute for the further development within those aspects (Achua, & Lussier, 2013; Edmonstone, 2011 and Dalakoura, 2010). Leaders respond to problems, resolve crises, reward and punish followers, provide encouragement and support to followers. Leaders are also concerned about organizational innovation, organizational commitment, seek to foster organizational cultures that are conducive to creativity, innovation, conflict-free and challenging environment. From the prior researches, to enhance people to work together effectively in a way of showing commitment, leaders are found has to play varieties of role and there is the creation of harmony in the working place. Over the past 20 years, there has been considerable interest in testing new paradigms of leadership. Previous leadership models have been criticized for failing to explain the full range of existing leadership styles and behaviours (Northouse, 2007). In response to such criticism, the concepts of transformational and transactional leadership emerged. Downton (1973) and Burns (1978) are responsible in making their interest in the creation of the new paradigm comes true by conceptualizing transformational leadership. It was insufficient in the leadership field to explain the full range of leadership behaviours'; commonly associated with the best and also the worst leaders in a single theory (Seltzer and Bass, 1990). Thus, Burns (1978) made a difference at that time by creating transformational and transactional leadership style. He categorized the followers' satisfaction under transforming tools and rewards promising on the event of producing good performance and threats and discipline act on poor performance under transactional theory (Egan *et al.*, 1995).

However, Burns and Bass have their different point of view on this theory, whereas Burns felt this theory would be the extreme ends of a continuum of leadership behaviour. In contrast, Bass (1985) felt the theory is complementary, as transformational leadership builds upon the interchange nature of transactional leadership. Supporting his ideas, Hater and Bass (1988) threw some opinions that transformational leaders motivate followers to perform

beyond expectation. Transformational leaders are also seen to earn credits because putting more priority on followers needs over their own personal needs Avolio and Bass (1998). In distinguish; contingent reward upon specified performance is practiced in transactional style. Transactional theory originally derived from the expectancy theory of leadership and the path goal theory of leadership. On the other hand, Non-transactional (laissez-faire) leadership constitutes the third type of leadership style. Non-transactional leadership indicates an absence of leadership or the avoidance of intervention or both. Finally, Bass and Avolio (1997) had developed a model of the full range of leadership behaviours consisting of these three main dimensions of transformational, transactional and laissez faire leadership.

Most of the past studies occupied (MLQ5X) in measuring FRLS in their research. Bass has included seven components including charismatic leadership, inspirational motivation, intellectual stimulation, individualized consideration, contingent reward and management by exception and non-transactional leadership (Bass, 1985) in the theory. Then, more recently, Bass (1988) considered to reduce one factor from his initial work into a six-factor model for measuring these constructs as he noted that although charismatic and inspirational aspects of leadership were conceptually distinct constructs yet they were not empirically visible.

Then, another recent research done and seven additional factors have been included as refinements to the Full Range Leadership Model. The current changes are on charismatic view, as this construct is evident to be conceptualized and measured as both an attribution and behaviour, whereas House, Spangler and Wokye (1991), had supplied sufficient evidence to support their work. On the other hand, Hater and Bass (1988) had also provided evidence that the construct of management-by-exception could be divided into active and passive components. Avolio, Bass, and Jung (1999), had identified one attributed and four behavioural types of transformational leadership. Studies used the latest version of the MLQ finally resulting in a nine-factor model. Thereafter, the Full Range Leadership Model consists of five transformational, three transactional, and one non-leadership factors.

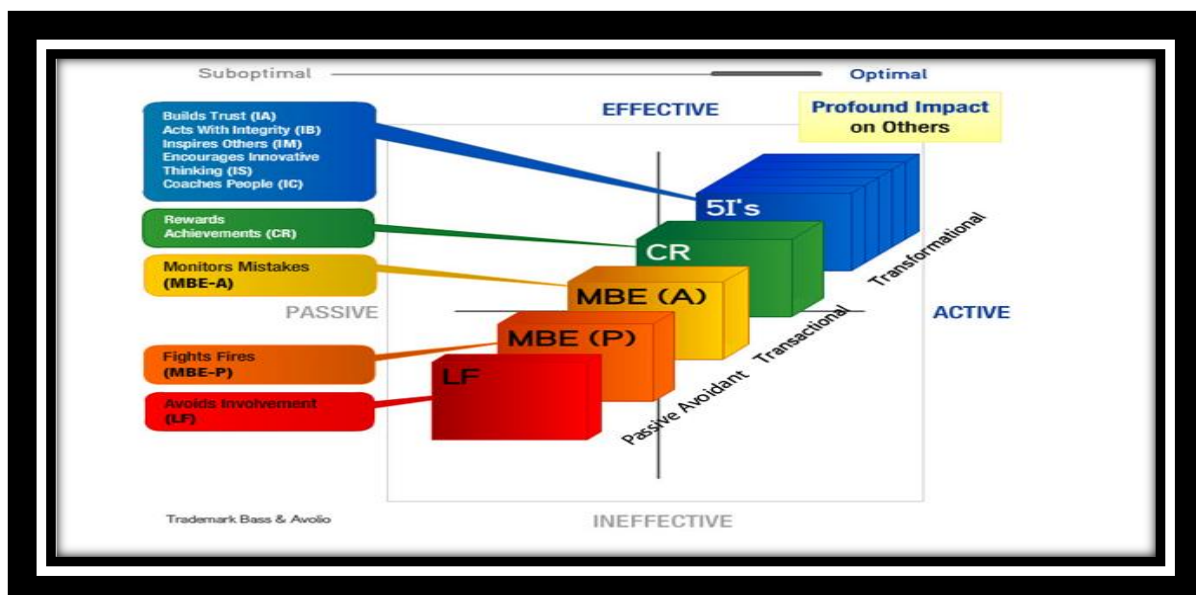


Figure 2.1 Full Range Leadership Model by Bernard Bass and Avolio (1990)

Previous Leadership Studies

Most of the previous studies on leadership regardless of the field and nation, has agreed to a similar outcome that leadership styles does influence the followers commitment in the avenue of being effectiveness and stimulate cooperation (Rahn *et al.*, 2016; Santos, *et al.*, 2015; Sirisookslip *et al.*, 2015; Nir & Hameiri, 2014; Boonla & Treputtharat, 2014; Trivellas, & Reklitis, 2014; Hendriks *et al.*, 2013; Hassan *et al.*, 2013; Hoption, *et al.*, 2013; Setwong & Prasertcharoensuk, 2013; Amagoh, 2009 and Chen & Silverthorne, 2005). In the same vein, in Malaysia most of the research done in the leadership field has proposed the same outcome showing a significance relationship between leadership styles and the corresponding variables such as a research by Khademfar & Amiri, (2013), was done to find out the relationship between ethical leadership and organizational performance among top managers, supervisors and ordinary workers in 280 Electrical and electronic active Malaysian SMEs. It has found to be that the ethical leadership improve the environment and promote the clients have a sensitive and positive attitude toward the organizations in private and public sector and eventually made more satisfaction and more profit for community through their high performance.

On the other hand, one more study aimed to determine the level of transformational leadership practices by school principals in the national primary schools in the district of Kinta Selatan, Perak, Malaysia. The four dimensions of transformational leadership studied were individual consideration, intellectual stimulation, and inspirational motivation and idealized influence. The study also looks at the level of teachers' job satisfaction as well as the relationship with the practice of transformational leadership by the national primary school principals. The respondents consisted of 275 teachers employed in 12 national primary schools in the district of Kinta Selatan, Perak. The results showed that the practice of transformational leadership by school principals' in the district of Kinta Selatan, Perak was moderate and the job satisfaction of primary school teachers was below satisfactory with a significant relationship between the level of transformational leadership and job satisfaction. The implication of this study is that the school principals should ensure that their leadership performance is always kept high to have a significant relationship with the job satisfaction of primary school teachers' (Arokiasamy *et al.*, 2016).

Another study in SME was done by Mohammad Saad *et al.*, (2010) to investigate the role of leadership in influencing the level of organizational innovation performance among small and medium enterprises, SMEs suggested that the types of innovation undertaken by the SMEs will mediate the relationship between leadership and their innovation performance. A cross-sectional survey of 500 Malaysian-owned SMEs operating in the MSC found transformational leaders have a significant impact on both product and process innovation undertaken in the SMEs. While, the transactional leaders were found to put an emphasis on process innovation even though at a lower significance than transformational leaders while negatively associated with product innovation. Most of the research found to be accepting transformational than transactional leadership styles in seeing a positive outcome (Özaralli, 2015; Bogler *et al.*, 2013; Frooman *et al.*, 2012; Jabnoun *et al.*, 2005; Barnett *et al.*, 2001) but for this study idea of transactional leadership will be emphasized too seems it has its roots in social psychological social exchange theory (Burns, 1978) and relies on the reciprocal and deterministic relationship between a leader and their subordinates (Burns, 1978; Bass, 1981, 1985, 1997; Bass and Riggio, 2006; Judge *et al.*, 2004). Transactional leadership was found to be strongly aligned with the ratings of managers from Malaysia (Jogulu, 2010). Under this perspective, leaders and subordinates have considerable power and influence and that is why transactional leadership has been considered in this research.

Adding to the above study, another research was conducted to identify the influence of transformational leadership style on employees' organizational commitment to change in Malaysia higher education context. A total of 458 lecturers voluntarily participated in this study. The findings suggested that two dimensions of transformational leadership style namely, idealized influence and inspirational motivation were found to have positive relationship with personal commitment to change (Lo *et al.*, 2010). In order to gain commitment from workers, it has confirmed that leader should have the ability to create a sense of referent power (Bass, 1985) via charismatic leadership and only transformational leader uses these characteristics to motivate the followers behaviour (Burns, 1978) and the leaders also do not criticize (Burns, 1978; Bass and Riggio, 2006; Villiers, 2003).

Previous Organizational Commitment Studies

The idea of this current research is being supported by most of the prior findings. From that, one of a survey of 1,014 trained teachers serving in twenty-seven secondary schools in Miri, Sarawak showed the importance of transformational leadership and moderators (teacher efficacy and teaching experience) in improving the level of teacher commitment; and suggested future endeavours should compare these findings with similar predictors, criterion and moderators in other areas. Besides, it suggests that the school principals should seriously consider transformational leadership qualities in improving teacher commitment level in the school (Ling & Ling, 2012). The results indicated that there was a significant relationship between transformational leadership and teachers' commitment to organization and teaching profession. It also indicates the necessity for leadership development of school leaders so that they could systematically acquire and internalize the effective transformational leadership qualities that are crucial in changing teacher attitude and improving their commitment towards their profession continually (Ibrahim *et al.*, 2014). In contrast to that a finding from Noordin *et al.*, (2010) suggested that teachers have low to moderate levels of professionalization and moderate levels of affective, continuance, and normative commitments. The survey had found out that there is no correlation between affective commitment and job environment. As such, this study would like to use another criterion of moderators, national cultures to explore further.

Hanaysha (2016) studied to test the effects of work engagement, organizational learning and work environment on organizational commitment in higher education sector. In order to achieve this objective, the data was collected using an online survey from 242 employees at public universities in northern Malaysia. The collected data was analysed using SPSS and Structural Equation Modelling (SEM). The findings indicated that employee engagement has a significant positive effect on organizational commitment and it was also found that work environment is positively significant with organizational commitment. Finally, the outcomes of this study confirmed that organizational learning has a significant and reflects positive effect on organizational commitment. These findings provide useful insights and suggestions for the management in higher educational institutions to learn developing organizational commitment among their employees by adopting effective human resource practices that could ultimately lead organizational competitiveness and increased performance.

At the same time, Hamid *et al.*, (2013) had intended to investigate the influence of teachers' psychological empowerment on their commitment. For that, 258 daily primary school teachers in the district of Klang participated in the study. The findings revealed that there was a positive and moderate linear relationship between psychological empowerment and organizational commitment. Based on the findings, it was observed that the overall teachers' organizational commitment and its components were only at the average level. Therefore, necessary action is required to improve the commitment levels. To add to this point, the

concerns that there were only a few of the teachers feel highly committed to their school, thus there are needed to consider upgrading their level of commitment to schools. In this sense, school principals have to be the main mediator to practice empowerment at the school level, because the general concept of empowerment is set off from leaders or managers of an organization. By this way, teachers may develop a higher level of psychological attachment to the school and hence increase their commitment level.

Evolution of Culture

One may have many different understandings and definitions precisely according to their area of research which is made from multiple assumptions that exist from methodological review about culture. Culture has huge concept and hardly to grab in concepts. Although many scholars in different disciplines have tried to come up with an all-inclusive and universal definition of what culture actually is, to this day a universally agreed-upon definition of culture is lacking (Magala, 2005). According to Danuser (2009), there are almost 160 different understandings or definitions of 'culture' alone. In the beginning of 20th century, anthropologists had already incorporated the conception of national character and couple of decades before that in the 1920s and 1930s, ideas on personality and culture began to be discussed (LeVine, 2001). Culture and personality or personality and culture became classic names for psychological anthropology.

Personality has created a view through the process of enculturation became akin to some contemporary ideas of psychological anthropology which hold that culture is constitutive of personality (Miller, 1999). In the psychology field, between 1911 and 1920, the father of experimental psychology, German Wilhelm Wundt (1832 to 1920) had discussed about language, myths, morals, religion, art and law in psychological context and made an analysis of difference exist among countries (Boring, 1961). Continuing on that, a psychiatrist Abram Kardiner described about the basic personality structure of cultures by his psychoanalytically process by interpreting in the form of anthropological descriptions in back 1930s, (Kardiner *et al.*, 1945). On the other hand, personality psychologists at mid-century were deeply concerned with cultural influences leading to such classics as *Childhood and Society* (Erikson, 1950) and *The Achieving Society* (McClelland, 1965).

After 1960, personality psychologists moved away from the grand theories of Erikson and McClelland (Hofstede & McCrae, 2004). In addition to that with a few exceptions (Lynn, 1971 and Peabody, 1985), the topic of national character was also abandoned. However the journey of culture in the field continues with a quantitative approach of cross-cultural psychology. More comparative studies begin to take place in the quantitative approach Duijker and Frijda (1960) about national culture and the understanding in the international concept, where in the earlier found to be lacking (Hofstede & McCrae, 2004). Yet, now the international Association for Cross-Cultural Psychology has met biannually since 1972 and publishes the *Journal of Cross-Cultural Psychology*.

National Culture

National culture firstly and systematically discussed by Kluckhohn and Strodtbeck (1961). In his work, national value orientations and their influence on organizational systems was put forth as that was shared constructs within a community in common. Human nature orientation, man nature orientation, time orientation, activity orientation and relational was being use by human being to form their behavioural responses. On the other hand, another work was done by introducing a sixth value orientation to the list of value orientations proposed by Kluckhohn and Strodtbeck (1961) in conceptualizing national culture (Boyacigiller & Adler, 1991). In

contrast, culture was seen as the way people solve problems particularly in connection with relationships, time and the external environment by Trompennars (1993) whereas, scales were created to measure individual's responses to the problems that could be interpreted in his previous studies (Trompenaars & Hampden, 1994).

However, in examining the impact of societal culture on organisational culture; it requires constructs to characterise societal culture. There were several researchers have proposed dimensions of societal culture (Hofstede, 2001; 1980 the GLOBE project, House *et al.*, 2001; Inglehart and Baker, 2000). Hofstede's, 1980 works was the most famous work of national culture in the field. National culture was conceptualized as "collective programming". National, occupational, industrial and individual values all affect the cultural values that develop in organizations (Trice & Beyer, 1993). Nation level values must be adapted by any organization in their society in order to gain and maintain legitimacy and to function effectively. At the same time, the individual-level values are important to organizational members to influence the culture of the organization too (Sagiv *et al.*, 2011). Cultural values characterize social collectives, such as nations, business organizations, education systems and religions (Schwartz, 2006 & 1992) levels. At the individual level, personal values are cognitive representations of the broad goals that motivate the behaviour of individuals (Schwartz, 1992). Personal values are desirable, trans-situational goals that serve as guiding principles in peoples' lives (Kluckhohn, 1951; Rokeach, 1973; Schwartz, 1992). They are relatively stable attributes of individuals. They affect people's choices and actions over time and across situations.

Organizations are nested within societies therefore to function effectively; organizations must gain and maintain some public legitimacy (Kostova & Roth, 2002) which deals with many cultural aspects regardless at individual level or at the organizational level. According to Sagiv & Schwartz, (2007), organizations that fail to do so face criticism, pressure to change and even denial of resources. They must justify their activity as expressing (or at least not contradicting) the values that are important in their society. Consequently, organizational cultures tend to develop and evolve in ways that are compatible with the surrounding national culture. Many researchers recognize national culture as an important influence on organizations (Hofstede & Peterson, 2000; Kirkman & Shapiro, 1997; Trice & Beyer, 1993). Conceptualize and measure values at the national level is very important before studying about the organizational whereas several researchers done the research accordingly and have proposed dimensions of national culture (Hofstede, 2001, 1980; the GLOBE project, House, Javidan, & Dorfman, 2001; Inglehart & Baker, 2000; Schwartz, 2006; 1999; Smith, Dugan, & Trompenaars, 1996; Parson and Shils, 1951; Kluckhohn and Strodtbeck's, 1961; Hall, 1976, 1959 and Abdullah, 1996, 1992). Actually, these approaches overlap both conceptually and empirically. Hence, this current study attempts to build framework studies values at both national and individual levels and examines what is common and different between the levels. Each and every dimension introduced by these researchers in the national culture have several important strengths backing up to the content of the studies. First, the cultural dimensions or orientations it identifies derived from a priori theorizing, operationalized with measures and lastly must be related to the content of the study, for an instance with manufacturing, services or others.

To serve this research study, all the previous research done on national culture was reviewed and the national identity for Malaysian has been recognized with literature support. The backbone purpose of this research is to review the role of national culture in educational field with special emphasis being given to the existing fundamental national cultural frameworks. First, we discuss the main national cultural researches based on the fundamental framework and theory. Next, we examine the usefulness of each national culture dimension

based on the Malaysia context. Then, we form a new set of national culture that best suits for multi-ethnic society in the educational field based on the literature supports. Several local researchers have also shown interest researching pluralistic culture of Malaysia (Mardani, 2015; Van De Linde, 2012 & Amir, 2009). However, the scope of these studies is still considered quite limited, with most failing to take into consideration about the government sectors in the country. Most of the research done in Malaysia taken place with the interests of the researchers involved to explore about this culturally developed society. Across the studies done (Ward *et al.*, 2002; Abdullah, 1996; Kasa and Lope Pihie, 1997) several values such as collectivism, security, career development or success, economic returns or money, thrift, and preservation of face are found to be similar.

The most wide-ranging study on cultural values would probably be the one conducted by Abdullah (2001). In her research, Malaysian is described as sensitive society due to its high racial and ethnic composition. One exception of her work was by developing a model of Malaysian culture derived from anthropology approach which consisting of eight major dimensions as per discussed in the table below. Studies suggest that an important dimension in the Malaysian workplace is religion (Zabid, *et al.*, 1997; Abdullah, 2001). Yet this construct is generally ignored or incorporated into other constructs (Schwartz, 1994). Therefore, splitting and finding the similarities and differences in this research study is worth to be conducted as a main theoretical contribution.

According to Kennedy (2000), Malaysians place particular emphasis on collective well-being and display a strong humane orientation within a society that respects hierarchical differences. The culture inhibits assertive, confrontational behaviour, giving priority to maintain harmony. The effective leaders are expected to show compassion while using more of an autocratic than participative style. Back to the historical development of Malaysia's colonial heritage, certain culture value has found to be modified together with recent foreign investment by Japanese and western countries, that changes the pattern of leadership and business management (Sin, 1991). Nevertheless, the strong grip of the society on their cultural and religious values which underpin in their core behaviour or attitude create differences between leadership styles in Malaysia and those in other regions of the world. Malaysian behaviour creates ethnic consciousness as they have their beliefs in religion, language and traditions (Nirenberg, 1979). Malaysian government has promoted rapid social change to integrate a national society from its ethnic divisions. Unified Malaysian culture is something only emerging in the country and the important social distinction in the emergent national culture is between Malay and non-Malay.

The importance that Malaysia government has placed on the societal and unity cultural is seen when it decided to take Commonwealth membership very seriously with certain reasons. First, Malaysia saw a useful parallel between itself and the Commonwealth as plural societies, since its own government was very much alive to inter-ethnic tensions and liable to respond sympathetically to the Commonwealth's multi-racial ideals. Secondly, since Malaysia was wealthier than any of the other Afro-Asian members except Singapore, it was less likely to resent the influence of 'old' Commonwealth members within that fraternity. In this context, it is useful to recall the 1966 prime ministerial conference, in which Malaysia refused to join the Afro-Asian caucus condemning Britain's handling of the Rhodesia crisis. That clearly showed how much Malaysia concern to maintain the harmony among the society (Boyce, 1971) and how important such values to be added on in the main aspect of the national cultural dimension.

According to Abdullah, (2001), management in Malaysia is much influenced by the western management techniques such as those related to teamwork, counselling, performance

feedback, negotiation, communication and leadership. Importing western management practices in the eastern leads to failure because the host country's culture has been ignored (Abdullah, 2001 & Hofstede, 1980). It is supported by Sidhu (2007) who agreed that western theories and practices used in the last several years in Malaysian management are not appropriate for the Malaysian employees. Malaysia the plural society, owning their own lifestyle and behaviour of the respective ethnic groups and are guided by a set of value system based on moral and religious beliefs. For instance, the Malays have their 'Budi' principles, the Chinese based on Confucian teachings and the Indians 'Dharma' (justice and ethical conduct) and reincarnation (Selvarajah *et al.*, 2008 and Storz, 1999). Moreover, a concern about the importance of factoring in contextual and cultural factors into any explanation of leadership practices has been spelled out by Harris and Jones (2015) and there is also evidence showing that principals' leadership actions and behaviours are culturally defined and contextually bound (Harris and Jones, 2015; Hallinger, 2016). While research also suggests that there are some core leadership practices that transcend cultural boundaries (Leithwood *et al.*, 2008). In the case of Malaysia, the role specification and the expectations set by the Ministry of Education and the district, play a huge part in how headmasters view and enact their role.

Thus, research among Malaysian should use their own nation identity seems western management could turn up into conflict (Abdullah *et al.*, 2009). For instance, common value practices such as 'we' orientation, face, modesty and harmony as opposed to the western culture of 'I' orientation, self-esteem, assertiveness and achievement (Abdullah *et al.*, 2009) may give rise to work value conflicts due to the underlying assumptions and impressions of Malaysian ethnic groups. With above clarifications, researcher had used the theory and framework developed by the most important work done in cultural dimensions and the mostly related such has undertaken by Parsons and Shils (1951), Kluckhohn and Strodtbeck's (1961), Hall (1976,1959), Hofstede (1980), Boyacigiller & Adler (1991); Rokeach (1973); Trompenaars (1993), Schwartz (1994), House *et al.*, (2004) and Abdullah (1996). As per discussed previously about the overlapping of the cultural dimension between the past studies, as a contribution to the current study, researcher will be segregating the dimensions according to the similarities and form an acceptable dimension for the Malaysia context provided with supporting literatures.

Past Studies on Leadership Style and Organizational Commitment in Schools in Malaysia

Year	Research Title	Samples	Findings	Authors
2018	Ethical leadership and change: A qualitative comparative case study in selected Malaysian transformed school	Two schools (a primary school and a secondary school) were selected as study sites.	Analysis revealed demonstration of friendly and trusting relationships, openness to school members, professional commitment, acting as role model, and warranting ethically appropriate conducts as important ethical leadership practices.	Waheed, Z., Hussin, S., Khan, M. I., Ghavifekr, S., & Bahadur, W
2017	Implementation of shura practice among headmasters in its relation with	200 teachers from 23 grade a islamic schools in Johor Bahru	The study found shura practice has a significant relationship towards the	Suhana binti hamid

	teachers' work commitment		increase of teachers' work commitment.	
2017	Principal's transformational leadership and teachers' affective commitment in primary cluster schools in Selangor	331 teachers From primary cluster schools around Selangor	The findings indicted a statistically Significant and positive moderate correlation between principal transformational Leadership practices and teacher affective commitment. Multiple regression analysis Revealed that strengthening school culture appears to be the sole dimension of Transformational leadership in predicting teacher Affective commitment.	Veeriah, j, piawa., c.y and lee, p.s.
2016	The influence of principal instructional leadership practices on teacher organizational commitment and trust in high performance school	516 respondents provided quantitative data, and 6 principals and 19 teachers.	Research has revealed that the existence of ordinary secondary high-performance schools (oshps) is extremely small in number due to lower teacher commitment, and principals appear to be weak in implementing instructional leadership practices.	Valliamah @ shoma vally ap goinsamy
2013	Headmaster's leadership traits with teacher's commitment in High Performance School (SBT) in the District of Johor Bahru, Johor	150 teachers	This study found that there was a moderate relationship between headmasters' leadership traits with teachers work commitments. For teachers work commitments, continuance commitment is dominant with highest.	Mohd Zulhida Bin Badarudin
2012	Transformational Leadership and Teacher Commitment in secondary schools of Sarawak	1014 trained teachers serving in twenty-seven secondary schools in Miri, Sarawak.	The results indicated a moderate level of teacher commitment and a low level of transformational leadership.	Ling, S., & Ling, M.

Research Methodology

Data Collection Method

Basically methods of performing research could be divided into qualitative and quantitative type (Williams, 2011). Quantitative research begins with a problem statement and involves the formation of a hypothesis, a literature review and a quantitative data analysis where, Creswell *et al.*, (2003) states, this method has its own strategies of inquiring through experimental and surveys by collecting data on prearranged tools that produce statistical data. The findings from quantitative research can be predictive, explanatory and confirming. Leedy and Ormrod (2001) sensed that it is fundamental to observe the extent to which a researcher ascertained statistical correlation between two characteristics depending on some degree of how well those characteristics have been calculated. Based on the previous literature, there are researchers often used either one type of methods or mixed methods in conducting quantitative research on their topics. On the other hand, Creswell (2003) has shared his viewed as every individual researcher have a freedom up to optimal level where they are entirely permitted to choose the methods, techniques and procedures of research that best meet their needs and purposes and not necessarily followed the current methods used exceptional with supporting literature. Though, to serve this study's objectives, researchers has used quantitative research methods which is classified based on formulating hypotheses and verifying them empirically using a specific set of data collected through questionnaire (Creswell, 2009).

Researchers need to be clear about the research methods seems commonly in most of the cases, as noted by Onwuegbuzie and Teddlie (2003), some individuals who engage in the qualitative versus quantitative paradigm debate appear to confuse the logic of justification with research methods. In overall, quantitative approach is using enumerative factors (Creswell, 2002) to calculate the measurements taken during the survey or distribution of questionnaire and finally towards a conclusion based on the analysis done (Bryman 2006). On the beneficial parts, it enables to use a standardized measurement for all potential respondents from which data is collected (David and Sutton, 2004).

Primary data and secondary data are the two kinds of data collection acting as the foundation to calculate the outcomes of a study (Sekaran, 2006 & Kumar & Phrommathed, 2005). The primary sources deliver first-hand data, whereas second-hand information is provided by secondary sources (Ruane, 2005). To gather the primary data, observations, questionnaire and interview can be used as the approaches (Kumar & Phrommathed, 2005). This research study used the primary data with reference to most of the past researches and questionnaire to gather data.

Sampling

According to the record collected recently from The Johor Education Department (2016), total number of National Schools from 10 districts of Johor was 607 that can be divided into 3 types of it including *Sekolah Kebangsaan*, *Sekolah Rendah kebangsaan* and *Sekolah Kebangsaan Orang Asli*. Based on these categories, the grade A's schools from each District Educational Department in Johor were chosen. From the 607 schools, researcher had only chosen criterion "A" schools. The samples or teachers from this category "A" schools were chosen as it holding higher number of teachers from each District Educational Department that could represent the findings for the overall population of Johor National Schools. Researcher had collected 607 schools name list and from the name list, one school with higher number of teachers from 11 District Educational Department were picked to conduct the research. From each stratum (11 District Educational Department) of schools, simple random sampling was conducted to choose

the number of samples from each school. Simple Random Sampling was done based on Krejcie and Morgan (1970) tabulation.

Data Analysis Method

Structural Equation Modeling (SEM) is used in this study as it can test theoretically supported linear and additive causal models (Statsoft, 2013; Haenlein & Kaplan, 2004 and Chin, 1998). There are several distinct approaches to SEM where the first approach is the widely applied Covariance-based SEM (CB-SEM) 6, using software packages such as AMOS, EQS, LISREL and MPlus. The second approach is Partial Least Squares (PLS), which focuses on the analysis of variance and can be carried out using PLS-Graph, VisualPLS, SmartPLS and WarpPLS. It can also be employed using the PLS module in the “r” statistical software package. The third approach is a component-based SEM known as Generalized Structured Component Analysis (GSCA); it is implemented through VisualGSCA or a web-based application called GeSCA. Lastly, Nonlinear Universal Structural Relational Modeling (NEUSREL), using NEUSREL’s Causal Analytics software (Wong, 2013). PLS is a kind of soft modeling approach to SEM with no assumptions about data distribution (Vinzi *et al.*, 2010). PLS-SEM becomes a good alternative to CB-SEM as the sample size are small, applications have little available theory, predictive accuracy is paramount and correct model specification cannot be ensured using CB-SEM even it is also widely used in social science researches. It is also to be noted that many top journals published more than 100 studies presenting PLS-SEM in last few years (Haenlein & Kaplan, 2004).

Precisely for this study, a reflective model was designed and constructed and analysed using the SmartPLS 3.0 M3 (Ringle *et al.*, 2005) path modelling package. The software allows depicting a graphic PLS model in order to achieve inclusive statistical analyses.

Assessment of Measurement Model

As described in the chapter 3, measurement model’s validity and reliability is assessed by using indicator and internal consistency reliability, discriminant and convergent validity. The next subsections describe the findings of the analysis which is used for measurement model validity.

Internal Consistency

As per stated by Hair *et al.*, (2014), a measurement model is known to have internal consistency reliability if the values are above 0.8 or 0.9 in advance stages of research, while a value that is below 0.6 is the indicator of lack of reliability. The higher CR values show higher consistency of the items. There is a good level of construct reliability as all CR and CA values are greater than 0.8 or 0.9 for this study. These results point out that all the items which are used to represent the construct are having internal consistency reliability.

Indicator reliability

When the indicator value is less than 0.50, researcher should check cautiously the impact of elimination of item from the construct. The general rule is that, measurement item with a weight between 0.40 and 0.70 must be considered for elimination from the scale only if its removal can enhance the composite reliability, another area of concern is that whether the elimination has an effect on content validity or not, however the indicators with outer loading below 0.40 should always be eliminated from the scale (Hair *et al.*, 2014). In the present study items having values less than 0.5 were eliminated for further analysis.

As stated by Hensler *et al.*, (2010), care should be taken while eliminating an indicator. It should be eliminated only when indicator's reliability is low and its elimination increases the CR or AVE.

Results

The Analysis Result of the Influence of Headmasters FRLS on Teachers' Organizational Commitment

The first objective was aimed to find the association between FRLS and organizational commitment and the outcomes has specified that FRLS and organizational commitment have a significant relationship except for the laissez faire construct which produced negative significant results. From the overall FRLS construct, transformational style was having the strongest relationship. To answer objective 2, the most influence components from each FRLS constructs on organizational commitments, individual consideration scored the highest mean and t-value and proofed those teachers who are considered and monitored by recognizing their needs by the leaders really showed high commitment in school.

Objectives 1: To examine the relationship between FRLS with organizational commitment.

With regard to the first objective, the extent to FRLS (transformational, transactional or laissez faire) leadership influence organizational commitment, the results of the study showed that transformational and transactional leadership influenced the dependent variable, but they differ in the scale of their influence. Transformational and transactional behaviours showed positive effects on teachers' commitment. In both non-educational and educational research sceneries, both styles are very much related and very commonly transformational leadership factors had stronger positive influence on the other variables (Joo *et al.*, 2012; Yu *et al.*, 2002; Bycio *et al.*, 1995; Koh *et al.*, 1995; Rosenholtz & Simpson, 1990). It is ascertain by the current study results as well, whereas this positive and significant linkage has also been found in education field by local researches, Raman *et al.*, 2015; Lai *et al.*, 2014; Wahab *et al.*, 2014, Aydin *et al.* 2013; Sharif *et al.*, 2010; Cheah, 2008 and Abdullah, 2005) who has concluded transformational leadership behaviours among school principals, tend to influence teachers' commitment to increase as well.

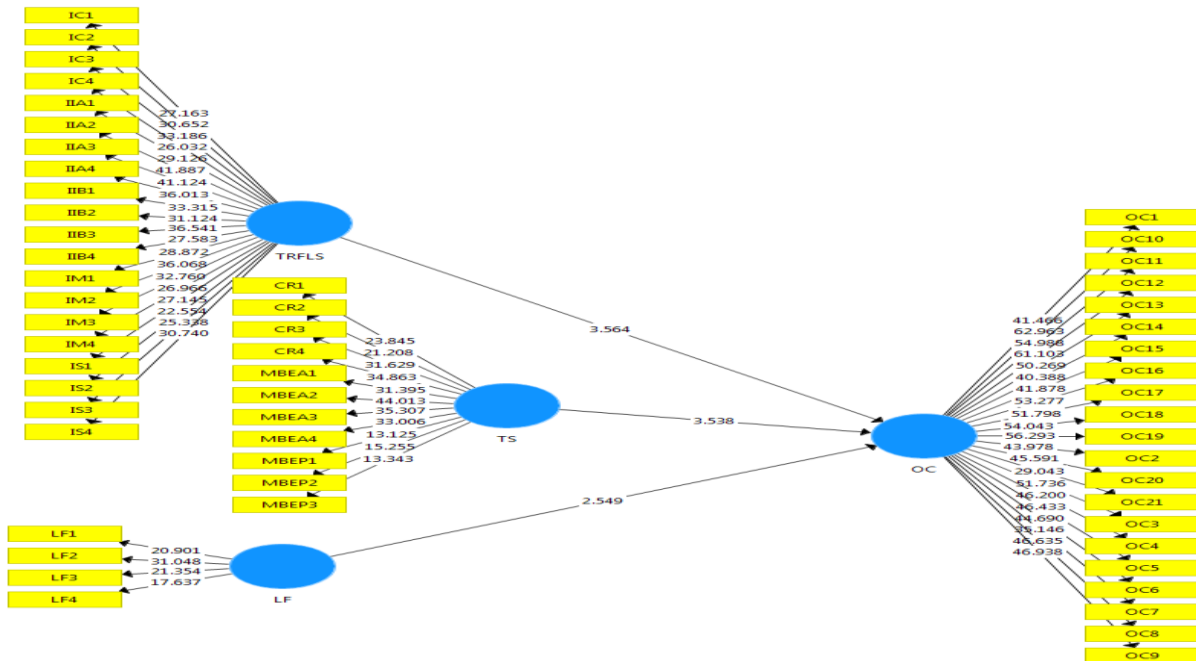
Objective 2: To identify the most influential dimensions from each FRLS constructs on organizational commitments.

Individually, each dimension relationship from FRLS on teachers' commitment are varies. Findings indicated that, headmasters adopted transformational leadership behaviour found to have a high correlation with teachers' commitment. The transformational leadership total score showed a positive and strong correlation with organizational commitment. This suggests the positive effect of school headmasters practicing transformational leadership, affects organizational commitment. This strong relationship recommends the practice of transformational leadership style in order to increase teachers' commitment.

Correlations between the FRLS and Organizational Commitment

Transformational Style								
Item	Original Sample (β)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	2.5%	97.5%	Decision
TRFLS -> OC	0.206	0.208	0.058	3.564	0.000	0.099	0.326	ACCEPTED
IIA -> OC	0.271	0.274	0.044	6.127	0.000	0.187	0.366	ACCEPTED
IIB -> OC	0.291	0.298	0.044	6.643	0.000	0.215	0.382	ACCEPTED
IM -> OC	0.303	0.309	0.041	7.441	0.000	0.229	0.390	ACCEPTED
IS -> OC	0.295	0.301	0.043	6.819	0.000	0.217	0.385	ACCEPTED
IC -> OC	0.336	0.343	0.039	8.724	0.000	0.276	0.419	ACCEPTED
Transactional Style								
Item	Original Sample (β)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	2.5%	97.5%	Decision
TS -> OC	0.200	0.206	0.057	3.538	0.011	0.104	0.320	ACCEPTED
CR -> OC	0.312	0.321	0.034	9.101	0.000	0.256	0.387	ACCEPTED
MBEA -> OC	0.323	0.329	0.040	8.159	0.000	0.254	0.407	ACCEPTED
MBEP -> OC	0.237	0.243	0.036	6.507	0.000	0.175	0.313	NOT ACCEPTED
Laissez Faire Style								
Item	Original Sample (β)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	2.5%	97.5%	Decision
LF -> OC	-0.110	-0.114	0.043	2.549	0.000	-0.195	-0.026	ACCEPTED

*P<0.1, *P <0.05



Structural Models for Direct Relationship of FRLS and Organizational Commitment

Objective 3: To examine the moderating effect of national culture dimensions on the relationship between FRLS and organizational commitment.

Objective 4: To examine the most significant dimensions of national culture in moderating the relationship between FRLS and organizational commitment.

The third objective was to examine the national cultures moderating effect on FRLS and organizational commitment relationship. The results have showed that national cultures practices by the teachers in Malaysia certainly moderate the FRLS and organizational commitment relationship. Specifically, from the 9 types of national cultures, the most contributing and highly moderating dimension was in-group collectivism, f^2 of 0.179 at the small moderating effect size (Cohen, 1988) and it has answered the last objective. Likewise, this chapter has states outcomes of this study by linking with related past research works. The below section provides a detailed discussion of the findings specifically.

Theoretical Implications

Seems the importance of leadership and culture had been discussed by several authors, practitioners and scholars in the past decades and it contributed very much on the literature fragment, especially Hofstede (2000) detailed out culture values determine the leadership practices that could be accepted in specified culture; in this study Malaysian population in the education hub which has their own cultural values and characteristics of their own, can be compared for future research among eastern country findings. Results of this research study could act as a theoretical provision specifically relationship between each dimension of leadership styles to the organizational commitment moderated by Malaysian national culture items which were discussed in detailed about the connections and impacts. With that, it contributes to the future researches in the field of leadership, commitment and national culture dimensions as in the future it should not be studied at the surface level but should be even in depth by comparing within the Eastern countries. In high power distance cultures, the compliance of superiors is particularly important since subordinates closely adjust their behaviour to managerial expectations. For instance, Nishii and Mayer (2009) found evidence

that an inclusive leadership style may support the emergence of an inclusion climate in organizations. This is also important in terms of invalidating stereotypes. If members of previously advantaged groups perceive that their supervisors treat everyone equally, this can boost the integration of formerly discriminated groups and may aid in supporting their overall acceptance (Nishii, 2013).

Therefore, the findings of the present study add evidence to the fact that, in spite of these cultural differences, transformational and transactional leadership is not necessarily confined to the Western world but also to collective based country compared to the capitalist societies in the West (Koh *et al.*, 1995, in the case of Singapore, Bogler, 2001, in the case of Israel, and Yu, Leithwood, & Jantzi, 2002, in the case of Hong Kong). At the same time, GLOBE research has revealed some contradiction findings against Hofstede's (1980). In terms of culture, Malaysia has shown it has scored very high range in the performance orientation followed by in-group collectivism, humane orientation and relatively high side on the uncertainty avoidance and assertiveness and relatively low for the power distance which was contradict with Hofstede findings. In the same line, Mansor (2000) has confirmed that Malaysia scored the highest rank for uncertainty avoidance, humane orientation, collectivism (i and ii) and performance orientation. Those results seemed different for the uncertainty avoidance score by Richards' (1991) and Blunt's (1988) than suggested by Hofstede's (1980) original work. Such contradictions in the findings certainly provided a new pace for future research in different scope for better understanding.

Practical Implications

From a practical standpoint too, the findings of the present study would assist in improving school leadership and training programmes in more real-world based which narrowed down to human oriented. The central department or state government eventually would benefit from drafting a manual for producing a better leadership programs for teachers by understanding how FRL behaviours influence teachers' attitudes and behaviour and form into committed actions.

The findings about teachers' national cultural effects of transformational, transactional leadership and laissez faire leadership on teachers' organizational commitment has implications for educational reform policy. Government has implemented large-scale educational reforms in Malaysia as awakening alarm for future growth. So, in that process, more concentration has to be place on teachers' satisfaction in order to maintain their commitment to make the blueprint successfully achieved its objectives.

Besides that, practically the findings of this study will help to increase the alert for the all school leaders about their leading styles and impacts and how far their teachers' commitment in the schools. It helps the leaders to correct the approach in more charismatic way to produce high level of commitment among the teachers. The challenges remain unchanged in leading and management in the schools because the teachers are with their own cultural and background. Moreover, in Malaysia with plural society, living below one roof of management is quite difficult to be maintained. Hence, better understanding of intervening factors especially national cultural of Malaysian are essential in leading. As a developing country, Malaysia needs to place more concern in education and cultural impacts as such factors influences teachers' role play in the class and consequently effects student performance. Government will be able to use the finding of results for better improvement plan for teachers and leaders. They should keep in mind that culture values are essential and plays a role in leadership development here especially in the current situation where Malaysia has on the on-going process of new transformational in the educational system

Recommendations for Future Research

There are number of avenues to look into further in this research area in the future. In the future research should be done in different category of schools consisting more mixed gender, older and more dissimilar characters. First and the foremost, the same research could be repeated separately in any different state in Malaysia or in all the states and the results should be compared to discover if there are differences and specifically it can be done by comparing national schools and national type schools in Malaysia. The comparison will clearly tell which leading styles preferred to generates work commitments among the teachers. Secondly, it is also recommended to be conducted the same research in a comparison form between government national schools and private national schools in all the states in Malaysia or comparing Malaysia and Singapore government schools to realize the gap in leading professionally among the both countries.

Apart from that, some of the issues need to be considered are about the samples as in certain national schools, there are no equal distributions of races. So, if the study was done in both national and national type schools, a comparison based on research findings could have produced to support the literature even strongly. Seems all the previous research has produced same results for laissez faire leadership style with any other variables, this item is suggested to be removed from the theoretical model and use MBE-P, under transactional leadership. It is also better to use mediator for testing this construct seems previous research has produced same results, negatively significant with endogenous variable.

Limitation of the Study

One of the main weaknesses of this study was the inputs from the respondents solely depending on its behaviour and perceptions of the viewed character. The findings are really depending on how true the data was given by the respondents and the condition of answering. It might be influenced by the circumstances which are unavoidable and influences the results of the study. Apart from that, the study was only conducted in public schools with more moderately young female participants.

In addition, interviewing the school leader might provide much insight about leadership styles and sees the impacts in teachers' commitment results. Self-reported survey also can be considered. This is the first study to examine the moderating effects of Malaysian national culture between FRL styles and organizational commitment at national level but ignoring demographic factor and its influence being another area of limitation to the study.

This study actually provides a conceptual way of thinking about leadership and national cultural but in a singularity study of schools in the state of Johor. This is a small number of groups which can be considered in a myriad form in the future. The respondents are only limited on the state of Johor and only from the one high volume school of teachers in the state. Time and money constraints made researcher limits the study only in one state but had involved all the districts in the state. Findings would have been different if a broader range of schools used as research samples.

Conclusion

To summarize the findings, the results proved positive and significant relationship between school headmasters' FRLS and teachers' commitment in Johor primary schools. The leadership styles also not to be same at every school or even in one school as this study has proven there were impacts differently between each dimension from FRLS with teachers' commitment. The teachers show a significant and positive commitment on the transformational and transactional leadership style and a significant and negative commitment

on the laissez faire style. It is recommended that a combination of both transformational and transactional leadership attributes should be used in order to bring out the best positive influence on teachers' commitment. It is further recommended that the working environment in public primary schools be improved by provision of basic facilities and tools. These leadership styles could have substantive impact in an environment where basic and minimum facilities are provided. Yet, transformational leadership is more statistically significant in predicting teacher's commitment. Additionally, the most influence dimension from FRLS towards organizational commitments was transformational style (individual considerations). The findings obtained from this study can function as a reference among school headmasters in determining the effect of transformational leadership, as well as the significance of strengthening national culture to boost teachers' commitment from the perspective of primary schools in Johor.

The awareness of national culture dimensions among teachers are high as all nine national cultures dimensions showed positive and significant relationships, and therefore strengthen the relationship between transformational and transactional styles with teachers' commitment. However, for laissez faire style, only power distance and in-group collectivism has strengthened the relationship. Results also reflected that in-group collectivism has the most significant moderation effects from all other national culture dimensions. The findings suggest that more trainings and developments conducted by the Malaysian Ministry of Education are needed to improve teachers' commitment by emphasizing the role of national culture dimensions. If every teacher as an imparter of knowledge would work towards intrinsic gains (gaining knowledge, develop potentials for one's personal satisfaction and betterment of society) rather than for extrinsic goals (achieve promotions, name, fame, money, etc.) with all the development programs by the government, the society would be a better place. Teachers of Malaysia today are the best potters who can mould the future generation of leaders and they are the key in developing a knowledge-based society moving towards excellence, glory and distinction. Investment in the younger generation ensures a definite enhancement in human capital and a technology based educational growth. This required enhancing the teachers' commitment at the first place with all the necessities to upgrade educational status and increases motivational affects among them. The steps taken by the government to increase the quality of the pre-school education is an engraved bonus to our future success. If as a society the parents, teachers, educational institutions, government and educators all give a hand towards growth and progress, nothing can stop our accomplishment and achievement towards the vision 2020. Hopefully, this study would be documented and be utilized by Ministry of Education (MOE), State Education Department (SED), District Education Office (DEO) and Institute Aminuddin Baki (IAB) in planning policies and leadership training programs among school administrators in the future. At the same time, MOE can also plan suitable programs to expose teachers to further improve school's excellence in line with the current PIPP (2015-2025). The FRLS should be given adequate space for headmaster's leadership in increasing teachers' commitment, in order to make the school vision a success in line with the MOE vision.

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FACTORS AFFECTING ADHERENCE OF HEMODIALYSIS PATIENTS TO TREATMENT IN MAKKAH, SAUDI ARABIA

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Abstract: Adherence of hemodialysis patients to medical instructions is considered crucial for a longer life expectancy and better quality of life. Despite of its importance, there is remarkable paucity in researches which deal with adherence of patients under hemodialysis (HD) in Saudi Arabia. To identify the prevalence of adherence of patients to fluid, diet, medication and hemodialysis sessions in Makkah and to determine factors related to non-adherence. The current study is a cross section one, where a sample of 361 HD patients were selected randomly from hemodialysis centers in three governmental hospitals in Makkah and they were subjected to assessment for adherence by using ESRD-AQ questionnaire in addition to clinical examination and laboratory investigation results. The frequency of adherence of patients was found to be high to dietary (88.4%), fluid restriction (87.8%) and medication prescription (88.0%), while it was relatively low for adherence to dialysis sessions (56.0%). Younger (< 30 years), unmarried, non-Saudis, those with chronic diseases other than hypertension (HTN) & diabetes mellitus (DM) and those with long dialysis duration (60+months) were found more likely to be non-adherent (NA) to fluid. Female patients were found more likely to be non-adherent to diet. Those with short dialysis duration (<60 months) were found more likely to be non-adherent to medications. The overall adherence rates in the current study population were thought to be within the range of most published international studies. Patients who had factors associated with non-adherence deserve special attention and support to improve their

adherence behavior.

Keywords: *Haemodialysis, Adherence, Prevalence, Saudi*

Introduction:

Adherence is a dynamic, relative, complex, and multidimensional concept¹⁻³ which is defined as “the extent to which a person’s behaviour such as taking medications, following diets, or executing lifestyle changes coincide with medical or health advice.”⁴ Poor adherence to complex multimodal therapies is a widely recognized problem in the daily care of haemodialysis patients, which contribute to excess morbidity and mortality of this population.⁵ This argument comes in the time where the incidence of chronic renal diseases is reported to be rising globally by about 6% annually⁶, and the incidence of dialysis patients is increasing by around 7% worldwide.⁷ In Saudi Arabia, according to the latest dialysis statistics performed by the Saudi Center for Organ Transplantation (SCOT) in 2012; there was a total of 14,171 patients on dialysis, out of them there were 12,844 (90.6%) treated by haemodialysis (HD) while the rest (1,327; 9.4%) were treated by peritoneal dialysis (PD); the overall mortality rate accounted for (11.6%).⁸

Specifically, the literatures indicated that skipping treatment and poor dietary adherence are strongly associated with greater risk for mortalities among dialysis patients in general and end-stage renal disease (ESRD) in specific⁹; as patients with ESRD require lifetime commitment to their treatments including renal replacement therapy (RRT) and the medical treatments for their underlying disease for survival, and are faced with a lot of challenges related to their adherence to treatment.¹⁰

Despite these signaling facts and figures, the reviewed literatures indicated that reports concerning adherence vary widely and the rates to attendance at hemodialysis, medications, fluid and diet restrictions range from up to 100% to as low as 17.6%.¹¹⁻¹³ These wide ranges of adherence behavior in the literature is most likely related to different population being studied, inconsistency in the measures used to investigate adherence behavior of patient and lack of clinically relevant operational definitions of non-adherence.^{14,15} Moreover, it had been reported that there is paucity of studies which included all four aspects of the hemodialysis regimen, namely adherence related to fluid restrictions, dietary guidelines, medication, and dialysis appointments.¹⁶ Despite the importance of this topic, there is remarkable paucity in the studies which identify prevalence of adherence, and factors associated with non-adherence in hemodialysis patients in Saudi Arabia.

The present study aimed to identify the prevalence of adherence of patients to fluid, diet, medication and hemodialysis sessions in Makkah and to determine factors related to non-adherence.

Materials And Methods:

This study was a cross-sectional one conducted in three hemodialysis (HD) centers at three major governmental hospitals in Makkah city which is located in the Western region of Saudi Arabia. The HD machines are always busy through the year with four shifts daily. Sometimes a fifth shift has to be arranged to overcome the heavy workload with large influx of patients during the Holy months of Ramadan and Hajj due to a large number of visitors from outside the city of Makkah and there is an arrangement for visitors who have ESRD and need dialysis to do it in governmental hospitals. Small HD units are also available in other governmental

and private hospitals, which accommodate for only a small percentage of patients.

The study population represents patients registered in the three HD centers present in three major governmental hospitals in Makkah city. Their total number was estimated to be around 2000 patients at the time of the study; they included all patients with ESRD requiring HD and they are all registered in the hemodialysis units of kidney centers. Patients at the HD centers in the three hospitals undergo HD for an average of 3 times a week, with a small percentage undergoing hemodialysis only twice a week. The hemodialysis sessions usually take place in four shifts, from 7:30 A.M to 10:30 A.M, from 11:00 A.M to 2:00 P.M, from 2:30 P.M to 5:30 P.M and from 6:00 P.M to 9:00 P.M.

The sample size needed for estimating prevalence of adherence and exploring factors associated with non-adherence was calculated by using Epi-Info program version 6.04; the required sample size was 385 patients. The responded who completed the participation accounted for 361; making a response rate of 93.8%. Inclusion criteria were any patient, conscious, understands, able to give an informed consent (if the patient was less than 18 years, the consent was taken from his parents) and regular on hemodialysis. Stratified sampling was conducted to ensure representativeness of male and female patients. Stratification was based on the available list of patients at each HD center in each hospital. This list cover patients from all wards, including male and female wards, the isolation section, both hepatitis C positive and negative patients and at different times of the day.

As the number of patients who were available at the time of the study accounted for 770 patients, an estimated sample size was 385 which represented one half of the patients; therefore, the estimation designated sample in each place was half of available listed patients.

The allocation of patients from each list was done by systematic sampling selecting every second patient in each list. There were separate lists for males and females which facilitated allocation of the sample by gender.

Adherence to treatment regimens in patients with ESRD was measured by a variety of methods, with no one method being superior⁽¹⁶⁾, however, the (ESRD-AQ) was considered the most appropriate for evaluating treatment adherence or non-adherence in patients with ESRD on maintenance HD. The ESRD-AQ instrument is a self-administrated questionnaire consists of 46 items; it addresses all components of adherence behaviors of patients with ESRD, and it was found to be valid and reliable. It is easy to administer; its completion takes approximately 20 to 40 minutes.^{15,17} The questionnaire measures treatment adherence behaviors in four dimensions: HD attendance, medication use, fluid restrictions and diet restrictions recommendations. It is divided into five sections; the first section includes general information about patients' ESRD and RRT related history (5 items), and the remaining four sections ask about treatment adherence to HD treatment (14 items), medications (9 items), fluid restrictions (10 items), and diet restrictions recommendations (8 items). These four final sections directly measure adherence behaviors (14, 17, 18, 26, 31, and 46), and patients' knowledge and perceptions about treatment (11, 12, 22, 23, 32, 33, 41, and 42). Responses to the ESRD-AQ utilize a combination of Likert scales and multiple-choice items, as well as "yes/no" answer format. The adherence behavior subscale was scored by summing the responses to questions 14, 17, 18, 26, and 46. The weighting system for scores was determined based on the degree of importance relevant to clinical outcome of each dimension. For example, missing or shortening HD has been reported to have a stronger association with mortality of patients with ESRD than other components of adherence behavior; therefore, it was given more weight in computing the adherence scores. In addition, the ESRD-AQ adjusts scores for question numbers 14 ("During the last month, how many

complete dialysis treatments did you miss?”), 18 (“During the last month, when your dialysis treatment was shortened, what was the average numbers of minutes?”), and 26 (“During the past week, how often have you missed your prescribed medicines?”) depending on the reasons for not adhering. For example, patients with medical reasons for missing or shortening the HD treatment (such as having HD access problems or physical symptoms during HD) obtained a full score (see appendix A). The attitude/perception subscale was scored by summing the responses to questions 11, 12, 22, 23, 32, 33, 41, and 42. The remaining questions obtain information about patients' ESRD and RRT related history. The ESRD-AQ was designed such that higher scores indicate better adherence.¹⁷

The original English version of questionnaire was translated to Arabic then it was back translated to ensure lexical equivalence. Additionally, it was subjected to validity testing after being translated into Arabic language.

A set of a structured list was developed by the researcher to ascertain information on patients' demographic characteristics and factors associated with non-adherence of patients and was translated into Arabic and reviewed by consultant of family medicine, consultant of community medicine and nephrology consultant; and was added to the End-Stage Renal Disease- Adherence Questionnaire (ESRD-AQ).

Each patient's adherence behavior was rated based on IDWGs, dialysis attendance, serum potassium and phosphorous levels over the previous month. These criteria were used separately to distinguish between adherent and non-adherent patients.¹⁸

Dry weight (weight at the end of dialysis treatment) which is taken as the lowest tolerable weight at the end of dialysis treatment without the development of symptoms or hypotension, and the inter dialytic weight gain (IDWG) is calculated as the difference between the patient's weight obtained at the onset of a dialysis treatment and the weight obtained at the end of the previous dialysis. The clinical measurements included biological measurements which included in addition to interdialytic weight gain (IDWG), biochemical markers which included pre-HD serum potassium or phosphorous levels.

Patients were considered non-adherent in the following situations:¹⁷

1. If IDWGs were greater than 5.7% higher than the previous weight more than once weekly (for non-adherence to fluid restrictions) (the last cut-off was based on a > 4 kg IDWG in a 70 kg patient).
2. If they skipped one or more sessions of hemodialysis per month, or shortened one or more sessions by more than 10 minutes per month (for non-adherence to HD). A session missed because of hospitalization was not considered non adherence.
3. If serum potassium was higher than 6.0 mmol/L (>6.0 mEq/L) (for non-adherence to diet restrictions) on monthly laboratory results.
4. If serum phosphorus was higher than 7.5 mg/dL (>2.4 mmol/L), (for non- adherence to medication).

Upon arrival to the dialysis centers, the physicians in charge were contacted and the researcher used to present the study design and explain the purpose of the research to the hemodialysis staff. Information regarding the hemodialysis center was obtained from the chief hemodialysis nurse. According to selection and inclusion criteria, designated patients were invited to participate in the study after explaining to them the purpose of the study.

Medical files of the patient were examined to check the weight of patients pre hemodialysis, weight of patients post hemodialysis (dry weight), number of co-morbid diseases and the presence of chronic disease (such as DM, HTN), psychiatric diseases, hospitalization history, kidney transplant history, causes of kidney failure, hepatitis profile,

potassium and phosphorus level, for how long is he or she on dialysis, number of daily tablet, others... These informations were available for every patient as they are doing a monthly blood test examination pre and post hemodialysis session to evaluate the level of potassium, phosphorus and others chemical indicators. By asking patients, nurses and confirmed by reviewing patients' files, the researcher could identify how many times patients skipped and shortened their hemodialysis session per month. These informations were used to specify adherence and non-adherence according to definitions disclosed above.

Weight for each patient was measured before and after each hemodialysis sessions by well-trained nurses. The patient's weight at the beginning of dialysis session was subtracted from the weight at the end of previous dialysis session (dry weight) to calculate the interdialytic weight gain (IDWG); then this IDWG is divided by weight at the end of previous dialysis session (dry weight) to get IDWG percentage. If IDWG percentage was more than 5.7% more than once weekly, then patient was considered as nonadherent to fluid restriction recommendations. A standard electronic weighing chair was used to obtain the weight. The scale was placed on a hard floor surface. Participants were asked to remove their heavy outer garments; female patients were weighed with Abaya (ladies body cover), and Abaya was weighed and its weight was subtracted from the total. Weight was measured in all participants and taken to the nearest 0.1 kg using weighing scale. The scale was calibrated at the beginning and end of each examining day. The scale was checked using the standardized weights and calibration was corrected if the error was greater than 0.1 kg.

Statistical Package for Social Science (SPSS) program, version 20 was used for statistical analysis of data. The level of statistical significance was set at $P < 0.05$ throughout the study.

Results:

The study included 361 patients. The majority of them (78.9%) aged <65 years, with a mean age of 50.1 ± 15.8 years. There was almost equal distribution of males and females with an overwhelming majority of Saudis (93.9%). About two thirds of them were married (62.3%) and around one third (31.3%) were illiterate. The great majorities (88.9%) were unemployed and almost two thirds of the patients (60.1%) had monthly income between 1000 and 3000 SR.

The most commonly identified causes of renal failure were diabetes mellitus (23%) and hypertension (21.9%). On the same line, it was found that the overwhelming majorities of the patients (93.9 %) were currently hypertensive and a considerable proportion (39.6%) were currently diabetic and almost one half (49.9%) were positive for HCV. One half of the patients (50.3%) were on dialysis for 60 months or more and the majority (77%) had previous history of hospitalization. Clinically, the average number of co-morbidities accounted for 3.0 diseases; the median interdialytic weight gain was 2.0 kg; the average number of daily tablet(s) taken by patients was 5.0. The mean levels of pre- hemodialysis serum potassium (K^+) and phosphorus (po_4) were $5.1(0.9)$ mmol/L and $5.3(1.8)$ mg/dl; respectively.

A relatively low adherence to regular attendance to dialysis sessions (56%) was reported, the great majority of patients were found to be adherent to other adherence behavior namely: diet, fluid restrictions and medications.

Table 1: Adherence Of The Patients To Fluid Restriction Recommendations According To Their Demographic Characteristics

Characteristics	Adherence To Fluid Restriction				X ²	P	
	YES		NO				
	No	%	No	%			
Gender	Males	154	89.5	18	10.5	0.948	0.330
	Females	162	86.2	26	13.8		
Nationality	Saudi	300	88.8	38	11.2	Fisher	0.039
	Non Saudi	16	72.7	6	27.3		
Age	<30 Years	28	60.9	18	39.1	36.262	<0.001
	30-<60 Years	183	90.6	19	9.4		
	60+ Years	105	93.8	7	6.3		
Age Mean±SD	51.3±15.2		40.5±17.2			<0.001*	
Marital Status	Married	208	92.9	16	7.1	19.203	<0.001
	Single	57	74.0	20	26.0		
	Divorced	16	88.9	2	11.1		
	Widowed	35	85.4	6	14.6		
Educational Level	Illiterate	100	88.5	13	11.5	1.675	0.247
	Primary School	79	89.8	9	10.2		
	Intermediate School	51	89.5	6	10.5		
	Secondary School	54	84.4	10	15.6		
	University	32	84.2	6	15.8		
Employment Status	Employed	37	92.5	3	7.5	Fisher	0.486
	Not Employed	279	87.2	41	12.8		
Monthly Income	<1000 SR	38	82.6	8	17.4	2.600	0.457
	1000-<3000 SR	189	87.5	27	12.5		
	3001-<6000 SR	53	93.0	4	7.0		
	6000+ SR	36	87.8	5	12.2		

*Based On Independent Sample T Test.

Table 2: Adherence Of The Patients To Fluid Restriction Recommendations According To Their Clinical Background

Characteristics			Adherence To Fluid Restriction				X ²	P
			YES		NO			
			No	%	No	%		
Duration Of Dialysis	Of	<60 Months	164	92.1	14	7.9	6.534	0.011
		60+ Months	149	83.2	30	16.8		
Main Cause Of Renal Failure	Of	Hypertension	72	92.3	6	7.7	6.182	0.045
		Diabetes Mellitus	77	92.8	6	7.2		
		Others	167	83.9	32	16.1		
Previous Kidney Transplant	Yes	Yes	20	90.9	2	9.1	Fisher	0.481
		No	296	87.6	42	12.4		
Diagnosed With Psychiatric Illness	Yes	Yes	33	89.2	4	10.8	Fisher	0.517
		No	283	87.6	40	12.4		

Table 1 demonstrates that the Saudi patients are significantly more adherent to fluid restriction recommendations (88.8%) than the non-Saudis (72.7%) with an odds ratio (2.96; 95% CI: 1.09- 8.02) and older patients are more likely to adhere to fluid restriction than do the younger patients aged <30 years. Meanwhile, it was noted that single patients are significantly less likely to adhere to fluid restriction (74%) than either the married (92.9%), the divorced (88.9%) or the widowed (85.4%) $p < 0.05$. On the other hand, the table shows that neither the gender, the educational level, the employment status nor the monthly income had significant association with differences in adherence to fluid restriction $p > 0.05$.

Table 2 shows that the longer the duration of dialysis the less likely the patient will be adherent to fluid restriction recommendations, the proportion of adherent patients accounted for 92.1% for patients who were treated with dialysis for less than 60 months compared to 83.2% for those who had dialysis for 60 or more months with an odds ratio (2.36; 95% CI: 1.20-4.62). Also, it was observed that hypertensive and diabetic patients are significantly more likely to adhere to fluid restriction if compared to those with other chronic diseases; these differences are statistically significant $p < 0.05$. On the other hand, it was found that although that patients with previous kidney transplant (90.9%) and those with psychiatric illnesses (89.2%) were more adherent to fluid restrictions, nevertheless, these differences are not statistically significant $p > 0.05$.

Table 3 shows that although the females the non-Saudis, those aged between 30-<60 years, married, employed, with lower educational levels and have monthly income between 3000-<6000 SR had relatively higher level of adherence to dialysis session, however, these differences are not statistically significant $p > 0.05$. Table 4 shows that there were no significant differences in adherence of the patients to hemodialysis sessions according to their clinical characteristics namely: duration of dialysis, main cause of renal failure, previous history of kidney transplant or previous diagnosis of psychiatric illnesses $p > 0.05$.

Table 5 illustrates that the percentage of males who were adherent to dietary restrictions' recommendations (91.9%) was significantly higher than that among females

(85.2%) $p < 0.05$, with an odds ratio (1.96; 95% CI: 1.00-3.87). Meanwhile, it was noted that the frequency of adherence to dietary restriction was relatively higher among non-Saudi patients, older ages, those who are married, with university qualifications, employed and higher monthly income, nevertheless, these differences are not statistically significant $p > 0.05$.

Table 6 shows that despite of the relatively higher frequency of adherence to diet restrictions' recommendations among patients with duration of dialysis for <60 months, hypertensive, patients with previous kidney transplant and those with previous history of psychiatric illnesses, nevertheless, these differences are not statistically significant $p > 0.05$.

Table 7 shows that although the females, the non-Saudis, those aged 60+ years, married, with higher educational levels, not employed and have monthly income <1000 SR had relatively higher level of adherence to dialysis session, however, these differences are not statistically significant $p > 0.05$

Table 3: Adherence Of The Patients To Hemodialysis Sessions According To Their Demographic Characteristics

Characteristics	Adherence To Hemodialysis Sessions						χ^2	P
	YES		NO					
	No	%	No	%				
Gender	Males	96	55.8	76	44.2	0.003	0.959	
	Females	106	56.1	83	43.9			
Nationality	Saudi	186	54.9	153	45.1	2.674	0.102	
	Non Saudi	16	72.7	6	27.3			
Age	<30 Years	21	45.7	25	54.3	3.136	0.208	
	30-<60 Years	120	59.4	82	40.6			
	60+ Years	61	54.0	52	46.0			
Mean \pm SD		51.0 \pm 14.6		48.8 \pm 17.2			0.192	
Marital Status	Married	137	60.9	88	39.1	7.623	0.054	
	Single	34	44.2	43	55.8			
	Divorced	11	61.1	7	38.9			
	Widowed	20	48.8	21	51.2			
Educational Level	Illiterate	64	56.6	49	43.4	4.722	0.317	
	Primary School	56	62.9	33	37.1			
	Intermediate School	33	57.9	24	42.1			
	Secondary School	32	50.0	32	50.0			
	University	17	44.7	21	55.3			
Employment Status	Employed	23	57.5	17	42.5	0.044	0.835	
	Not Employed	179	55.8	142	44.2			
Monthly Income	<1000 SR	28	60.9	18	39.1	1.132	0.769	
	1000-<3000 SR	117	53.9	100	46.1			
	3001-<6000 SR	34	59.6	23	40.4			
	6000+ SR	23	56.1	18	43.9			

*Based On Independent Sample T Test

Table 4: Adherence Of The Patients To Hemodialysis Sessions According To Their Clinical Background:

Characteristics		Adherence To Hemodialysis Sessions				χ ²	P
		YES		NO			
		No	%	No	%		
Duration Of Dialysis:	<60 Months	95	53.4	83	46.6	0.704	0.401
	60+ Months	104	57.8	76	42.2		
Main Cause Of Renal Failure:	Hypertension	44	55.7	35	44.3	0.020	0.990
	Diabetes Mellitus	47	56.6	36	43.4		
	Others	111	55.8	88	44.2		
Previous Transplant:	Kidney Yes	12	52.2	11	47.8	0.143	0.706
	No	190	56.2	148	43.8		
Diagnosed Psychiatric Illness:	With Yes	186	57.4	138	42.6	2.703	0.100
	No	16	43.2	21	56.8		

Table 5: Adherence Of The Patients To Dietary Restrictions According To Their Demographic Characteristics:

Characteristics		Adherence To Dietary Restriction				χ ²	P
		YES		NO			
		No	%	No	%		
Gender	Males	158	91.9	14	8.1	3.903	0.048
	Females	161	85.2	28	14.8		
Nationality	Saudi	298	87.9	41	12.1	Fisher	0.247
	Non Saudi	21	95.5	1	4.5		
Age	<30 Years	38	82.6	8	17.4	3.071	0.215
	30-<60 Years	177	87.6	25	12.4		
	60+ Years	104	92.0	9	8.0		
Mean±SD		51.4±15.6		47.6±17.6			0.275
Marital Status	Married	204	90.7	21	9.3	Na	Na
	Single	64	83.1	13	16.9		
	Divorced	16	88.9	2	11.1		
	Widowed	35	85.4	6	14.6		
Educational Level	Illiterate	103	91.2	10	8.8	4.781	0.311
	Primary School	74	83.1	15	16.9		
	Intermediate School	50	87.7	7	12.3		
	Secondary School	56	87.5	8	12.5		
Employment Status	University	36	94.7	2	5.3	Fisher	0.285
	Employed	37	92.5	3	7.5		
Monthly Income	Not Employed	282	87.9	39	12.1	2.601	0.457
	<1000 SR	39	84.8	7	15.2		
	1000-<3000 SR	190	87.6	27	12.4		
	3001-<6000 SR	51	89.5	6	10.5		
	6000+ SR	39	95.1	2	4.9		

*Based On Independent Sample T Test Na: Not Applicable

Table 6: Adherence Of The Patients To Dietary Restrictions According To Their Clinical Background:

Characteristics		Adherence To Dietary Restriction				χ ²	P
		YES		NO			
		No	%	No	%		
Duration Of Dialysis:	<60 Months	161	90.4	17	9.6	1.263	0.261
	60+ Months	156	86.7	24	13.3		
Main Cause Of Renal Failure:	Hypertension	73	92.4	6	7.6	1.632	0.422
	Diabetes Mellitus	72	86.7	11	13.3		
	Others	174	87.4	25	12.6		
Previous Kidney Transplant:	Yes	21	95.5	1	4.5	Fisher	0.247
	No	298	87.9	41	12.1		
Diagnosed With Psychiatric Illness:	Yes	33	89.2	4	10.8	Fisher	0.564
	No	286	88.3	38	11.7		

Table 7: Adherence Of The Patients To Medication Recommendations According To Their Demographic Characteristics:

Characteristics		Adherence To Medications				χ ²	P
		YES		NO			
		No	%	No	%		
Gender	Males	147	87.0	22	13.0	0.307	0.580
	Females	168	88.9	21	11.1		
Nationality	Saudi	294	87.5	42	12.5	Fisher	0.230
	Non Saudi	21	95.5	1	4.5		
Age	<30 Years	36	78.3	10	21.7	5.720	0.057
	30-<60 Years	177	88.1	24	11.9		
	60+ Years	102	91.9	9	8.1		
Mean±SD		50.5±15.7		46.5±16.3			0.126
Marital Status	Married	198	89.2	24	10.8	NA	NA
	Single	65	84.4	12	15.6		
	Divorced	15	83.3	3	16.7		
	Widowed	37	88.2	4	11.8		
Educational Level	Illiterate	100	88.5	13	11.5	0.381	0.984
	Primary School	77	86.5	12	13.5		
	Intermediate School	49	89.1	6	10.9		
	Secondary School	55	87.3	8	12.7		
	University	34	89.5	4	10.5		
Employment Status	Employed	32	82.1	7	17.9	Fisher	0.170
	Not Employed	283	88.7	36	11.3		
Monthly Income:	<1000 SR	43	93.5	3	6.5	1.831	0.608
	1000-<3000 SR	188	87.0	28	13.0		
	3001-<6000 SR	49	86.0	8	14.0		
	6000+ SR	35	89.7	4	10.3		

*Based On Independent Sample T Test Na: Not Applicable

Table 8: Adherence Of The Patients To Medication Recommendations According To Their Clinical Background:

Characteristics			Adherence To Medications				χ ²	P
			YES		NO			
			No	%	No	%		
Duration Of Dialysis	<60 Months		149	84.7	27	15.3	4.122	0.042
	60+ Months		164	91.6	15	8.4		
Main Cause Of Renal Failure	Hypertension		71	89.9	8	10.1	3,500	0.174
	Diabetes Mellitus		77	92.8	6	7.2		
	Others		167	85.2	29	14.8		
Previous Kidney Transplant	Yes		21	95.5	1	4.5	Fisher	0.254
	No		295	87.5	42	12.5		
Diagnosed Psychiatric Illness	With Yes		32	88.9	4	11.1	Fisher	0.560
	No		283	87.9	39	12.1		

Table 8 shows that the higher the duration of dialysis the more likely the patient will be adherent to medications' recommendations; the percentage of non-adherent patients decreased significantly from 15.3% among patients with dialysis for less than 60 months to 8.4% among patients with dialysis for 60+ months $p < 0.05$. Otherwise, although there was relatively higher adherence frequencies among diabetic patients, those with kidney transplant and who have history of psychiatric illnesses, these differences are not statistically significant $p > 0.05$.

Discussion

The current study showed variation in the rates for different aspects of adherence, while it was as high as 88% for adherence of patients to medication, fluid and diet restrictions, it was lower for attendance to haemodialysis sessions (56%). Since the previously reported adherence rates have been extremely varied,^{11-13,19} it is difficult to compare measured adherence rates in this study to those reported by others. The differences and wide variations in the reported adherence levels in different studies could be attributed to differences in study settings, measurement tools and/or the recruitment procedures employed for the study.

The remarkable variation in the level of adherence of haemodialysis patients reported in different studies could also be attributed to the adopted cut-off point used to establish compliance criteria, the more stringent is the cut-points the more likely are the inflated percentage while lenient cut-points reduce the percentage.

The results of the current study came in line with what was previously addressed that, among the ESRD population, older patients are more likely to be adherent to treatment^{19,20} especially to fluid restrictions' recommendations. Same findings were elaborated in other studies,^{2,21} this notion could be explained by the argument that older patients may have more structured lifestyle that accommodates the demands of the treatment regimen while younger patients may perceive themselves as less vulnerable to negative health outcomes.²

The significantly higher non adherence rates to fluid restriction in young patients are similar to findings in other studies.^{20,22} The relatively low level of adherence among this group of patients had been partially attributed to the feeling of independence which is usually intense

in young people, this feeling lead to possible disregard of health instructions, and they could have under estimation for the adverse consequences that might result from non-adherence.² Similarly, older patients had been found more adherent to dietary recommendations with phosphorus and sodium restrictions, these findings came in congruence with what was found among Korean haemodialysis patients.²³

Patients with longer duration on hemodialysis (60 months and greater) were found to be less adherent to fluid restrictions recommendations, Although that this finding comes in accordance with other studies,^{13,24} these studies draw the attention that there is no single convincing explanation for this change of adherence level of the patients being more less along time. Nevertheless, Yoke Mun Chan et al (2012) suggested that it is likely that the long duration of dependence on dialysis (length of time on dialysis) may cause hemodialysis patients to be accustomed to the restrictions imposed by the disease that might create false perception of better compliance than they actually do. Secondly, the use of clinical data for example serum potassium and phosphorus as the direct measures of dietary compliance could be misleading as these clinical data may also be affected by factors such as dialysis adequacy, medication and other factors yet to be identified.¹⁴ From another perspective, it had been postulated that patients new to dialysis treatment may receive more social support, therefore they exhibit higher degree of compliance.²⁵

On the other hand, this study showed that subjects with longer duration on haemodialysis (60 months and greater) were more adherent to medications, that could be attributed to notion that with time, the patients are becoming more knowledgeable and would having clear understanding of medications instructions about importance, timing, dose of medications.

The current study showed that male is more adherent to diet restrictions than female which is consistent with other international study carried out by Saran et al (2003).²⁶ Possible explanation is that in Saudi people culture female usually less educated than male, so, they are more adherent than female. Other possible explanation is that in Saudi community, females are usually stay in homes most of their time in contrast to males who are usually spend most of their time outside homes (in work, recreation, etc.), therefore, females have longer time for being close to food and available facilities for preparing meals. On the other side, and in contradiction to our findings, a study conducted by Yoke et al (2012) revealed that male patients were more likely to be non- adherent.²⁷ Our study showed that being married is an important factor in adherence to fluid restriction. Similar findings were found in a study conducted by Kelly et al (2009), through a review of the published literature from 1948 to 2001, they could argue that marital status and living with another person (for adults) increase adherence modestly.²⁸ Kutner (2001) and Rosner (2006) reported that spouses have positive effects on compliance with the treatment.^{3,19}

Our study showed that hypertensive and diabetic patients are significantly more likely to adhere to fluid restriction if compared to those with other chronic diseases; these differences are statistically significant $p < 0.05$. This finding is inconsistent with what was observed by a study conducted in USA, where the researchers found that there was no significant association between the presence of diabetes mellitus and changes in IWG (adherence to fluid restrictions).²⁹ This notion could be presumably attributed to the claim that diabetic and hypertensive patients may be more afraid from complications and its consequences more than non-diabetic and non-hypertensive; so they are more adherent to their fluid restrictions recommendations.

Saudi patients were found to be more adherent to fluid restriction recommendations than non-Saudis. No other researches available concerned about exploring association between nationality and adherence. However, this low adherence among non-Saudi may be attributed to poor language communication between patients and healthcare professional staff especially in misunderstanding the medical instructions about changing adherence behavior.

Many of the clinical problems experienced by patients having hemodialysis are related to their failure to eat appropriate foods and restrict their fluid intake. Durose et al (2004) argued that educations of patients undergoing hemodialysis about their dietary and liquid consumption can limit the amount of their fluid intake which in turn would lead to better health.³⁰ To ensure long term adoption of the patients to these instructions, the education intervention should aim at changing attitude and behavior of the patients.³¹

The main limitation of this study is the inherited drawback of the cross-sectional being unable to detect causal relationship between variables. A longitudinal design might be better to display changes of over time.

In conclusion, the prevalence of adherence among our HD patients was within the range of most published international studies. Younger (< 30 years), unmarried, non-Saudis, patients with chronic diseases other than HTN&DM and those with long dialysis duration (60+ months) were found more likely to be non-adherent to fluid. Females patients and those with short dialysis duration (<60 months) were found more likely to be non-adherent to diet and medications, respectively. These groups warrant special attention and support to improve their adherence behaviour.

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THE EFFECTIVENESS OF ENTREPRENEURSHIP TRAINING PROGRAMS TOWARDS THE BUMIPUTERA ENTREPRENEURIAL PERFORMANCE IN JOHOR.

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Abstract: *The study aimed to assess the effectiveness of entrepreneurship training towards the level of Bumiputera entrepreneurial performances in Johor. Action research was applied in the study and intervention plan was designed to examine the changes of Bumiputera entrepreneurial performances. Government agencies have provided various entrepreneurship training program; however, the effectiveness of the program remain unclear as Bumiputera entrepreneurs are not performing well and the contribution towards Malaysia's Gross Domestic Product is low. The study used mixed method for data collection which consists of qualitative and quantitative method. A number of 217 from a total population of 500 Bumiputera entrepreneurs will be used as respondents for the study. The data collected from the mixed method will be analysed using Miles and Huberman Technique and SPSS version 25.*

Keywords: *Entrepreneurship, Entrepreneurship Training, Entrepreneurial Performances*

Introduction

Majlis Amanah Rakyat (MARA) was first introduced by the British Colonial Administration as Rural Industrial Development Authority (RIDA) in 1951. Then, MARA was established under the Ministry of Rural and National Development and was formed in the year 1966. Besides having 13 state level offices in Malaysia, MARA also operated in 3 other countries which are Washington D.C, London and Egypt. MARA is a government agency that is responsible in helping, and supporting Bumiputera in business and education. This is align with their mission to lead in entrepreneurship, education and investment in enhancing Bumiputera equities.

In terms of education, MARA had established several education institutes such as Maktab Rendah Sains Mara (MRSM) and Universiti Kuala Lumpur (UniKL). Besides, MARA also operates several professional colleges such as Kolej Profesional MARA (KPM), Institut Kemahiran mara (IKM), Kolej Poly-Tech MARA (KPTM), Kolej Kemahiran Tinggi MARA (KKTm) and GiatMARA. The objective of these educational institutes was established to ensure that Bumiputera students especially in rural areas get the opportunity to continue their studies in higher education.

The role of MARA in entrepreneurship is to guide and trains Bumiputera entrepreneurs in developing their business. MARA provides loans for Bumiputera entrepreneurs to start up or for the expansion their businesses. MARA offers different type of

loans such as Skim Pembiayaan Kontrak Ekspres (SPIKE), Skim Pembiayaan Mudah Jaya (SPiM) and Skim Pinjaman DanaNita.

Besides offering loans, MARA also organizes various programs for Bumiputera entrepreneurs such as entrepreneurial training, seminars, coaching, mentoring and consultation. Numerous incentives and program were organizes by MARA to promote entrepreneurship and develop an ethical and excellence Bumiputera entrepreneurs in Malaysia. In addition, MARA is a proactive agency that competitively preserves Bumiputera entrepreneurs in entrepreneurship sector.

Problem Statement

The department of PUSMA in Pejabat MARA Negeri Johor is currently facing a situation in which they want to improvise the entrepreneurship training program to be more effective toward enhancing MARA entrepreneur's performances. From the previous entrepreneurship training feedback, there are still entrepreneurs struggling to continue their business even after participating in the entrepreneurship program. This shows that there are lacking in the entrepreneurship programs provided.

This is a concern as entrepreneurship training program is one of the factors that can contribute to the success of an entrepreneurs. Entrepreneurship training programs provided by government agencies are increasing annually. Malaysian government has provided numerous supports for entrepreneurs in terms of financial, infrastructure and training. The government has allocated around RM445 Million budget for entrepreneurship training programs (Belanjawan, 2020). In enhancing the capability of Bumiputera entrepreneurs, government's agency such as MARA are offering necessary entrepreneurship training programs that can strengthen the entrepreneurial skills among entrepreneurs. Despite of having various entrepreneurship training programs, the effectiveness of the programs remains unclear.

Ineffectiveness of entrepreneurship training programs may give impact on potential and existing entrepreneurs. Recent researches show that Malaysian entrepreneurs are unable to achieve the success of their enterprises. Based on Department of Statistic Malaysia (2018), the percentage contribution of Small Medium Enterprises (SMEs) only increase from 37.8% in 2017 to 38.3% in 2018. The percentage contribution of Malaysian SMEs is considered low as to compare with SMEs contribution in developed countries. From the percentage, it can be seen that the SME contribution in Malaysia's Gross Domestic Product (GDP) is increasing in a slow rate. From the overall value of GDP, Bumiputera entrepreneurs only contribute around 8% toward Malaysia's GDP (Ministry of Entrepreneur Development, 2018). The amount of contribution is too low even though a lot of entrepreneurship training has been organised to train Bumiputera entrepreneurs. These statistic shows that Bumiputera entrepreneurs are still lacking in various skills such as managerial skills and personal entrepreneurial skills to develop their enterprises.

As entrepreneurship training program can be seen to give impact on entrepreneur's skill and organization performances, the design of an effective entrepreneurship training is really important. Although government has provided various entrepreneurship training programs, there are still entrepreneurs that are lacking in entrepreneurial skills. This matter is an issue as entrepreneurs plays an important role in increasing the economic growth of Malaysia.

Literature Review

Entrepreneurship is the process of creating a business and the willingness to take financial risks in order to gain profit. Entrepreneurship plays an important role as it gives impact on job

opportunity, economy and innovations (Frese & Gielnik, 2014). The effectiveness of training program is essential in order to assess the entrepreneurial skills among entrepreneurs. An effective training program will make entrepreneurs have more knowledge and become more competent in developing their enterprises.

Various agencies in private and government involves in organizing entrepreneurship training as to improve entrepreneurial performances of potential and existing entrepreneurs. Entrepreneurship training programs are conducted to help entrepreneurs to become successful. Through these programs, entrepreneurs can improve their entrepreneurship skills and development.

Many previous researches had conducted study on the effectiveness of entrepreneurship training. According to Tunggak, Salamon, & Abu (2011), a continuous entrepreneurship training is important as it will help entrepreneurs in developing their entrepreneurial skills. It is important for the training program executor to emphasize analytical and generic skill on the entrepreneurs. An effective entrepreneurship training will develop confidence among entrepreneurs (Elmuti, Khoury, & Omran, 2012). Manan, Nor & Omar (2013) stated that an evaluation on training is important as it can determined which strategy plan is effective in order to achieved business objectives.

Cho & Honorati (2014) conducted a study on entrepreneurship program in developing countries. In the study, they observe different outcome obtain from various intervention in the entrepreneurship program. The study found that an effective entrepreneurship program gives impact on entrepreneur's business knowledge. A study conducted in Kenya by Jonathan William Omolo (2015) shows that the performance of entrepreneurship in Kenya increases as the result of an effective entrepreneurship training. Che Omar & Nor Azmi (2015) listed several challenges faced by Bumiputera entrepreneurs which are lack of entrepreneurial skills such as risk taking and decision making, financial problem, and failed in marketing.

A study by Shaupi, Yaaacob & Shuaib (2016) stated that the effectiveness of entrepreneurship training is determined by the learning approach of the programs. Learning approach has significant relationship with entrepreneurship training program. Learner characteristics, training methods, facilitators' skill and programmes content are factors that influenced the effectiveness of entrepreneurship program (Yaqoot, Noor, & Isa, 2017).

Entrepreneurs who have confidence will be able to take action or risk for their business in order to achieved targeted business goals. A research conducted by Al Mamun, Fazal, & Muniady (2019), found that entrepreneurial skill such as managerial and personal entrepreneurial skill gives impact on the entrepreneur performances. As entrepreneurs gained more knowledge and skills, they will have more advantage in making a good decision for their enterprises. Thus, it is important to match the entrepreneurs' training need with the course design of the entrepreneurship training programs (Kamarudin & Imran, 2019).

Relevant Model

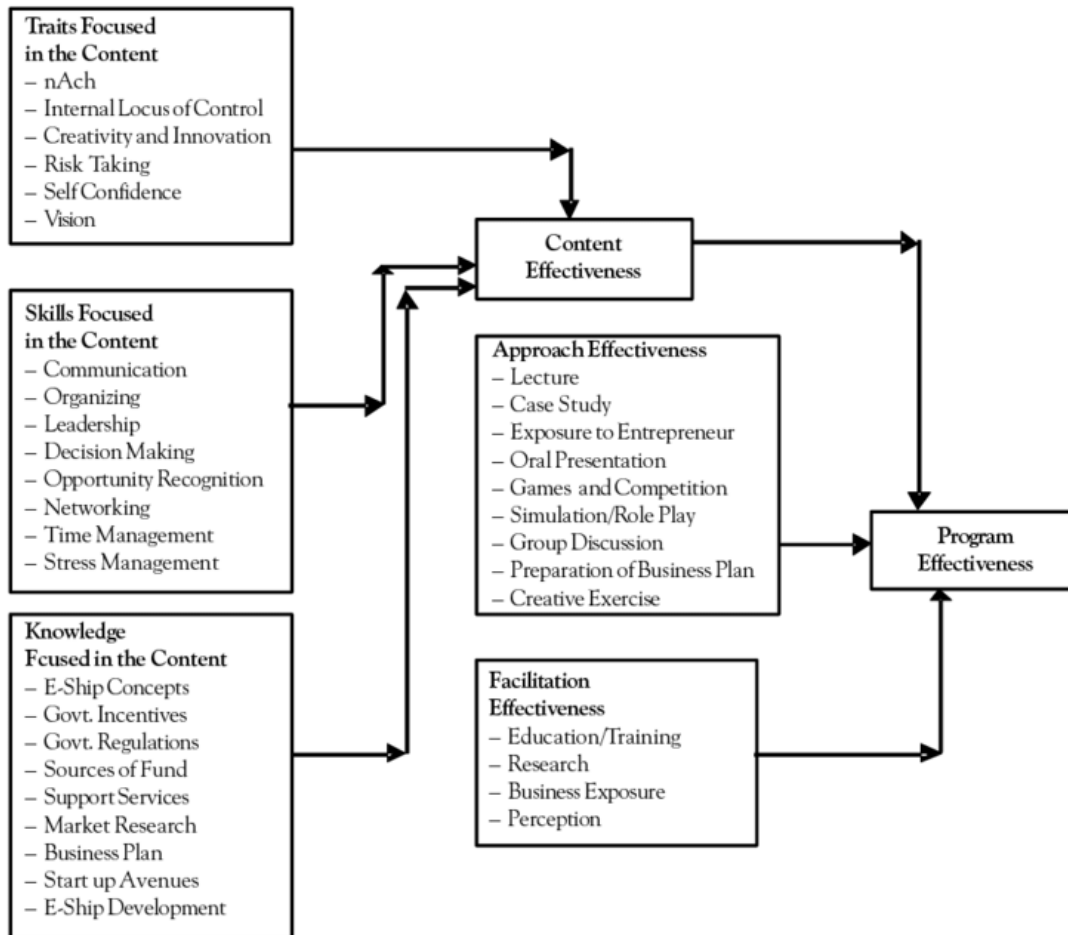


Figure 1: Entrepreneurship Education Model (EEM)

The Entrepreneurship Education Model (EEM) is adapted from Azim (2007). EEM is developed based on three inputs which are contents, approaches and facilitations. These three inputs are important in determining the effectiveness of entrepreneurship programs. This study will more focuses on skills content effectiveness in the entrepreneurship training program.

Personal Entrepreneurial Competencies (PECs)

Personal Entrepreneurial Competencies (PECs) adapted from McClelland (1987) will be used as relevant reference for this study. PECs show the competencies that are needed for an entrepreneur to become successful in developing their entrepreneurial performances. Figure 2 below shows the 10 PECs needed for a successful entrepreneur.

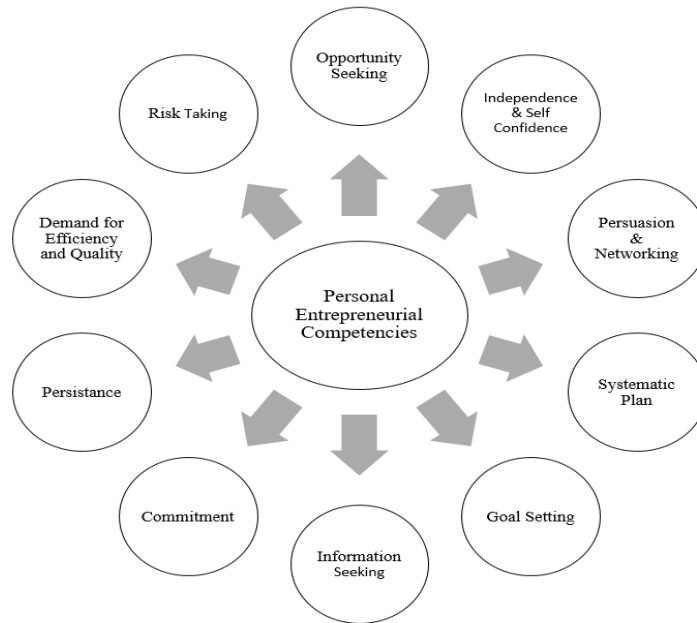


Figure 2: Personal Entrepreneurial Competencies (PECs)

Source: (McClelland (1987))

Intervention Plan and Implication

An intervention plan is needed to improve the effectiveness of entrepreneurship program towards MARA entrepreneurial performances. In the study, the propose solution to increase the effectiveness of entrepreneurship training program toward MARA entrepreneur performances is by implementing skill-based learning approach. In Latihan Pembentukan Usahawan (LPU), the program is more focuses on entrepreneur's managerial skill in terms of accounting, marketing and finance. It is recommended that the LPU program develop a personal entrepreneurial skill-based learning content. This personal entrepreneurial skill-based learning approach will emphasize on entrepreneurs' risk taking, decision making, critical thinking and problem-solving skills.

The personal entrepreneurial skill-based learning approach will help entrepreneurs enhance their personal entrepreneurial skills. By implementing personal entrepreneurial skill-based learning approach, entrepreneurs may be able to perform critical thinking, build effective communication, able to solve problem and coping with stress and time management.

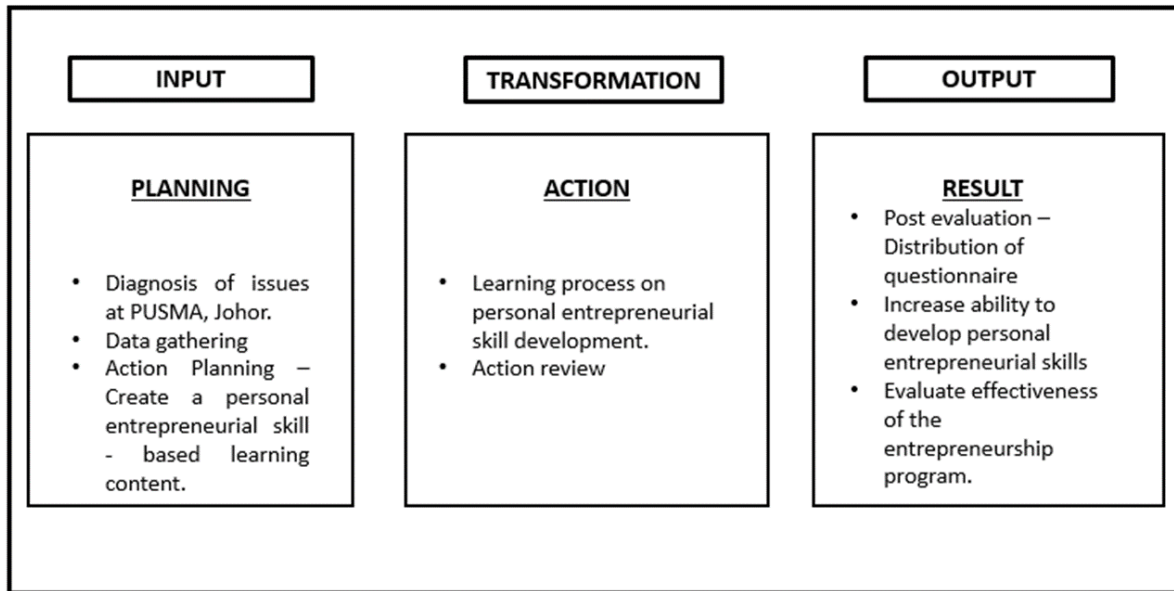


Figure 3: Propose plan based on Lewin Model of Change.

The intervention plan in the study is proposed by using Lewin's Model of Change. It consists of 3 steps which are planning, action and result. In planning, it will start with the diagnosis of problem in MARA, Johor. An interview will be conducted with several MARA entrepreneurs in order to determine the factors that can influence the effectiveness of entrepreneurship training program. Evidence will be shown to the organization that there is a need in improvising the content of the entrepreneurship training. Then, the proposed personal entrepreneurial skill-based learning content will be planned. Next step is the action plan. After the organization approved the proposed intervention plan, an action of the plan will be conducted. Organization have to monitor and ensure that the intervention plan is achieving the intended objective. This step will focus more on developing personal entrepreneurial skills on participating entrepreneurs. To collect the result on the program, post-evaluation questionnaires will be distributed to entrepreneurs that are participating in the program. Any changes in entrepreneurs' behaviour after participating in the program will be observed based on pre-evaluation test conducted before.

Research Methodology

A sample size of 217 from a total population of 500 MARA entrepreneurs in Johor is chosen for the study. The sample size chosen is based on Krejchic & Morgan Table. The study uses mixed method which consists of both qualitative and quantitative method. Qualitative method is used to obtain opinion or reasons in a research. It can be refers as a type of method that collect non numerical data that is needed to be interpret in order to identify the meaning behind it. Data collected from observation, interviews and documents is a part of qualitative method (Maxwell & Reybold, 2015).

Quantitative method technique consists of experiments and survey. This method uses numerical system to measure the variables. The objective to collect the data using quantitative method is to describe and understand the nature of phenomenon in the study specifically on model and theories (Rowley, 2014).

Data Analysis

The data collected from the questionnaire will be analysed using the Statistical Package for Social Sciences (SPSS) software version 25. The data analysis of the study consists of descriptive analysis which will analyse the mean, median, standard deviation and variance in the study. Besides, several test will be conducted such as Normality test and Reliability test. Table 1 below shows the research questions and research approaches that will be used in the study.

Table 1: Research Question and Approaches.

No.	Research Questions	Approach	SPP
1.	What are the factors that can affect the effectiveness of entrepreneurship training program?	Qualitative Method- Interview	
2.	How improvement in the entrepreneurship training program can influence Bumiputera entrepreneurial performances?	Quantitative Method- Questionnaires	Miles and Huberman Technique (2014), SPSS

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AN ANALYSIS OF FACTORS THAT CAUSES THE POOR RETENTION IN JAIDON MOTOR SDN BHD

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Abstract: *The purpose of this action research is to analyse factors that influenced the poor retention of employee in Jaidon Motor Sdn Bhd and recommend as well as implement the best interventions and transformation plan for the issue facing by Jaidon Motor Sdn Bhd. The significance of this research is to increase employee retention and to retain their customer. The methodology use in this study is mixed method approach by using qualitative method followed by quantitative method. The population of this study consist of all employee of Jaidon Motors Sdn Bhd and the sample technique is purposive sampling of 36 participant. Due to small population, for qualitative method will involve only one participant. The expected findings of factors that influence the poor retention in Jaidon Motor Sdn Bhd will be motivation, employee engagement, compensation and benefits factor. Hence the suggestion for intervention plan to revise and add new retention policy of Jaidon Motor Sdn Bhd.*

Keywords: *Retention, Automotive Repair Industry*

Introduction

Jaidon Motor Sdn Bhd is a family business within the small and medium-sized entrepreneur (SME) sector in Malaysia. They can be classified as an independent automotive repair and maintenance service shop that provides service of repairing and maintenance for automotive. It is a family owned business that established in 1976 with the name of Bengkel Jaidon by the founder, Haji Jaidon bin Hanaffi in Kampung Pasir, Tampoi Johor Bahru with financing from MARA. In 1994, Bengkel Jaidon become private limited business entity, Jaidon Motor Sdn Bhd and the following year, 1995, they managed to open another branch in Senai, Kulai Johor and another two branches in 2001 and 2003 at Kluang. It can be estimated that Haji Jaidon provide capital about RM200,000 for each branch.

Currently, they have running four branches of workshop in which in Kampung Pasir, Bandar Baru Uda, Senai, and Pontian. They successfully won tender from local government entity to give service of their official transportation including buses and lorries. Apart from that, Jaidon Motor Sdn Bhd also become official dealer of Hino Motors Sales (M) Sdn Bhd and Hyundai–Sime Darby Motors Sdn Bhd for Inokom vehicles. The managed to open sales gallery for vehicles of Maxus model, Hino, Inokom and TATA and official dealer of Continental Tires. Therefore, Jaidon Motor Sdn Bhd required their best talents with excellent skills to keep up the expansion and growing of their company. Hence, Jaidon Motor Sdn Bhd have about 50 staff including the owner, top management, administration and mechanics. However, throughout the period at the end of 2017, Jaidon Motor Sdn Bhd decided to close the sales gallery but still

maintaining their business as official dealer because of shortage of employee. Consequently, the administration employee in workshop become the sales person and a key person to contact if any their customer wants the particular vehicles. It is crucial for Jaidon Motor Sdn Bhd to retain their good administration workers and high skill mechanics to keep up their high productivity of operation in the company. Hence the good retention policy played a big part within the company to keep their best talents stay and give the best service to their customer.

In the automotive repair and maintenance industry, Jaidon Motor Sdn Bhd are not the only organization that facing global issue about retaining their best talent in the organization. This significant issue in the organization not only to attract the best talent but also to retain them in our organization to maintain the highest productivity for maximization of business growth. As an independent automotive repair and maintenance service shop that provide service of repairing and maintenance for automotive, having a poor employee retention affects their productivity as well as their customer retention. Losing their best talent from time to time gave them big headache as they have to bear the shortage of manpower that affected the business operation as well as the financial sustainability of the organization.

Running four branches in different location needs Jaidon Motor Sdn Bhd to hire enough employees to accommodate the operation of all branches. Currently they have 50 workers including administration and mechanics workers in which consist of 4 branches and each branch are not equally adequate worker. Two of the branches had only less than 10 workers in one time including mechanics and administration worker. Another branch only operates with adequate worker in which have highly turnover of administration staff and mechanics that brought problem to the operation and productivity of particular branch. Apart from that, Jaidon Motor Sdn Bhd also facing problem with customer retention in which their customers were not likely to come back if their familiar mechanics were no longer working in particular branch. In terms of administration department, Jaidon Motor Sdn Bhd only required employees to have qualification as low as SPM leaver and Diploma qualification. However, for few years of observation by top management, it can be said that, Jaidon Motor Sdn Bhd always need to open new vacancy to hire new administration worker because they were not staying in the company more than one year. For instance, the loss of their employees had caused them inconvenience problem and gradually affects their company productivity. Hence, Jaidon Motor Sdn Bhd worried with the situation that regularly become problem of company and eventually become never-ending problem without any long-term solution will affect the operation and sustainability of Jaidon Motor Sdn Bhd. Thus, they need to understand factors that causes the poor retention of their employees to find better solution for their problem.

Literature Review

Employee Retention

Employee retention as a term were often used since 1970s in human resource management. By using the statement of as long as economy condition allowed the employer to employ the employee, employee must work with them and deliver their best work as a basis of good relationship between employer with employee in the organization (Adrea Lewis (2012). Employee retention can be classified as a process of retaining the employee whereby employer putting effort to ensure employee to stay in organization for a longer period or until any particular project ends by motivate and encourage them to stay (Neog, B.B., & Barua, M., 2015). Prior study mentioned that, employee retention benefit organization because employee that stays in organization are valuable asset for company as they hold a lot of company's secrets and become the source of knowledge. Studies of Kishore et. al (2014) acknowledged that commitment of employer in the organization play crucial part to ensure employee have less

intention to exit from organization. The same study also found that, due to poor retention of employee, it has strongly related with direct cost that organization needs to bear due to interruptions of productivity and loss of skills and knowledge that associated with employee.

Using the equity theory of motivation by Adam (1965), employee retention can be influenced by the motivation of employee. In order to motivate the employee to commit more in organization, justice and fairness in compensation and promotion plays big part in the motivation (Odour et al, 2016). The main concern of employee is the output rewards that did not reflect with their input job in which they felt unfairness towards the organization. The mismatch between job input and output rewards cased the bad perspective of employee and triggered them to leave organization.

A study by Chat-Uthai, M. (2013) concluded that employee retention are positively correlated with employee wellbeing, their values and their potential career developments within the organization. he also mentioned that another strong reason that influenced the poor retention of employee was engagement from their employer. If the organization give a positive engagement towards their employee, employee will feel emotionally and intelligently bond with organization and can motivate them to put more of their passion into their job. However, same study shown that, the disengage employee are highly risk to leave the organization because of low job satisfaction resulted from been neglected by organization. Hence, it is important factor that organization needs to highlight in order to fix their poor retention employee.

Automotive Repair and Maintenance Industry

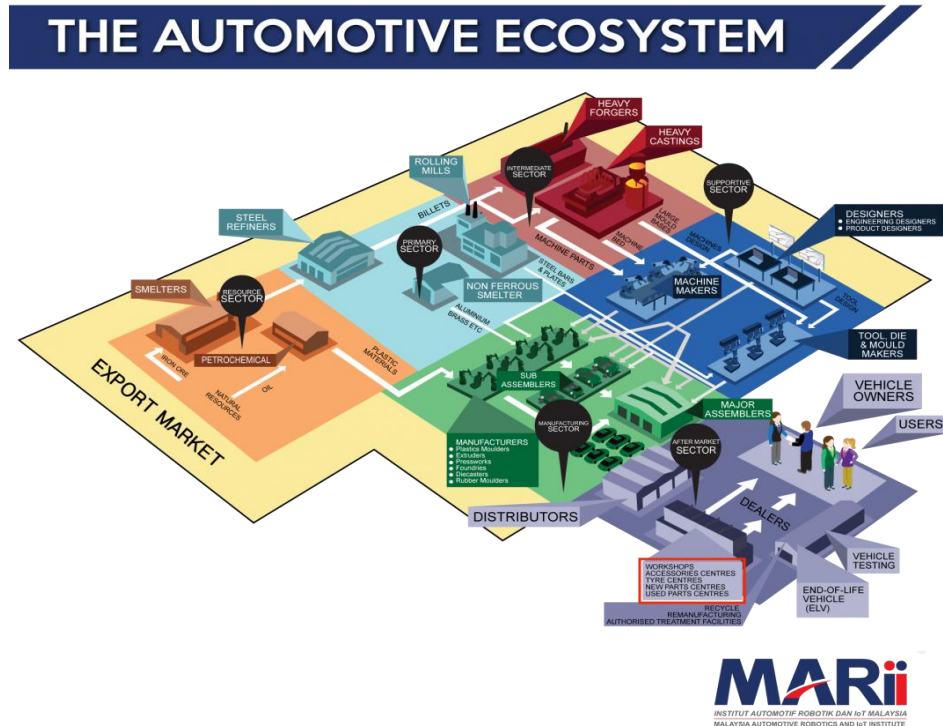


Figure 1: The Automotive Ecosystem

Source: Malaysian Automotive Robotics and IoT Institute

In the automotive industry ecosystem, automotive repair and maintenance industry placed in after market sector according to MARii (Figure 1). Globally, automotive industry were estimated to growth in 2026 by USD 810.30 billion due to the several factors and one of contributor are from repair and maintenance industry because of the rise of customer preference in using locally owned repair workshop. Another reason is an increase of passengers safety awareness that play crucial role in the growth of automotive industry. Apart from that, due to technological advancement and changes, automotive industry within Asia-Pacific Region also estimated to growth because of huge consumption of vehicle for daily use. Hence automotive repair and maintenance industry also will be affected due to increase demand by customer. Thus, workforce in that particular industry should prepare with skills and knowledge to supply their services for demanded customers. By doing so, organization must keep their heads forward by thinking the perfect retention strategy for their best employee to stay in organization.

Study in Ghana concluded that, one of factor that influenced the poor retention among workforce in automotive and repair industry was the failure to adapt new technology advancement in organization. That study found that, organization culture, engagement and commitment were the barriers for employee to stay in organization (Anlesinya, A., 2018). Organization support and encouragement for employee in training program are important as they can motivate employee to stay in organization regardless of any factor besides technology advancement. When organization failed to do so, employee become less motivated and decided to quit from organization.

In Malaysia context, automotive maintenance and repair industry contribute around 4% in country GDP growth (MARii.com.my). One factor that increase the demand of this industry is the upsurge of customer consumption of vehicle year by year and the rise of average age of vehicle due to technological advancement. This implied that the workforce for this industry are much-needed to growth as many as reported in MARii as at 2018 was over 53,000 workforces. This give clear alarm to SMEs and giant organization in Malaysia to retain their best employee to stay in organization in order to supply sufficient service to market demand.

Relevant Model

Human Capital Theory

Study of technical report from Ulster University Business School, they defined human capital theory is the individual stage as physical resources to the organization by contributing not only their skill and expertise but also their creativity, innovation as well as changes that can help the organization to meet their objectives (McCracken et al, 2017). They also mentioned that, the basis of human capital theory is strongly relative with employee wellbeing including their development and motivation. Rather than focusing on organizational result, this theory more narrowed to the job performance and productivity of employee. According to Buta (2015), human capital can be structured from several aspects and features in which included an education from young age until professional training, work experience and the health state of individual. Different company have different perspective of human capital and mostly it related with resource of work force. Usually organization used human capital in order to sustain their stability of organization in the market. Hence it is important for them to maintain competitive advantage.

Becker mentioned that human capital as the most biodegradable and sustainable capital. Previous study has shown, human capital can be define as an investment made by organization for employee in their training and education in order to increase their knowledge and skill as well as expertise that can benefit organization in terms of productivity

maximization (Becker, 1993; Khasawneh, S., 2011). Training that have been mentioned also can be categorized into two category which are general training and specific training. Both have different features whereby knowledge that employee can get from general training can be transferable to another organization or in simple words, knowledge that needed in all organization. another category is specific training in which can only benefited to particular of organization (Brush and Ruse, 2005; Khasawneh, S., 2011). It can be concluded from that study, by using human capital planning organization can enjoy the benefit in which result from effective employee management and investment or action decision efficiency that in line with organization strategy and objectives.

Study found that, there are several features of human capital that needs to be focused on. The first feature contribute big portion to the growth of organization is innovative and creativity thinking of employee same important as the second features of knowledge and skills of employee. by encouraging employee to think out of box and give them opportunity to voice out their suggestions regardless of their position can create creative and innovative environment that can contribute to the growth of organization.

Motivation Theory from Maslow's Hierarchy of Needs and Herzberg's Two Factors

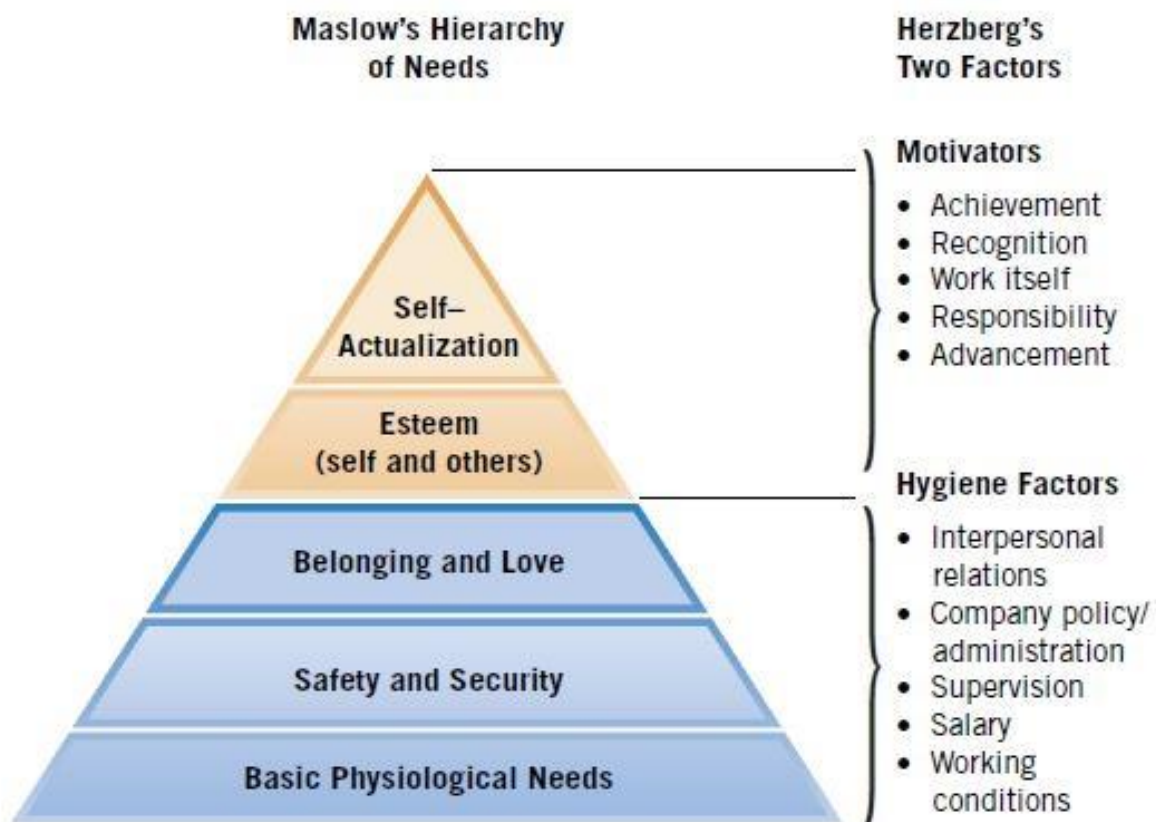


Figure 2: Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory

Source: (TNR,10, Single Spacing, Align Left, Capitalize Each Word)

Managing organization in competitive environment make organization to aware of factors that play big role in influencing their competitive advantage. One of important role in organisation is employee that being the back bone of organization. Without the employee, the operation of organization cannot run and would affects the productivity and sustainability of the business. Hence by retaining good employee into organization can make the future of

organization brighter and essentially can reach the objective of organization. Study shown that, relationship between job satisfaction of employee and job performance were positively correlated (Judge et al, 2001) and satisfaction also can affects the tendency of fluctuation and absenteeism of employee within the organization (Fried et al 2008; Farrell & Stamm 1988). Therefore, the major motivation of this study is adopted from Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory (Figure 2).

Theory of motivation has been a highlighted in management study in the past until now. Based on above Figure 2, Abraham Maslow (1908-1970) established a hierarchy of needs that can be satisfied through level order. He classified human needs into five categories of level that have hierarchy. Human needs meet the higher level if they successfully fulfilled the lower level of needs. The bottom level of hierarchy can be called as physiological needs in which human needs basic things in order to survive such as foods, clothing, shelter and sex. Without these things, human cannot survive. The next level is safety needs whereby the job security, safe working conditions and compensation and benefits is important to satisfy human needs. Third level can be classified asocial needs of belonging and love. Fourth level is the self-esteem needs of human in which human are seek recognition of their competence and also their confidence towards oneself. Lastly the highest level of hierarchy is self-actualization (Maslow, 1943; Boerner, L., 2015). Therefore, high motivation of employee will reach when all level of hierarchy's were satisfied by human needs. To sum up, these conditions must be applied in real life basis of work and the job also must be meaningful and motivating for employee.

Apart from that, study by Frederick Herzberg (1923-2000) broaden the idea of motivation by Maslow (Boerner, L., 2015). He specifically questioning what employee needs to motivate them. From his findings, then he established Herzberg's Two-Factors theory that indicates differences between job satisfaction and dissatisfaction. According to him, trigger factor that lead to job satisfaction of employee are achievement, recognition, work itself, opportunity of promotion and responsibility. These factors if present for them can boost their motivation to stay in company. However, Herzberg also mentioned that, other factor that if absent can cause dissatisfaction of employee such as salary, working conditions and supervision can be classified as hygiene factor but if present, it does not trigger extra satisfaction for employee.

Both approaches of human motivation have several similarities in which they focus on human needs of compensation in terms of money cannot be the single factor of human motivation in individual level. Study also found that in both theory, they highlighted more on recognition and responsibility that lie within the hierarchy and model (Maslow, 1943, Herzberg 1959; Boerner, L., 2015). Besides the similarities, the differences between both theories is employer can get the full understanding of overall motivation of employee by using hierarchy rather than using the two-theory mode, employer can expect the implication of it.

To sum up, employers should consider both theory to shape and structure the workplace that can motivate employee by comprehensively understand the implication of factors that can trigger employee to keep motivated in doing their job. In doing so, employer also should keep in mind that money not the only driver to motivation employee but many other factor that play big influence to them.

Intervention Plan

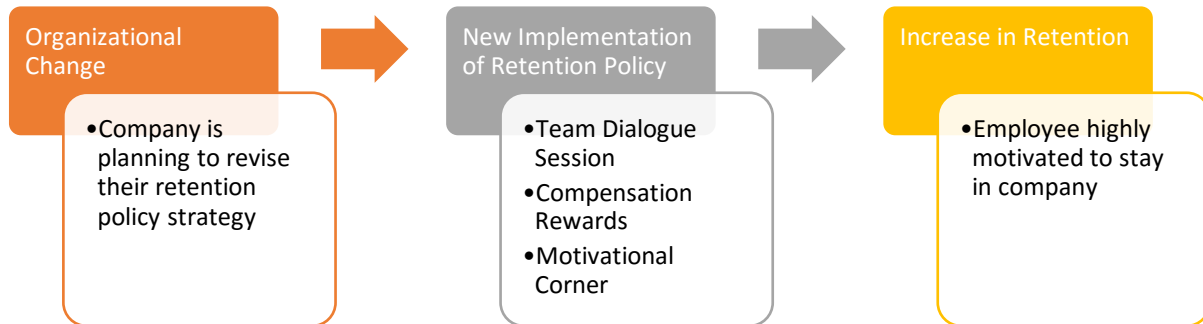


Figure 3: Intervention Plan

For this action research, researcher recommend intervention plan as above Figure 3, for Jaidon Motor Sdn Bhd by changing the organization level in which revise and implement new retention strategies into their employee retention policy. Based on previous study indicated at previous section, it can concluded that, Jaidon Motor Sdn Bhd needs to focus on motivation factor of their employee and putting into consideration to make it as basis of their new retention policy. By doing so, several new retention policy will be implement into Jaidon Motor Sdn Bhd as follows: -

Team Dialogue

When discussed about motivation of employee, one that play a big part is employee engagement and one of component of employee engagement is team dialogue session. A study by Seymour, Michael & Geldenhuys, Dirk (2018). Team dialogues will be conducted every two weeks on Sunday before the operations begun. During dialogue session, employer will give briefing the progress of projects and employee also needs to update their work progress. Therefore, during this session also, employee will be given opportunity to voice out their concern or opinions, suggestions or recommendations to their employee. The implementation of open-door policy by Jaidon Motor Sdn Bhd encourage employee within the organization to share their ideas, creative and innovate thinking that can benefit organization. hence, employee will feel motivated when employer acknowledge their concern and lower their intention to resign.

Motivational Corner

Jaidon Motor Sdn Bhd will establish motivational corner that will be updated every week by administration employee and top management. Motivational corner consists of bulletin board that will be posted with motivational quote and updated every week. Even though this might be as a little effort from employer, but employee will appreciate the effort and make it as a culture to motivate of each other. The bulletin board also will be posted the recognition of

employee that shown the highest sales during the whole month. The implication of this action to increase the motivation of employee to feel appreciated by Jaidon Motor Sdn Bhd as well as to make them stay in organization.

Compensation Rewards

All branches of Jaidon Motor Sdn Bhd are mandatory to implement compensation rewards based on performance review. The compensation rewards will be done in fair manners in which favoritism and injustice must be avoided. Performance review will be conducted monthly and the compensation rewards will be given following month depends on the economic conditions of Jaidon Motor Sdn Bhd. The implication of this retention policy to make employee feel recognized of their inputs efforts to deliver the best output for organization.

Methods

Action Research Process Design

Organizational Development model of Action Research adoption from System Model of the Action Research Process (Lewin, 1958).

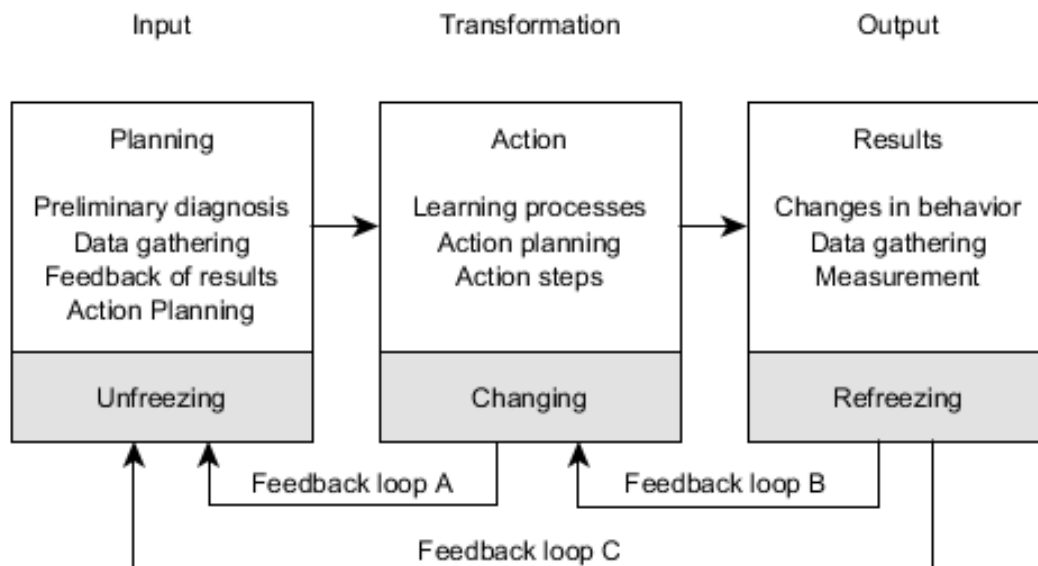


Figure 4: Action Research for Organizational Development Model

Source: Lewin, 1958.

According to Lewin (1958) as cited in Kwong et al. (2016) most of interventions through organization development OD are using action research process as a model. They describe the action research is a process whereby the systematically collecting research data regarding the ongoing system in line with some objective, goal or that system, feeding these data back into system, taking actions by carefully identify selected variables within the system based on both data and on hypothesis and provided the evaluating the results of action taken by collecting more data. Kurt Lewin mentioned that the OD's underlying philosophy are concerned to social change that related to an efficient and permanent social change. He believed that the changes of social change are particularly relates to action. Hence each of action taken was carefully includes a spiral of steps and each of which composed of a circle of planning, action and fact-finding about the result of action. His description of the process of change

involves three steps and it can be summaries the steps and processes involved through action research as above figure.

Firstly, the cycle begins with planning action started by the clients and consultants work together. In the course of the first stage, it focuses more on the key elements of the case involving the preliminary diagnosis of the problem, gathering data information related to the problem, getting the feedback outcomes from stakeholders involved with the problem and lastly to initiate an action planning of for solution. This basically can be classified as input phase for client in which they acknowledge the problem occurrence within company but does not realize that they need outside helps to effect changes and opinions. This kind of stage also called unfreezing stage in which clients faced dilemma and disconfirmation as well as acknowledge of need to change reflects to their problem.

The second stage can be known as action or transformation phase. This changing phase is whereby the situation had been diagnosed and the new model of behaviour are explored and tested by both parties. The learning processes as well as planning and executing the new behavioural model into client were includes in this stage. The feedback gathered from the execution of changes would move via Feedback Loop A in which would effect of changing the previous planning to bring the learning activities of client system into better alignment with change objectives. This stage also includes action-planning workshop and activity carried by both party of their system as a part of transformation stage.

The third stage which is the last stage of action research is the results phase or output of this process. Taken from corrective action of previous phase, this stage includes the actual changes in behaviour resulting from second stage. Again, in this stage, the process of gathered data gain from client system so that the progress can be determined and adjustment can be made. Based on Feedback Loop B, the minor adjustments of this nature can be made in learning activities as above figure. This stage also called as refreezing whereby the application of new behaviour is evaluated, and if reinforcing and adopted.

Overall, for this action research, me as an external consultant initiate all stages with Jaidon Motor Sdn Bhd. This includes input phase, transformation phase and output phase as well as all the feedback loop from A to C. The preliminary diagnosis of the problem case happen in Jaidon Motor Sdn Bhd in the first stage are important to know all relevant collection data are intercorrelated with one another or not. By doing so, it came to conclusion of planning action that will be taken and tested how well the interventions plan works. Jaidon Motor Sdn Bhd can rely on this model with systematic steps in order to know the roots of problem and the good as long as long term solution to their problem.

Philosophy of Research – The Pragmatic Worldview

Creswell (2009) stated that the philosophy behind mixed method approach is pragmatism in which causes by actions, situations and consequences. It is focusing more on the understanding of research problem rather than method. Among of philosophical basis for research in Pragmatism is they have freedom of choices in methods, techniques, procedures that meets their needs and researcher have an opportunity to explore multiple methods in collecting data information and analysis in different forms with different assumption as well as in different worldviews. Hence, by using this method the author has freedom in collecting data in Jaidon Motor Sdn Bhd that best meet her needs and purposes.

Mixed Method Approach

Mixed methods are a research approach whereby researchers collect and analyse both quantitative and qualitative data within the same study (Creswell, 2011). Mixed methods

research draws on potential strengths of both qualitative and quantitative methods, allowing researchers to explore diverse perspectives and uncover relationships that exist between the intricate layers of our multifaceted research questions. Mixed methods research requires a purposeful mixing of methods in data collection, data analysis and interpretation of the evidence. The key word is 'mixed', as an essential step in the mixed methods approach is data linkage, or integration at an appropriate stage in the research process (Creswell, 2014). Purposeful data integration enables researchers to seek a more panoramic view of their research landscape, viewing phenomena from different viewpoints and through diverse research lenses.

Time Horizon

Time horizons is needed to determine the specific time frame to do the research (Saunders et al, 2009). This study will use cross sectional time horizons in which requires only short time frame only. He also mentioned that cross sectional always used as survey strategy.

Unit of Analysis

In this research, the unit of analysis is employees of Jaidon Motor Sdn Bhd which consist of 50 employees including owners and top management. In Jaidon Motor Sdn Bhd HQ consist of three level hierarchy but in other branch consist of two-level hierarchy. Usually in Jaidon Motor Sdn Bhd hierarchy includes top management, administration and mechanics except in headquarter, there is another level called middle managers. However, researcher focused on purposive sampling and using homogenous sampling in which administration employee and mechanics from both departments which consist of 36 employees. Hence for the pilot study, this study will take four persons from the sample size of 36 to do the pilot survey but this four sample will be not included in final study. Thus, this study will use the rest of sample for pre survey before the implementation of intervention plan and also using the same sample size for post implementation survey using the same questionnaire.

Sampling Technique

This study using mixed method approach thus, purposively sampling was used as a technique as it more suitable for this research. The sampling will be focus on employee with position of administration and mechanics only. Creswell (2009) mentioned that, purposive sampling are more useful for qualitative method because the participant are more experienced of theme but in this case, purposive technique will be used for both method.

Research Instrument

Instrument of research is crucial for this study in order to collect the accurate and sufficient data. Hence, this study uses interview questions and survey questions that have been adopt and adapt form previous study. The interview questions consist of 10 questions that reflected from the research questions and have been modify from previous researcher. 10 questions that have been covered the eight sections of variable and all the questions have an open-ended question which participant needs to explain their answer. The questionnaires will distributed using Google Survey platform, this study using rating questions to conduct the concept and variables of research. Hence study use 5 Likert-style rating scale of 1 – 5 with starting of (1) strongly agree, (2) agree, (3) neither agree or disagree, (4) disagree and (5) strongly disagree. The questionnaires consist of nine sections and each section consist of five questions each. The first sections, section (A) will be focus on the poor retention of employee in order to measure the effects of poor retention of employee towards another employee. Secondly, section (B) will be focused on the intention of employee to resign from the company in the basis of ethics or value

of organization, recognition and outside opportunities. In sections (C), study will measure their opportunities in career advancement in which the training program provided by company for them. Next is sections (D) in which measuring the motivation factor are most likely influence the employee to stay in company. Furthermore, sections (E) and (F) are measuring the communication and relationship between managers with their employee followed by the organization support received by employee and the remunerations and benefits that provided by company for employee. All these factors are measure thoroughly before the implementation of intervention plan and will be measured again after the implementation of interventions.

Validity

In mixed method study, it is important to check the validity and reliability of both qualitative and quantitative data in terms of accuracy and transparency of it. Validity can be defined as the accuracy of data collection and focusing on qualitative method of study. it must follow some measures unlike reliability, it must be consistent with other previous study that have different context (Creswell, 2009). According to Creswell (2009) also mentioned that, researcher needs to use several validity strategies to prove the ability of researchers to assess the accuracy of the data collection. This includes thick and rich description strategies on theme of study. In the interview session, participant will be brief regarding the theme and they allow to share their experiences freely without any restrictions or barrier in their perspectives.

Apart from that, this study has been gone through content validation for items in questionnaire and items in interview questions by two academic expert and two practitioners. Below is the profile of person that validate the content of this study.

Table 1: Content Validator Profile

Name	Position	Unit of Expert
Suraya Hamimi Binti Mastor	Senior Lecturer, Coordinator of HRM Department, UiTM Melaka Branch, Melaka City Campus	Human Resource Management
Dr Beni Widarman Bin Yus Kelana	Senior Lecturer, AHIBS UTM	Smart Digital Community
Nurnadia Binti Zulkifli	HR Executives	HR Practitioner with 5 years experiences
Ezatul Hasanah Binti Jaidon	Administrations Executives	Administrations with 6 years experiences

Reliability

Reliability can be defined as whether the data collection technique and analysis similar with the findings by evaluate results and transparency with previous study in other occasions (Saunders et al, 2009). Study shown that reliability cannot run from the threat itself such as error and biasness from the subject or participant as well as threat of observation error and bias (Robson, 2002). This study facing the participant error and bias throughout the period of research. However, it can overcome the threat by providing the solution that perfectly fit for participant. In this study, to study the effects that causes the poor retention, participant will be assess the questionnaire on Sunday, the beginning of week before they start their operation.

Data Collection

50 questionnaires will be distributed to the respondents and it will be the primary data sources. Data collection for RQ1 will be used mixed approach by structured interview and structured

questionnaires survey as well as for RQ2. For the qualitative method, the interview session will be conducted to the participants at Jaidon Motor until the data saturated.

Data Analysis

The data analysis for qualitative method will be using manual transcription and for quantitative method will be using SPSS. SPSS is an integrated interface to run inputs such as advanced statistics, regression and description statistics and the output of this statistics will be a comprehensive tables, charts and decisions trees in just one tool (Pallant, 2007). Table 2 shows the approach and data analysis to every research question.

Table 2. Research Question with Approach

	Research Question	Approach	SPP
RQ1	What elements that contributes the poor retention in Jaidon Motor Sdn Bhd?	Qualitative Method – Interview	Miles and Huberman
RQ2	How retention strategies can influence the turnover in Jaidon Motor Sdn Bhd?	Quantitative Method - Questionnaires	Technique, SPSS

Conclusion

From the literature review of previous study of retention, several factor that influenced retention employee in organization which are motivation, well-being, and engagement with organization. Furthermore, it was reported within the automotive repair and maintenance industry, the retaining employee become crucial in globally to supply the best service sector to the customer due to growth of market demand and technology advancement. Hence without the engagement from organization itself to support their employee, their motivation factor effects and they would like leave the company. Therefore, two model of theory that relevant to the case has been discussed thoroughly whereby human capital theory explained that, human can be valuable asset to organization and back bone of organization to reach their objective and goals. By doing so, motivation factor was the trigger factor that can ensure good employee to stay in organization. This can be supported with previous study of Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. To sum up, this study suggested intervention and transformation plan that can be the solution of poor retention in Jaidon Motor Sdn Bhd. The expected findings of this research will be the increase in employee retention and turnover decrease by revising Jaidon Motor Sdn Bhd retention policy.

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A REVIEW OF ENTREPRENEURIAL ORIENTATION AND ORGANIZATIONAL PERFORMANCE OF ONLINE BUSINESS IN MALAYSIA: THE EXTERNAL ENVIRONMENT AS A MODERATOR

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Abstract: *The immense development of technology has brought dramatic changes to business structure. More specifically, the Internet has become an important alternative distribution channel for good and services. Online business today is facing major transformations due mainly to increased competition, changes in consumer behavior, and technological advancements. The online business sector in Malaysia is important because of its significant contribution to the economic growth, due to the support and various initiatives given by the government. Hence, it needs to be properly managed to ensure that it is well-sustained. This research examines the relationships between entrepreneurial orientation and organizational performance and the moderating role of external environment between the relationships. The consideration of putting moderator factors in this research allows more precise descriptions on the relationship between the two variables mentioned and the outcome of the research. There has been relatively little research that examines the relationship between external environment and their consequences on organizational performance of online business in developing countries. This research represents an attempt to do so from the Malaysian online business perspectives. This study was grounded by Resource-Based View theory as the underlying basis. This study adopted quantitative approach where 400 questionnaires will be distributed to the target population. The data will be analyzed using Structural Equation Modelling on the quantitative data using SMART PLS 3.0. These expected findings of this study will be able to serve as a guideline for online business owners or founders to improve their organizational performance thus compete in the digital sphere.*

Keywords Entrepreneurial orientation, External environment, Organizational performance, Online business

Introduction

Entrepreneurial Orientation (EO) is a key concept of entrepreneurship and has received keen scholarly attention, is an organizational level entrepreneurial activity (Covin & Slevin, 1991; Rauch et al., 2009; Covin & Lumpkin, 2011). EO refers to the strategy making process that provides organizations with the basis for entrepreneurial decisions and actions (Lumpkin & Dess, 1996). EO is a key ingredient for organizational success (Lumpkin & Dess, 1996) and has been found to lead firms towards achieving higher performance (Zahra & Covin, 1995; Wiklund & Shepherd, 2003). In other words, firms are likely to benefit from pursuing and adopting EO (Wiklund & Shepherd, 2005) since it has been recognized as an effective tool that assists organizations to maintain their performance (Covin & Lumpkin, 2011). It has been revealed that entrepreneurship research in the context of EO has focused on large companies and SMEs compared to online businesses (Frishammar & Andersson, 2009). Besides, Dess, Lumpkin and Covin (1997) suggested that organizations with an EO are more likely to perform better than those that lack such an orientation. This shows the importance of EO in a business, including online business.

Online businesses in Malaysia are targeted as one of the main contributors for development of excellent and knowledgeable generations, who need to cope with the current digital transformation. In Malaysia, the online business sector is experiencing growth, especially with the assistance from the government. For example, the government has allocated RM 100 million for *eRezeki* and *eUsahawan* programmes to ensure that the well-being of the rakyat (people) is looked after (Bank Negara Malaysia, 2017). These programmes are part of the government's effort to nurture the growth of the country's Digital Economy. With all these initiatives provided by the government, entrepreneurs can make an active contribution by modifying their working environment and upgrading their businesses. Moreover, with e-business as an important digital business platform, Malaysian retailers need to make an effort in transforming themselves to become more effective and create efficient entities to embark on the digital transformation. Online business in Malaysia has turned out to be progressively vital, whereby it offers opportunities for generating revenue and creating a future. Thus, with the support and opportunities provided, the government believes that the steps taken will help in developing and increasing the number of online ventures in Malaysia, to enhance the performance of businesses in line with the current development.

Moreover, conceptual and empirical evidence has suggested that entrepreneurial activities could strengthen and enhance the performance of enterprises, particularly online businesses (Maditinos, Chatzoudes & Sarigiannidis, 2014). Nevertheless, due to the highly competitive online market, an online business is forced to be innovative and flexible in response to the continuously changing and unstable electronic environment. Therefore, decision making was observed to be an important factor in the success of an effective online business operation (Onetti et al., 2012; Yeh et al., 2012).

Many empirical studies have reported that EO has a positive effect on firm performance (Wiklund & Shepher, 2003; Li, Huan & Tsai, 2009). However, there are others which were unable to identify a positive and significant relationship between EO and firm performance (Lee, Lee & Pennings, 2001; Hughes & Morgan, 2007). These mixed findings indicate that EO may not always lead to a superior performance (Kusumawardhani, McCarthy & Perera, 2009). Nevertheless, it is still essential to understand the implementation of EO and the link to organizational performance in the Malaysian online business context.

Nowadays, the competitive business environment will influence the resources and internal capabilities (EO) of online businesses towards achieving good business performance. The external environment (EE) is defined as factors and situations that can dictate and influence the performance of firms (Mohd, 2005). Therefore, EE plays an important role in influencing the relationship between EO and organizational performance. According to Ahmad, Rani and Kassim (2010), the business environment in Malaysia is getting more competitive. This is due to the online business sector that has brought the challenge of the new economy, which is driven by the digital economy. EE is believed to weaken the relationship between EO and organizational performance of online business, whereby, when EE is high, this would lead to a lower EO-organizational performance relationship. Meanwhile, a lower EE would lead to a higher EO-organizational performance relationship.

Problem Statement

Failed Internet entrepreneurs are blamed for not properly developing their decision-making skills. Batiah (2011) had raised concerns regarding the issue of not developing proper decision-making abilities. The arrival of the 21st century was accompanied by the ‘dot-com crash’, in which hundreds of companies around the world laid off thousands of employees and filed for bankruptcy (Batiah, 2011). Several parties were blamed for the ‘dot-com crash’ of which majority were established and run by young entrepreneurs who lacked the ‘essential experience in planning, organizing, and managing the business’ (Foster & Lin, 2003). Nonetheless, little is known on how online business entrepreneurs develop decision making skills to achieve business success, since various researches focused on the drivers or consequences of online business (Ekemen & Yildirim, 2016; Fleenor, 2015; Omar & Anas, 2014; Chang & Dasgupta, 2015). To gain a competitive advantage to improve organizational performance, EO, as mentioned by Lomberg et al. (2016), is an effective tool that provides organizations with a basis for decision making and action. Hence, it is vital to analyse EO’s role in organizational performance of online businesses in Malaysia. EO and organizational performance should be given due attention to assist policy makers in grooming more young and talented entrepreneurs.

Despite strong economic growth in recent times, external environment remains a key challenge for Malaysia to continue with the positive development. A few authors have ascribed the disappointment of businesses, particularly SMEs, to various factors ranging from training of entrepreneurs to exposure and experience, while some analysts opined that business environment can have an impact on SMEs (Obasan, 2014). Understanding the environment within which the business must operate is very important for successfully running a business unit at any place. Thus, comprehending the role of EE in development of EO to achieve good business performance signals that online business decision making among Malaysian entrepreneurs is an issue that warrants attention. Nevertheless, not much information is available on how EE plays the role of moderator in the Malaysian online business setting. In the current study, it is believed that EE modifies the original relationship between EO and organizational performance. Therefore, this study examined EE as a moderating effect on the EO-organizational performance relationship.

Literature Review

Entrepreneurial Orientation

EO has received extensive theoretical and empirical attention in organizational research. It has emerged as one of the most widely accepted firm level constructs in entrepreneurship literature (Gupta & Batra, 2015) and one of the major topics in entrepreneurship studies (Vora, Vora & Polley, 2012). Majority of EO definitions refer to the organizational level. The term EO was

first introduced by Miller (1983), even though he did not use the term in his study (Covin & Lumpkin, 2011). Miller (1983) proposed a definition, namely, ‘an entrepreneurial firm is one that engages in product-market innovation, undertakes somewhat risky ventures, and is first to come up with proactive innovations, beating competitors to the punch’ (p. 771). In other words, according to Miller (1983), EO consists of innovativeness, risk-taking, and proactiveness.

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Organizational Performance

Organizational performance is one of the important factors to determine why some organizations succeed while others fail. It is crucial for business owners, managers, and entrepreneurs to know the performance level of their organization for them to take appropriate steps to venture forward. This is a concern that needs attention because it will impact an organization’s competitiveness. Nevertheless, defining, conceptualizing, and measuring performance have not been an easy task, whereby organizational researchers have different opinions and definitions for performance (Barney, 1991).

There are numerous concepts and definitions to explain organizational performance. Based on Daft (2000), organizational performance denotes the ability of organizations to achieve their goals using available resources in an efficient and effective manner. Similarly, Tapanya (2004) defined organizational performance as the ability of an organization to achieve its goals and objectives. In addition, Harif, Hoe and Ahmad (2013) argued that to achieve long term successful organizational performance, organizations must fulfil the expectations and needs of stakeholders, which include their customers, consumers, employees, suppliers, local community stakeholders, and shareholders.

External Environment

Modern-day entrepreneurs must face an unpredictable business environment in which globalization, lack of resources, frequent fluctuations in business cycles, changes in social values, technology, competition, customers, suppliers, and various other forces, affect the overall business performance (Ward & Lewandowska, 2005; Asch & Salaman, 2002). In Malaysia, based on today’s competitive environment, companies are compelled to behave in an entrepreneurial manner to try surviving in the market. EE has been described as factors and situations that can dictate and influence the performance of firms (Mohd, 2005). Wood et al. (2000) highlighted that the EE in which firms’ function is uncertain, complex, and constantly changing, competition is one of EE’s key characteristic. Hence, applying EE to the e-business

context and based on Mohd (2005), in this study, EE represented ‘the forces outside of the organization which exert uncontrollable influences on business activities and performance’.

Past studies had mostly concentrated on the direct and moderating effects of EE. According to Kuratko and Hodgetts (2004), the moderating effect of EE could directly or indirectly influence entrepreneurial decisions, thereby also affecting the firm’s performance. Apart from that, Martins and Rialp (2013) highlighted EE as a key contextual factor in the relationship between EO and organizational performance. Organizations facing a high level of EE are expected to have a lower level of EO and organizational performance, and vice versa. This is because it is reasonable to assume that the more pressure an organization feels in its operating environment, the better it can protect itself and encourage the adoption of best practices (Zailani, Dahlan, & Jallaludin, 2009).

Therefore, the various factors and forces that make up the external determinant could cause problems to the organization and are likely to influence the formation of good decision making that can weaken the relationship between EO and organizational performance. Besides that, Mohd (2005) had stated that the external environmental factors are capable of determining the success and failure of firms (Jabeen, Aliyu & Mahmood, 2016). A sound environment for business can provide a firm an edge over and above other organizations and help it achieve a competitive advantage. Nonetheless, a careful scanning of the business environment can supply a firm with the knowledge on how to deal with issues involved in the area in which it operates (Aliyu & Mahmood, 2015). As such, this research focused on EE as a potential moderator variable that influences the relationship between EO and organizational performance of online business in Malaysia.

Conceptual Framework and Hypothesis Development

Entrepreneurial Orientation and Organizational Performance

EO is an important competency in becoming an entrepreneur and managing a firm’s performance. The role of the EO is crucial due to its positive influence a firm’s business performance (Covin & Slevin, 1989; Lumpkin & Dess, 1996). Firms with high levels of EO tend to constantly scan and monitor the activities of entrepreneurship in order to find new opportunities and strengthen their competitive positions (Covin & Miles 1999).

A study by Deepababu & Manalel (2016) stated that the importance of EO and its influence on organizational performance have been highlighted in both conceptual and empirical view points (Covin & Slevin, 1991; Lumpkin & Dess, 1996) and there are many empirical research (Lumpkin & Dess, 2001; Wiklund & Shepherd, 2003; Wiklund & Shepherd, 2005) which are concerned with the positive implications that EO has on organizational performance (Lumpkin & Dess, 1996; Wiklund, 1999). At the empirical level, past studies have shown a positive relationship between EO and firm performance (Lee & Pennings, 2001; Wiklund, 1999; Wiklund & Shepherd, 2005). Several studies have revealed a positive impact of EO on performance (Alegre & Chiva, 2013; Hakala, 2013). Thus, it may be beneficial to adopt an EO, because entrepreneurial strategies are regarded as being related to better firm performance and because of that the relationship between EO and firm performance has been at the forefront of entrepreneurship literature for many years (Deepababu & Manalel, 2016). Based on the above discussion, the following hypothesis are formulated:

H₁. Entrepreneurial orientation (EO) is positively related to organizational performance.

The Role of External Environment in the Entrepreneurial Orientation and Organizational Performance relationship

The relationship between EO and organizational performance has been widely studied by a number of researchers. However, some researchers, reported positive relationship, while others reported a negative relationship. Nonetheless, there are also scholars who found mixed results in the EO and organizational performance relationship. The studies which reported a positive and significant relationship between the two constructs include Wiklund and Shepherd (2003); Fairoz, Hirabuni and Tanaka (2010); Idar and Mahmood (2011); Al-Swidi and Mahmood (2012). However, some extents studies by Arbaugh, Cox & Camp (2009) and Anderson (2010) reported a negative association between entrepreneurial orientation and business performance; whereas the study of Runyan, Droge and Swinney (2008) and Ambad and Abdul Wahab (2013) found mixed outcomes in the EO and organizational performance relationships. Hence, EO to performance relationship studies is inconclusive. However, Herath and Mahmood (2013) suggested the inclusion of moderator in strategic orientation to the business performance relationship.

Environmental effects on EO and the relationship between EO and performance have long been considered. Still, researchers continue to conduct studies designed to explore linkages between the environment and EO, or between EO and performance as affected by the environment (Covin & Lumpkin, 2011). According to Jabeen & Mahmood (2014) and Jabben, Aliyu and Mahmood (2016), it was contended that EO and firm performance relationship is dependent upon the EE. According to Martins and Rialp (2013) EE is always highlighted as a key contextual factor in the EO and organizational performance relationship. The main reason EE has been chosen as a variable in this study is because the significance of EE to online business can be seen from the fact that no business operates in a vacuum, it must have an environment to operate in, for survival and to remain relevant. However, a careful scanning of business environment can provide a particular firm with the knowledge of how to deal with the issues involved in the area in which it operates (Aliyu & Mahmood, 2015). Based on the above discussions, the following hypothesis is proposed:

H2. The relationship between entrepreneurial orientation (EO) and organizational performance is moderated by the external environment (EE).

Extension of Resource Based View (RBV) Theory

The Resource Based View (RBV) theory has become one of the most important theories in strategic management literature since 1990s (Chen, 2012). Essentially, the RBV is based on the assumptions that firms have heterogeneous resources and the resources remain imperfectly mobile over time (Thoo Ai Chin, 2014). RBV theory is very useful in enhancing the organization's competitive advantage through EO because they represent the aspects of the internal capability as an internal strength of the organization.

In addition, this study focuses on on EE as a moderator is to enhance the EO and organizational performance relationship and also to contribute to the theory of resource based view (RBV) that suggests the existence of external environment along the EO and organizational performance relationship (Barney, 1991). Given the previously held belief that EE plays an important role where the changes and unpredictability in the EE in which firms operate determines how they fit and their ensuing performance..

With this, the researcher proposed the potential moderator role of EE to enhance the EO and organizational performance relationship and also contributes to the extended theory of resource based view (RBV) whereby the theory posits that RBV theory provides a powerful impact to an organization about how they can perform better than other organizations in the

same market. The extended KBV in this study, require the e-business to be proactive and nurture an enabling business performance that facilitates EO and EE among employees in order to be relevant and sustainable in today's competitive market.

Figure 1 demonstrates the research model based on the proceeding discussion. Since past literature shows inconclusive results on EO and organizational performance, EE is adopted to assess its moderating effect on the postulated EO and organizational performance relationships in the present study. According to this model, entrepreneurial orientation is positively related to organizational performance (H_1) and it is conceptualized that external environment moderate the relationship between entrepreneurial orientation and organizational performance (H_2)

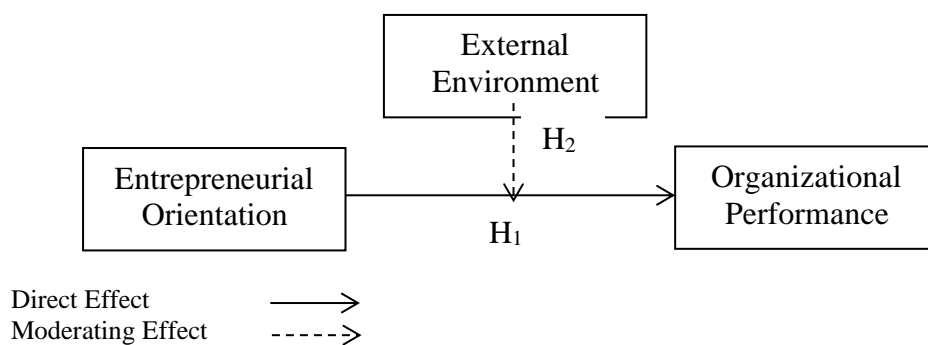


Figure 1: Research model

Methodology

The population of this study consists of all active online business registered in Malaysia. The researcher drew the sample in Malaysia from the Companies Commission of Malaysia (CCM). Employing Krejcie and Morgan (1970) sampling table to determine minimum sample size to ensure adequate statistical capacity to investigate and explain the variables under investigation. A total of 381 active e-business in Malaysia are suggested based on the sampling table and appropriate to assess the accessible population of the study.

A quantitative approach using self-administered questionnaire was adopted. All statements pertaining to entrepreneurial orientation, external environment and organizational performance were adopted and adapted from past literature (Bolton and Lane, 2012; Lumpkin and Dess, 2001; Lumpkin, Cogliser and Schneider, 2009; Naman & Slevin, 1993; Lo, Wang, Wah & Ramayah, 2016; Azlin Shafinaz Arshad, 2016). All key variables were measured by multiple statements, as this would afford greater degrees of freedom when partitioning the data into groups. It would also allow for adjustment of measurement error, thus increasing their reliability and predictive validity (Hair et al., 2014). Statements were also organized in sections without randomization based on the common objectives and contexts of the statements (Burns and Bush, 2005). A post hoc Harman single-factor analysis was also performed after data collection to ensure the variance in the data was not explained by one single factor, thus addressing the common method bias (Chang et al., 2010; Podsakoff et al., 2003). Except for demographic information, a five-point Likert scale where 1 indicating strongly disagree to 5 indicating strongly agree was adopted to measure the statements. Expert validation and pre-test was administered to secure face validity of the questionnaire in this study. Besides, pilot test

was also conducted using the target respondents to finalize the usability of the questionnaire (Bryman & Bell, 2011).

Stratified sampling technique will be used to distribute questionnaire to the online business in Malaysia. As such, three criteria were set to ensure the respondents, first must be the owner/founder of the online business in Malaysia, second, must register under the Companies Commission of Malaysia (CCM), and third, the years of the establishment must be more than 1 year. This study adopted quantitative approach where 400 questionnaires will be distributed to the target population. The data will be analysed using Structural Equation Modelling on the quantitative data using SMART PLS 3.0. The latter software utilizes structural equation modelling of partial least squares (PLS-SEM) approach will be used to enhance predictive relevance by maximizing the variance of key target variables by different explanatory variables (Hair et al., 2014; Henseler et al., 2009).

Data Collection

To gather statistical data, the questionnaire will be hosted by the researcher. The survey involved questions that were designed and made for the purpose of collecting statistical data used for quantitative analysis. All survey were anonymous and respondents were ensured that their personal information will remain unknown. The data will be collected using a self-administered questionnaire.

Data Analysis

Reliability Test

The reliability test will be conducted in order to know the reliability of the items in each variable. The widely used reliability coefficient is the Cronbach's alpha where it measures internal consistency by determining how all items on a test relate to all other items. A Cronbach's alpha of at 0.7 and preferably closer to 0.9 are considered useful and reliable (Hair et al., 2007; Sekaran, 2003).

Common Method Bias

A Harman's single factor test was performed (Podsakoff et al., 2003) to determine if there were any issues in relation to common method bias (Memon et al., 2017). The common method bias exists if one principal factor accounts for the majority of the total variance, i.e. more than 50% (Podsakoff et al., 2003).

Structural Equation Modelling (SEM)

Structural Equation Model (SEM) is the second-generation statistical method widely used by researchers to analyse the interrelationship among construct in a model. SEM is a multivariate technique that combines aspects of factor analysis and regression, enabling the researcher to simultaneously examine relationships among measured variables and latent variables as well as between latent variables (Hair et al., 2014). According to Zainuddin (2014), SEM is the most efficient method to handle the CFA for measurement model, analyse the causal relationships among latent constructs in a structural model, estimating variance and covariance and test the hypotheses for mediators and moderators (Ishamudin, 2016).

Assessment of Moderator Analysis

To perform moderator analysis using interaction effect (moderator variable is continuous variable), external environment play a major role of moderator effect (reflective continuous

variable) (Ramayah et al., 2018). In examining the interaction effects of moderator using PLS-SEM, this study applied the orthogonalizing approach (Henseler & Chin, 2010) in detecting the moderating effect of external environment on the relationship between entrepreneurial orientation and organizational performance. The orthogonalizing approach was preferred in this study is to minimizing estimation bias as it able to avoid multicollinearity issue (Henseler & Chin, 2010). The significant effect of external environment was assessed by using a bootstrapping re-sampling with 5000 re-samples.

Conclusion

The important role of EO in organisational performance has been extensively studied in the literature. It shows that EO is the propensity of a firm to be innovative, risk-taking and proactive which has a direct relationship with the organisational performance. Besides, the value of EO on organisational performance depends on the extent to which external environments provide opportunities for the online business to explore their EO which enable the online business to capture opportunities when implementing the right decision making. Therefore, the entrepreneur must seriously implement the EO that has been extensively discussed in order to promote EO in organisation. This study will make a contribution towards the empirical evidence of EO on online business performance. Since most of the studies on EO and organisational performance have been conducted among the established companies, therefore, this research shed some light on the online business settings. Their performances are a major concern due to initiative given by the government where government has provided a huge allocation to the ICT sector. It is to ensure that all equipment and requirements related to the ICT sector can be developed and can deliver useful benefits to the communities in Malaysia, especially to the online business users. Thus, it is imperative that the online entrepreneur implement effective EO to enhance their performance and ensure their survival in digital sphere. The expected findings in this study able to serve as a guideline for e-business owners or founders to improve their organizational performance thus compete in the digital sphere. It is also suggested that similar future study emphasizes in depth on the ability of entrepreneurial orientation and external environment capabilities in sustaining e- business performance towards business uncertainties.

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DOES ISO 14001 ADOPTION IMPACT ON COMPANY'S PERFORMANCE IN INDONESIA?

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Abstract: -Stakeholder pressure and winning in competition trigger companies to adopt environmental management systems (EMS). Nevertheless, environmental management adoption does not always have positive impact on organizational performance. Previous studies indicated that the relationship between environmental management systems and financial performance still vague. This study investigates the indirect impact of environmental management systems on financial performance through environmental performance as a mediator. Data were collected from government institutions and Indonesia Stock Exchange. PLS-SEM utilized in analyzing the data. The findings suggest that direct and indirect influence of EMS adoption on financial performance are insignificant. However, the study shows that environmental management system directly and significantly affects environmental performance and environmental performance impact on financial performance significantly. The conclusion implies, implementing an environmental management system lead to better environmental performance and higher financial performance. More incentive should be provided to attract more company involved in environmental management best practices. Future study considers company's maturity in adopting EMS, do different test for beyond compliance and compliance companies, and its impact on environmental performance and financial performance, uses market-based indicators to assess financial performance as well.

Keywords: Environmental, Management, Systems, Financial, Performance

Introduction

The increasing public attention toward environmental issues encourages businessmen to integrate these issues in their business practices. Business activities are considered to have a lot of negative impacts on the natural environment which potentially threaten business continuity. Pollution arising from business activities can pose a threat to boycotts from the government and society (Sagarin et al., 2009) and decrease company's reputation (Miles, Covin, Miles, & Cov, 2000). The massive exploitation on natural resources also potentially reduce the supply of production factors such as fossil fuels. To overcome these environmental problems, business practitioners adopt an environmental management system. International Standards Organization (ISO) showed companies' interest in adopting Environmental Management Systems (EMS) continues to grow. In 2013, there were more than 320,000 companies or facilities that adopted the environmental management system, from the total number of EMS adopters, which adopted ISO as many as 301,647 in 170 countries worldwide (Phan & Baird, 2015). Companies' initiative in adopting environmental management systems is driven by different motivations such as competitive advantage, commercial, ethical and relational (González-Benito & González-Benito, 2005; Rino & Salvador, 2017). The different

motivation in adopting an environmental management system result in different impact on financial performance and environmental performance.

The association between EMS adoption and company performance has been widely investigated. However, the study showed mixed result. It was about 55 percent showed environmental management systems adoption resulted in positive impact on financial performance. While 15 percent indicated negative results, and the remaining 30 percent concluded there was no relationship (Horváthová, 2010). The inconsistent result caused by, first, studies carried out on companies that adopt different type on EMS. It is known that there two types of environmental management systems (EMS), formal (certified) EMS and informal(uncertified) EMS. The example of formal EMS is EMAS (Eco-Management and Audit Scheme) and ISO 14001, and both systems are different (Testa et al., 2014a). Company that follows formal EMS should comply with official standard that published by International Standard Organization or other institution, and regularly the institution hold audit to convince that the organization complies with standard. In contrast, Informal EMS set according own company's initiative and there is no audit by third independent party. Formal EMS often associated with proactive environmental management strategy. Roome (1992) categorized EMS as a strategy. He proposed three company's categories are associated with environmental strategy; non-compliance, compliance and compliance-plus. Non-compliance companies tend to choose passive strategy, they ignore environmental issues. Compliance company adopt reactive strategy, they do some environmental actions as a reaction of stakeholder pressure especially government pressure. Reactive environmental management focus on air pollution reduction, water pollution reduction and toxic waste management. Whereas, compliance-plus companies adopt proactive environmental management that has boarder scope than reactive strategy. Its practices emphasized on pollution prevention through reduction pollution at source. Adoption different types of EMS produce different impact on environmental performance and financial performance.

Second, previous studies used different types of environmental performance indicators, the amount of waste produced (Iwata & Okada, 2011; J. Sarkis & Dijkshoorn, 2007; Sharma & Henriques, 2005) waste management (José F. Molina-Azorín, Tarí, Claver-Cortés, & López-Gamero, 2009), energy reduction, water reduction, waste reduction, reduction in packaging, recycling of materials or reuse and toxic waste pollution emissions (De Burgos-Jiménez, Vázquez-Brust, Plaza-Úbeda, & Dijkshoorn, 2013), electricity index (Giljum, Burger, Hinterberger, Lutter, & Bruckner, 2011) total material requirements (Baboulet & Lenzen, 2010), greenhouse gas emissions (Psaraftis & Kontovas, 2010). and release of toxic waste (Patten, 2002).

Third, various financial performance indicators used in the different study, accounting-based measures (Iwata & Okada, 2011; M. G. Yang, Hong, & Modi, 2011), market-based measures (Dowell, Hart, & Yeung, 2000; Luo & Bhattacharya, 2006) and cost approaches (Christmann, 1999). Fourth, previous study demonstrated different data collection method, survey (Comoglio & Botta, 2012; Franchetti, 2011; Melnyk, Sroufe, & Calantone, 2009), in depth interview method (Gasbarro, Rizzi, & Frey, 2013; Jose F. Molina-Azorín, Tarí, Pereira-Moliner, López-Gamero, & Pertusa-Ortega, 2015), and documentation(Iwata & Okada, 2011; Nishitani, Kaneko, Fujii, & Komatsu, 2012).Fifth, one revealed that unclear association between two variables due to both variables could not be tested directly, mediator variables or moderators are needed to test the relationship between the two variables (Henri & Journeault, 2008).

This study directed to examine indirect influence of environmental management system on financial performance through environmental performance as mediator variable.

There are four conditions that should be fulfilled in testing mediator variable, 1) the independent variable should affect dependent variable significantly, 2) the independent variable significantly influence mediator variable, 3) the mediator variable significantly affect dependent variable, 4) the effect of the independent variable on the dependent variable must diminish after controlling for the effects of the mediator (Baron & Kenny, 1986; Joseph Sarkis, Gonzalez-Torre, & Adenso-Diaz, 2010) Many studies showed that there was significant impact of EMS adoption on financial performance (Epstein, 2009; Henri & Journeault, 2008; Melnyk, Sroufe, & Calantone, 2003; Jose F. Molina-Azorín et al., 2015). The significant evidence impact of environmental management system on environmental performance revealed by Gasbarro et al., (2013); King, Lenox, & Terlaak (2005); José F. Molina-Azorín et al., (2009); Nishitani et al., 2012; Potoski & Prakash (2005). De Burgos-Jiménez, Vázquez-Brust, Plaza-Úbeda, & Dijkshoorn (2013); Ferrón-Vílchez (2016); Montabon, Sroufe, & Narasimhan (2007) confirmed environmental performance significantly affect financial performance.

The study will be conducted in Indonesia. More than a decade, Indonesia government released company compliance assessment program in environmental management (PROPER) that directed to increase company's participation in minimizing adverse environmental impact. Data published by the government showed company's involvement in this program tend to increase every year. According to The Minister of Environment Regulation No.3/2014, company's participation in environmental management is classified into four categories, beyond compliance, compliance, less compliance and not compliance. PROPER reporting (2016-2017) showed 70% companies included in compliance company, that doing environmental management at minimum standard, and 23% companies include in beyond compliance companies and the rest, 7% included in the last two categories. Referring to the data, the question, do companies participation in environmental management result in positive impact on environmental performance and financial performance.

Literature Review

The classical economists state that the company's concern on environmental issues will result in losses (Marc Orlitzky, Frank L. Schmidt, 2003). Environmental commitment needs large investment to be implemented. Investment both end-of-pipe and prevention pollution technologies potentially diminishing in company's profit (Joseph Sarkis & Cordeiro, 2001). The economists claimed that in running the business, companies heavy rely on capital from the shareholders, therefore, company's responsibility should be focused on maximizing profits for shareholders. They also argued that companies are not individuals who can be given responsibility to carry out environmental responsibilities. On the other hand, stakeholder theory reveals that company's success determined by manager's ability in creating the relationships with stakeholders (Elkington 1997), the provider of production factors. Anton & Khanna (2002); Delmas & Toffel (2008); Joseph Sarkis et al., (2010) confirmed that stakeholder pressures be a major reason why company doing environmental management practices, particularly government pressures. However, Hart (1995) argued that environmental management adoption forced by regulation resulted in low performance and insignificant impact on company competitiveness, but it refuted by Arimura, Darnall, Ganguli, & Katayama (2016); Porter & Linde (1995); Joseph Sarkis et al., (2010). Environmental regulation allowed company to use technologies that resulting cost efficiency such as air filter technology. Study by Joseph Sarkis & Cordeiro (2001) indicate that utilizing prevention pollution technologies produced large negative impact on financial performance than end-of-pipe technologies. Investment on prevention pollution technologies are higher than investment in end-of-pipe technologies, and the investments' impact could not be seen in the short-term performance.

Company's initiative in adopting formal environmental management systems is associated with beyond compliance on regulation that confirmed have positive impact on environmental performance and financial performance (Arimura et al., 2016; Darnall, Henriques, & Sadorsky, 2008; Franchetti, 2011; Testa et al., 2014b). Adopting ISO 14001 certificate generates some benefits such as strong reputation that lead to improved external party trust (Martín-de Castro, Amores-Salvadó, & Navas-López, 2016; Miles et al., 2000) claimed that strong reputation impact on the increasing sales that produced higher profit. King et al., (2005); Macdonald, 2005; Schmidt-bleek, Lardereel, & Basile (2002) also revealed the formal EMS provide systematic procedures for planning, implementing, monitoring, evaluating and taking corrective action in mitigating environmental issues than informal EMS. ISO 14001 adoption lead to sustainable environmental performance. Delmas (2001); S. Hart (1995) also argued that ISO 14001 as a source of competitive advantages, it facilitates company to cut costs through reduction materials, energy and water consumptions, process and product more environmentally friendly and waste management through recycle, reuse and reduce both non-hazardous and toxic waste and hazardous and toxic waste (Ghisetti & Rennings, 2014; Klassen & Whybark, 1999; Tan, Habibullah, Tan, & Choon, 2017)

Company success in reducing environmental problems showed on environmental performance improvement that proxied by energy reduction, water reduction, waste reduction, reduction in packaging, recycling of materials or reuse and toxic waste pollution emissions (De Burgos-Jiménez et al., 2013). Impact of environmental performance on financial performance observed by Ferrón-Vílchez (2016); Meng, Zeng, Shi, Qi, & Zhang (2014). Some finding (S. L. Hart & Ahuja, 1996; Montabon, Sroufe, & Narasimhan, 2007b; Tan et al., 2017) indicated that the reduced of water, energy and materials consumptions produced cost savings, reduction in waste and packaging result in lower cost for handling waste and increased in salable recycle product of waste management generate additional revenue. Morrow & Rondinelli (2002) implied that environmental practices focus on cost production efficiency would impact on financial performance. Other study mentioned, improving in financial performance potentially generated by cost efficiency associated with loss of environmental risks resulted from comply on environmental regulation, better employees' health of reduction in air and water pollutions, and higher reputation generated stakeholder trust improvement (Khanna & Anton, 2001; Koehn, Asce, & Datta, 2004; Miles et al., 2000; Potoski & Prakash, 2013).

In this study, environmental management system adoption proxied by the possessing of ISO 14001 certificate. Company that has certificate is coded 1, company without certificate will be marked 0. Environmental performance evaluated based on compliance rating, beyond compliance company is coded 1, 0 for compliance company. Referring on The Minister of Environment Regulation No.3/2014 article 6, the performance of beyond compliance company evaluated based on succeeded in controlling water pollution, air pollution, hazardous waste management, reducing in materials, water energy consumptions, reducing and utilizing hazardous and toxic waste, and non-hazardous and toxic waste, reducing greenhouse gas emissions, protect biodiversity, and empower communities. Whereas, article 5 states compliance company performance assessed by water pollution reduction, air pollution reduction and the management of hazardous and toxic waste. Financial performance used to describe the success of the company in carrying out its business activities. Organizational performance measured by profitability and growth (Darnall et al., 2008). This study applies return on sales (accounting-based approach) in evaluating company's ability in gaining profit from sales. Once mentioned, strong reputation resulted of EMS adoption allows company to generate more sales from core product and by-product resulted from recycle activity. Potential

profit also can be obtained from cost savings of less materials, energy and water consumption and cost efficiency from waste and pollution handling cost.

Research Methodology

Population of the study are all manufacturing companies that are listed on the Indonesia Stock Exchange and State-Owned Enterprises. The sample was selected using a purposive sampling method with some criteria namely; go public manufacturing companies and state-owned enterprises that issued annual reports and financial reports in 2016, the company has adopted an environmental management system and followed an environmental compliance assessment program (PROPER). Manufacturing companies are selected as a unit of analysis because these companies have a large impact on the environment. Secondary data is obtained through the website, www.idx.co.id, www.menlh.go.id and company's website. Data used in the form of annual reports, financial reports and PROPER reports. The data obtained were analyzed using Warp-PLS version 6.0.

Based on data presented on company's annual report in 2016, 64 companies are chosen as the research sample, companies that have ISO 14001 certification were 46 companies or 72%, the remaining 18 companies have not been certified or they involved in informal environmental management system. Referring to the company's environmental performance (PROPER), 49 companies or 77% include in compliance company category, 15 companies are categorized as beyond compliance. According to the data, it can be implied that most company had complied on regulation in managing their environmental impacts, instead 23% have beyond compliance on regulation. This indicates that all company performance in controlling water, air pollution and greenhouse gas emissions, the implementation of waste management (hazardous and toxic waste) with the principles of reduce, reuse and recycle have been good.

Results and Discussion

Table 1 implied that direct effect of the environmental management system (EMS) on environmental performance (EP) is positive and significant. The path coefficient showed (+) 0.264, and p value is $0.012 < 0.05$, it implied that relationship both variables significant in 5%. Adjusted R^2 by 5.5% indicates that the influence of EMS on environmental performance is about 5.5%, the rest 94.5% affected by other variables outside model. Environmental policy, planning, implementation, monitoring and evaluation activities which are set to reduce material and energy use, pollution control and waste management are proxy of the environmental management practices. The better environmental management implementation the better the environmental performance which reflected by higher in material, water and energy savings, pollutants reduction and better performance of waste management. The PROPER report indicates that 77% of companies are classified as compliance company that has carried out control of water pollution, air pollution control, and management of hazardous and toxic as required, while 23% beyond compliance company has done the things stipulated in article 5 exceeding those required. In 2016, beyond compliance companies generated non-hazardous and toxic waste reduction by 3,245,604 ton, hazardous and toxic waste reduction by 6,444,846 ton, water efficiency 447,463,288 m³, energy efficiency 249,808,268 Giga Joule, 75,663,410 ton CO₂, EQ, and 260 of eco-Innovation. Therefore, it can be concluded that by implementing an environmental management, manufacturing companies in Indonesia can improve their environmental performance. This finding in line with previous study (Arimura et al., 2016; Comoglio & Botta, 2012; Nishitani et al., 2012; Phan & Baird, 2015).

The same conclusion also showed on direct influence of environmental performance on financial performance, path coefficients (+) 0.392 and P values less than 0.001. The better

the company's environmental performance the higher the cost can be saved. PROPER report (2016) revealed that energy efficiency, emission reduction, water efficiency, reduced water pollution load and higher reuse and recycle of hazardous and toxic waste and non-hazardous and toxic waste resulting in cost savings of around Rp.53 trillion (3.7 billion USD). The cost savings resulted by beyond compliance companies. It is true that cost saving generate lower production cost which potentially produces competitive product selling prices (S. L. Hart & Ahuja, 1996; Pagell & Krumwiede, 2004; C. Yang et al., 2019). The lower the selling price the higher the sales generated.

Table 1: Direct Effect of EMS, Environmental Performance and Financial Performance

Direct Path Coefficient		
	EMS	EP
EP	0.264	
ROS	0.027	0.329
P-Value Direct Effect		
	EMS	EP
EP	0.012	
ROS	0.414	< 0.001
Adjusted R ²		
	EP	ROS
EMS	0.055	
EP		0.132

Source: Author 2020

In the stark contrast, the impact of environmental management systems on financial performance was insignificant. Although, the relationship of both variables was positive, the path coefficient (+) of 0.027 with a significance level (p value) of 0.414 greater than 0.05. The Adjusted-R² 13.2% explains that the influence of the environmental management system and environmental performance on company performance is 13.2%, the remaining 86.8% is influenced by other variables outside model. Insignificant effect of EMS on financial performance was due to company's focus in adopting EMS more directed to internal motivation, improving environmental performance than gaining financial benefits. Prajogo, Tang, & Lai (2012), internal motivation, that comprises improving environmental performance, efficiency and control operation, positively associated with environmental benefits that proxied by pollution reduction, diminished energy and material consumptions, and reduced risks of environmental hazards. The motivation is probably triggered by company's willing to comply on regulation. The article 8 of The Minister of Environment Regulation No.3/2014 mentions that administrative sanctions and low enforcement will be given on company that has less compliance and/or non-compliance continued for two years. Regulatory pressures push companies to adopt environmental management that accordance with regulatory mandates (S. Hart, 1995; Levy, 2015). Porter & Linde (1995) also revealed that government pressure triggered competitiveness. By using technology, emissions, pollutions and costs that arise due to sanctions, fines and legal problems can be reduced.

ISO 14001 is only process standard that provide guidance in doing environment management, it triggers the differences in practice (Howard-Grenville, Nash, & Coglianesi, 2006). Insignificant effect of EMS on financial performance possibly caused by various environmental management practices implemented. The environmental performance showed

of 46 companies ISO 14001 adopter, only 15 companies that have beyond compliance performance. It means more than 50% ISO 14001 adopter include in compliance company that doing EMS in limited scope. Therefore, it is plausible if the company's initiative in adopting EMS insignificantly affect financial performance. For example, company A choose material and energy reduction as priority of the environmental management practices, while companies B choose pollution control as a priority. There are different goals and targets that will have an impact on the cost item. The first company will get a cost savings from the activities carried out, while the second company may need to spend to buy an air filter tool (to control air pollution) so that the amount of costs incurred can reduce the income earned. The second company may get benefit from environmental management activities which carried out in the following year through the productivity of employees who freed from air pollution.

Another reason why direct relationship EMS on financial performance insignificant, the study does not identify company's maturity in adopting an environmental management system. The evidence from previous study revealed that companies with longer experience are more capable in adopting EMS and very effective in practicing environmental management system, eco-innovations, and environmental legitimacy, then achieve better financial performance (Albertini, 2013; Inoue, Arimura, & Nakano, 2013). The insignificant result probably triggered by maintaining legitimation the company's desire to maintain its legitimation. Ferrón-Vílchez (2016) revealed that many companies adopt environmental management systems to enhance their reputation, the better company's reputation the stronger the legitimacy that associated with external motivation. The legitimacy opens wider opportunities to access. This study uses only one approach in assessing financial performance, it is accounting-based which focused on measuring the company's internal efficiency. While, there is possibility of companies which adopt environmental management system to strengthen their reputation and attain legitimacy from external stakeholders. According to data, it is showed that the percentage of companies which have ISO 14001 reached 72%, one of the reasons the company adopted ISO 14001 was to get external legitimacy (Testa et al., 2014a). Since accounting approach employed to assess internal efficiency, using market-based may deliver different conclusion.

Table 2 indicated that indirect impact of environmental management systems (EMS) on financial performance (FP) through environmental performance (EP) as mediator variables was insignificant, P value is $0.115 > 0.05$. It can be concluded that the role of environmental performance in mediating the relationship between environmental management systems and financial performance is not significant. Insignificance of direct relationship between the environmental management system and financial performance causes the condition for testing mediator cannot be fulfilled. In sum, it can be implied that financial performance is not generated directly by environmental management system adoption but rather a result of good environmental performance. It means that improvement in financial performance would be generated if company has superior environmental performance that resulted from better EMS adoption.

Table 2: Direct Effect of EMS, Environmental Performance and Financial Performance

Indirect Path Coefficient		
	EMS	EP
ROS	0.103	
P-Value Indirect Effect		
	EMS	EP
ROS	0.115	

Conclusion

In the summary, the study concludes that the relationship between environmental management system and financial performance cannot be mediated. The relationship among three variables seem like a sequence. Better environmental management system adoption lead to superior environmental performance, and superior environmental performance boosts financial performance. Indonesia government may provide tax incentive to improve company's participation in environmental management systems. Future research considers the maturity of company in adopting EMS, tries to test beyond compliance company and obey company separately and employ market-based measure as indicator of financial performance.

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SELF EFFICACY AND CAREER CHOICE CONSIDERATION AMONG SECONDARY SCHOOL STUDENTS IN PETALING DISTRICT

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Abstract: *The relationship of self-efficacy and students' career choice consideration in secondary schools in Petaling district is explored through this study. This mixed mode of qualitative and quantitative research explored the perspective of self-efficacy towards a career decision making of 200 students from secondary schools in Petaling district through adapted questionnaires and interviews. Being the most critical decision for students, career choice determines the future role in the society and the interest in occupational consideration which can be mould by the environment, it can start at early age in schools. Overall, the study uncovers that the relationship is positive between students' self-efficacy and career choice in the aspects of prior performance, vicarious learning, and physiological and emotional reaction or attachment.*

Keywords: *Self-Efficacy, Career Choice, Prior Performance, Vicarious Learning, Physiological*

Introduction

Career choice is one of students' most critical decisions as students make choices which decide their future role in society. The interest in occupational consideration can start at a very young age during primary or secondary level schooling. This behavior of interest can be mould by the school environment. The purpose of this research is to extend the theory of Social Cognitive Career Theory (SCCT) by Lent, Brown, and Hackett in 1994 to determine what are the factors or predictors of occupational interest and choice considerations among selected secondary school students in Petaling district, Malaysia.

Problem Statement

Career may be characterized as the occupation and advancement of a person through life. Career does not only increase the relationship with other people, but career also can increase the person's socio-economic status. It is a critical aspect to make a career decision because it will give an impact to the individual's entire future and the role that graduates have to play in the society (Olaosebikan and Ayoka, 2014). Career choices are frequently constrained by sociocultural elements (Swanson & Gore, 2000), individual variables, personal and social qualities, connections centrality, and auxiliary components, such as the challenges women face in certain professions like management.

A study conducted by Feldman (2003) and Germenjis and DeBoeck (2003) found that students are having difficulties to choose a career and need a longer time to choose the initial career path. Several studies found that students usually face a dilemma to make a career choice in their lives (Bandura, 2001). On the other hand, misfit graduates are considered as the reason why the country has high unemployment and underemployment rate (Pascual, 2014). Besides,

most young people struggle with the transition from the world of school to work (Koech, 2016). Choosing a career is a major turning point in students' life, and yet many students are unable to express their career choice (Gathigia, 2011). Some students insist on studying courses where they clearly lack a basic foundation in academic and attitude preparation (Koech, 2016). If a wrong choice has been made, the result will be fatigue in work, and the feelings of regret, discomfort, and complaints, all of which equates to a horrible life experience (Abdullah, 2009).

Understanding the key role of certain factors of influence (for example, personal, community or social media) demands that educators reach beyond the students. It could lead to the development of strategic collaborations that could help change students' view and open the door to new and untraditional career choices (Reed and Case, 2003). Access to career advice is specifically important for students whose parents are unemployed or have limited experience in formal education. Such students tend to have low exposure to knowledge about career information as it is not within their experience. The challenge is to break this intergenerational trend (Makoni, 2010).

It is always a confusion for students to determine their career pathway upon completing their SPM level. Beginning from their PT3 results, students are oriented to choose their career choices based on their placement in either Science Stream or in Arts Stream. This problem sometimes escalates up till their university studies where students tend to choose a wrong field of study to support their career pathway. Upon graduation, there tends to be a mismatch between their education qualifications with their job choices.

If this issue is not addressed, it may affect student's occupational consideration which in turn may hinder their ability to choose the best career pathway. Often a time there's a career mismatch among graduates when they join the workforce. This mismatch could be one of the factors contributing to the unemployment rate among graduates. In the previous studies, one of the main predictors of occupational considerations is self-efficacy.

Self-efficacy acts as an important source of outcome expectations because people typically expect to receive positive outcomes when undertaking behaviours they believe are successful at. People develop interests largely based on their beliefs about their performance capabilities (self-efficacy). Therefore, individuals tend to develop sustained interests in activities that they believe they can perform well, leading to positive results, such as self-satisfaction and social prestige. One's self-efficacy can be affected by four main sources for instance individual achievements, vicarious experiencing, social persuasion, and physiological and emotional condition, Hackett (2002).

Many graduates' career choice does not continue from what they have studied in the higher learning. There is a mismatch in their career pathway. This research is aimed to identify to what extent Self-Efficacy in the SCCT Model (Lent, Brown & Hackett 1994, 2000, 2002) impacts students' career choice consideration. In Malaysia, many studies have been done on career choice of higher learning students (Ching S.K and Hung Kee, D.M., 2012; Siam C.S. et al. 2013; Khalilur Rahman, M. et al. 2014; Ramachandanram R. et al. 2015; Muhamad H, et al. 2016 Rosdi, M.J et al. 2013; Mohd. F. et al. 2010) only a few studies were conducted on secondary school students (Lau, P.L et al. 2011; Nasir, R. and Lin, L.S. 2013; Huern S.Y. 2014). More study is needed using SCCT to assess how well they generalize to the growth of younger peoples' education and career, through different fields of study streams, and to people from different cultures. The past studies did not also look into the possible gaps between the student's aspiration or personality and the career pathway programs or intervention that were conducted.

The purpose of the this study was to replicate and strengthen the Lent et al. (2003a) study using a sample of selected Petaling district secondary school students. In particular, the

research is to examine the relationship between self-efficacy and career choice consideration of secondary school students. The research will also explore students' career choice consideration and the effectiveness of career pathway programs/interventions conducted among secondary students in Petaling district.

Research Objective

To identify the relationship between Self-Efficacy and students' career choice consideration in secondary school students in Petaling district.

Research Questions

- a. Is there a relationship between Self-Efficacy and Career Choice Consideration in secondary school students? questionnaires
- b. How do secondary school students consider their career choice?

Significance of Research

The role of education in developing a career pathway for students will ensure sustainability in the workforce and available talent management. The findings of the research can assist school counsellors to align their career pathway program to match students' personality. Early detection of the mismatch can be rectified. Besides, this research can be useful for higher learning institute to develop a suitable career pathway module for schools to reduce the mismatch of career, hence, reduce the unemployment rate among graduates.

Future research can focus into the development of effective interventions on career choice for student's satisfaction to embark further studies at higher learning institutions.

Literature Review

Career Choice

Career can be described as a set of experience and attitude which can be associated to work and it could transform the individual's entire life (Humayon 2018; Abbasi & Sarwat, 2014), whereas choice is a process of selecting the most preferred one from the other options. It is important to explore the options in career before making the decision for future career success and satisfaction (Navin, 2009).

Social Cognitive Career Theory (SCCT)

Social cognitive career theory (SCCT) was derived from Bandura's theory (self-efficacy theory) and introduced by Lent et al. (1994). SCCT indicates that the choice of a major/career is influenced by priorities often generated from the perceptions of interest, self-efficacy and outcome expectations. Interest refers to the likes/dislikes of an individual and a casual lack of concern about a profession's activities; outcome expectations refers to the beliefs of an individual on the consequences of carrying out an action; and self-efficacy refers to the beliefs in one's ability to accumulate the requisite energy, cognitive resources and activities to cope with a given situation (Joshi and Kuhn, 2011). While SCCT has been widely used to understand career choice in different settings and decision contexts, these outcome-expectancy models are unable to capture entirely other important factors that may influence interest in a major/career topic. For example, SCCT does not capture the direct effect of socio-cultural environment on career choice (documented to have important implications on a persons' attitudes towards a career), although the theory suggests a possible indirect influence (Lent et al., 2003).

Self-Efficacy

Zulkosky (2009) concluded that 'Self-efficacy beliefs influence how people think, feel, motivate themselves and act'. This concept is important as it gives an impact to behaviour and outcomes. Al-Mansur et.al (2018) stressed on the importance of self-efficacy, motivation and the objectives of an individual towards all changes through interaction with others and the environments. Furthermore, he did focus on the personality factors, the context, learning experiences and two-way communication between individual and their surroundings in shaping individuals' behaviour towards the choice of career in future. Beatson, Berg and Smith (2019) in his research provides pathways by indicating that a focus on enhancing student self-efficacy will lead to higher achievement. Distinguishing it from related concepts is one of the best ways to get a clear sense of how self-efficacy is described and measured. Self-efficacy is not perceived skill; it is what I think under certain circumstances I can do with my abilities. My beliefs about my ability to perform basic and irrelevant motor actions are not concerned, but my beliefs about my ability to organize and orchestrate skills and capacities in evolving and challenging situations are concerned. Self-efficacy beliefs are not simply predictions about behaviour. Self-efficacy is concerned not with that I believe I will do but with what I believe I can do. (Maddux, 2012).

The Positive Impact of Self Efficacy towards Career Awareness

Nasir and Lin (2013) in their studies found that there is a significant positive relationship between self-concept and career awareness among students in which it showed that students with higher self-concept or those with a more positive outlook had higher levels of career awareness.

Mills (2009) indicated that by applying social cognitive career theory to a group of science majors, it deemed fit and crucial in developing self-efficacy, interests and goals in science which led to a better career decision-making. It was also found that background factors such as parent support and aptitude were also important contributors.

Ballout (2009) indicated that self-efficacy facilitated the positive effects of career commitment (salary level and career satisfaction) on both objective and subjective career success. Employees would enjoy high salary level and a greater career satisfaction if they are strongly committed to their career and having a stronger sense of self-efficacy.

Charleston and Leon (2016) concluded that self-efficacy accelerates students' decisions to pursue a career in a specific order. The first was through early exposure and prolonged engagement on the subject matter (vicarious learning experiences), followed by moral, educational and financial support (verbal persuasion), significant exploration and tasks (performance accomplishment), and the importance of mentorship (physiological and emotional arousal).

Michle and Nelson (2006) claimed that self-efficacy for IT occupations was the most important factor in distinguishing between individuals on a technical versus a non-technical career track regardless of gender. In addition, occupational self-efficacy that could be increased through educational and job-related experiences could lead to success in the field.

In the study of Schaffer and Taylor (2012), there was a positive relationship between self-efficacy and social job search in which self-efficacy was a more powerful predictor of job search behavior than social support.

The Negative Impact of Self Efficacy Towards Career Awareness

In contrast, Fatima et al (2017) in her studies investigated the relationship between Self-Efficacy with career development among university students. It was found that there is negative relationship between self-efficacy and career development. Males show high level of self-efficacy than females in self-efficacy scale. Females have higher score in career decision making than males in career decision scale.

Enhancing Self-efficacy in Making Career Choices

Reddan (2015) in his studies determined that certain learning activities and assessments supported students' self-efficacy in making positive career choices. Students perceived the course increased their awareness of personal strengths and weaknesses related to employability and their knowledge of specific occupations.

Lam, Michelle Chee-Kuan (2016) reviewed that the interventions of a career course on students' career decision-making self-efficacy reduced students' overall career indecision and decision-making difficulties, significantly more effective for female students than male students.

RESEARCH METHODOLOGY

Research Design, Sampling, Instrument and Scale

This research employed both quantitative and qualitative strategies in a single study. For sampling purposes, purposive sampling was selected with 200 respondents using questionnaires and interviews as data gathering instruments. Each instrument was divided into Section A and consisted of questions on respondents' demographic profiles whereas Section B dealt with respondents' evaluation on their self-efficacy towards the consideration of choosing a career. Regarding the questionnaires, previous instruments were adapted and the major components of self-efficacy, which are prior performance, vicarious learning and, physiological and emotional reaction are the selected determiners towards career choice factor. Respondents completed the questionnaire by self-rating items on a 5-point, Likert-type scale, ranges from 1 (Strongly Agree) to 5 (Strongly Disagree). In conducting the interviews, 10 respondents were interviewed after they have completed the questionnaire. Each respondent spent thirty minutes to answer interview questions focused on the aspects they considered in order to choose a career.

Reliability Test

The internal consistency of the scale such as reliability and validity for each item was assessed using Cronbach's alpha as it is considered the most accepted measure of reliability. Table 1 presents the results of the reliability test. The variables for this study had excellent reliability with coefficient of more than 0.7. According to Julie Pallant (2005), the data are reliable if they have Cronbach's alpha values of more than 0.7 and the items must be deleted or changed if they are not reliable.

Table 1: Reliability Test

Variable	Cronbach's Alpha	N of items
Prior Performance	.733	3
Vicarious Learning	.896	3
Physiological and Emotional Reaction	.882	6
Career Choice	.697	3

Data Analysis Technique

This study used Statistical Package for the Social science (SPSS) version 20 to analyse the data. This research had conducted reliability test, regression, and correlation analysis.

Findings

Correlation Analysis

Table 2 shows the results for the correlation analysis to determine the significant relationship between the dependent and independent variables. The variables are considered statistically significant when the significant value (2 tailed) is 0.05 or below (Greenland et al., 2016). Table 2 shows that there were significant relationships between the components of self-efficacy towards career choice.

Table 2: Correlation Analysis

		PP	VL	PER	CC
PP	Pearson Correlation	1			
	Sig. (2-tailed)				
VL	Pearson Correlation	.739**	1		
	Sig. (2-tailed)	.000			
PER	Pearson Correlation	.810**	.843**	1	
	Sig. (2-tailed)	.000	.000		
CC	Pearson Correlation	.624**	.628**	.669**	1
	Sig. (2-tailed)	.000	.000	.000	

Note: *. Correlation is significant at the 0.01 level (2-tailed). N = 221

Regression Analysis

The results of regression analysis could determine the variables that had an influence on the undergraduates' career choice among secondary students in Petaling district. Table 3 shows the three independent variables that were entered into the regression model. R (0.690) was the correlation of the three independent variables with the dependent variable. After considering all the intercorrelations among the three independent variables, the R Square value was 0.476. Thus, the independent variables could explain 47.6% of the secondary students' career choice. The result of the analysis in Table 3 shows that the dependent variable "Career Choice" could explain 47.6% of the model. Table 4 shows that the significant value of the model is 0.000. Thus, the model had reached the significance since it was less than 0.05.

Table 3 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.690 ^a	.476	.469	.55986	2.083

a. Predictors: (Constant), PER, PP, VL

b. Dependent Variable: CC

Table 4 ANOVA

Model		Sum of Squares	dF	Mean Square	F	Sig.
1	Regression	61.897	3	20.632	65.826	.000 ^b
	Residual	68.016	217	.313		
	Total	129.914	220			

a. Dependent Variable: CC

b. Predictors: (Constant), PER, PP, VL

Table 5 shows the relationship between independent variables and dependent variable. The physiological and emotional reaction had the largest beta coefficient with the value of

0.345. Thus, it can be said that physiological and emotional reaction was the strongest variable, which made the most contribution on the career choice in this study. It was followed by prior performance with the beta coefficient value of 0.210, and the least contribution towards the career choice was vicarious learning with the beta coefficient value of 0.183.

Table 5 Multiple Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.029	.121		8.518	.000
	PP	.198	.081	.210	2.464	.015
	VL	.145	.074	.183	1.968	.050
	PER	.313	.097	.345	3.232	.001

a. Dependent Variable: CC

Results of Hypotheses Testing

Multiple regression analysis was used to determine whether there was a positive relationship between self-efficacy and the career choice of secondary school students in Petaling district. It is considered a positive relationship when the significant value is equivalent or less than 0.05 (Greenland et al., 2016). Table 5 shows the significant value for prior performance is 0.15. Therefore, there was a significant relationship between prior performance and the career choice of secondary school students in Petaling district. Besides that, multiple regression analysis was used to determine whether there was a positive relationship between vicarious learning and the career choice of secondary school students in Petaling district. Table 5 shows the significant value for vicarious learning is 0.05. Therefore, there was a significant relationship between extrinsic motivation and the career choice of secondary school students in Petaling district. The multiple regression analysis was also used to determine whether there was a positive relationship between physiological and emotional reaction and the career choice of secondary school students in Petaling district. Table 5 shows the significant value for physiological and emotional reaction is 0.01 which is less than 0.05. Hence, there was a significant relationship between physiological and emotional reaction and the career choice of secondary school students in Petaling district.

Interview Analysis

10 secondary school students from the district of Petaling were selected for the interview. The fundamental point of the interview was to identify the career choice consideration among secondary school students.

Table 6: Career Choice Among Secondary School Students

Item	Agree	Neutral	Disagree
I will choose my career choice based on my interest in a particular occupation.	16	1	3
My parents' occupations determine my choice of career.	9	5	6
Thinking about career choice now is a waste of time.	5	-	15

Table 6 shows how secondary school students consider their career choice. 60% of them will choose their career based on their interest. 30% of the respondents have chosen to relax and see the pathway first and the remaining 10% will leave it to their parents to decide on the best career pathway.

40% of the interviewees claimed that parents occupation have inspired them to be interested in certain field of interest. Parents have inspired them through sharing of their working experiences inclusive of the salary received, benefits gained, work environments, the opportunity to climb up the ladder and also the challenges in the workplace. 60% were unsure and could not make any decision when it comes to the influence of parents occupation towards their career consideration.

60% of the respondents believed that thinking about career is very important and worth the time spent. They also mentioned that they were always in discussion with family, friends, and relatives on what the best career to explore in the future. The remaining 40% were not very serious thinking about the career choice in the future. They would prefer to relax and enjoy the moment until they reach the stage where making decision about career is the main priority.

Transcribing their responses

Table 7: Responses Transcription

<i>Interviewee</i>	<i>Theme</i>
<i>Student 2: My major interest is in playing game. I would prefer a career related to game</i>	<i>Career choice based on their interest</i>
<i>Student 5: Most of my time I spend on Instagram, twitter. It will be great if I can work through these 2 mediums.</i>	
<i>Student 3 and 6: I wanna be an educator in Early Childhood. I love kids</i>	
<i>Student 1 and 4: I love numbers. I should be an accountant then!</i>	
<i>Student 7 and 10: I just follow the flow. I will see first.</i>	
<i>Student 9: I have no feelings. I don't really know what I wanna do</i>	<i>Career Choice was never been discussed and explored</i>
<i>Student 8: I just let my parents to decide. I will follow what they say!</i>	<i>Career Choice will be decided by parental involvement.</i>
<i>Student 8: Yes, I will definitely follow the path that my parents have gone through</i>	<i>Influence of Parents towards career choice</i>
<i>Student 7,9 and 10: Maybe I will follow my parent's trait but I am not pretty sure about it!</i>	
<i>Student 1,2 and 4: Yes, definitely Parents opinion involve too in career choice, but it is not necessarily to follow my parents career pathway</i>	
<i>Student 3: My Parents are both teachers in Primary and Secondary School. What they like and what I like is almost the same.</i>	
<i>Student 5: My dad works in Astro (media industry) and he has influenced me to be active in social media as the new platform of communication. I really enjoy it!</i>	
<i>Student 6: I love teaching kids as my mom owns a nursery. I do help whenever school holiday or I have free time.</i>	
<i>Student 1: I foresee the importance of thinking about career. I have to be in charge of it.</i>	<i>Thinking about career choice is importance</i>
<i>Student 2: I have always think about gaming as a future career</i>	

Student 3: Yes I always think about career since my childhood time. My parents do talk to me frequently about this

Student 4: I have started to think about it once I am in the secondary school.

Student 5: I have been thinking about career to explore after my UPSR

Student 6: Of course we have to start to think about career!

Student 7: I don't really think about it. Maybe later

Student 8: I don't want to think that much. Just let my parents do it.

Student 9: It is important but I don't want to seriously think about it.

Student 10: Quite important but I just want to relax first. I will start to think maybe after SPM.

Conclusion

Based on the findings of this study, most respondents are influenced by their physiological and emotional attachment to choose a career in the future, in which can be related to parents' involvement and influence. It is then followed by their prior performance in a certain subject and had developed some interest in choosing a career which is associated to their performance as well as their interest. This study had described the positive relationship between self-efficacy and career choice consideration among secondary school students in Petaling district. It is assumed that this study could assist and guide students to choose a field of study later on in the tertiary level. As a result, secondary schools can develop policies and initiatives to support student's in career planning and prepare them for their tertiary education. For instance, schools may initiate pre- and post-test on the elements of self-efficacy for secondary school students as early as in the lower secondary. This study could also bring opportunity to higher education provider to promote their programmes. Besides, in order to reduce the unemployment rate in the country, the government can introduce several projects for secondary school students to assist them in their career. Moreover, the decrease of unemployment rate can help Malaysia in achieving the Shared Prosperity Vision 2030 by improving the living standard of citizens.

The findings confirmed that self-efficacy had a significant influence on the career choice of secondary school students in Petaling district. Thus, authorities in schools must identify the perceptions and factors that could influence the students' career choice to design and implement tools to support the students' study pathway which could lead to enhancing their career development.

Recommendations

In order to carry out a better understanding of the relation between self-efficacy and career choice, it is suggested that students should go through some exploration programmes. Poh Li et al (2011) reported that the level of career self-efficacy can be increased with the elements of encouragement, support, experience and interaction with the environment. There is a need for program planning and for providing students with information on careers and education in order to enhance career maturity and self-concept.

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THE DETERMINANTS OF BANK LENDING: EVIDENCE FROM COMMERCIAL AND ISLAMIC BANKS IN MALAYSIA

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Abstract: *This study investigates the internal and external factors that affect the bank lending behavior among commercial and Islamic banks in Malaysia. Employing pooled ordinary least square (POLS) method, the final regression of 39 banks covering the period from 2010 to 2019 revealed that the size of bank proxies by logarithm of total assets as the most significant factor influencing bank lending behavior in Malaysia; suggesting that larger banks are more diversified and have larger pool of fund to be loan out. The deposits received by the bank also have a significant impact on bank lending as the banks depend on deposit to grant loan. The higher the volume of deposit received, the more bank lending activities will take place. The findings also revealed that volume of deposit (DEPO), Gross Domestic Product (GDP) and Bank Size (SIZE) are positively correlated with commercial and Islamic bank lending behavior in Malaysia.*

Keywords: *Bank lending; Commercial and Islamic Banks; Bank Size; Total Deposits*

Introduction

Lending activities is vital for the commercial bank's banking business. This is because 61.24 percent of the commercial bank's asset portfolio is representing by the loan and advances (BNM, 2019). Besides, lending activities also the main drivers of earning for the commercial banks in Malaysia which approximately 70 percent of the commercial banks operating income is contributed from interest income in lending activities (BNM, 2014). This indicates, that the bank lending plays an important roles in supporting Malaysian economy.

Banks lives on interest margins and volume of deposits and loans which it will combine together to cover the bank's overheads and operating costs. However, while commercial banks are highly dependent on loans to create more profit via interest rates, Islamic banks must follow Islamic ethics and use loan-financing options in which interest rates cannot be charged and must follow accordance to the principles of Shariah (Setyowati, 2019). Nevertheless, both banks play an important role that acts as a bridge between the deficit unit and the surplus unit in the financial market. Commercial bank accepts deposit and Islamic bank use same transaction which is called wadiah (safe-custody) from customers who have surplus of fund while at the same time uses the fund to grant loans to the deficit unit in the financial market.

Total loans and advances disbursed by commercial and islamic banks in Malaysia increase steadily year by from 2007 to 2019. This implied that commercial banks have significant contribution in financing the economic activities in Malaysia. However, recent problems associated with Malaysian commercial and islamic banks including the poor credit

quality and high level of problematic loans. The number of non-performing loans also keep rising especially from 2013 to 2018 as reported by monthly highlights and statistics Bank Negara Malaysia website. Thus, the purpose of the study is to examine the relationship between several internal bank factors and also economic indicators with the lending activities among commercial and islamic banks in Malaysia.

There are number of studies argued about the determinants of bank lending in various countries around the globe. Abdul Adzis (2014) studied the determinants of commercial bank lending in Malaysia and impact of macro prudential policy measure implemented in 2010. He revealed that bank size, volume of deposit significantly influenced the commercial bank lending in Malaysia. On the other hands, Xuan (2018) focused in Vietnam on emerging market suggested that bank size and operation costs were the most significantly influence the bank lending in Vietnam. Prior to that, Ladime (2013) examine bank lending in Ghana using GMM-System estimator reported that bank size, central bank lending rate, exchange rate and capital structure are the most influential to bank lending.

Although there are many research examine the determinants of bank lending around the world, there is little study focus on the determinants of bank lending that is specifically, combine both islamic and commercial banks in Malaysia. On top of that, the mixed results from the previous studies might occur due to different methodologies, dataset used, time period of study and different economic backgrounds. Thus, this encourage us to do further study and to statistically prove what are the most significant factors influencing bank lending among commercial and islamic banks in Malaysia.

Literature Review

Bank Lending

The term 'lending' is the term from a view of bank where bank granted credit facility to the borrower in advance for some period of time. Banks grant advances largely for short-term purposes, such as purchase of goods traded in and meeting other short-term trading liabilities. (Ergungor, 2011). With respect to bank lending measurements, previous researchers adopted simple accounting measure such as, total loans and advances of banks (Abdul Adzis et al, 2018 ; Ladime 2013; Ayieyo, 2016 ; Olumuyiwa, 2012), Meanwhile, Rabab'ah (2015) and Mansour (2017) used proportion of the credit facilities to the total assets (BC/TA) as the calculation for bank lending. However, Rabab'ah (2015) and Mansour (2017) used natural logarithm of net loans and advances in their studies. Malede (2014), Moussa (2016), Abdul Karim et al (2010) and Matousek & Solomon (2018), total annual gross loans and advances the commercial banks advances to both the public and private sector (Mukhanyi, 2016). Other than that, Loan to Total Assets is adapted by Tabila, (2015) and Qudah (2017), Total Business Loan (Chernykh & Theodossiou , 2011), Islamic banking credit facilities (Zulkhibri, 2018), credit risk (Waemustafa & Sukri, 2015) and last but not least, the growth rate of bank loan (Xuan, 2018).

Bank Size

Bank size is value of the total assets of the bank (Amidu, 2014). Bank size is used to measure ability of banks to lending money due to economics of scale may be enjoyed by the bank where large size bank might have lower cost of production and information, thus it will indirectly facilitate the bank lending (Chernykh & Theodossiou, 2011). According to Amidu (2014), Costant & Ngomsi (2012), Chernykh & Theodossiou (2011), the bank is calculated by using logarithms value of total assets (LOGTA). Costant & Ngomsi (2012) investigates long-term bank loan in the Central African Economic and Monetary Community (CEMAC) by expressing bank size as log of the bank assets, found that bank size is positively influence the bank lending.

In short, this indicates the larger the bank will likely be more diversified which are better able to withstand potential credit risks and, therefore, allocate higher percentage of their assets to business loans. Similarly, Rabab'ah (2015), used sample of ten Jordanian commercial banks during the year 2005 to 2013 and suggested that bank size is the most crucial factors to determine a bank's tendency to give loan which shows that the greater the size of the bank the higher the percentage of the credit facilities granted. The other study in Jordan, Mansour (2017) also found that bank size is positively influence towards the bank loan supply. This is consistent with the study by Chernykh and Theodossiou (2011), as they investigate the determinants of the banks' propensity to make long-term business of loans in an emerging market context with using sample of Russian banks and it showed that, the bank size is positively influencing the bank lending. The reason may because of larger banks and better capitalized banks tend to extend more long-term credit to firms than smaller and less capitalized banks. Abdul Adzis (2018) scoping their study in Malaysia and study the determinants of bank lending among commercial banks using a sample of 27 banks covering the period from 2005 to 2014. The findings demonstrated that bank size has positive relationship with the bank lending in Malaysia. This is because, larger banks are more diversified, have larger pools of funds available, have access to larger and more creditworthy corporate borrowers, and have more resources for the development of advanced credit risk management and evaluation systems. Contrarily to Abdul Adzis (2018), Xuan (2018) who study about behaviour of bank lending using a sample of Vietnamese banks and claimed that bank size is negatively significance to the bank size. The reason that, larger banks giving out loan lesser than smaller banks. The result is consistent with Qudah (2017) and Ayieyo (2016) concluded that, small banks adopt small business loan underwriting practices that are riskier than those of larger banks which ultimately determine the available credit to the public (Cole et al. , 2004).

Volume of deposits

Bank deposits refer to money placed into a banking institution for safekeeping. Bank deposits are made to deposit accounts at a banking institution, such as savings accounts, current accounts and money market accounts. The "deposit" itself is a liability owed by the bank to the depositor and refers to this liability rather than to the actual funds that are deposited. (Ayieyo,2016). There are so many ways to measure the volume of deposit. As in previous studies, total deposits to total assets ratio was used to measure the percentage of deposits the bank received with the amount of its assets. (Qudah, 2017; Moussa, 2016; Mansour, 2017; Rabab'ah, 2015, Abdul Adzis, 2018), liquid asset to customer deposit and short-term borrowed funds (Tabilla,2015), the ratio of deposit to capital. (Mukhanyi, 2016; Malede, 2014) and lastly volume of deposit. Hence, volume of deposits is important factor that can affect the amount of loans provided to the customer. An increase in this ratio indicates that more availability of money in the bank, which mean more ability to lend. (Qudah, 2017). Abdul Adzis (2018) study the bank specific and macroeconomic determinants of commercial bank lending in Malaysia using a sample of 27 banks covering the period from 2005 to 2014 has a positive and significant relationship with commercial bank lending. Therefore, it means that the higher the capabilities of commercial banks to attract more deposits from their customers, the higher the ability of commercial banks to grant loans to the public. The result is consistent with Mukhanyi (2016) study the lending behavior among commercial banks in Kenya with the specific objectives of exploring the effect of bank specific characteristics and external factors on lending behavior of commercial banks in Kenya. The author concluded that this may be attributed to the fact that an increase in deposit of a bank enhances its ability to lend more funds to its customers.

Inflation

Rabab'ah (2015) and Mansour (2017) measure inflation by using the annual change in the consumer price index. Sharma and Gounder (2012) studied the changes in bank credit to private sector across six economies in the South Pacific reported that the inflation rate had a negative impact on the rate of growth in credit because the growth in the volume of credit may be due to the high rates of inflation and not because of the increase in the real value of the facilities granted. Sarath & Pham (2015) who studied the bank lending behaviour in Vietnam also supported the theoretical model's hypothesis that banks have to take into consideration the expected cost of a liquidity shortage and, hence, retain an optimal loan to total assets ratio. Xuan (2018) indicated the inflation is negatively influence the bank lending in Vietnamese. This is because, that Vietnamese banks are likely to support the government approach in curbing the inflation by limiting their lending activities in high inflationary environment. Contrarily, in the study done by Qudah (2017) showed the result of inflation to be positively influence the bank lending. It is concluded as banks keep providing additional loans without being affected by inflation rate in Jordan. The positive correlation may be attributed to the fact that when inflation rate increases the demand of loans increases. This contributes to increase in the prices which lead to increase the interest of banks related to the increase of prices. Besides, Moussa (2016) investigated factors may drive the commercial banks lending in Jordan from 2010 to 2016 has found that inflation has positive relationship with the bank lending. As he concluded in his study that the consequences demonstrate that broadmoney, inflation rate and GDP growth tend to Increase credits and allowances.

Gross Domestic Product (GDP)

Previous studies have employing the annual percentage change in the gross domestic product at constant price (GDP) as a proxy to investigate the relationship between the economic condition and the commercial bank lending (Moussa, 2016; Amidu, 2014; Costant & Ngomsi, 2012; Rabab'ah, 2015). Abdul Adzis (2018) who studied the lending behavior of 26 commercial banks in Malaysia discovered that GDP has a positive relationship with bank lending behavior. When the economy boom, loan demand from the public will be increase, thus this will provide more opportunities for the bank to grant loan to the public and resulting the bank lending tend to be increase. Furthermore, Olweny (2017), Mansour (2017) and Xuan (2018) also reported the same findings for GDP that is positive relationship with bank lending suggesting that increase in economic growth is positively associated with increase in economic activities. However, Tabila (2015) and Moussa (2016) revealed a contra findings in study done for South Africa and Tunisia banks where the GDP is affecting bank lending in a negative way.

Data and Methodology

In order to investigate the relationship between the independent variables and bank lending, we use data from Eikon Thompson Reuters and World Bank unbalanced panel of 39 banks over the years 2010 to 2018. The correlation coefficient is tested for this purpose and data was analyzed using Stata 14 package. The variables used in this study and the measurements for each variable are as followed in Table 1:

Table 1: Variables Used and Measurements

Variable (Symbol)	Data Description	Literature followed
Bank Lending (TLA)	Total Loan and Advances/ Total Asset	Abdul Adzis et al, 2018 ; Ladime 2013; Ayieyo, 2016 ; Olumuyiwa, 2012
Bank Size (SIZE)	Log of Total Asset	Amidu, 2014, Costant & Ngomsi (2012), Chernykh & Theodossiou (2011)
Volume of Deposits (DEPO)	Total Deposit to Total Asset	Qudah, 2017; Moussa, 2016; Mansour, 2017; Rabab'ah, 2015, Abdul Adzis, 2018)
Inflation (INF)	Consumer price index	Rabab'ah (2015) and Mansour (2017)
Gross Domestic Product (GDP)	Annual Real Growth Rate	Moussa, 2016; Amidu, 2014; Costant & Ngomsi, 2012; Rabab'ah, 2015

Model Estimation

In order to assess the magnitude of the impact of bank factors and economic indicators on bank lending, the empirical model (1) is estimated. Multiple regressions using Pooled Ordinary Least Square (POLS) is tested to determine the significant variables affecting bank lending. We use total loan and advances following the literature Abdul Adzis et al. 2018; Ladime 2013; Ayieyo, 2016; Olumuyiwa, 2012 for the measurement of bank lending. Estimation model framework for bank lending is showed as follows:

$$TLA_{i,t} : \beta_0 + \beta_1 SIZE_{i,t} + \beta_2 DEPO_{i,t} + \beta_3 INF_{i,t} + \beta_4 GDP_{i,t} + \varepsilon_{i,t} \quad (1)$$

- TLA_{i,t}** : Total Loans and Advances ratio for bank _i time _t;
SIZE_{i,t} : Bank Size(logarithm of total assets) for bank _i time _t ;
DEPO_{i,t} : Volume of Deposits for bank _i time _t ;
INF_{i,t} : Inflation rate for bank _i time _t.
GDP_{i,t} : Gross Domestic Products for bank _i time _t ;
β : The Coefficient Representing the Independent Variables.
ε_{i,t} : Error Terms for bank _i time _t.

Expected Sign

Table 2 shows the expected sign and the empirical evidences depicted from literature reviews. Thus, we expect Size of the banks (SIZE), Volume of Deposits (DEPO) and Gross Domestic Product (GDP) to be positive. Meanwhile, Inflation (INF) to be negative. The result might be different from the expected result because of different data set, scope and methods.

Table 2: Expected Sign

Variable (Symbol)	Expected Sign	Empirical Evidence
Bank Size (SIZE)	+	Mansour (2017); Chernykh and Theodossiou (2011); Costant & Ngomsi (2012); Abdul Adzis (2018); Zulkhibri (2018); Rabab'ah (2015).
Volume of Deposits (DEPO)	+	Abdul Adzis (2018); Mukhanyi (2016); Sarath & Pham (2015); Amano (2014); Qudah (2017)
Inflation (INF)	-	Sharma and Gounder (2012); Ladime (2013); Sarath & Pham (2015); Xuan (2018); Zulkhibri (2018)
Gross Domestic Product (GDP)	+	Abdul Adzis (2018); Mansour (2017); Xuan (2018); Mukhanyi (2016); Moussa (2016); Malede (2014); Rabab'ah (2015); Sarath & Pham (2015)

Empirical Results

Descriptive statistics

Table 3: Descriptive statistics

	TLA	DEPO	GDP	INF	SIZE
Mean	53.64583	75.06241	314745.2	2.327089	127889.5
Min	0.1187936	0.3289231	258647	1	122.217
Max	88.0722	95.26164	358579	3.9	2077758
Std Dev.	20.85485	17.7791	0.0851392	0.8527165	334073
CV	0.3887528	0.2368569	26797.16	0.3664305	2.612199

Notes: There are five variables with the total of 347 observations. The dependent variable is Total Loan and Advances (TLA). Meanwhile, the independent variables are defined as follow: Volume of Deposits (DEPO), Gross of Domestic Product (GDP), Inflation Rate (INF), and lastly Total Assets (SIZE).

Table 3 shows the mean value or average of the commercial and Islamic bank lending (TLA) ratio is 53.65 percent. This ratio explains that commercial and Islamic banks in Malaysia allocate on average 53.65 percent of their asset to grant loan to the public during the study period from 2010 to 2018. Meanwhile, the highest bank lending is 88.07 percent which is belongs to Al Rajhi Banking & Investment Corporation (Malaysia) Berhad in the year 2018. The minimum bank lending among commercial and Islamic banks is 0.11 percent that is belongs to AmBank Berhad which is also in the year 2018. The volume of deposits of commercial and Islamic banks is ranging between 5 percent to 95.26 percent in the total assets. Affin Islamic Bank Berhad received the highest deposits from its customers that is amounted to 95.26 percent of its total assets is financed by the deposits.

Correlation analysis

Table 4: Correlation Matrix

	TLA	DEPO	SIZE	GDP	INF
TLA	1.0000				
DEPO	0.5077	1.0000			
SIZE	0.3287	0.1619	1.0000		
GDP	0.0816	-0.0605	0.0780	1.0000	
INF	-0.0211	0.0124	-0.0154	0.0044	1.0000

Notes: There are five variables with the total of 347 observations. The dependent variable is Total Loan and Advances (TLA). Meanwhile, the independent variables are defined as follow: Volume of Deposits (DEPO), Gross of Domestic Product (GDP), Inflation Rate (INF), and lastly Total Assets (SIZE).

Table 4 shows that the volume of deposits (DEPO) and size of the bank (SIZE) have the strongest relationship with the bank lending. Similarly, both independent variables have positive relationship with the bank lending. As these both decreases, bank lending will also decrease impact fully. GDP is also positive correlated to the bank lending while inflation is negatively correlated with total loan and advance ratio.

Table 5: Pooled Ordinary Least Square (POLs) Regression

TLA	Coef	Std Error	t	P > t	[95% Conf. Interval]
DEPO	0.5565587	0.0528072	10.54	0.0000***	0.4526909 0.6604265
GDP	21.78343	10.63284	2.05	0.041**	0.8694393 42.69742
INF	-0.1058961	1.104704	-0.10	0.924	-2.278766 2.066974
SIZE	2.944872	0.5399443	5.45	0.000***	1.882842 4.006901

Notes: There are five variables with the total of 347 observations. The dependent variable is Total Loan and Advances (TLA). Meanwhile, the independent variables are defined as follow: Volume of Deposits (DEPO), Gross of Domestic Product (GDP), Inflation Rate (INF), and lastly Total Assets (SIZE). ***Significant at 1%, ** Significant at 5%, * Significant at 10%

Table 5 shows that size of bank is significant at 1 percent and it indicated positive relationship between bank size that is proxies by logarithm of bank's total assets with total loan and advance ratio. The results is as same as expected and this is consistent with Mansour (2017); Chernykh and Theodossiou (2011); Costant & Ngoms (2012); Abdul Adzis (2018); Zulkhibri (2018); Rabab'ah (2015). We agree with Zulkhibri (2018) who concluded the size is an important factor for the financing of the bank as it helps the banks to minimize cost. Furthermore, Abdul Adzis (2018) came out with the rationale that larger banks are more diversified, have larger pools of funds available, have access to larger and more creditworthy corporate borrowers, and have more resources for the development of advanced credit risk management and evaluation systems. Previously Ahmad and Ahmad (2004) reported larger banks are able to minimize the cost because they have enough resources and able to diversify their asset portfolio efficiently which will consequently reduce credit risks while smaller banks will likely expose to higher lending risks as they do not have enough resources to diversify their asset. Rahman and Shahimi (2010) added the smaller banks ususally diversify their portfolio into investment that offered promising return. Hence smaller banks give out lesser loan to the public as they would likely to focus more on return on investment rather than exposing themselves to credit risks. As conclusion, it is undeniable the larger banks will give

out loan larger than the small banks. This is because; the larger banks have enough resources to diversify their assets. So, larger banks can invest and also giving out loans, which is it manages to diversify the risk. In the long term, the larger banks are able to minimize costs.

The volume of deposits also appeared to be significant factors affecting bank lending in Malaysia. We can see the volume of deposits also significant at one percent and it suggested positive relationship with bank lending. This finding is similar with Abdul Adzis (2018) who also found the total deposits received by the banks will positively influence the bank lending behavior. It is justified that if the banks that are likely have higher capabilities to attract more deposits from their customers, will have the higher ability to grant loans to the public. This is because; banks depend on deposits to grant loans. Therefore, banks willingly to lend more when they receive deposits to generate more profit and cover the expenses of these deposits. (Qudah 2017).

The table also discloses that the gross domestic product (GDP) is significant at 5 percent in affecting the bank lending behavior. It also suggested positive relationship between GDP and total loan and advances ratio. The result is in line with Abdul Adzis (2018) where he concluded, when the economy boom, loan demand from the public will be increase, thus this will provide more opportunities for the bank to grant loan to the public and resulting the bank lending tend to be increase. The result also consistent with Xuan (2018) and Sarath and Pham (2015) stated that bank lending increases as the GDP increased. This is supported by the fact that the majority of private banks' customers are small and medium enterprises, which are moreflexible than large firms. For that reason, private banks' demand functions could be bothmore sensitive to output growth andmore interest elastic. These two characteristics of the demand function would lead private banks to be responsive to the economic growth rate. In addition, Mansour (2017) mention that gross domestic product has a significant impact on bank lending. In addition, increase in economic growth is positively associated with increase in economic activities. Plus, the coefficients of GDP growth are generally positive, but magnitudes and statistical significance are greater for large banks (Kim & Wook, 2017).

Conclusion

This paper contributes to the literature by analysing the factors affecting bank lending behavior among commercial and islamic banks in Malaysia. We use the total loan and advances ratio as bank lending measurements. We test how bank size that is proxies by logarithm of total assets and volume of deposits that is proxies by total deposits to total assets related to bank lending behavior. We also did a multiple regression analysis to test which of the variables has the significant impact on changing the bank lending behavior. This study also included two economic indicators namely gross domestic product and inflation.

The results show that the bank size and volume of deposits are positively associate with bank lending. The larger the assets owned by the bank the larger loan will be granted to the customers. Precisely, larger banks have enough resources to diversify their assets. Hence larger banks can invest and also giving out loans, which is it manages to diversify the risk. In the long term, the larger banks are able to minimize costs. The volume of deposits also appeared to be the significant factor in affecting the bank lending behavior in Malaysia. When volume of deposits increases, the bank lending of commercial and Islamic banks in Malaysia will also increase. This is because, banks are fully depending on the deposited money made by customers. When customer deposited the money into the banks, banks have resources to give out the loans. When banks receive a lot of deposit, they are willingly to give out more loan as it the interest rate included in the loan is the profit to the banks. Also, if banks that have higher

capabilities to attract more customers to deposit money, have the high advantages as the banks can give out more loan and also can reserve more cash to meet withdrawal in the end.

Finally, one of the economic variables that is gross domestic product shows the significant result in influencing the total loan and advance of the bank in Malaysia. It shows positive correlation between GDP and bank lending. When the GDP increases, the bank will like to give out more loans. This is because, in a high level GDP of the country, there will be more opportunities of job available in the market and business will need more capital to grow. Then, they will demand for loan, thus, lead the demand of loan to increase. This will give opportunity to the bank as to get higher revenue through interest income from the loan. Therefore, the higher the GDP, the higher the bank loans of commercial and islamic banks will be.

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FACTORS IMPACT EMPLOYEES JOB PERFORMANCE IN MSMD RESOURCES (M) SDN BHD

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Abstract: *This action research is conducted to examine the factors in MSMD Resources (M) Sdn Bhd influencing job performance among employees. The study objective was (a) to determine the factors that influences job performance of employees in MSMD Resources (M) Sdn Bhd;(b) to identify the improvement process for job performance in MSMD Resources (M) Sdn Bhd and; (c) to examine whether the monthly appraisal or quarterly performance review can help on job performance improvement in MSMD Resources (M) Sdn. Bhd. For the purpose of this action study, 35 employees out of 60 were selected via stratified random sampling technique from MSMD Resources (M) Sdn Bhd. Data were collected via a questionnaire and interviews to attain the research objectives. The expected results of this study will also contribute to the MSMD Resources (M) Sdn Bhd company and future researchers on managing employees towards job performance excellence.*

Keywords: *Job performance, Employee, Employee Behaviour, Management Supervision, Personal Factors*

Introduction

MSMD Resources (M) Sdn. Bhd is the largest authorized distributor of F&N Beverages Sdn Bhd's in Johor. The company operation is structured according to F&N Malaysia products and services that include both the product Dairies and Soft Drinks. MSMD Resources (M) Sdn Bhd distributes Seasons, F&N flavors, drinking waters, 100Plus, F&N Cordials, Teapot Tube Gold coin evap creamer, condensed milk and so on. About 60 employees work under MSMD Resources (M) Sdn Bhd, including management staff, sales representatives, working staff driver and co-drivers. As a major manufacturer, MSMD distributes and sells F&N goods through its distribution channels to over 4,500 domestic customers.

This study on the discovery of factors affecting employee work performance will therefore enable organizations to understand the influences that impact and motivate their employees to contribute overall work and organizational excellence. Subsequently, this work will inform on whether an entity is fulfilling its obligation to evaluate job performance and or merely to improve its business in order to earn higher profits. This research will allow an employer to better identify the performance of the work. Consequently, it can help to reduce the turnover rate and keep most of the skilled workers by increasing the job performance.

The research will review existing literature published on employees, where subsequently a quantitative analysis will be performed on a sample of employees in MSMD Resources (M) Sdn Bhd to analyse the factors affecting employees to contribute to their job

performance. This study's expected findings will enable employers to understand how to accommodate their employees in order to direct them to excellence in performance. In addition, employers will be able to identify the personal factors that affect employees and, lastly attributes such as attitudes, behaviours and work culture, and the impact of employee satisfaction on a job impact is explored the efficiency of the job. The anticipated outcomes of this study would also lead to the performance excellence of the business MSMD Resources (M) Sdn Bhd and existing research and information on managing employees.

Literature Review.

Employee

Employees are very technological literate, have high multitasking capabilities and are interested to engage in decision makings (Stanley, 2010). Raines (2002) explains that they arrive to the workforce with high expectations. If an organization fails to meet their high expectations, they can pass this information to thousands of their cohorts using their social access. Moreover, team spirit is said to be a top motivator for employees, they enjoy interaction and prefers open and conducive working environments (Hewlett et al., 2009). Weyland (2011) believes that Employees can be very hard working and passionate about what they do, be it personal life or work, they are excited by a task or job presented to them and do their best to achieve task accomplishment.

Job performance

Job performance is simply the result of a series of actions from the point of view of an employee. The various tasks performed everyday contribute to the overall job performance. From the viewpoint of a management, on the other hand, outcomes are the key elements for the evaluation of job performance, as the results are more important for an employer at the end of the day than the actions that lead to results (Cardy 2004 p.13). According Kahya (2008), there are two distinct dimensions of work behaviours in the job performance which are task performance and contextual performance. Besides that, it consists of job specific behaviours such as core job responsibilities. Furthermore, according to Scotter (2000), once they accomplish specialized tasks that support the core functions and they are engaging in task performance. According to Werner (2000), contextual performance is defined as individual efforts that are not directly related to their main task function but are important because they shape the organizational, social, and psychological context that serves as the critical catalyst for task activities and processes. Based on the Scotter (2000), it is not difficult to make the rules or regulations for employees to follow instructions, display initiative, carry on difficult tasks, be cooperative with others effectively, or willingly perform on the behalf contribute more to the organization. Job performance defined as the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviours and outcomes, Babin and Boles (2008).

Personal Factors

Personality measures are a relevant theory for predicting the employment performance of employees. Personality variables used to predict job performance have shown weak and mixed results. Factors that influence job performance in employees using these personality variables have caused enormous inconsistencies and low levels of predictability in the literature.

Consciousness refers to people who are disciplined, trustworthy and prudent. This also reflects characteristics such as hard-working, performance-oriented and persevering versus inefficient, lazy and disorganized. Those who are very attentive, therefore, tend to carry out

their activities in a more organized way. Kindness referred to people who are polite, moist, like helping others, kind and cooperative. Individuals with a high level of kindness tend to be kind, selfless, accommodating, versatile, cooperative, trustworthy, courteous, forgiving, and soft-hearted. Adeptness has been shown to be a reliable indicator of work related to interpersonal skills. Extraversion is an individual's propensity to be more socially and more concentrated on the people around them. According to Barrick, Stewart & Piotrowski (2002) found a significant association between extraversion and status seeking. Openness to practice is helpful in assessing the area of training skills. It can be inferred that this kind of personality is likely to be inspired to learn from the training program and is more likely to benefit from the training. Such personality traits have been established to predict important work outcomes.

Employees' lack of knowledge on job performance

Skill of knowledge means probability of successfully completing assigned job. Employees' skills can be classified into cognitive abilities and emotional intelligence. The more knowledge a person has, the greater the possibility that knowledge will help to solve problems and to acquire new skills to achieve a specific goal. This accurately reflects the degree to which a person has incorporated these cognitive abilities into their day-to-day functioning, which have a major or minor effect on their job performance. According to Shaffer (2005), emotional intelligence has a significant impact on employees' job performance, as their emotions can influence their working behaviour. Emotional intelligence demonstrates how an individual learns the skills of Self-awareness, Self-Management, Social Awareness and Relationship Management to achieve job goals. Emotional intelligence gives us the ability to learn and absorb knowledge, but emotional competence defines of tendency of learning and skill mastering which translate it into job capabilities.

Working Behaviours

Employees have a different attitude about jobs. As this generation has already entered the workforce, their parents do not want to work as hard as they do, but rather spend their lives meaningfully. They don't live to work; rather, they work to live (Barr, 2007). The behaviour of employees towards work is not in line with the traditional and rigid working schedule. Consumers don't stress how and when the job was completed, but just that it was done successfully and precisely. (The Alch, 2000). They also think less about wages and prefer flexible working hours, a better work-life balance, and employers must meet their demands (Broadridge et al, 2007)

Job Satisfaction

According to Hawthorne (2001), a happier employee has always been a better performed employee of organisation. Satisfaction of worker is the result of how well a worker can perform his assigned job. A lot of research has been done on the relationship between productivity and job satisfaction. Absence of motivation, the workers would not have done well in their jobs.

This could lead to reduced company productivity, poor job performance, a loss of a lot of talented workers, increased turnover of employees and a poor relationship between workers. These finding are strongly reflecting job satisfaction, which can also be reflected in job performance.

Maslow's Hierarchy of Needs

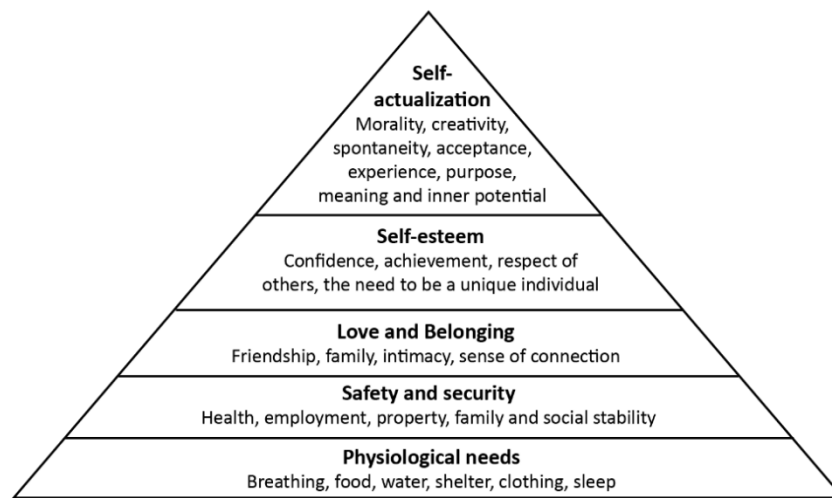


Figure 1: Maslow's Hierarchy of Needs

According to Maslow's philosophy, the way to apply it is to try to get the team members to work at the highest level. Understanding the team members as individuals and working to understand their specific needs will help to identify what actions are needed to empower them to perform well in their assigned work. The Maslow Theory of Motivation is an excellent tool for project managers to understand and use. It can help you keep the team focused as well as the motivational problems correct. Abraham Maslow developed the Needs Hierarchy of Motivation, in which human needs are ordered in a hierarchy of priority (Maslow, 1970). Maslow suggests that human needs can be arranged in a system that tells us 20 the needs we will usually follow first and the needs we will pursue last (Reeve, 2005). Needs Hierarchy Theory suggests that people always want what they don't have. Therefore, needs that are already met no longer provide any inspiration for action, so new needs must be brought to attention. When people have met their lower-level needs, they may pay attention to higher-level needs. The five basic needs suggested by Maslow are; physiological, safety, social, esteem and self-actualization.

A company couldn't work without the presence of their employees. Essentially, for their organisation changes. It can infer that the company needs worker contribution for any organisation development. At the same time, Maslow's Hierarchy of Needs said that there are Physiological needs are most essential needs, which contribute to primary needs such as food, sleep, and weather and family responsibilities. For example, workers having financial difficulties in family afraid of sustaining their job and will be work hard to meet company's expectation, However, safety needs are next level of needs, Maslow emphasized both emotional and physical health. During times of economic stress, when jobs are scarce, most workers are so eager to survive that they cannot meet higher needs.

The third degree of needs refers to the needs for love and association which means social needs. Employees can develop a social support network and a sense of belonging through interactions with co-workers that could lead to better job satisfaction and excellence performance.

Esteem needs is the level represents the higher needs of humans. These are the needs for strength, the need for accomplishment and prestige. This need applies to self-esteem as well as other self-esteem. Esteem needs can be satisfied by buying a larger house or car, which might make them have feel of success and through on the job rewards such as praise from the

boss, promotion or increment. To order to satisfy the need for self-actualization, workers should be provided with opportunities for growth and transparency so that they can develop abilities to the fullest. For example, a repetitive and boring work will not fulfil the need for self- actualization, no matter how high the salary is. Maslow's need for hierarchy theory has made an important contribution to understanding job motivation. It has made companies more mindful of the complex needs of workers at work. If the employee fails to meet and respond to economic incentives, the management has alternative sources of employee motivation to consider.

Methods

Action Research Process Design

Action research involved practitioners as a researcher to carry out the research by taking action from planning and transforming the problematic situation in the real world into the solution (Lier, 1994). The action research model was first developed by the German-American psychologist, Kurt Lewin in the mid-1940s (Dickens & Watkins, 1999).

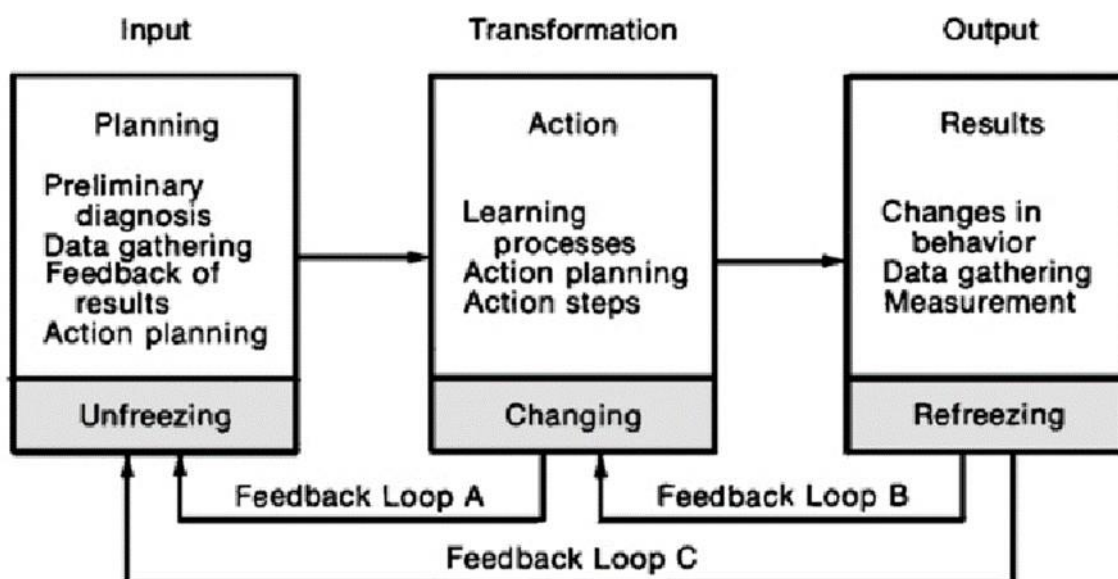


Figure 2: Action Research Model (Lewin, 1946)

According to Kurt's Lewin's (2004) Action Research Model consist of the three major step such as unfreezing, changing and refreeze. "Unfreezing" in which the company or employees knows about the issue faced by them and the conceptualization that people change as they feel the need for change. Changing is the time which includes the learning forms, activity arranging and activity steps. The specialist completed activity arranging and executing conduct changes in the organisation. Move steps are then made at work as a component of the change stage, joined by learning sessions. It will lead to move to a new standard of behaviour and values.

Refreezing stage is organizing, in which rising methodologies are assessed at work and turn out to be a piece of the framework's critical thinking activity if the activity was viable and improving. Assortment of information being assembled from the association to quantify either the adequacy of the learning procedure. Minor alteration required can be executed during these cycles by means of Feedback Loop B. Be that as it may, if the learning procedure doesn't succeed, the general cycles should be done once more and maintain the change in normative behaviour.

Philosophy of Research

Researchers are collecting and analyzing both qualitative and quantitative data in a sequential and simultaneous and rigorous manner that integrates both data forms. The way these data are incorporated will depend on the nature of the study and the philosophic perspective of the researcher. For this research, a research philosophy has been identified, namely pragmatism.

Pragmatism

According to pragmatism philosophy, the research question is the most important measure of research philosophy. Pragmatics may incorporate in positive and interpretive roles within the framework of a research, relied on research question. Pragmatism research theory can combine more than one research methodology and research method into the same analysis. In addition, studies of pragmatism study methodology can incorporate the use of multiple research methods, such as qualitative, quantitative and action research methods.

Mixed mode

Mixed mode method is a research design with philosophical presumptions just as methods for request. As a system, it includes philosophical point of view that control data collection and data analysis. Mixed mode uses quantitative and qualitative approaches in combination provides a better understanding of research problems that either approach alone.

Time Horizon

In time horizon there are two possible options, either cross-section or longitudinal. Cross-sectional is designed to obtain information on variables in different contexts, but at the same time. Typically, various organizations or groups of people are chosen, and a study is conducted to decide how the variables vary. This requires, thus, collecting data on more than one event at a single point of time. (Bryman,2007). Longitude is a study of a variable or group of subjects over time. The goal is to investigate the dynamics of the problem by investigating the same situation or individuals several times or continuously during the problem. This will enable the researcher to examine processes of change. So, for this case company researcher choose longitude as a time horizon to observe the change process or improve employee performance in MSMD Resources (M) Sdn Bhd, it would be likely to suggest likely explanations from a review of the change process and pattern emerging. So, for this case company researcher choose longitude as a time horizon to observe the change process or improve employee performance in MSMD Resources (M) Sdn Bhd, it would be likely to suggest likely explanations from a review of the change process and pattern emerging.

Unit of Analysis

The target population is identified as a set of objects or elements with the researcher's required information (Malhotra & Birks, 2006). According to Ranjit Kumar (2011), whatever becomes the basis for selecting your sample, such as a person, family, household, organization members, area residents, is called a sampling unit or item

Population and Sample Size

For this analysis, therefore, the target population is the employees working in MSMD Resources (M) Sdn Bhd. The sample population size included in this study are 35 out of 60 employees.

Sampling Techniques

Researchers use stratified random sampling as a sampling technique in this study. This method was used to ensure the study's variables were represented equally. It is important that the characteristics selected as the basis for stratification in the study population are clearly identifiable (Ranjit Kumar,2011). For example, gender-based stratification of a population is much easier than age, income, or attitude. It is also essential to be related to the problem statement for the feature that becomes the basis of stratification. MSMD Resources Sdn Bhd was working with a proportionate stratified random sampling technique. In this case, sample are group of employees working more than 3 years. Researcher believes choosing respondent working more than 3 years will be suitable for giving their opinion and answering the questionnaire on their real experience.

Research Instruments

Sampling is a systematic operation, process or methodology used in the collection of an acceptable sample of the target population with the primary objective of evaluating the parameters of the total population. In an empiric research study, data could be obtained through interviews, observations, questionnaires or experiments.

Validity

The study-designed questionnaire was subjected to a face and content validation process. McBurney (1994:123) has established facial and material validity. Face validity is the idea that a test should appear superficially to test what it is supposed to test. In addition, material validity is the notion that the spectrum of actions expressed by the theoretical concept being evaluated should be replicated in a study. Copies of the questionnaire and copies of the research questions were given to practitioners and academics in the validation process of this report. Such experts carefully went through the research questions and the questionnaire to assess the instrument's suitability and adequacy. Researcher favours the modified Likert scale because according to normal Likert scale, strongly agree assigns 5 points, agree 4 points, neutral 3 points, disagree 2 points and strongly disagree 1 point. After the questionnaire was tested, a pilot test was performed on the instrument using 10 employees. This was done in order to see if the topics are sufficiently clear and easily understood or need to include more items in certain areas; or if there are any things they would not like to respond to. As well as assessing the viability of the study's proposed method of data analysis. Nevertheless, the researcher was able to understand the uncertainty of certain items from the pilot test and thus had to adapt it to the questionnaire level. That is, the researcher used simple English.

Reliability

This study will use Cronbach's Alpha to test the reliability, as it uses item analysis to understand the identity of the questions on the survey. Reliability refers to the extent of the consistency in result from the repeatability of measurements; high reliability means high consistency, so checking the reliability between different variables is in the same way of checking the survey's internal consistency. Cronbach's Alpha indicated in the below table: -

Table 1: Cronbach's Alpha Level of Reliability

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Data Collection

Qualitative

Qualitative approaches to data collection, analysis, interpretation and reporting differ from traditional quantitative approaches. Purpose sampling, collection of open-ended data, analysis of text or images, representation of information in figures and tables, and personal interpretation of findings all inform qualitative procedures. Qualitative research focuses on exploring and understanding the meaning that individuals or groups attribute to a social or human problem "(Creswell, 2014, p. 4; echoed by Holliday, 2007). Denzin and Lincoln (2005) describe this approach as gaining a perspective on issues by investigating them in their own specific context and the meaning that individuals bring to them. This focuses on taking sense from the experiences and opinions of the participants. Qualitative approaches are usually described as inductive, with the underlying assumptions that truth is a social construct, that variables are difficult to measure, complex and interwoven, that there is a primacy of the subject matter and that the data collected must consist of an insider's point of view (Rovai et al., 2014).

Quantitative

Quantitative methods involve the process of collecting, analysing, interpreting and recording the results of the study. Similar methods exist in both survey and experimental research for the identification of the sample and population, for the design of the survey plan, for the collection and analysis of data, for the presentation of findings, for the description and writing of the research in a manner consistent with the survey or experimental study. Quantitative research is regarded as a deductive approach towards research (Rovai et al., 2014). We claim that by subdividing this reality into a smaller sample for study purposes, this reality can be understood. It is within these experiments that observations can be made and that theories can be tested and replicated in relation to the relationship between variables. This approach is typified by a researcher putting forward a theory that is exemplified within a hypothesis that is then put to the test; conclusions can then be drawn from this hypothesis, following a series of observations and analysis of the data (Rovai et al., 2014). Since the purpose of this study is consistent with the characteristic qualitative and quantitative analysis to analyse the relationship between variable factors and the work performance contribution of employees an interview and survey questionnaire was performed as an instrument to measure variables.

Data Analysis

Primary data obtained through a questionnaire to be distributed to the intended respondents. The questionnaire was provided in English only and was used to collect 2 types of information; demographic data and 5-point Likert scale responses to statements on research questions. Hard copies of the questionnaire were sent out to MSMD Resources (M) Sdn Bhd, Malaysia staff. This approach was chosen as it was easier for the research concerned to hit the target group matching the respondent profile.

The questionnaire was designed based on the research objective in this action research paper as mentioned below: -

RO1: To measure the factors influencing employees' performance in MSMD Resources (M) Sdn Bhd.

RO2: To identify job performance improvement in MSMD Resources (M) Sdn Bhd.

RO3: To analyse whether the monthly appraisal or quarterly performance review in MSMD Resources (M) Sdn. Bhd.

The researcher chooses this form of questions because it is easy for the respondents to understand and provide feedback. The questionnaire in this study divided into three main sections;

Section A – Demographic Profile

Section B – Factors that influence Employees

Section C – Job performance

Table 2: - Expected Questionnaire

Section A	Demographic Profile	Age Marital Status Highest Education Achievement Work Experience Employment Status Gross Monthly Income
Section B	Factors that influence Employees	Information of the Employees respondent's personal factors according to their knowledge level, working behaviors and their job satisfaction.
Section C	Job performance	Consists of questions regarding perception on factors contributing to job performance.

There are six questions that measure each single concept. To measure each construct, the researcher uses questions that can be evaluated with reliability. The questionnaire was drafted in English and the researcher used Likert-scale for the developed questionnaire.

Table 3: - 5-point Likert scale for Quantitative Data Collection

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

For the secondary data interviews are conducted with the payroll and HR Manager and will measure by using data transcribe or NVivo. This process of interviews begins with making an appointment with the managers. Preparing questions for the managers which reliable and measure the variable of this study. All this data collections must be do the validity and reliability test before distributing. Based on the selected analytical tool used by the researcher, the outcome of the expected research findings can prove or disprove the research question.

Table 4: List of research question with the approach for data analysis

NO	Research Questions	Data Collection	Data Analysis
RQ1	What are the factors affecting the performance of employees at MSMD Resources (M) Sdn. Bhd?	Qualitative- Interview with the HR manager and payroll in charge	NVIVO/ Manual Data transcribe
RQ2	How to improve employee performance at MSMD Resources (M) Sdn Bhd?	Quantitative-Collecting feedback of employees through questionnaires	SPSS (Normality and T-value test)
RQ3	How the appraisal or quarterly performance review in MSMD Resources (M) Sdn Bhd may help to improve job performance.	Quantitative and Qualitative- Distribute questionnaire and discuss with Management team to develop the job performance among employees and how it can be helpful for company growth	SPSS & NVIVO/Manual Data transcribe

Conclusion

The organisation needs to train the employees to perform well in their job since employee's participation and involvement is basic to the general achievement of the organization. The management of organisation need to understand each of the benefit of employee performance. That will help them get of worker execution with the goal that they can create predictable and target strategies for evaluating employees. Doing so decides qualities, negative points and potential management holes in the business, company growth can be improved and developed to the next level.

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LINKING PLACE PREFERENCE WITH SATISFACTION: AN EXAMINATION OF ITS RELATIONSHIP FROM TAHFIZ STUDENTS PERSPECTIVE

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Abstract: *This paper explored the pattern of students' learning setting preferences in Al Quran memorisation and satisfaction towards the settings in 10 consecutive days of an experiment. Subjects were assigned to five different Hafazan settings in their learning ecology set based on the findings from the literature. Eight indicators encompass the memorisation performance, comfort level towards setting arrangement and position, perceived wall finishes, furniture ergonomic, brightness level, temperature and privacy, were adapted to record their learning experience in manipulated settings. The objective of this investigation is to study the satisfaction and comfort level of students during Quran memorisation as well as to identify the preferences setting arrangement while memorising the given verses of Quran. The result is segregated between gender. It is pertinent to note, both genders prefer at seat at window face setting. However, male students would rather sit on the chair with a table provided while female students tend to choose sitting with cross-legged. In conclusion, both objectives are achieved. It seems both genders have different preferences in terms of position. The findings are significant for further investigation of Islamic learning ecology and behavioural studies, that is limitedly available for references. Implications of the findings discussed.*

Keywords: *Tahfiz education, Hafazan setting, learning place preference, Al Quran memorization*

Introduction

Every student responds to its environment based on its preferences to the situation. Learning environment preferences is said essentially for a better learning experience that could influence their academic performance through affecting attention, concentrations and their behaviour (Nurlelawati Ab. Jalil, 2016; Shimojo et al., 2001). For instance, colour is one of the interior factors that found able to elevate positive or negative learning mood, which correlated to the performance (Nurlelawati Ab. Jalil et al., 2016). It is because some colours have a salient impact that could calm and relax the mind while some colour may cause fatigues (Al-Ayash et al., 2016). Additionally, colours can help to create shapes, add character and define space to identify the environment and provide useful information for environmental adaptation (Ab Jalil et al., 2016). The previous study also highlighted the usefulness of light to the human circadian system and visual comfort that contributes to better well-being and daily routine activity (Tiller & Veitch, 1995; Husini & Syaheeza, 2018). Good perceive of environment will lead an

individual to feel more comfortable doing certain activities (Adaval et al., 2018) which eventually related to better productivity.

The study explored the Tahfiz students' learning environment preference specifically for Al Quran memorization (Hafazan) activity at the selected Tahfiz institution. Presently, the information regarding the built environment of Tahfiz institution is considered unavailable due to a lack of studies on the area. Learning environment preference in this study refers to the comfort level and satisfaction among the students as the users towards their Hafazan environment. The Hafazan environment takes into consideration the perceive in terms of wall finishes, furniture, the setting of brightness, temperature and privacies. The comfort of the learning environment is vital for improving students' performance. Therefore, the purpose of this study is to examine the students' responses in defining their preferred learning space for the Hafazan. Experimentation is one of the essential mediums for knowing the right area for students to engage in certain activities. In this case, the experiment involves in setting up the Hafazan class into five type of settings that comprises white wall finish setting, green wall finish setting, nature facing setting, wooden finish setting and face to face setting. Thus, there are two main objectives to be achieved. Firstly, to study the satisfaction and comfort level of students during memorising Quran and secondly to identify the preferences setting arrangement while memorising the Quran.

Literature Review

Students satisfactions are needed to be considered primarily on the physical learning environment. Increasing in satisfaction level can improve the skills, mentality and knowledge of students (Ansari et al., 2018). That is why the comfort of students have to considerate. However, it is arduous to visualise comfort conditions because one's satisfaction depends on the perception of the individual. Consequently, there are a few indicators that can be taken into account to determine an individual's comfort. In this case, the study focus on the temperature setting, wall finishes, brightness and privacies.

Psychological and Physiological Aspects of Wall Finishes and Furniture

The colour of the paint plays a vital role in decorating the classroom. Ab Jalil et al. (2016) claimed that not all colours have a positive effect on emotion and productivity. Thus, not all wall finishes give a positive vibe in the environment of learning. Singh (2014) provides a point of view on creating a conducive environment by not overly stimulate the students. He added the colours such as reds and oranges could cause overstimulation. However, green and blue can make an individual feel calmer, relax, comfort and the most important can improve on efficiency and focus. Generally, blue and green colour is suitable for wall finish/ paint in the classroom. Somehow the aspect of brightness also plays a vital role to elevate positive emotion and performance. For example, a brighter room can boost the emotion and lower the stress level (Tiller & Veitch, 1995) while adequate daylighting is found significant to students' performance (Husini & Syaheeza, 2018). Those are the reasons that daylight is imperative and ought to be considered in instructive space. Both researchers added in the activity of memorising Quran required the skills and method which include reciting, reading and rewriting. These approaches or learning activities are affected by classroom daylighting condition. The previous study highlighted the usefulness of light to the human circadian system and visual comfort that contributes to better daily routine activity.

Since the experiment comprises wall finish setting in white, green and wooden, thus, there is a need in investigating the impact of wooden finish towards the learning environment. Mayo (2017), in his research, has found that natural texture and patterning materials have a

stimulating effect and beneficial to human mood and emotion. He claimed wooden seems to give a good psychological reaction which creates calmness and may reduce the stress. Ergonomic classroom furniture allows learning easier by evacuating large and small physical obstacles to enable the students to focus on the lesson of the day. The components that influence the ergonomics of classroom furniture extend from basic things like choosing seating and desk. Improper design of the chair is one of the factors behind improper sitting arrangements which can lead to exhaustion, extreme psychological stress and give a harmful impact on the students' performance (Ansari et al., 2018).

Psychological Aspects of Temperature Setting

According to Chwieduk (2011), one of the comforts to consider is the ambient temperature. He claimed the surrounding air should be around 23° for maximum comfort. Studies have proven that the high and low temperature of the class gives an impact on the ability of students in learning and functioning. Additionally, the temperature also can affect the ability in memorising (Mendell & Heath, 2005). However, Energy Air Incorporation (2019) stated the opinion of the ideal temperature in the learning environment if the classroom is at thermal comfort. Thermal comfort can describe as the temperature is not too hot and not too cold depending on the combined factors of environmental (source of heat and humidity), personal (clothing) and physical (activities). This is because if the temperature spikes, it might be affected on risen the temperature body which can lead to the sickness. At the same time, if the classroom is too cold, the students might affected in terms of the productivity which lead to depressing and distracted.

Psychological Aspects of Privacies

Privacy connected to perceived comfort significance. Previous study proven students prefer the learning environment in their own privacy space (Beckers et al., 2016). Privacy is the complex method of managing the desired degree of access, which can change over time based on individual differences and circumstances. According to Beckers et al. (2016), factors such as interruptions, crowding, and noise are listed as distracting attributes. It is similar to the condition when students are having a task of memorising Quran where the students need full attention without any disruption. Thus, the study highlighted the satisfaction on all the indicators (temperature setting, wall finishes, brightness and privacies) in every position assigned to the students.

Methodology

Primary Data Collection Method

The experiment conducted in Darul Quran involving 24 students that equally divided between gender and the research was held in consecutive ten days. Conducting a questionnaire survey is the only primary data included in this study. Mode of questionnaire survey used for the study is a self-administration mode where the respondents were handed out the set of paper questionnaire to be answered after they experienced their Hafazan task in the various setting design classes in ten days' experiment.

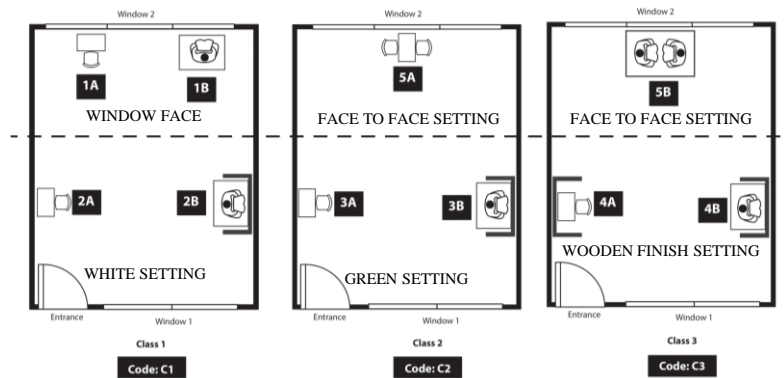


Figure 1: Experiment Layout for Male Students

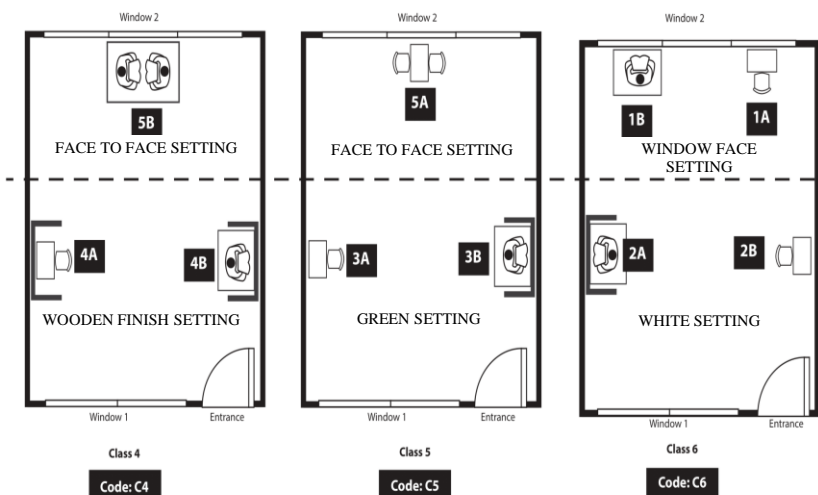


Figure 2: Experiment Layout for Female Students

Figure 1 and 2 illustrate the position and setting type. There are five setting types including white wall setting, green wall setting, window/ nature facing setting, wooden finished setting and face to face setting. Each student has to give their perception of every seating type to know which setting type is the most comfortable for students.

Identification of Analytical Method

This study uses descriptive statistics to describe data, including the sample mean as well as a bar graph. The mean of sample portrays, the lower the value of the mean, the higher the level of satisfaction of the students towards the assigned position in the various setting arrangement made by the researcher.

Analysis And Findings

Each student was placed at the various setting arrangement for Hafazan task during ten days' experiment. The result may vary according to the assigned position.

Satisfaction and Comfort Level by Male Students During Memorising Quran

Table 1: Level of Satisfaction in 5 Settings (Male Students)

	Window Facing Setting		White Setting		Green Setting		Wooden Finish Setting		Face to Face Setting	
	1A	1B	2A	2B	3A	3B	4A	4B	5A	5B
Performance level	4.2	3.4	3.3	3.0	2.9	3.8	3.5	3.8	3.9	3.1
Comfort ness on the layout arrangement	2.7	2.9	3.5	2.4	3.5	3.4	3.1	4.1	5.2	2.9
Comfort level towards assigned position	2.8	2.3	3.0	2.4	3.2	3.5	3.3	2.7	5.1	3.3
Perceived wall finishes	2.7	2.5	2.2	2.0	3.3	3.1	4.1	4.6	2.9	2.6
Perceived furniture ergonomic	3.2	2.6	2.7	2.8	2.9	3.0	3.3	4.1	3.7	3.3
Perceived brightness setting	2.2	1.6	1.9	2.0	3.0	3.4	3.8	4.4	2.6	2.2
Perceived temperature setting	2.5	2.5	2.5	2.9	2.9	2.9	3.6	4.3	2.4	3.3
Perceived privacy setting	3.4	2.8	2.8	2.0	3.3	2.3	2.5	3.0	5.4	4.6

Table 1 indicates the results of five types of setting in the form of mean value, where the lowest mean value represents the most satisfied. In contrast, the highest mean value portrays the least satisfaction among the students towards its environment.

Firstly, students who experienced Hafazan task at the position of a window/ nature facing setting (1A and 1B) and white setting (2A) indicate the perceived brightness as the highest level of satisfaction with the mean value of 2.2, 1.6 and 1.9 respectively.

However, setting type 2B resulted perceived; wall finishes, brightness setting and privacy setting as the highest satisfaction with the mean value of 2.0 due to the environment surrounded by the cubicle painted in white, which led no interaction with others. Somehow the results portray almost similar satisfaction between at window facing setting and in a white setting, whereby perceived brightness as the highest satisfaction by the students. It is may due to the class was set in white wall finish, and the arrangement placed facing the window.

Secondly, green setting. The result indicates setting type 3A portrays three indicators that satisfy the students the most including performance level, perceived furniture ergonomic and temperature setting. The result occurs by reason of the setting placement was provided with a table and chair that facing to the green wall finish setting. Furthermore, the green wall finish (light colour) can affect the temperature setting as proven by Phill (2018). He stated the paint of the walls could affect heat absorption where the light-coloured paint can help reflect the sun's heat away. While setting type 3B shows the most satisfied by students is perceived privacy setting.

Next, wooden finish setting with the result illustrates the students who experienced Hafazan task at type 4A satisfied with privacy in that particular setting. Followed by type 4B, the students voted comfortness at the assigned position during Hafazan task as the highest satisfaction.

Finally, the face to face setting with the result portrays type 5A, and 5B have different satisfaction among students. Students experienced Hafazan task at 5A stated perceived temperature as the highest satisfaction. At the same time, students experienced at type 5B claimed perceived brightness as the most satisfying according to face to face setting.

Satisfaction and Comfort Level by Female Students During Memorising Quran

Table 2: Level of Satisfaction in 5 Settings (Female Students)

	Window Facing Setting		White Setting		Green Setting		Wooden Finish Setting		Face to Face Setting	
	1A	1B	2A	2B	3A	3B	4A	4B	5A	5B
Performance level	4.7	2.9	3.3	4.6	3.7	4.3	4.7	4.1	4.1	4.4
Comfort ness on the layout arrangement	2.9	2.7	3.8	3.9	3.4	3.6	5.1	4.0	4.6	4.3
Comfort level towards assigned position	3.8	2.7	3.5	3.9	3.4	3.5	5.4	4.1	5.0	4.8
Perceived wall finishes	3.9	2.5	2.9	3.8	2.3	3.0	5.5	5.1	2.8	3.6
Perceived furniture ergonomic	3.7	2.4	3.1	3.8	2.5	3.3	4.8	5.1	3.5	3.7
Perceived brightness setting	2.5	1.9	2.6	3.0	3.0	3.3	5.8	5.1	2.6	2.8
Perceived temperature setting	2.9	2.8	2.7	3.4	2.7	3.9	6.4	5.3	3.4	4.1
Perceived privacy setting	2.9	2.7	3.0	4.4	2.5	3.8	4.1	3.5	5.9	6.5

Table 2 represents the satisfaction result on each indicator by female students for five types of setting. Firstly, the facing window setting (1A and 1B) and white setting (2A and 2B) portrays the highest satisfaction is perceived brightness due to a similar reason as male students. Additionally, the wall finish can affect the brightness of the space whereby the brighter the walls, the larger the quantity of light reflected from it (De Backer, 2019).

Secondly, the result of the students experienced the *hafazan* task in green setting indicates both of types 3A and 3B satisfy with wall finish setting. Although both kinds of the setting are not placed near to the window, somehow the students feel satisfied with the green environment perhaps due to the green colour is so heavily associated with nature and often described as a refreshing and tranquil colour that bring cheerful, soothing and health-giving impact (Cherry, 2020).

Previous study stated woman have more sensitivity towards fresh colour such as green as compared to man (Khouw, n.d.). That is why the green wall finish has little impact on the satisfaction towards male students.

Next, the impact of a wooden finish setting towards the satisfaction of students and the result clearly stated both types 4A and 4B seem satisfied with the perceived privacy, perhaps because of the position surrounded by cubicle with wooden finish setting.

Finally, the students who experienced their *hafazan* task at face to face setting commonly satisfy with the perceived of brightness because both of the types (5A and 5B) placed near to the window.

Preferences Setting Arrangement

As referred in the bar graph (figure 3) and the figure 4, the results show the facing window setting is the most preferred for both gender in order to memorising Quran. However, the most preference with 31.1% of male students voted setting type 1A as the best setting for memorising Quran where the students were sitting on a chair. Conversely with female students, dominant number (27.9%) prefer memorising Quran with sitting cross-legged and facing window. As mentioned before, perceive brightness can boost the emotion and lead to reducing in stress level. That is why both genders prefer at the setting type of facing windows and nature. Additionally, the setting type promote calmness by embracing the nature.

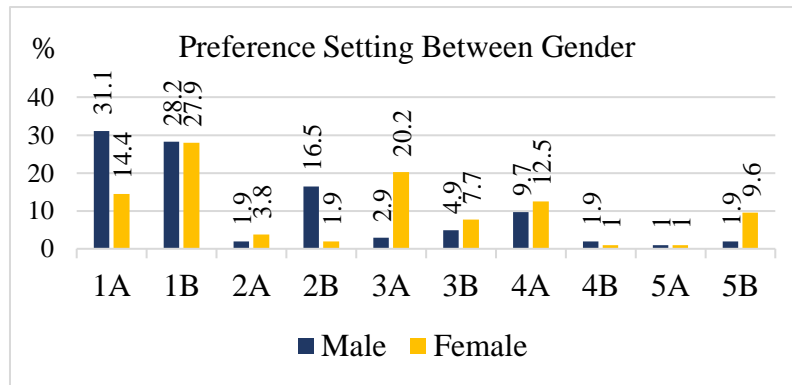


Figure 3: Bar Graph of Preference Setting by Gender

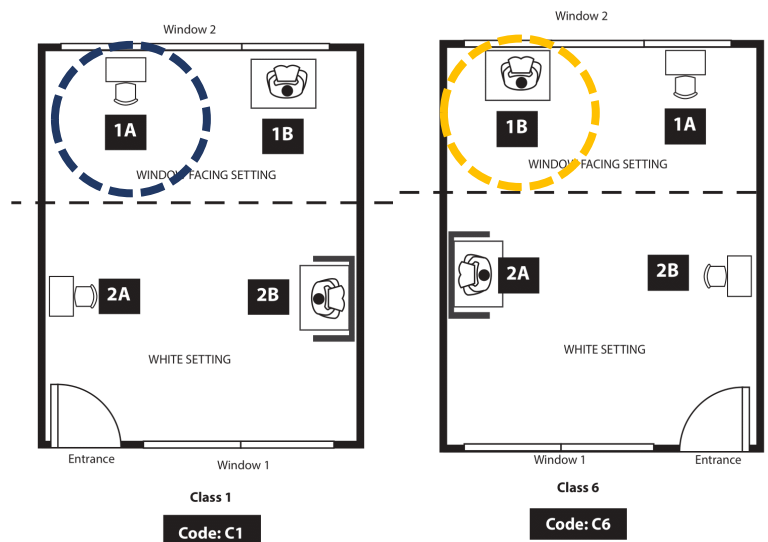


Figure 4: Illustrations of Preferences Setting by Male and Female Students

Conclusion

It is pertinent to note male student have more satisfaction in the white and green wall finish class at the position of sitting with cross-legged and seated on a chair, respectively. The mean score shows male students satisfied in white wall finish class in terms of the wall finish, the brightness and privacy. Indeed the white wall finish perceived more bright as mentioned in the literature review. In contrast, the class setting in green wall finish seems to have the highest mean score towards the performance level, perceived furniture ergonomic and privacy. Conversely, with female students, all the setting style portrays only one satisfaction in each position. However, the highest mean score is perceived brightness at the place of 1B (window/nature facing setting). Though the students stated their satisfaction, somehow they have different perception towards each of the position. Base on findings, both genders prefer having the task of memorizing the Quran at the setting style of facing nature/ window. This is because the students have scenery and view, which help them to perceive comfort and calm in doing their activity (Quran memorisation).

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ONLINE TRUST DEVELOPMENT IN ONLINE SHOPPING

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Abstract: *Emerging technologies have helped everyone get through their daily tasks and become easier. however, it is still a concern for many people to use technology because they do not know how to trust someone in helping to solve something. In many previous researches, focus has been found in the relationship between consumer trust and its antecedents. This article examines the factor that can develop trust among consumer in online shopping. There are 6 factors that are used to test online trust development: reputation, risk, website quality, service quality, business size, and reference group. Methodology for the study are quantitative and the questionnaire will be distributed through an online survey in line with the ongoing research related to the online. This will be more targeted to online users especially the younger generation who are more likely to use technology.*

Keywords: *(Online Shopping, Trust, Reputation, Website Quality, Service Quality, Business Size, Risk, Reference Group)*

Introduction

The Internet has become an indispensable means of communicating despite being separated from the continent especially in business. But how does one know if the seller is being honest with the customer? Internet users are increasing as the number of clicks on vendors online has also increased significantly. Though the rise of Internet users is increasing, seller sellers fail to attract users to make purchases. Every online retailer has tried to attract customers to make a purchase. But what determines their purchase is through seller behavior how they create a relationship in the virtual world. they need to establish long-term relationships with consumers to build consumer confidence and trust in the seller. Research in the field of e-commerce has been widespread but the emphasis on online trust development has not been comprehensive (Bauman & Bachmann, 2017). The Internet enables organizations to conduct businesses in cyberspace, or connect people worldwide without geographical limitations unlike traditional store and the opportunity has been given to almost everyone. For this reason, consumers become more comfortable with the online business experience because of the convenience and range of product (Saha, 2015) Additionally, browsing an internet for consumer to gather an information before purchase a product can said as a primary factors (Mikalef, Giannakos, & Pateli, 2013). Despite, offline store allows consumer to touch and feel the products, yet online stores still become consumer choice because of the lowers price offer than in a store (Saha, 2015).

E-commerce is an easy way to shopping for many people preferred as they find it easy and convenient. Several factors make an e-commerce business successful. Some of the research shows that trust, security, privacy and quality of goods are among the main factors that influence consumer behavior. The most important factor in the influence of behavior is trust (Kharel, 2018). Most consumers see online shopping as more risky than traditional purchases that can physically satisfy them by viewing, touching a product before making any purchase (Liat & Wuan, 2014; Meskaran, Ismail, & Shanmugam, 2013). That most users do not dare to buy online for fear of being deceived (Juniwati, 2014). Because lack of trust, customer will

have doubly to make an online purchase because they will feel insecure. Thus, it difficult to believe others person (online seller) is honest an online store will deliver on its commitments (Wijoseno, 2018). Online shopping becomes a challenge for most consumer, especially traditional consumers. The risks of the online transactions with the objective are tempted to have more intentions to buy online if it has more trust in the seller (Meskaran et al., 2013; Muda, Mohd, & Hassan, 2016). Therefore, online purchasing can increase a risk in term of delivery delay, information exchange between two parties and lack of trust is the greatest barrier when involved internet transaction (Kim, Xu, & Koh, 2004).

Literature Review

Defining Trust

Trust is a set of behavior and an integral part of all human relationships and belief that the other party will act in ways that depend on another.

- In this situation, requires two actors - trustor and trustee - must exist to develop trust.
- Trust can be caused by many circumstances and it is a sensitive concept

it is also an expectation that others will act in accordance with their commitment, negotiate honestly and not take advantage of the situation despite the opportunity (Thi & Nga, 2018). This definition of trust is often cited in many others studies and widely recognized.

Online Trust

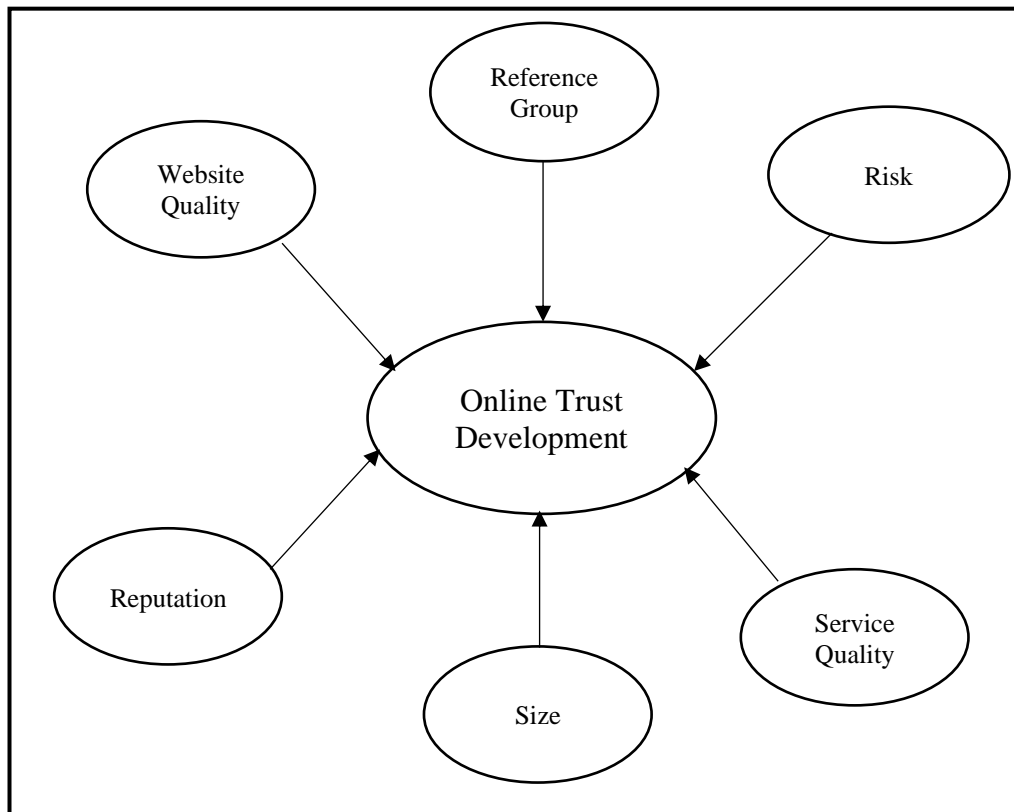
Online trust is an Internet users psychological state of risk acceptance based upon the positive expectations of the intentions and behaviors of an online vendor. Online trust is definitely different than traditional trust. It refer to the willingness of the consumer to belief and rely that others party will perform an important action and make consumer vulnerable to the seller (Wijoseno, 2018). Basically, trust can lead to intent of the transaction and seen as an important key belief that creates a positive attitude (Lu & Fan, 2014). In fact, online opinion and recommendation from another internet user or consumer can lead to trustworthy for future prospect. Positive or negative comments from the previous consumer will affect the consumer trust towards the product and quality. Trust plays a significant role in context online shopping because consumers feeling of trusts towards online seller are important to consider her/his intention. The buyer only depends on the information displayed on the website when making a decision to buy or not because they cannot touch and feel the product. So, every online transaction requires the user to use the internet technology to interact (Kulathunga & Athapaththu, 2018). Trust is an important factor to create a relationship between seller and buyer in online purchase intention e-commerce (Al-Swidi, Behjati, & Shahzad, 2012; Meskaran et al., 2013). In e-commerce context, trust is including expectation characteristic of online seller.

Consumer will make purchasing based on their trust level to the product especially salesperson and company (Meskaran et al., 2013). Sellers need to gain trust from consumers from different aspects of online purchases. This is because when shopping, as consumers, they feel at risk. Similarly, consumer uses the internet as a communication tool to submit their private information. the users must feel that their information is protected and not used for other purposes without their permission (Kharel, 2018). Furthermore, they go through the process of choosing a payment method and hope that the website is trusted and secures transactions in an honest manner at the time of purchase. Consumer trust and satisfaction on something is based on a long-term relationship between company and a customer. Basically, customer trust is the most fundamental factor for an online store. Trust in on online sites is a significant determinant in deciding the achievement or failure of any e-commerce activities in

the market (Wijoseno, 2018). No physical relationship between consumer and seller in online store will be have some affected by consumer characteristic rather than seller action.

Research Model

Throughout previous research overview, researcher has realized there are some limitation and created the own research model to analyse the trust development in online shopping. The research model are foundation from trust model in online shopping (Thi & Nga, 2018). There will have some adjustment include six independent variables: website quality, reference group, risk, reputation, business size and service quality.



Online Trust Development

Developing consumer trust on the internet is a major challenge for online sellers and is a topic of growing concern among researchers because the future of trading depends on online consumer trust. It is a major concern for the public to engage in e-commerce because of the many possibilities that will occur in the cyber world, especially when it involves financial and personal information transactions that are transmitted through the internet (Wang & Emurian, 2005). This development is very important for nowadays because mostly people are preferred to use technology and deal through virtual.

Reputation

Reputation is the general opinion or belief of an individual or organization. It is a key of success. From reputation will also determine whether someone is honest and trustworthy. In this study, it is defined as to which consumer believes a company or sellers ability, honesty and concern about consumer (Thi & Nga, 2018). To have a good reputation, the seller must not be focused only on profit but it must balance corporate social responsibility too and it will show

a good image for the company (Muda et al., 2016). Thus, online sellers who can build a strong reputation have the advantage of bringing a lot of traffic to their online store. In short, reputation is very important to impress consumer and directly affects shoppers trust.

H¹: Reputation is positively related to consumer trust development in online shopping.

Risk

Basically, the concept of risk can be classified into various types of risk in the marketing literature such as product risk, privacy risk and financial risk (Ling, Daud, Piew, Keoy, & Hassan, 2011). Shopper should deal with an unfamiliar seller and faced risk and feel insecure such as submit a piece of personal information and make a financial transaction (Lee, Ahn, Song, & Ahn, 2018). Although some security mechanisms are already in place, users are still at risk when engaging in transactions in cyberspace. Traditional shopping has a lower risk compared to online purchase and this impedes the readiness of consumers to make online purchases.

H²: Risk is positively related to consumer trust development in online shopping.

Reference group

Reference group determine to help other to navigate their ways through the situation of their need. The reference group can be around us whether we know it or not, especially peer certainly can be a negative, but it also can be a positive. When a potential consumer has little or no direct experience with the vendor, the third-party opinion about its trustworthiness can be a major source of information (Muda et al., 2016). Usually testimonial from previous customer can help the potential customer to make a decision in online purchase. Company should prefer sharing knowledge or purchasing experience than advertising products especially in the virtual community (Balakrishnan, Dahnil, & Yi, 2014). Therefore, it can be assumed that online they depend on each other for seller warranties and online products information. Gen Y spends a lot of time to connecting to their friend and also view a comment from general public and previous purchaser to make a decision (Muda et al., 2016).

H³: Reference group is positively related to consumer trust development in online shopping.

Website Quality

Website quality will indicate that customers find it easy to find something on the online store website. In addition, a good website can also help customers find information on the website and make a transaction. people are more likely to trust the store's online shopping when they find the website easy to use and beautifully organized. Consumer attitudes towards online retailer will be more positive when the online shop have a higher website quality (Al-Debei, Akroush, & Ashouri, 2015). buyers' perception of website quality affected can their trust (Lee et al., 2018).

H⁴: Website Quality is positively related to consumer trust development in online shopping.

Service Quality

Service quality is intertwined to gain customer trust and build long term relationships with customers by providing the best service. Customers' perceptions of a company's service quality affect trust in online shopping (Mao, 2010). The more good response consumer get from seller,

the more attracting for consumer (Prasath & Yoganathen, 2018). A good service will provide a great return to the online store. this is because, most customers who are satisfied with the service provided will come back for repurchase. Purchase through online consumer has lack of touch and feel the product before purchase. Therefore, the honest information provided to consumer are meaningful to them and consumer sees the online store can be trusted.

H⁵: Service Quality is positively related to consumer trust development in online shopping.

Business Size

Similar to reputation, customers' perceived size of a company plays an important role in forming their trust toward Internet shopping. Larger size of company gives a signed to consumer that the company is successful and have a capability to give what consumers wants even there have a failure they still can handle it well. In addition, companies of larger size are also believed to have ample resources to increase consumer confidence (Mao, 2010)

H⁶: Business size is positively related to consumer trust development in online shopping.

Conclusion

This study demonstrated the factor that can develop trust among consumer in online shopping: reputation, website quality, service quality, risk, reference group, and business size. however, this study has several contributions such as helping sellers to have better understand consumer psychology, and helping sellers learn how to build trust among their customers. Besides that, from this study also seller also can arrange their strategies to grow the business.

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