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Online Live International Conference 07th September 2022

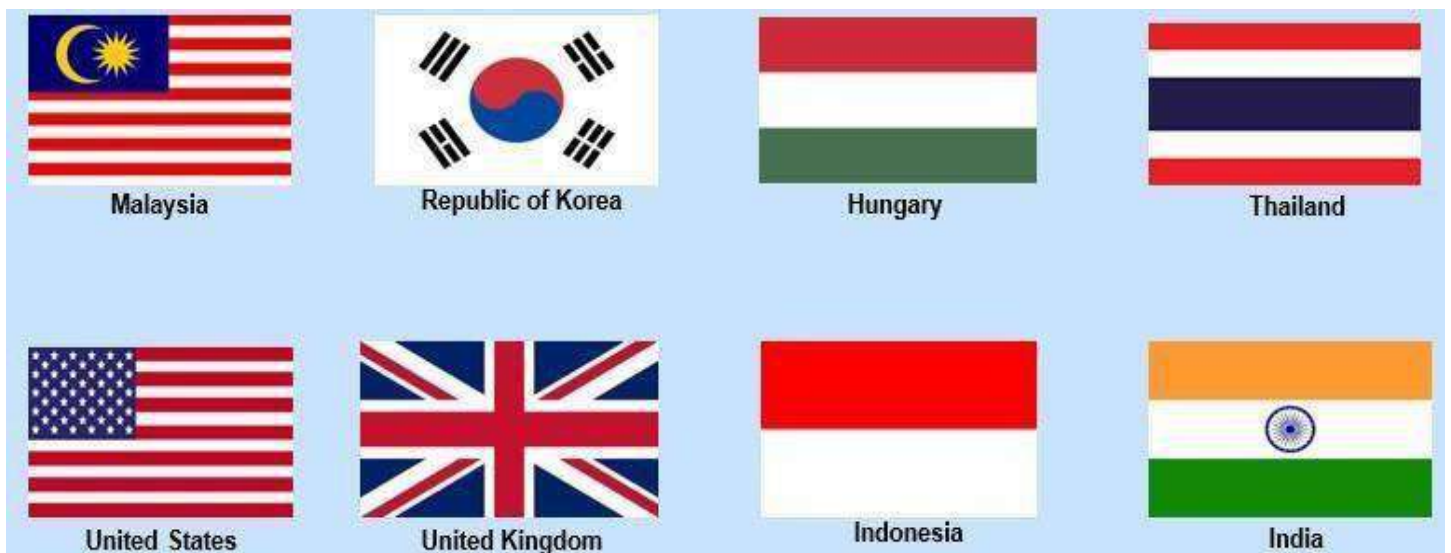
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Eurasia Research Online Live International Conference
07th September 2022
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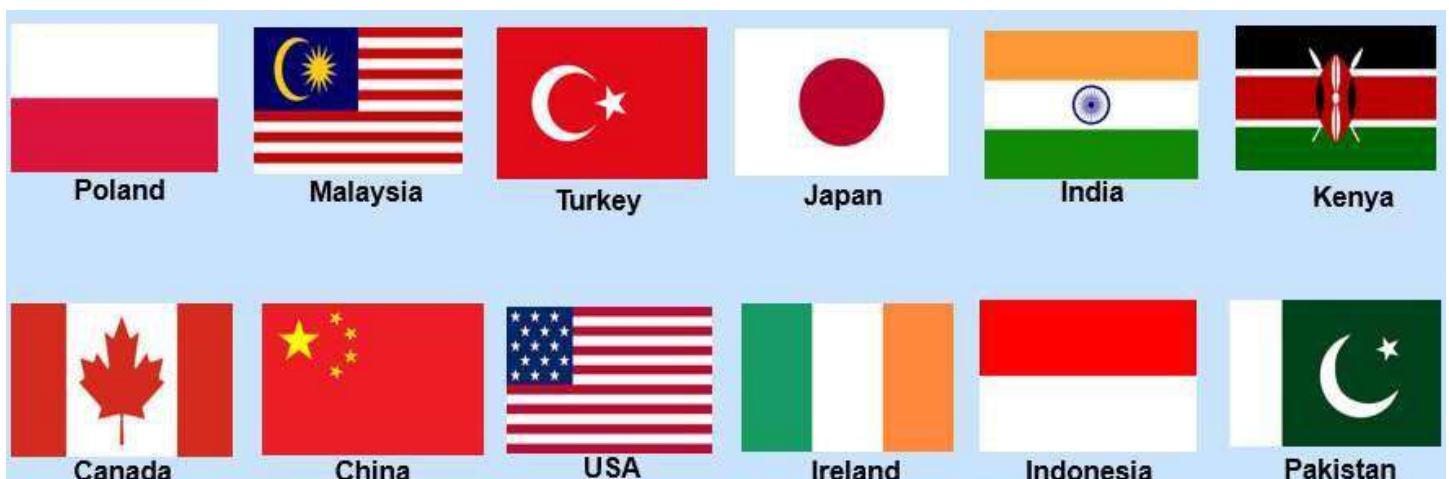
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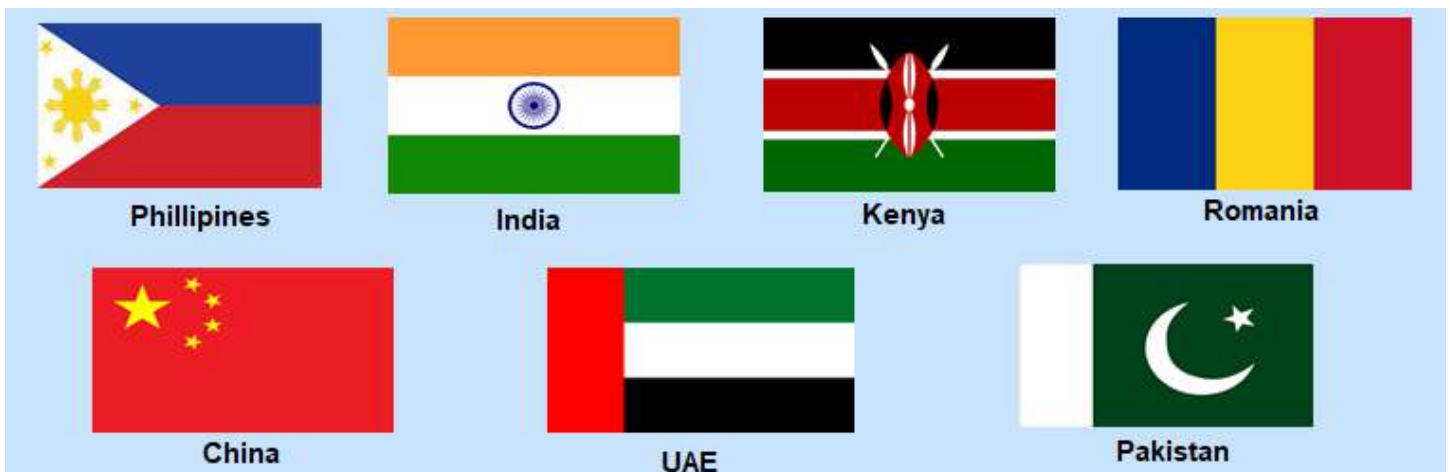
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Social Science and Humanities Research Association (SSHRA) is an international community of researchers, practitioners, students, and educationists for the development and spread of ideas in the field of social sciences and humanities.

SSHRA is promoted by Eurasia Research. SSHRA aims to bring together worldwide researchers and professionals, encourage intellectual development and to create opportunities for networking and collaboration. These objectives are achieved through academic networking, meetings, conferences, workshops, projects, research publications, academic awards and scholarships.

The driving force behind this association is its diverse members and advisory board, who provide inspiration, ideas, efforts and drive collaborations. Scholars, Researchers, Professionals are invited to become a member of SSHRA and join this ever-growing network, working for benefit of society and research with the spirit of sharing and mutual growth.

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Preface

Social Science and Humanities Research Association (SSHRA) is a global group of scholars, academicians and professionals from the field of Humanities and Social Sciences for encouraging intellectual development and providing opportunities for networking and collaboration. This association achieves its objective through academic networking, meetings, conferences, workshops, projects, research publications, academic awards and scholarships. The association is driven by the guidance of the advisory board members. Scholars, Academicians, Professionals are encouraged to freely join SSHRA and become a part of this association, working for benefit of academia and society through research and innovation. For this conference around 40 Participants from around 9 different countries have submitted their entries for review and presentation.

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You will be able to freely communicate your queries with us, collaborate and interact with our previous participants, and share and browse the conference pictures on the above link.

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All accepted original research papers in the English Language will be published in selected journals as per the publication policy, as available on the conference website. Once you receive the Invitation/Acceptance letter, that means your full paper is also accepted for publication in an International Journal, if you follow the communicated editorial instructions/ guidelines.

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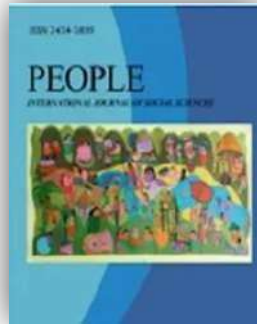
If you fail to meet the deadlines/ correct the paper as per review comments, the paper may be rejected or it will be postponed for publication in the next issue. Normally, the entire process takes around 70 days.

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Acknowledgments

Our sincere thanks go to our outstanding supporters who made this great and interesting conference possible.

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Some special thanks go to our outstanding Key-Note speakers, not only for their inspiring and highly interesting presentations but also for their input and contributions in the discussions and Q&A sessions during the conference:

KEYNOTE SPEAKERS 2022

Topic: Special Elements and Values Needed in Leadership for Special Education



Dr. Mohd Norazmi bin Nordin holds a doctor of philosophy (PhD) degree in special education leadership. Former academic teacher at Batu Pahat Special Education School, Johor, Malaysia. Successfully completed PhD studies within two years. Currently working as a special education lecturer at the Center for the Study of Education and Community Wellbeing, Faculty of Education, Universiti Kebangsaan Malaysia (The National University of Malaysia). He is also the founder of SKAF-Style Quick Thesis Writing Techniques which has greatly helped undergraduate and doctoral students in completing their theses. Receive invitations from various universities in and outside Malaysia as speakers and keynote speakers for international conferences and seminars. He is also Editor in Chief of a special education journal and as an editorial board in five international journals.

Dr. Mohd Norazmi bin Nordin
Center for the Study of Education and Community Welfare, The National University of Malaysia, Bangi, Selangor, Malaysia

Topic: Exiting and Re-entering Nuclear and Fossil-Fuel Energy in Germany



Csizmazia (Lee) earned his M.Sc. in Management of Information Systems and Management of Production from the Vienna University of Economics and Business (Austria, Europe). He studied the Korean language and culture at YKLS between 2010 and 2012. He is a dual citizen and speaks also Korean fluently. He is an Assoc. Professor of Academy of Advanced Studies, Glocal Education Center, Kwangwoon University, Seoul since 2012. Besides teaching, he assists foreign students at the university. Since 2019 he also prepares Korean students in a bilingual way for their internship mainly in the USA within the frames of the k-move project, which is run by the government. He is currently a PhD student at the Faculty of Industrial Management Engineering of Korea University, Seoul. His research focuses on higher education, knowledge-driven economies, designing policies for SMEs and startups for logistics.

Associate Professor Csizmazia Roland Attila
Associate Professor Academy of Advanced Studies, Glocal Education Center, Kwangwoon University, Seoul, Republic of Korea

Topic: Workaholism or Four Days Working Week



Katalin graduated in Economist at the University of Miskolc, Faculty of Economics in 2008 and she graduated in Law at the University of Miskolc, Faculty of Law in 2015. Her research topic is the labour market, especially in the Central-Eastern-European region. She defended her PhD dissertation in 2013, the title was: "Impact of the globalization on regional labour markets – convergence or divergence". Katalin is an associate professor, vice-dean of the University of Miskolc, Faculty of Economics and head of the department of Labour Market and Employment Policy. The essence of her professional interest is how changed the labour market and the expectations of employees. She is a member of the Hungarian Regional Science Association till 2008. She is editor-in-chief of the Socialis Series in Social Science journal and a member of the editorial board of Térés Társadalom journal.

Assoc. Prof. Katalin Liptak
Ph.D. in Economics, Dr.Iur, Associate Professor, Head of the Department, Vice-Dean, University of Miskolc, Faculty of Economics, Department of Labour Market and Employment Policy, Miskolc, Hungary

Topic: Impact of Satellite Technology in Digitizing Agricultural Businesses: Case of Small-Scale

Producers



Navidreza Ahadi has served on various national and international conferences and workshops as a keynote speaker and conference chair. He is currently a full-time lecturer at KMITL Business School and part of program committees for BBA in entrepreneurship. His research interests include organisation performance, mineral mining, and management, smart jewellery and technology management. A young ambitious professional with a passion for teaching, research, technology management and business analysis. His broad range of experience in academic and corporate shaped him to be able to work in a multicultural environment driven by continuous learning and persevering in global short and long-term objectives. He has been based in South East Asia for the past 14 years. A strong believe in teamwork, learner by nature and as we live in the era of digital transformation, he believes in business transforming and sustaining and improving through innovative technologies. He is proficient in Quantitative Analysis for Management, Introduction to Business Finance, Introduction to Marketing, Introduction to 21 Century Citizenship, Information System and Management and Cross-Cultural Management.

Navidreza Ahadi
PhD, Full-time Lecturer, Researcher, Bangkok, Thailand

Topic: Voluntary Versus Enforced Tax Compliance: The Slippery Slope Framework



Rana Dayioğlu Erul was born in 1987 in Kütahya (Türkiye). She graduated from Ayrancı High School (2005), Ankara University Faculty of Political Sciences (2009) (undergraduate), Gazi University Institute of Social Sciences (2012) (master's degree), Gazi University Institute of Social Sciences (2018) (doctor's degree). After nearly two years of experience in the sector of audit which she started working in 2009, she started working as a research assistant at Gazi University in 2012. After completing her doctor's degree, she completed her post-doctoral research at the University of Exeter (United Kingdom) in 2019. She has been still working as an Assistant Professor at Ankara Hacı Bayram Veli University (Gazi University between 2012-2018 and Ankara Hacı Bayram Veli University after 2018).

Ass. Prof. Rana Dayioğlu Erul
Assistant Professor, Ankara Hacı Bayram Veli University, Ankara, Turkey

Topic: Evaluation of CEFR Informed Textbooks - Action Research



Nicole Sonobe is the vice director of the International Exchange Organization at Nishikyushu University, Japan. In addition, she is a lecturer in the Department of Health and Nutritional Sciences. She is currently researching foreign language education focusing on plurilingualism, multilingualism, and bilingualism to promote language acquisition for EFL learners. Her work includes overseeing study abroad short-term and long-term programs/exchanges, as well as supporting exchange students and international students studying on campus. Her work extends into the community where she is active in projects involving international youth exchange, global understanding, and multiculturalism. Recent grants include a Japanese Government grant for Rural Education challenges in France.

Nicole Sonobe
Vice Director, Department of Health and Nutrition, International Exchange Center, Nishikyushu University, Japan

Topic: Rural Education Perspectives in Australia, France, and Japan



Marek Matejun is an Associate Professor in the Department of Entrepreneurship and Industrial Policy at the Faculty of Management, University of Lodz, Poland. He received his Ph.D. in 2006 and D.Sc. (Habilitation) in 2016, both scientific degrees in management sciences. His research interests focus on entrepreneurship and small business management, modern concepts and methods of management, strategic management as well as a research methodology in management sciences. He specializes in the exploration and exploitation of entrepreneurial opportunities in small business development, taking up business activity, and entrepreneurial education. He is the author or co-author of over 180 scientific publications. He has participated in many Polish and international research projects and also in research visits to universities in Finland (2019), China (2017),

the United Kingdom (2016), Belgium (2013), and Czech Republic (2013). He is editor-in-chief in the PEOPLE: International Journal of Social Sciences (India) and an associate editor in the World Journal of Management (Australia), University Scientific Notes (Ukraine) and Journal of Economics & Management (Poland). He closely cooperates with Eurasia Research and holds the position of the President of Social Science and Humanities Research Association (India). He is also a member of the Academy of Management (USA), European Association of Methodology (Germany) and the Polish Economic Society (Poland). He gave many keynote speeches at international conferences, e.g., in Singapore (2022), Paris (2021, 2017), Tokyo (2020), London (2020, 2019), Prague (2019) and Venice (2019). For his research activity he has earned many Polish and international scientific award.

Assoc. Prof. Marek Matejun, Ph.D., D.Sc.

Department of Entrepreneurship and Industrial Policy, Faculty of Management, University of Lodz, Matejki 22/26, PL-90-237, Lodz, Poland

Topic: Contribution of Education in Contemporary India



Dr. Y. Samuel. P. Wesley is Associate Professor and Head of the Department of History at Smt. Chandibai Himathmal Mansukhani College, Ulhasnagar, India. He is also the In Charge of Foundation Course dealing with Contemporary Issues and the Co-ordinator of Travel and Tourism Add on Course. His doctoral dissertation was titled 'Pandita Ramabai, Anandibai Joshi and Tarabai Shinde: A Comparative Study'. He is a member of the Global Research Development Services. He has presented papers at various national and international seminars. He has completed three minor research projects dealing with certain facets of theological history in India as well as Gender History. He has been teaching undergraduate and post graduate students and is as a recognized Ph.D Guide as well.

Dr. Y. Samuel. P. Wesley

Associate Professor and Head of the Department of History at Smt. Chandibai Himathmal Mansukhani College, Ulhasnagar, India

Topic: Sentimentalities and Preparedness of Senior High School Students in the Implementation of the Face-to-Face Learning Modality



Dr. Ma. Victoria Castillo- Magayon is a formator (volunteer in supplementary values formation classes in public school) under the Great Lighthouse foundation, a professorial lecturer (masteral and doctorate classes), author of journal articles (authored journal articles are indexed in GoogleScholar, Mendeley, ResearchGate, and Academia) such as Learning Mathematics and Differentiated Instruction in the Philippines: (1) Learning mathematics and differentiated instruction in the Philippines: A Phenomenographical study on struggles and successes of grade 7 students, (2) A Phenomenographical Study on Struggles and Successes of Grade 7 Students; (3) Expectation vs. Reality: A Sentiment Analysis of Students' Experience on Distance Learning, (4) The road Less Taken: Differentiated Instruction as Practice by Grade 7 Teachers in the Philippines, (5) Supplementary values saturation program among students in the Philippines: Students' stance and value, (6) Technology adaptation of teachers and students under the learning continuity plan: A case of one school in the Philippines, (7) Grade 7 mathematics textbooks differentiation in the Philippines: Illusion or reality?, and many more; a book author such as Organization and Management for senior high school under Kleafs Publishing House; and a peer reviewer of international journal articles (multidisciplinary and ISI journals-Publons). She is also a discussant of various topics both local (school-based in-set training and seminars) and in the international forum as a keynote speaker at 26th International Conference on Teaching, Education and Learning (ICTEL) Nanyang Technological University, Nanyang Executive Centre, Singapore (2017); online keynote speaker in 7th Singapore – International Conference on Social Science & Humanities (ICSSH), 03-04 November 2020; 9th Singapore - International Conference on Social Science (2021); and 11th Singapore International Conference on Social Science & Humanities (June 24, 2022) She is a graduate of Bachelor of Science in Mathematics (Philippine Normal University, Manila- 1991), Master of Arts in Education major in Educational Management (University of Rizal System, 2006), and Doctor of Education major in Curriculum and Instruction (University of Santo

Tomas, 2017). At present she is a faculty (Science and Technology Engineering and Mathematics Department) teaching Practical Research 1-2 and Capstone Inquiries and Capstone Immersion and other related subjects; and a Guidance Designate of Taytay Senior High School, Division of Rizal. She is a regional Learning Resource evaluator in Edukasyon sa Pagpapakatao (EsP) since 2017 engagement such as in 2021 a conformance reviewer of Homeroom Guidance Program Module (Q3 G1-3) regional level; and in 2020, as a learning resource calibrator and conformance reviewer in ESP (G1-10) in the division of Rizal. Currently approved as an associate member of the National Research Council of the Philippines (Division 1).

Ma Victoria C. Magayon, Ed.D

Researcher-Author-Curriculum Writer-STEM Teacher-Professorial Lecturer-Formator Taytay Senior High School DepEd Rizal

Topic: The Importance of Trust in Leadership



Seetha Sagarán is a Personal Development Trainer, Lifestyle Consultant and Motivational Speaker with a background in English, Psychology, Counselling (including Crisis & Trauma Counselling, (U.K), Hypnotherapy, Metaphor Therapy and Teaching Children with Special Needs (U.K). She is also a Licensed Practitioner of Neuro- linguistic Programming (N.L.P) from The Society of Neuro-Linguistic Programming (U.S.A). A Toastmasters International (U.S.A) member for the last 17 years, she is also a Distinguished Toastmaster (D.T.M.). In 2020, she launched her customised online personal and professional mentoring program, "The Nankurunaisa Mentoring Program". Seetha is a co-author of the motivational book "Your Dose of Motivation". Published in 2020, she has shared some lessons from her life and attempted to simplify the concept of self-motivation in the book. As a co- author of the motivational book "Women Who Inspire", published in 2021, she has elaborated on the importance of mentors in life and the positive impact that mentors can make in our lives. She also co-authored the 2021 published book of short stories,"Sagas of Destiny", and the same year, co-authored an anthology of poems, "Reverie". She is also a co-author of a recently published book on leadership, "We are Leaders – Expressions & Experiences". A recipient of Global Training & Development Leadership Award - 2017, Exceptional Women of Excellence Award – 2020, and Iconic Women Creating a Better World for All Award – 2020. She was also a recipient of Exceptional Leader of Excellence Award – 2021 and Outstanding International Guest Speaker of the Year 2021. Seetha was included in "The World Book of Hoinser Queens 2021" as one of the top hundred influential women of 2021. Her training/motivational workshops, programs, and keynote sessions focus on individual development through interactive learning and mutual empowerment. Seetha's training programs and motivational sessions also emphasise inner peace, well-being, and participants' confidence. She has conducted Corporate, Educational, and Social Service & Welfare Training Workshops/Motivational Sessions in U.A.E, India, Seychelles, Canada and the U.K. She has also attended conferences in the U.A.E, India, Sri Lanka, Singapore and Italy as a Keynote/Motivational Speaker. Seetha has also presented virtual keynote and motivational sessions in conferences conducted in the Netherlands, U.K, Australia, Turkey, Thailand, Malaysia, Spain and France.

Seetha Sagarán

Personal Development Trainer, Lifestyle Consultant, Motivational Speaker, Mentor, UAE

Topic: Talk on Teachers and Students' Perspectives regarding Online Classes in the Universities of Lahore



Dr. Shazia Malik is currently working as Assistant Professor at the Department of Early Childhood Education, Institute of Education and Research, University of the Punjab Lahore Pakistan. She has completed Ph.D. Education at University Putra Malaysia with a specialization in the area of Curriculum and Instruction. She not only completed her Ph.D. within three years with the certificate of Graduation on Time (Ph.D. within six semesters). She also won the best Graduate award from the Faculty of Educational Studies, University Putra Malaysia, for her Doctoral research work. She has participated in 3MT (Three Minute Thesis Competition) at University Putra Malaysia. After completing her Ph.D., she was awarded a one-year contract scholarship from HEC (Higher Education Commission) Pakistan to

serve at Punjab University Lahore, Pakistan with Assistant Professor Designation. She has published almost 17 research papers in national and international journals. She has presented almost 12 research papers as a Presenter in National and International conferences including in the States of Prague, Turkey, Malaysia, and Pakistan. On the base of her research work, Higher Education Commission Pakistan has awarded her the title of Ph.D. Approved Supervisor in Pakistan. She is teaching in the field of "Education" to Masters, M.phil, and Professional Degree scholars with their course work and research work.

Dr. Shazia Malik

Assistant Professor, Department of Early Childhood, Education, Institute of Education and Research, University of the Punjab, Lahore, Pakistan

Topic: English-Medium Instruction (EMI) in the Humanities and Social Science: Over-Reliance on the Traditional Essay



Dr. Arthur McNeill supervises Ph.D. dissertations and MA theses at the Department of Education and Society, Institute of Science, Innovation, and Culture, Rajamangala University of Technology Krungthep. Before moving to Thailand in 2017, he was Director of the Center for Language Education and Associate Dean of Humanities and Social Science at the Hong Kong University of Science and Technology. Previous appointments include Associate Professor of Education Studies at Hong Kong Baptist University and Head of TESOL at Edinburgh University's Moray House School of Education. Among his recent publications are the co-edited book, Working Memory in Second Language Acquisition and Processing (Multilingual Matters).

Dr. Arthur McNeill

Ph.D. dissertations and MA, Department of Education and Society, Institute of Science, Innovation, and Culture, Rajamangala University of Technology, Krungthep, Bangkok, Thailand

Topic: Champions are Made of Habits, Not Born



Originally from Quebec, Mr. Gagné is a high-performance lifestyle coach and consultant, a mental preparation coach with Canadian Olympic Medalists athletes, a management trainer in international corporate circles, a speaker and facilitator for more than 50 years. He has worked in Canada, Europe, Middle East, Asia, Africa and the Caribbean. Excellent motivator, Michel has worked with several Olympic Medallists and Athletes from Canada and abroad since the 1972 Munich Olympic Games. He has been an advisor, trainer and coach of several Olympic Coaches from Canada, Caribbean Islands, Sri Lanka, India, Malaysia, Singapore, Brunei. He was involved in the Montreal 1976 Olympic Games as Manager of the Training Venues. He started getting involved in mental preparation for Olympic Athletes in several sports in Canada and abroad from 1972 until now.

Dr. Michel Gagne

Oxford Association of Management in the Grade of Certified Doctor of Business Administration, Kuala Lumpur, Malaysia

Topic: Sportainment: A New Ecosystem for the Sport Industry- Opportunities and Challenges for Asia



André Richelieu has been a university professor for over twenty years now and has taught in universities dating back to 1992. Since 2002, he has specialized in brand management and sports marketing in the context of 'SPORTAINMENT' (merger of sport and entertainment, and the reconfiguration of the boundaries of the industry). His research relates to i) How can Schumpeter's 'creative destruction theory explains the remodeling of the sports industry's boundaries; ii) How can Sports entities leverage their brand equity by capitalizing on the emotional connection they share with their fans; iii) How can sports organizations and other stakeholders internationalize their brand; iv) How can cities and countries integrate sport into a successful place branding strategy; and v) How effective Sport for Development and Peace (SDP) initiatives can be. Besides the numerous journal articles, he has published, Prof. Richelieu is the co-author of five books, so far: New Sport Marketing (in French; De Boeck Publishers, 2011), Sport Marketing (in French; De Boeck Publishers, 2018), Global Sport Marketing (in English; Routledge Publishers, 2012), International Sports Marketing: Issues and Practice (in English; Routledge Publishers, 2019) and Sport Marketing (in Chinese; Sun Yat-Sen University Press, 2014). Prof. Richelieu has given around

2,000 interviews to the Canadian and international media on sports marketing and sports business. He has recently launched his personal series of video capsules entitled 'the 'sportainment' news', available on YouTube and his website (<https://www.andrerichelieu.com/videos>). He has lived in and travelled to over sixty countries and territories in the Americas, Europe, Africa and Asia, for both leisure and professional purposes. He speaks five languages.

Prof. André Richelieu
Full Professor & Consultant in Sportainment ESG UQAM – School of Business at Université du Québec in Montréal, Canada

Topic: Cognitive Re-Framing: As One Strategy to Help Students Under Stress/Anxiety



Dr. Ma. Victoria Castillo- Magayon is a formator (volunteer in supplementary values formation classes in public school) under the Great Lighthouse foundation, a professorial lecturer (masteral and doctorate classes), author of journal articles (authored journal articles are indexed in GoogleScholar, Mendeley, ResearchGate, and Academia) such as Learning Mathematics and Differentiated Instruction in the Philippines: (1) Learning mathematics and differentiated instruction in the Philippines: A Phenomenographical study on struggles and successes of grade 7 students, (2) A Phenomenographical Study on Struggles and Successes of Grade 7 Students; (3) Expectation vs. Reality: A Sentiment Analysis of Students' Experience on Distance Learning, (4) The road Less Taken: Differentiated Instruction as Practice by Grade 7 Teachers in the Philippines, (5) Supplementary values saturation program among students in the Philippines: Students' stance and value, (6) Technology adaptation of teachers and students under the learning continuity plan: A case of one school in the Philippines, (7) Grade 7 mathematics textbooks differentiation in the Philippines: Illusion or reality?, and many more; a book author such as Organization and Management for senior high school under Kleafs Publishing House; and a peer reviewer of international journal articles (multidisciplinary and ISI journals-Publons). She is also a discussant of various topics both local (school-based in-set training and seminars) and in the international forum as a keynote speaker at 26th International Conference on Teaching, Education and Learning (ICTEL) Nanyang Technological University, Nanyang Executive Centre, Singapore (2017); online keynote speaker in 7th Singapore – International Conference on Social Science & Humanities (ICSSH), 03-04 November 2020; 9th Singapore - International Conference on Social Science (2021); and 11th Singapore International Conference on Social Science & Humanities (June 24, 2022) She is a graduate of Bachelor of Science in Mathematics (Philippine Normal University, Manila- 1991), Master of Arts in Education major in Educational Management (University of Rizal System, 2006), and Doctor of Education major in Curriculum and Instruction (University of Santo Tomas, 2017). At present she is a faculty (Science and Technology Engineering and Mathematics Department) teaching Practical Research 1-2 and Capstone Inquiries and Capstone Immersion and other related subjects; and a Guidance Designate of Taytay Senior High School, Division of Rizal. She is a regional Learning Resource evaluator in Edukasyon sa Pagpapakatao (EsP) since 2017 engagement such as in 2021 a conformance reviewer of Homeroom Guidance Program Module (Q3 G1-3) regional level; and in 2020, as a learning resource calibrator and conformance reviewer in ESP (G1-10) in the division of Rizal. Currently approved as an associate member of the National Research Council of the Philippines (Division 1).

Ma Victoria C. Magayon, Ed.D
Researcher-Author-Curriculum Writer-STEM Teacher-Professorial Lecturer-Formator Taytay Senior High School DepEd Rizal

Topic: Non-Adherence of the MNOC to Corporate Policies; A review of Litigation from the Niger Delta Nigeria



Nkem Violet Ochei work as a researcher at the Robert Gordon University Law School. I am currently leaving in Scotland Aberdeen United Kingdom. My thesis work is titled Non-Adherence of the MNOC to Corporate Policies; A review of litigations from the Niger Delta. My area of interest is Human right, Environmental right, and corporate Governance. I am currently rounding up my Ph.D. studies at Robert Gordon University Aberdeen. I have presented and attended several conferences in the United Kingdom. Nkem Violet Ochei has two publications related to her work, I have an article published in the International Journal

of social science, titled MNOC level of engagement with their human right obligation. The other article was published in the international journal of legal studies titled, The Mechanism used by the MNOC to derail human rights and Environmental Litigation. I have also attended and presented papers related to my work within the Law Department at the Robert Gordon University.

Nkem Violet Ochei
Researcher at the Law School Robert Gordon University Aberdeen Scotland United Kingdom

Topic: A Case Study of Female Academic Managers in London



Rebecca Natrajan is a passionate lecturer and believes in continuous learning. Currently works as Senior Lecturer in the department of Entrepreneurship, Module leader, Research supervisor, Personal tutor and SFHEA mentor at QAHE London for the University of Roehampton and University of Ulster Partnership programmes. She coordinates projects such as the student magazine at QAHE, the Global business club for students, and Research team organisers for Staff. Modules delivered by Rebecca include International Entrepreneurship, Business Planning, Entrepreneurial development, Entrepreneurial opportunity, Career Entrepreneurship, Organisational Behaviour, Innovation and Entrepreneurship, Graduate Enterprise and Managing innovation. Personal Branding is one of her recent interests as her Personal branding workshops delivered by her at the British Academy of Management 2019 conference at Aston University was highly appreciated by the PDW participants. She uses different teaching methods such as case studies, EDP games, videos and other techniques to engage the learners and enhance their learning experience. Rebecca Natrajan presented a paper in conferences and delivers Master Classes, Personal development workshops for students and staff. She is appointed as a Chair for Special Panels, Symposiums and Seminar for GBATA 2020 conference to be held in Istanbul Turkey.

Dr. Rebecca Natrajan
Programme Leader MSC business, Northumbria University London Campus, London, UK

Topic: The Sangha: A Community of Equality



Kenneth Dooyoung Lee is the Professor of Asian Religions in the Department of Religious Studies. Born in South Korea and raised in Los Angeles, Dr. Lee joined the California State University, Northridge faculty in the fall of 2006 to teach courses in Asian religions, Buddhism, and introductory courses in religion. He earned his A.B. in Psychology from Occidental College, M.Div. from Princeton Theological Seminary, and M.Phil. and Ph.D. in Buddhist Studies from Columbia University. His book, *The Prince and the Monk: Shotoku Worship in Shinran's Buddhism*, SUNY Press, traces the evolution of Shotoku worship in Japanese Buddhism. He has published in a number of books, including a chapter, "Kannon: The Goddess of Compassion in Japan" in *The Constant Changing Faces of the Goddess Traditions in Asia* and journals, such as his article, "Comparative Analysis of Shinran's shinjin and Calvin's Faith" in the *Buddhist-Christian Studies* journal. He is currently working on a translation of the *Contemplation Sutra* (Jpn. Kanmuryōjukyō), which is a major Buddhist text in Shin Buddhism.

Prof. Dr. Kenneth Lee
Professor of Asian Religions in the Department of Religious Studies, California State University, Northridge

Topic: Self-Directed Learning Among Thai Students: Directing Your Own Play



Patama Satawedin is currently an assistant professor and Director, Master of Communication Arts in Digital Marketing Communications, School of Communication Arts, Bangkok University, and Bangkok, Thailand. She received her doctoral and master's degrees in media and communication from the University of Leicester, United Kingdom. Likewise, she obtained her bachelor's degree in public relations (first-class honours) from the Faculty of Communication Arts, Chulalongkorn University, Bangkok, Thailand. She has teaching experiences for over 10 years. Her research interests are health literacy, health communication, crisis communication and crisis management, marketing public relations, and communication studies.

Patama Satawedin
Assistant Professor, Bangkok University, Thailand

Presenters

Exporting Outside the Hydrocarbon Sector as A Means of Promoting Foreign Trade in Algeria



Nihel Bengoufa

Commercial Sciences, Morsli abd Allah, Tipaza, Algeria

Abstract: Non-hydrocarbon export is an intertwined international commercial activity that must be taken seriously by providing solutions first at the state level (MACRO), then at the institutional level (MICRO), so that the lack of the national strategy for the non-hydrocarbon export sector is the first problem, and the real problem is not operational but rather a schematic problem. The time has come to chart a correct course through national consultations and to give a new vision for a diversified, innovative, competitive and integrated economy in global value chains and centered on sustainable development, and to strengthen the competitiveness of enterprises. and to help them integrate global value chains as part of the strengthening of the promotion of non-hydrocarbon exports within the framework of sustainable development and social justice.

Keywords: Non-Hydrocarbon Export, Non-Hydrocarbon Sector, Foreign Trade

1. Introduction: The countries of the world are witnessing many rapid changes that have led to the emergence of many developments in the economic arena, Which made the countries of the world small villages, which facilitated communication, integration and consultation among them in various fields, especially in the field of foreign trade, as this confusion plays an important role in international economies as it becomes the driving force for economic development and a tool that reflects the real, It also represents an important source of development and national income, and from it strives to promote trade, especially developing countries, as they rely heavily on exports, and this is to obtain hard currency, attract capital, and raise the pace of their exports to achieve a surplus of the trade balance. Algerian exports are characterized by total control of hydrocarbons, and they represent the main factor that controls the major balances. All the development strategies that it adopted were based in their financial aspect on the resources derived from the export of hydrocarbons and the fluctuations in the global petroleum market. In addition to this, fuel sales are priced in US dollars, which reflects the degree of correlation. It is also characterized by the total absence of foreign investment, the lack of exports outside of hydrocarbons, and the lack of control over imports. Algeria continues to suffer from external shocks like oil price drop, whenever the prices of raw materials in the world markets decline, the latest of which is the oil price, especially with the Covid-19 pandemic, which led to its collapse by more than 75 percent. Furthermore, which led to the report of the ministerial meeting of 11 countries of the Organization of Petroleum Exporting Countries (OPEC) and outside it on Saturday 6 Joan 2020 by remote lecture technology headed by the Kingdom of Saudi Arabia and Russia, Extension of production of 9.6 million barrels / day until July 31, 2020, which negatively affected the revenues of hydrocarbon exports and the trade balance, which experienced a deficit as exports did not cover imports. This crisis has reflected on the national economy and on the citizen himself, as some projects have stopped and purchasing power has declined,Perhaps this pandemic will be the source of a new start for the Algerian

economic policy, which encourages it at the same time to diversify the national economy and move away from the dependence on hydrocarbons and encourage exports outside the hydrocarbon sector. In our study, we will try to highlight the position that exports outside hydrocarbons can pose, and to know the reasons that led to the non-development of exports outside hydrocarbons. From the foregoing, we pose the following problem: How does the Exporting outside the hydrocarbon contribute to the promotion of foreign trade?

Studies Importance: This topic is very important, and this is due to the fact that it is the topic of the hour in Algeria, so that foreign trade is based mainly on three axes: investment, import and export. The latter has a significant impact on the movement of trade exchanges that take place between different countries of the world. Exporting outside hydrocarbons today has become the mainstay for the advancement of the Algerian economy and out of the cage of the rentier economy. Study's goals: Learn about the Algerian trade policy for the foreign trade sector. Search for the main variables controlling Algerian exports outside hydrocarbons Overshadowing the most important obstacles to exports outside hydrocarbons. Highlighting the importance of exporting outside hydrocarbons and its effectiveness in diversifying the national economy. Study axes: Conceptual framework for foreign trade and export. The evolution of Algerian exports outside the hydrocarbon sector between 2009-2020. Previous studies: Said WESSAF: The impact of the development of non-oil exports on economic growth in developing countries, incentives and obstacles PhD thesis in 2004. The problem of study: Can the export development process affect economic growth in the countries under study by affecting a number of macroeconomic variables? Results of the study: The study reached several results, including that exports are the engine of economic development, and development experiences in developing countries have proven that countries specialized in the production and export of raw materials face problems of export volatility in the short term. With the trend of the international exchange rate is not valid in these countries in the long term. And that the state has adopted a development strategy of non-oil export based on an external orientation and has made progress, as this strategy has allowed to increase investments and benefit from the advantages of economies of scale through the expansion of the external market. Fadhila ZAWWI: an article about the problem of exports outside hydrocarbons in Algeria and its promotion. Economics dimensions review. The problem of study: What is the reality of export in Algeria and what are the measures taken or to be taken by the state to diversify exports outside the hydrocarbon sector? Results of the study: Diversification of exports outside of hydrocarbons and the policy of industrialization to replace imports is the first thing that must be started seriously now. The absence of a specific global strategy for exporting, or at least covering local needs also the absence of an export culture among Algerian economic operators and their tendency to practice the import process due to the high rate of profit and the reduction in export earnings...

2. Conceptual Framework for Foreign Trade and Export

2.1 Foreign Trade:

2.1.1 Definition of Foreign Trade: Foreign trade is the process of trade exchange that takes place between the state and other countries of the world, and the exchange process includes these physical goods, services, money and labor. (Khanouch, 2015, p. 123) Foreign trade is the process of trade exchange in goods and services and other different elements of production between several countries with the aim of achieving mutual benefits for the trade parties. (Khanouch, 2015, p. 134) Through the foregoing, we can say that foreign trade is that communicative trade relationship that takes place between economic dealers residing in different countries so as to study the movement of goods, services, capital across the political borders of each of these countries. 2.1.2 Reasons for establishing foreign trade: Among them (Benyoucef, 2012, p. 74) • Unequal distribution of the factors of production among the countries of the world. • Variation in the costs and prices of factors of production from one country to another. • The level of technology used in production varies from one country to another. • Surplus in domestic production. • Seeking to increase national income. • Different tendencies and tastes. 2.1.3 Foreign trade goals: Benefit from the resources of other countries through economic transactions. (Benyoucef, 2012, p. 76) Benefit from specialization and division of labor at the international level. Preventing monopoly in foreign markets, which leads to the creation of

competition. ☐Availability of job vacancies within each country☐Obtaining the primary resources and manufactured products that the citizen needs.☐ Achieving the economic well-being of each country.

2.2 Export:

2.2.1 Definition of Export: Export is an important process that enters the stages of the commercial activity of an economic institution and is an effective and developmental pillar for developing countries. (Benyoucef, 2012, p. 80). Export is the process of selling and delivering goods and services abroad. It has an important role in balancing the trade balance and is considered one of the main factors for development. (Al ayyeb Fawzi, 2011, p. 56) And from what preceded export is the process of moving goods and services from their country of origin to other countries to be marketed in global markets. It is of two types, direct and indirect, through agents.

2.2.2 Export Goals: among them (Said, 2004, p. 65) ☐ Diversifying the size of the institution by increasing its production and expanding its production capacity in order to dispose of its products in the international market.☐ Giving a dynamic image to the organization.☐ Get hard currency.☐ Obtaining capital and achieving a surplus in the balance of payments. ☐ Export is a major factor that allows a country to face international competition. 3. The evolution of Algerian exports outside the hydrocarbon sector between 2009-2020. The state has worked to change its export policy since the oil crisis in 1986, where it enacted many laws to promote exports outside hydrocarbons, and the encouragement and incentives granted since the economic reforms of 1988 to this day remain insufficient because the results obtained were not at the required level and the lack of a special strategy Exporting outside hydrocarbons is embodied on the ground.

3.1 Reasons for resorting to exports outside of hydrocarbons in Algeria: Among the factors that led Algeria to resort to exporting outside the hydrocarbon sector are the following:

3.1.1 Internal Factors: •Algeria's dependence on oil exports: Immediately after the oil crisis Algeria tried to build a national economy, relying on its hydrocarbon resources, and began exporting oil in order to obtain the hard currency needed to finance economic development projects. Oil prices rose sharply during the 1973-1974-1979.1980 period, leaving Algeria primarily dependent on export earnings from hydrocarbons, which ranged from 95 to 98 percent. (Al ayyeb Fawzi, 2011, p. 99) •Oil price collapse: The 1986 crisis caused a significant deterioration in the level of oil prices, causing oil-exporting countries, including Algeria, to be mired in a difficult economic crisis.Prices continued to fall until they were estimated at less than \$10 per barrel (June 1986), up from \$30 per barrel, a 66 percent drop, and the 1986 oil crisis showed the fragile structure of the national economy in adopting a unilateral export policy. (Al ayyeb Fawzi, 2011, p. 100) •Dollar exchange rate falls: What made it even worse was the depreciation of the US dollar exchange rate, which led to a significant improvement in the economic function of more oil-importing countries such as France, Germany, Italy, Japan, newly industrialized countries and some African countries. On the other hand, the economic situation of oil-exporting countries has deteriorated and their debt, such as Algeria, Mexico, has risen if oil prices do not recover until Saudi oil production has declined. • Algeria provides potential natural resources and resources: These unused resources, which, if best exploited, have become important resources for hard currency such as forest wealth and agriculture.

3.1.2 External Factors: Algeria faces many difficulties preventing it from adapting to the major economic transformations taking place in the world due to the weak diversity of its exports:• The spread of economic liberalism: the opening of economies to international trade where the economic system has become based on competition and decentralization in decision-making and economic initiative.• The rapid growth of world trade from world production as world trade in goods has doubled by 14 times while production has doubled by only 5.5 times in the last 45 years, and Algeria's export efforts outside hydrocarbons are the main obstacle to the growth of foreign exchange.• The share of some developing countries in international trade is constantly increasing, overcoming development problems.• Algeria's non-entry into the World Trade Organization due to the absence of energy products in multilateral trade negotiations of GATT. (Al ayyeb Fawzi, 2011, p. 101) In addition to: (André, 2019, p. 15)• Inability to absorb the local market for the enterprise product: The foundation resorts to export because of the small size of the domestic market, so the satisfaction of it and the increase in production, the

institutions resort to the search for foreign markets. •Defending existence and facing foreign competition: Enterprises are always afraid of losing their external markets, so they strive to defend their presence in these markets through export. The export process allows it to know the position of its products in the face of competition in foreign markets and thus demonstrate the quality of their products. • Global demand for enterprise products: The foundation can identify and inform foreign consumers of its products by participating annually in international events, exhibitions and forums, allowing for increased foreign demand for these products. 3.2 Algerian exports outside hydrocarbons develop in 2009.2020: Algeria's foreign trade has grown significantly since the liberalization of exchanges and the trend towards a market economy, with imports growing rapidly since the entry of the third millennium (2000) with the gradual return of security in the country and the trend of many economic dealers towards imports to cover local needs of food, processed and intermediate goods. The import process was reflected in the production process, which was affected by the competition of the foreign product in the domestic market, as well as the decline of export enterprises by the shrinking number of productive enterprises, which did not lead to the development of exports that know the commodity concentration in their structure where they depend on oil and gas by more than 98 percent. Algeria has known material lyrical support and techniques from international bodies to support it in its efforts to develop exports and contribute more than international trade exchanges by benefiting from several international programs in context. (Finances, 2020). The State has sought to propose a new strategy for the promotion of exports outside hydrocarbons, taking into account the various important economic sectors that can contribute to the advancement of the national economy. During 2009.2020, Algeria's foreign trade faced several external economic crises and oil shocks that reflected economic revenues, as we will show:

3.2.1 Trade balance evolution

Table 1: Algerian Foreign trade from 2009 to 2020 Unit: USD

Source: by researcher based on Algerian Customs National Centre for Informatics and Statistics

Table 2: Algerian Foreign trade from 2009 to 2020 Unit: Percentage %

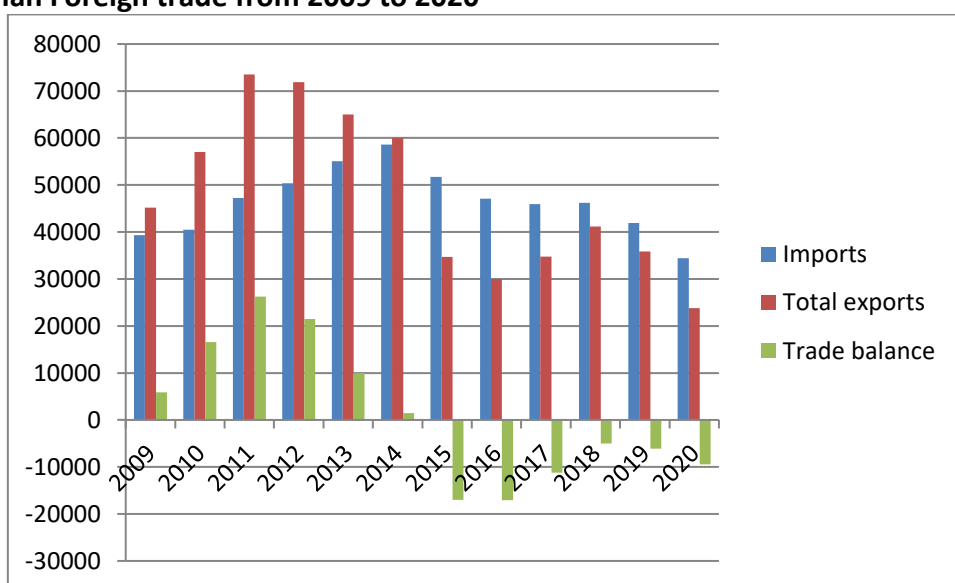
Source : by researcher based on Algerian Customs National Centre for Informatics and Statistics

From Tables 1 and 2, we are drawn from the following: several periods of low trade balance

- 2009: This year saw a decline in the trade balance due to a decline in exports from 79 billion dollars in 2008 to 45 billion dollars in 2009. The decline in the trade balance was the result of the global financial crisis, which is beginning to show signs of financial turmoil in the United States. Associated with high-risk mortgage loans starting in 2007 and developing during 2008 and exactly in September 2008 after the bankruptcy of a U.S. investment bank that disrupted the entire financial and security system. The crisis is reflected in a global economic recession with a decline in the prices of raw materials after the price of a barrel of oil rose in 2008 by 36.4 percent and in 2009 by 36.6 percent, noting the depreciation of the U.S. dollar in 2009. The global economic recession was reflected in international trade exchanges in 2007 and 2008 at a rate of 2.7 percent and 6.8 percent, respectively, due to the downsizing of international exchanges for both developed, emerging and developing countries.
- From 2010 to 2011: The trade balance increased slightly compared to 2009 due to a slight increase in total exports and the beginning of the movement of international exchanges.
- 2012: The trade balance fell from \$26 billion in 2011 to \$21 billion in 2012 for higher imports and lower exports, from \$47 billion in 2011 to \$50 billion in 2011 to more than \$71 billion in 2012. This year was marked by the slowing global economy of the Euro organization's entry into an economic recession after the slow recovery of the 2008 financial crisis, as a result of the sovereign debt crisis in the region, which affected many European countries Spain, Italy, Portugal and Greece, which led to a decline in the pace of growth of international trade exchanges.
- From 2013 to 2014: The trade balance was significantly reduced in 2013 and 2014 from an estimated surplus of \$21 billion in 2012, down about \$10 billion in 2013 and \$04 billion in 2014, twice and a half, respectively, in 2013 and 2014 compared to 2012 and 2013. This is due to a drop in exports from about \$72 billion in 2012 to about \$65 billion and \$63 billion in 2013 and 2014, respectively. Imports rose from \$50 billion in 2012 to \$55 billion and more than \$58 billion in 2013 and 2014, respectively.
- 2013 marked the beginning of the trend towards a decline in oil prices, which continued

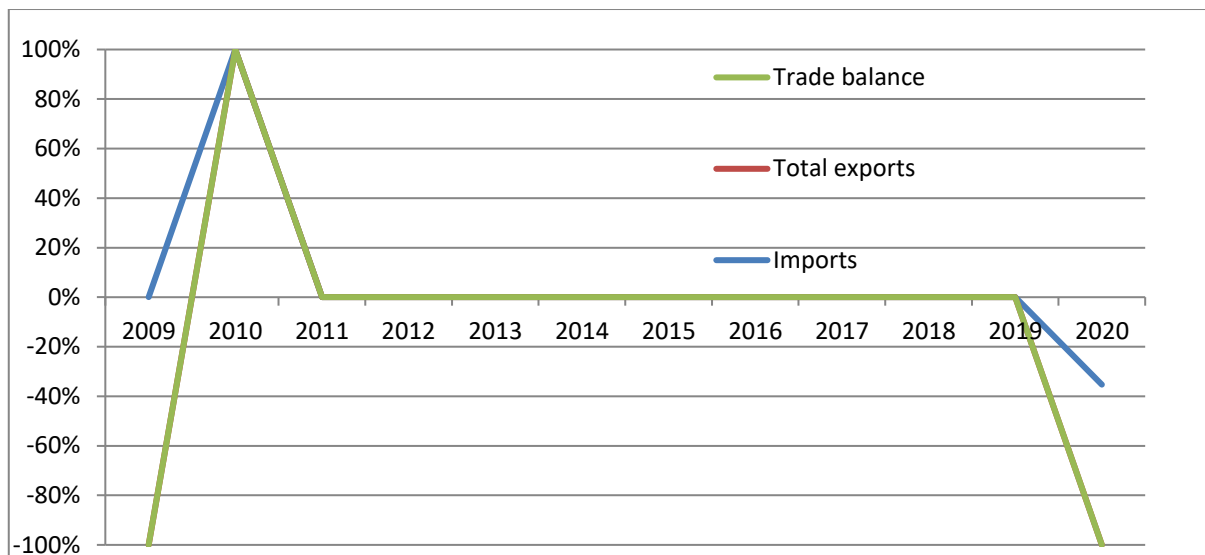
in the first six months of 2014 and accelerated in the second six months of the same year. Prices averaged 7.5 percent in 2014, up from 0.9 percent in 2013 and a 50 percent drop in the first six months of 2014, when the price of a barrel was estimated at \$155 in late June. To fall to \$60 in late December and the U.S. dollar also saw a rise in 2014, which affects imports and estimated the monthly average rise between December 2013 and December 2014 by 10 percent against the euro This reflects the growth of global trade, estimated at 3.4 percent in 2014, compared to 3.5 percent in 2013, and this significant decline in trade exchanges for emerging economies has led to a significant decline in Chinese imports and Demand in the Euro zone has slowed. • In 2014.2015 imports recorded a decrease of \$6.9 billion • 2015: Algerian exports experienced their biggest decline, registering 34.668 billion dollars, down 42.27 percent, exports did not cover imports, and the trade balance recorded a deficit of 17.034 billion dollars, mainly due to a drop in oil prices by 100 dollars per barrel. Following the entry of two new exporters into the market such as the United States of America and the incompatibility of OPEP+members which led to a crisis and a decline in oil prices. • 2016: Since hydrocarbons account for 98 percent of exports, exports in 2015 have significantly declined on this uncertainty, as in 2016 Algeria recorded a fantastic deficit of \$17.063 billion. As for imports, they remained stable, which posed a threat to the national economy. • 2015.2016 Imports decreased by US\$4.7 billion • From 2016 to 2017 As for imports, foreign trade control measures taken in 2016, strengthened in 2017, made it possible to reduce the import bill by about US\$1.1 billion from \$47 billion in 2016 to \$45.6 billion in 2017, down 2.4 percent. • From 2017 to 2018: For 2017 we note the same situation and 2018 here we note a correlation between the increase in exports and at the same time imports increase but the deficit remains US\$5.029 billion. • In 2019, Algeria's exports fell by 12.99 percent (according to the unit table: percentage). This is a tragedy for repeating the 2015 scenario, the difference of OPEP+ members for crowning and export quotas, as well as Algeria's passage of internal unrest represented by the popular movement that displaced the former regime, which played a role by rationalizing imports and reducing the amplification of bills, which led to a decline in imports and unrest in the oil sector that led to a decline in exports. • In 2020: Exports fell 33 percent to 23.8 billion dollars and imports also fell 19.52 percent to 42.75 percent and reached 34.39 billion dollars due to the health crisis of the Covid 19 pandemic, which disrupted the world and the world's largest producer and largest exporter, the People's Republic of China. • 2021: During the first five months of this year (from 1 January to 31 may), the trade budget deficit fell by 68 percent to -1.3 billion dollars, with imports amounting to \$15.2 billion. The value of exports in the field of hydrocarbons increased by +32.7 percent and exports outside hydrocarbons (+81.71 percent).

Shape 1: Algerian Foreign trade from 2009 to 2020



Source: By Researcher Based on The Table N°1. Unit: USD

Shape n°02: Algerian Foreign trade from 2009 to 2020



Source: by researcher based on the table n°1.unit percentage %

4. The development of Algerian exports of hydrocarbons and non-hydrocarbons: Algeria is experiencing a circumstantial crisis resulting from the oil crisis that the world has been witnessing since 2014, which affected the revenues and was reflected in the public revenues that are now in a continuous decline, in addition to the scare of the foreign exchange reserves and the Revenue Control Fund. This led the government to search for an alternative economy for hydrocarbons, but it is no secret that it began thinking about diversifying the national economy several years ago. Several meetings were held between government employers, the union and exporters, in addition to holding a national symposium on foreign trade on March 30.31 to solve the problems of exports and exporters. And finding the necessary solutions to create an appropriate climate that allows for the promotion of exports outside of hydrocarbons.

We get acquainted with the hydrocarbon sector and the non-hydrocarbon sector through its exports, and what it represents for total exports, by identifying the relative development of it during the period under study 2009.2020

Table n°3: The relative development of hydrocarbon exports and non-hydrocarbon exports for the period 2009.2020 Unit: USD.

Source: by researcher based on Algerian Customs National Centre for Informatics and Statistics

Table n°4: The relative development of hydrocarbon exports and non-hydrocarbon exports for the period 2009.2020 Unit: percentage %

Source: by researcher based on Algerian Customs National Centre for Informatics and Statistics

From Tables 3 and 4, we are drawn from the following: Year 2009: The value of oil in exports was 44.128 billion dollars, which represents 97.64 percent of the total exports. As for exports outside hydrocarbons, they constitute 2.36 percent, with a value equal to 1.066 billion dollars. Year 2010: And the rise in Algerian exports continues in both parts of the year 2010, as hydrocarbon exports recorded an increase of 11.399 billion US dollars, or 25.83 percent, and exports outside hydrocarbons increased by 460 million US dollars, or 43.15 percent, but fuel exports remained 93.33 percent of the total exports, compared to 2.67 percent for exports outside the hydrocarbon. Year 2011: Oil and fuel exports recorded the largest increase in terms of values, with 15900 billion US dollars, or 28.63 percent. As for exports outside hydrocarbons, they recorded an estimated increase of 536 million dollars, or 35 percent, and total exports recorded a record number of 73.489 billion US dollars. Year 2012: Exports declined and this is due to the crisis in the oil market as a result of the financial crisis in 2008, a decrease in global demand and an increase in the supply of oil and gas in global markets, and this is due to the start of oil and natural gas production in the United States of America, where the latter turned from importing oil to exporting it. So, Algerian hydrocarbon exports amounted to \$69.804 billion, a decline of -2.86 percent. In 2012, exports outside hydrocarbons were estimated at \$2.086 billion, a decline of 1.74 percent. Year 2013: The decline in hydrocarbon exports continued, as the value of hydrocarbon exports was estimated at 62960 billion dollars, a decline of 9.80 percent. The same was true for non-fuel

exports, which fell by 0.05 percent, and their value represented 2.014 billion US dollars. Exports outside hydrocarbons represented 3 percent. 2014: The decline is stable for exports outside of hydrocarbons, as they declined by 8.65 percent and constituted 95.89 percent of total exports. Exports outside hydrocarbons increased by 535 million dollars, an estimated rate of 26.56 percent. 2015: Here was the shock to the Algerian national economy. We note a significant decline in the value of Algerian exports, and this is due to the decline in oil exports, as their value became 32.699 billion dollars and represented 94.92 percent of the total exports, a decline of -43.14 percent. The year 2016 : The value of hydrocarbon exports decreased from 32.8 billion US dollars, compared to 28.2 billion US dollars, at an estimated rate of -14.08 percent in 2016. Exports outside hydrocarbons improved by more than 94 million dollars to reach nearly 1.9 billion US dollars. 2017: The year 2017 returned to growth in total exports, since then it recorded an increase of 4.71 billion US dollars, with the greatest decline since the entry of fuels in 2015 by 42.27 percent, and the share of fuels represented 94.32 percent, while the share of exports outside of hydrocarbons represented 5.68 percent. In 2018, total exports have grown by 42.27 percent since then, with a 94.32 percent increase and a 5.68 percent drop in exports outside hydrocarbons. In 2019: Fuel exports continued to decline to 92.97 percent and for exports outside hydrocarbons reached 7.21 percent at \$2.581 billion. In 2020: Oil and hydrocarbon exports reached \$20.2 billion, down 2.86 percent, and exports outside hydrocarbons reached \$2.26 billion, up 2.86 percent. In 2021 Algerian exports exceeded 2 billion dollars in the first six months of 2021. The value of Algerian exports outside hydrocarbons during the first six months of 2021 rose 95.55 percent to 2.03 billion dollars, according to a statement from the Ministry of Commerce. Exports outside hydrocarbons have no impact on the trade balance so that if there is an impact it will be slight and the trade balance will have a significant impact on hydrocarbon exports if fuel exports rise and the trade balance is balanced and if this imbalance decreases.

3. Conclusion: The Algerian state seeks to upgrade exports outside hydrocarbons through assistance and facilities granted to exporters and by contributing all parties involved in the export process, among the facilities provided by the Customs Department to exporters to encourage them to break into the foreign markets for customs declaration by reducing the duration of customs and benefiting from the system of economic dealing adopted And facilities provided by the tax administration represented by tax exemptions such as exemption from the fee on professional activity when exporting exemption from corporate profits tax and refund of vat on export operations. Exports outside hydrocarbons remain dependent on the development and development of economic sectors, but at present the export sector faces some obstacles despite the limited products and goods exported and the number of exporters the government has found solutions to some of the obstacles by installing a listening cell at the level of the first ministry to ensure the concerns of exporters and find a suitable environment for them in the export process.

Results: -The lack of diversification of exports due to the absence of a national export strategy and its impact on Algerian institutions, where the sector has been marginalized for several years as economic dealers move towards import and abandon national production. -This project will contribute to the revival of national economic activity both inside and outside Algeria so that Algerian products will recover in international markets and this will contribute to the profitability of time, which is a key factor for the success of the export process.

Recommendations: -National industry is necessary to change and diversify the national economy, for example, such as the automotive industry, which is reliable in its development and through which industrial handling is upgraded. -It is important to have a ministry for export outside the hydrocarbon sector, for example called the Ministry of International Trade, and for example the Minister of Ministry has a real role in dealing with all other sectors so that he can give movement, importance and dynamics to this sector. -Developing and controlling exports bringing foreign investment and attracting capital to the country and by making the right wise and rational decisions where it contributes to the revitalization of the productive sectors in order to water an economic model based on economic diversification. - Encouraging port infrastructure and logistics platforms to gain efficiency and dynamism will be competitive in the Mediterranean Sea, especially since there is the largest port project in Africa, which

will be in Hamdania Cherchel, Tipaza State. This project will contribute to the revival of national economic activity both inside and outside Algeria so that Algerian products will recover in international markets and this will contribute to the profitability of time, which is a key factor for the success of the export process.

The Knowledge-Sharing Culture in An Operational Excellence Plant as Competitive Advantage for Forward-Thinking Organizations

Horst Lechner

Faculty of Business, Economics and Management, University of Latvia, Riga, Latvia

Abstract: Operational Excellence (OE) means the development of innovative sustainable production science and technologies that cover the entire live cycle of products but also of services. The mass-production industry examined in this paper so far lacks a comprehensive yet consensual framework that encompasses all aspects of the knowledge sharing of OE-initiative. Consequently, this paper aims to show the significance of competitive intelligence for plants in in the mass-production industry, the influence of competitive intelligence on strategic decisions, especially on positioning decisions, and the extent to which this process is influenced by the development of external influences and framework conditions. Additionally, the observed mass-production plant lacks support of knowledge sharing within the plant and group and thus absences of its own strengths and weaknesses and those of its competitors. The same applies in this context to the opportunities and risks. Knowledge of the strategies of the market participants, possible changes in the strategy or the reaction of the competitors to possible strategic changes of their own company or to changes in the environment are also of enormous importance. The findings are based on a literature review and the author's five years of action research in the foot-packaging industry, supplemented by his annual audits. Unfortunately, literature examining the influence of organizational culture on knowledge sharing behaviours is not widely available. Thus, this paper is a methodological-theoretical attempt to review the literature on knowledge sharing examples, and thoroughly parses the knowledge gaps and potential pitfalls of misunderstanding. The results of this paper enrich the theory of organizational culture and knowledge management and help policy makers in providing measures to develop knowledge sharing behaviours.

Keywords: Knowledge Sharing, Organizational Culture, Operational Excellence, Competitive Intelligence
JEL Code: M19

1. Introduction: It is of enormous importance for companies in the mass-production industry to know both the structures of the market and the competition, as well as the forces and influencing factors that affect them. A company in the mass-production industry must have an idea of which factors affect the competition in order to formulate strategies and be successful. In terms of successfully establishing and asserting oneself in the market, it is of enormous importance to know both the position of one's own company and that of the competitors (Paulin and Sunesson, 2012). To do this, the company must know its own strengths and weaknesses and those of its competitors. The same applies in this context to the opportunities and risks. Knowledge of the strategies of the market participants, possible changes in the strategy or the reaction of the competitors to possible strategic changes of their own company or to changes in the environment are also of enormous importance. The dynamisation of the markets intensifies the competitive situation. In addition, the homogenisation of products and the ever-increasing variety of brands and products make it more difficult to differentiate oneself from the competition and to establish one's own brand. It is becoming increasingly difficult for companies to plan for the long term. Nevertheless, companies are striving to minimise uncertainties, dangers and risks as well as to identify opportunities and competitive advantages. This is where competitive intelligence comes in. This paper aims to show the significance of competitive intelligence for plants in in the mass-production industry, the influence of competitive intelligence on strategic decisions, especially on

positioning decisions, and the extent to which this process is influenced by the development of external influences and framework conditions (Aboelmaged, 2018; Malik and Kanwal, 2018; Tuan, 2020; Ganguly et al., 2020).

2. Environment of observed mass-production plant: The observed plant is a medium-sized company in the mass-production industry. The case-plant used for illustration are taken from the real context of the plant but formulated in such a way that it is not possible to draw conclusions about the company from the facts. It is not the intention here to reproduce the entire competitive analysis carried out earlier by the case-company, which served to identify competitors. Only some basic characterisations of the competitive environment should be taken up. Against the background of increased cost-cutting, the focus of market cultivation has been increasingly extended to large companies since the 2000s. A stronger orientation towards the production of regularly updated standard products is also noticeable. In the area of strategy, the company can claim certain unique selling points due to its elaborate, research-based production approach. Tough competitors here, however, are the plants directly linked with the plant and therefore not completely independent, which by their very nature can compete primarily on pricing. The observed plant with a rather European orientation is thus predominantly confronted with competitors who are internationally or globally active.

3. Competitive Intelligence (CI):

3.1 Competitive Intelligence defining: The term Intelligence originally comes from the military vocabulary and was translated as early or enemy-reconnaissance. Information about the enemy was necessary for survival in times of war in order to adjust one's own troops correctly and to optimally prepare surprise attacks. Analogously, companies also need information about competitors, the market, customers and technologies in order to make the right decisions and position themselves optimally. The term Competitive characterises the competitive orientation of entrepreneurial activities (Romppel, 2006). CI is the methodical procedure of gathering and analysing information, through which split, raw information about know-hows, competitors and markets is used to provide decision-makers with a vivid understanding of their corporate field and thus a foundation for decision-making. Intelligence is thus the result of the procedure of competitive intelligence, namely the acquired information about the market and the competition with the aim of being able to make the right decisions (Smith et al., 2010).

3.2 Competitive Intelligence aiming: The main goal of CI is the legal and ethically correct acquisition and assertion of competitive advantages (Smith et al., 2010). CI is particularly important for strategy developments or corporate developments and their tasks (Romppel, 2006). Today the challenge of CI is the acquisition of information, because it is becoming increasingly difficult to obtain up-to-date information on competitors. Nevertheless, it is part of the procedure of CI to process the information obtained and to structure it so that the observer can make decisions on the foundation of this information (Smith et al., 2010).

4. Knowledge Management (KM) approach of CI-process: A KM approach limited exclusively to the knowledge area Competitive Intelligence (CI) is basically not to be regarded as meaningful, since interventions at one point in the organisation will have effects on other points (Luthans, 2011). When implementing knowledge sharing in organisations, on the other hand, there is no universally valid ideal way or model (Caldwell, 1967; Ramaswami and Yang, 1990; Attewell, 1992; Szulanski, 1996). Depres and Chauvel (2000) therefore suggest first developing a reasonably plausible model and then learning from it in order to improve it step by step. The pre-conceptual approach to KM in a mass-production company developed in this paper suffers from the fact that it was developed unilaterally from the author's knowledge of the case-company. When it comes to real implementation in a company, such an approach should of course be approached in close coordination with the knowledge carriers and users involved. Depres and Chauvel's proposal of a step-by-step approach, however, provides the framework in this particular case to first develop an approach that can then be adapted and optimised in practice (Depres and Chauvel, 2000). In any case, the example should serve in this situation to take the first steps in the direction of corporate knowledge sharing and to illustrate it in part with examples. CI is to be considered as an application of KM in the context of this paper (McLaughli et al., 2008; Hermann, 2011). However, the actual analysis of competitor data is not part of the KS-instruments, but there are

separate methods available for this (Porter, 1995). However, KS's contribution to this process can make the development and transfer of competitive knowledge more effective and faster. Though, the selected application only offers a suitable demonstration field for some methods used in KS, and thus also imposes limitations in some respects.

4.1 Knowledge Management aiming: The basis of every KM-strategy is normative, strategic and operational knowledge aims. Normative aims stand for the vision that overrides the entire approach, strategic goals define the core knowledge and core competencies for the organisation. Operational KM's aims are derived from the strategic and ensure the practical concretisation of the strategic goals (Ayo et al., 2019). Porter (1995) distinguishes between the identification of existing and potential competitors. New entrants in the mass-production industry find it difficult to attract a relevant number of customers, as mass-production performance is largely sold through customer awareness, acquired reputation and earned trust. The greatest benefit for the start will therefore be to monitor the activities of existing competitors. Regarding the definition of a knowledge sharing strategy, it should be noted that this should be chosen to match the company's competitive strategy. Firestone (2001) establishes correlations between the competitive strategy and its effects on the knowledge sharing strategy and other strategy levels of a plant. The competitive strategy should correspond to the knowledge sharing strategy, but the two types of strategy are by no means mutually exclusive and can complement each other. Companies that are primarily geared to the rapid reuse of standard solutions should ideally not work with a KM strategy of personalisation (Firestone, 2001). The case-plant under observation is clearly assigned to the competitive type of creative, individual problem solver, mainly because of its special, research-based production approach. In addition, an expert culture is established in the plant, in which the individual specialised knowledge of the employees is highly valued in the project work. The importance of standard products is to be assessed as rather marginal. It can therefore be assumed that with a personalisation strategy, the highest added value for the knowledge base of the company can be achieved. Therefore, a normative knowledge aim is now taken from the corporate vision statement as an example, from which strategic and operational aims for a personalisation strategy are derived with regard to competitive knowledge.

4.2 Knowledge Management identifying: The identification of knowledge sharing serves to create transparency about the sources of knowledge available in the company, structural- and personnel transparency (Prusa, 1999). This involves identifying core competences, competence gaps and the resulting knowledge needs. In the example case, the aim is therefore to identify the relevant knowledge sources and sinks for competition-critical knowledge. For the purposes of the knowledge objective set here, an expert directory on an information technology system should be suitable. In the case-plant, it is possible to build on an employee qualification matrix already created by the HR-department, which contains general qualification profiles, education, professional experience, etc., of all employees, but which cannot be used meaningfully so far, as it is only linear, descriptive texts in an Excel-file. Pragmatically, this information system could first be set up centrally, but the profiles should then be presented to the staff members concerned themselves for validation. For example, an employee's contributions to KM can be included in the annual staff development discussions as relevant to career or further training. The competitive knowledge that is generally known in the organisation and the individual competitive knowledge of the employee can be partially mapped in categories. The level of knowledge in terms of type, quality and scope could be determined by self-assessment of the employee concerned (Liyanage et al., 2009). Davenport (1998) reports on a practical example of complex knowledge carrier maps in which four levels of competence were distinguished, which in turn were each divided into explicit knowledge and tacit skills competences, and four levels of ability per skills competences and, for each type of competence, into four levels of ability. The identification of knowledge sinks and knowledge needs will not be carried out practically here, as basic information about the knowledge base of the example company is still missing, which is normally collected through preliminary interviews. Knowledge sinks and gaps in competence, the resulting and competence gaps and the resulting knowledge needs, result from the difference between the defined by the operational knowledge aims and the quantity and quality of the existing knowledge. A type of knowledge map is

used to compare qualification profiles of employees in relation to their knowledge of competitors. This makes it possible to approach them specifically about participating in knowledge development projects. These knowledge maps thus do not attempt to the individual and collective knowledge of the organisation itself but offer meta-information about knowledge carriers and places of knowledge. Only in a holistic KM approach, however, can knowledge maps show their particular strengths. With their help, it is not only possible to reflect qualification profiles, but also to map core processes of an organisation.

4.3 Knowledge Management gaining: What has not been considered so far is the existence of knowledge sources and knowledge carriers. The aim of using these sources is the acquisition of external knowledge. services such as online databases are also referred to as knowledge products (Luthans, 2011). Although they do not contain knowledge in the sense of the knowledge definition, but they can be used by people to generate knowledge. The familiar criteria for the selection and evaluation of information sources must of course also be considered here: Timeliness, evaluability, subject area coverage, documentation, availability, form of aggregation of the information, etc. (Nonaka, 1995). Persons such as experts or consultants can also be considered as external knowledge carriers in the sense of nodes of a knowledge network extended to the external world of an organisation. Now important required information elements are to be identified using the example of company information and the corresponding possible sources of information are to be compared. The concentration will be specifically on hard facts. The assumption, underlying the idea of KM, is that soft factors such as rumours, opinions and anecdotes can be incorporated into problem-solving approaches much more effectively through KM-methods. This kind of knowledge, which is difficult to codify, is at the heart of KM. Now, that the sources of required external information have been identified, they must be evaluated and an appropriate and a suitable acquisition strategy must be defined. This requires a detailed knowledge of the information market. Required information can usually be obtained from many different sources. The preference should be given to those suppliers whose information products meet the information products are most likely to meet the requirements with regard to later use. Evaluation criteria are, for example, ease of access and availability in principle, the availability of the data in a suitable aggregation form, a favourable cost-benefit ratio and a high degree of reliability and accuracy. Current sector reports, which usually contain statistics in the form of tables, or time series from statistical databases, tend to have the right focus in terms of content as well as the right form of aggregation, but are relatively expensive. The question of the aggregation form of information to be acquired is extremely important. For example, the effort to use an information source with an unsuitable form of presentation can be extremely high. The search for suitable sources of information also includes the question of the procurement and handling costs associated with their use. For market and competitor monitoring search profiles in specialist and press databases or news tickers from news agencies can be used.

4.4 Knowledge Management developing: Within the case-plant itself and at the interfaces to the outside world, knowledge is always exchanged between people through communication relationships and through continuous learning. But these situations of knowledge exchange usually occur rather randomly and sporadically and are also localised. One of the challenges of KM is therefore to initiate and control these communications in a targeted manner. From the perspective of competitive analysis, knowledge development is to be assigned to the analysis step of the intelligence cycle. Of course, there must first be sufficient time available for communication and reflection that is not filled by other tasks, a marginal condition that is difficult to realise against the background of the demand for ever-increasing productivity. The actual benefit of a KM approach is created primarily when externally acquired information is fruitfully brought together with internally already existing, individual and collective knowledge in human communication relationships to generate new knowledge (Luthans, 2011; Davenport and Prusak, 2000). A practical example for the development of competitive knowledge is the further development of the competitive strategy with regard to the company's own mass-production products. For this, it is necessary to bring together the implicit knowledge available in the company about the nature of comparable products of competitors with the corresponding externally acquired

information. Methods used in KM can be demonstrated particularly well, which in this case are to integrate externally collected information and internally available tacit knowledge about the competitive environment and thus expand the company's knowledge base about competitors' products.

4.5 Knowledge Management distributing: The distribution of acquired knowledge is a prerequisite for its broad use in solving current problems in a plant. Essentially, organisational and technical approaches are available for the distribution of knowledge (Christensen, 2003). The distribution of knowledge initially takes place directly during its development in the context of sharing. But as a rule, the communication approach is not suitable for distributing knowledge across the organisation according to the watering can principle. The temporal and spatial scope of such communication is usually insufficient and leads to informational overload again, this time with knowledge that is irrelevant to many employees. An important aim of KM is to make knowledge that exists in isolation, among individual employees or organisational units, widely available. Other organisational possibilities for multiplying knowledge within an organisation are discussed by Davenport (1998). However, KM strategies of codification must often be used in addition to strategies of personalisation in order to be able to use potential knowledge when there is a current need. Especially in the area of competitive knowledge, a distinction must be made between secret and public knowledge in view of the explosive nature of some facts.

4.6 Knowledge Management using: If knowledge is available in explicit form, this does not mean that it will be used. This can be an expression of the not-invented-here-syndrome that is particularly widespread in knowledge-intensive companies. Organisational arrangements must be made to integrate the use of knowledge into the processes and to bring about a cultural change. Reinhardt's report (2005) of culturally aware leadership measures such as the internal communication a slogan or formula that emphasises the importance of knowledge in the company. A suitable measure for cultural change could be the expansion of the corporate mission statement. Organisational precautions can also be taken, e.g., the closest possible proximity between facilities and employees that are relevant to the use of knowledge (Luthans (2011).

4.7 Knowledge Management preserving: Knowledge retention is directly related to the distribution of knowledge available in the organisation. By multiplying know how to other members of the organisation members of the organisation, the risk of a total loss of this expert appraisal is correspondingly reduced. Reinhardt (2005) identify three main processes of knowledge retention. In simple terms, this is documenting or archiving, which should ensure that organisational knowledge is preserved and kept up to date. The information or documents created at many different points in the organisation and the knowledge generated and made explicit by learning processes must be evaluated according to which rules it is considered worthy or unworthy of documentation and who is responsible for it. In the case of competitive knowledge, it would therefore have to be determined at the level of documents or central knowledge objects who updates or deletes which documents and when. Each object central to the knowledge aims of the organisation is assigned to an owner.

4.8 Knowledge Management evaluating: The measurement of successes associated with successful KM is a central criterion for the recognition of this approach in the business-oriented environment of the mass-production -plant. However, the methodological instruments and tools available for evaluating knowledge problems and knowledge successes have not yet been very well developed and struggle with the problems of measuring and evaluating context-specific, elusive knowledge (Reinhardt, 2005). Knowledge and changes to a company's knowledge base cannot be measured directly to begin with. Therefore, attempts are made to measure indicators that indirectly influence the organisation's knowledge base, such as the number of training days available per employee per year. The effort required to use knowledge assessment methods is of particular importance, as they usually do not have a dedicated controlling or KM unit. In the observed case-company, the idea has existed up to know that central KM tasks, as well as controlling, should additionally be carried out by the information and documentation department without employing new personnel. In this context, a tool is to be used that is also based on the model of knowledge building blocks as a structuring framework and at least supports the diagnosis of knowledge problems in the company or a company unit, which also reveals

barriers. This analysis and diagnosis tool (Malhotra and Galletta, 2003) makes it possible to localise areas where knowledge problems exist by means of a preliminary assessment in the planning phase of the introduction and then to address these by prioritising fields of action accordingly. The tool is easy to integrate and operate in the KM process and can therefore also be used by employees who have not been specially trained, or possibly serve as a guide when designing interviews in specialist departments. Since the diagnostic tool is not yet available in the case-company, the measurement of success cannot be carried out practically here.

5. Conclusion and Future Research: The strategic planning and control of information processes is also gaining importance in OE-initiatives. But up to now, the control aspect has too often been related to the immediate present in the sense of reacting to imminent challenges. KM is once again moving future-oriented planning to the centre of attention and thus poses a new challenge to education and training. KM, such as in the case-plant, is still at the beginning of its development. The publication situation also reflects the young topic, which, however, often still deal with aspects of this topic in a relatively general way. The meanwhile high number of articles in more general public newspapers and magazines, however, indicates that the topic of KM is now widely perceived. The approach to planning and dealing with competitive knowledge presented here should be seen only as a first approximation to the practical problems of KM. Classical strategy-building methods can be imagined as useful extensions of the KM approach (Gebert et al., 2002). A sensible further development of the described KM approach could therefore be to restructure the information gained through competitive observation by forming scenarios and thus use another possibility to generate knowledge about competitors and thus prepare strategic decisions. Treating knowledge as an instrument of power or, in the context of this paper, as a means to competitive advantage, is therefore more like to the common role of knowledge. Knowledge and ideas, like information, are therefore seen today as economic resources and their free dissemination is restricted by legal protection or by economic barriers. A different kind of limitation of this work should also be mentioned: Here, knowledge was understood as a conscious means to achieve a purpose, which is of course a narrowing of the perspective (Rastogi, 2000). The acquisition and exchange of knowledge can also be guided at any time by disinterested pleasure (Krogh et al., 2000). Therefore, the acquisition of purposive knowledge must be contrasted with the acquisition of non-purposive knowledge. The conscious or unconscious, personally and socially induced motives that can drive knowledge sharing and knowledge acquisition should not be underestimated. The knowledge considered there may not necessarily belong to the realm of professional expertise and therefore may not be ascribed the same economic importance. And yet there are strong motives behind the acquisition and exchange of such knowledge, a significant increase in the general quality of life, expressed for example in a broadening of personal intellectual horizons, the achievement of self-affirmation and recognition. In view of the practical implementation problems of KM approaches, it would therefore certainly be interesting to investigate what role personal motivations of acquiring knowledge not directly related to a specific purpose play in the context of organisational KM. As has been shown, the difficulties often lie in issues of organisational communication culture.

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Smart Solution for Optimized Mass Customization Process in Smart Phone Industry



Abhinav Dixit

Independent, Author's Self Work, Noida, India



Ankita Dixit

Independent, Noida, India

Abstract— The concept of mass customization envisages a firm pursuing differentiation vis-à-vis its competitors in the form of its customized solutions to the consumers, and at the same time adopting the cost-effective measures to bring down the cost of production of those solutions. Mass customization has proved to be a path-breaking approach in many industries like fashion, footwear and computer. In this paper, we aim to cover the possibilities of mass customization in smart phone industry at hardware, software as well as OS level. We will also cover how, by implementing mass customization, smart phone companies can save costs of finished goods inventories, and at the same time, increase consumers' willingness to pay by providing them customized solutions. This paper proposes smart solution for implementing mass customization through mathematical formulation, and aims to detect the optimized groups and cost estimation.

Keywords— Mass Customization, Smart Phone, Differentiation, Cost Leadership, Cost Effectiveness, Operations, Mass Production, Customization

I. LITERATURE REVIEW: [1] "Mass customization's goal is to provide enough variety in products and services so that nearly everyone finds exactly what they want at a reasonable price." [2] "Mass customization is the process of combining cost-saving effectiveness of mass production with the value-added processes associated with product customization." [3] "Mass customization is the ability to manufacture a relatively high volume of different product options for a relatively large market that demands customization, without substantial tradeoffs in cost, delivery and quality." In all the definitions of mass customization stated above, one theme stands common – mass customization is not only about customizing according to the consumers' needs, but one also has to leverage the economies of the mass production system. This aspect busts the long-standing myth that firms need to adopt either of the differentiation or the cost leadership strategies for achieving competitive advantage. The concept of mass customization envisages a firm pursuing differentiation vis-à-vis its competitors in the form of its

customized solutions to the consumers, and at the same time adopting the cost-effective measures to bring down the cost of production of those solutions. Pursuing both the strategies at the same time requires leveraging of capabilities and competencies (sets of interlinked capabilities) in the firm to achieve this unconventional feat. The implementation of mass customization provides a firm with sustainable competitive advantage with respect to its competitors because the capabilities required for implementing mass customization approach are difficult to imitate or replicate. Before starting with mass customization in any organization, it is essential to identify which model / approach to mass customization will be most suited to the industry in which the company is operating. In general, Make-To-Order (MTO) process is said to be a must to implement for any firm which is pursuing mass customization (in contrast to the Make-To-Stock process approach). This is required to fulfil individual customer orders while achieving production economies (lean and JIT inventories) simultaneously – together the two strategies leading to effective implementation of mass customization concepts. However, Make-To-Order involves starting everything for scratch after the order is received from the customers, which renders this strategy unsuited for certain industries which have complex technological end products, that have many sophisticated and inter-dependent modules and components. For industries with such characteristics, alternatives such as Engineer-To-Order (ETO) and Assemble-To-Order (ATO) have been suggested [4]. In ETO, the engineering of components and sub-assemblies begins after the order has been received, but the raw material purchase is done beforehand. In ATO, the components and sub-assemblies are engineered and kept ready. The assembly of these components and parts begin once the order from the customer has been received.

II. PROBLEM STATEMENT: “Innovation” is a buzzword these days that echoes very frequently in Smart phone industries which are high on technological front. In their quest to innovate at a pace faster than their competitors, the smart phone manufacturers are increasingly providing more and more functionalities to their customers, hence, adding to the versatility of the phones. The increasing versatility leads to increased costs of manufacturing which are passed down to customers in form of increased prices. For the smart phone giants, this means that every new launched product is about 10~20% expensive than the previous one. However, the customers may not desire all of the new innovative features that have been included by the manufacturer. For e.g., the hardware configuration available in market may have 6GB RAM, 64GB ROM, 6 inches screen in dimension and four cameras with high resolution. There may be a group of customers who wish to have the above configurations except the high-resolution cameras. Furthermore, different segments of the users may be having different preferences of the applications in their phones. For e.g., some users, who are purchasing phone only for the basic purposes like calling and messaging may not be finding the social applications to be of any use to them. Similarly, the users who are extremely passionate about gaming may feel delighted if the phone has a lot of popular games already installed for them, and may be willing to pay a premium for it. This is where mass customization in the smart phone industry steps in.

III. MASS CUSTOMIZATION APPROACH: In Smart Phone industry, the end products are made up of many sophisticated and inter-dependent modules and hardware components such as display screen, processors, memory units, cameras, sensors, and so on. The manufacturing is dependent on a lot of players in other industries for parts and supplies. In such conditions, the Assemble-To-Order approach (ATO) (Fig 1) is most suitable to implement mass customization. In ATO, the components and sub-assemblies are engineered and kept ready. The assembly of these components and parts begin once the order from the customer has been received and components that will be used in the assembly depend on the configuration that the customer has selected for the product from the available set of possible configurations offered through a manual or web catalogue.

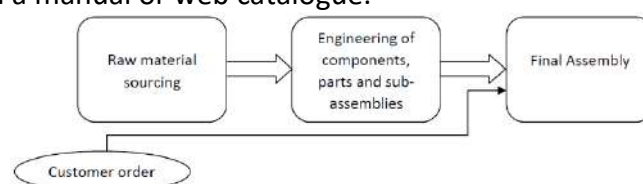


Fig 1 Assemble-To-Order (ATO)

Similarly, the catalogue may provide options to choose for customizations of software as well. Smart phone companies engage in customizing the applications, changing their looks / designs and adding extra features. The firm may also choose to install all the phones with the standard version initially. Once the demand for customized operating system is placed, the same can be done at the later stage in the production process (Fig 2). The concept of modularization can be implemented by the firm to provide the applications pre-downloaded in the phones based on the application-category preference, specified by the customer while placing an order on the website. The application may include categories like business, games, finance, health, lifestyle, education etc.

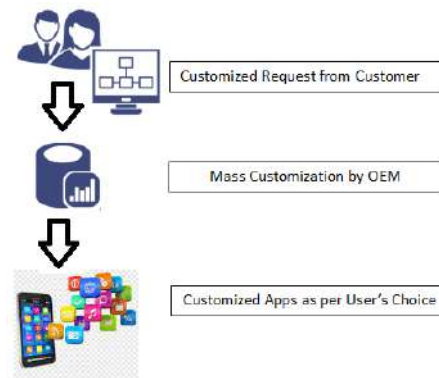


Fig 2 Modularization

For each of these categories, the firm should be maintaining a list comprising of the top 5 or 10 applications under the respective categories, which can be determined based on market research. On selecting a particular category, the customer's phone would be pre-downloaded with the respective list of applications and in return firm can ask premium payment from customer in return for customized solution. This is an organic way of generating additional revenues by the firm. Yet another method is by going the inorganic way and allowing the application developers to bid for the top slots in the company's category sets. The topmost 5 or 10 bidders would be pre-downloaded in the phones of the customers. The same model can be adopted for offering customers the choice of having pre-installed movies, games, videos, songs, books and many more software components.

IV. WORK FLOW METHODOLOGY: The proposed solution to apply Mass Customization in smart phone industry has been divided in to 3 Phases: Phase 1: Smart Identification of Usability Features Phase 2: Optimized solution of 'Similar but Not Same' Usability Features and Detection of Aesthetic Features Phase 3: Predicting demand of each possible features set

V. SOLUTION: Phase 1: Smart Identification of Usability Features. Let's suppose, there are 'm' number of hardware components and 'n' number of software components that can be customized, represented as: H1 | H2 | H3 Hm, and S1 | S2 | S3 Sn. The possible combinations of customer choices may range from 1 to X for hardware components and 1 to Y for software components, where, $X = mC1 + mC2 + mC3 + \dots + mCm$ $Y = nC1 + nC2 + nC3 + \dots + nCn$. But not all combinations of configurations are technically feasible to offer to the end users. For e.g., if the customer chooses device storage to be 128GB, it may be technically mandatory to choose RAM of at-least 6GB for stability and efficiency of the phone. And to enforce this, the OEM may decide to disable the lower RAM options under the RAM selection category. Similarly, if the customer selects high pixel resolutions rear and front cameras as customizations and a low RAM option, the requirements might be contrasting. Determining the valid combinations manually is a difficult task. Hence a smart solution needs to be applied to decide these combinations. This smart solution takes all possible combinations of hardware and software components as a feed, along with the constraints, and gives out 'k' number of feasible combinations, where $k \ll (X + Y)$ (Fig3)

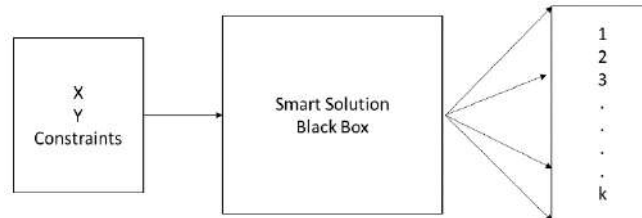


Fig 3: Generating feasible combinations out of all possible combinations and constraints

The constraints consist of combinations of configurations which should always occur together. For e.g., if H2 is selected, it must always be accompanied by H3 and S1. These combinations selected by smart solution need to be pre-engineered and tested before uploading them in the catalogue. Phase 2: Optimized solution of ‘Similar but Not Same’ Usability Features and Detection of Aesthetic Features. After identifying the feasible combinations, we will put similar preferences of customers into similar clusters in order to achieve cost reduction and optimization (Fig 4)

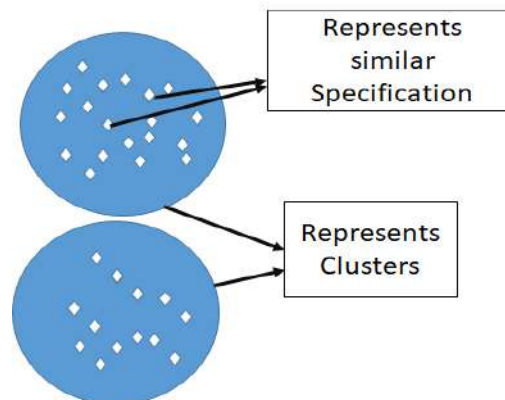


Fig 4: Cluster formation of “Similar but Not Same” customers

Each cluster has a set of similar but not same data points. The distance between similar points in a cluster is generated by aesthetic features of a smart phone, which may act as a delight factor for a certain set of customers. Examples of such aesthetic features are color and material of the back cover, addition of a tempered glass, accessories like ear phones or ear buds etc. Phase 3: Predicting demand of each possible feature set: Next step is to predict demand of each possible feature set, so that the smart phone OEM may strategically plan and execute the process of assembly of the features, based on orders placed by a sample of customers. However, for some clusters, the sample size may be extremely small as compared to other clusters. To overcome this and predict demand accurately, we fill each cluster by using SMOTE algorithm [5], so that each cluster has same number of elements, i.e. $C_i + P_i = C_j + P_j$, where, C_i & C_j are clusters belonging to 1 to k (identified in Phase 1). P_i and P_j are augmentation factors after applying SMOTE algorithm. Next, to determine the demand based on historical purchases from the sample set of clusters formed above, let’s assume the historical demand from the feature set was X . Also, let’s assume that the OEM has projected sales of smart phones to be increased by a factor of S based on the industry growth trend. Then, Current year’s overall demand = $[(100 + S) / 100] * X$. Hence demand of each cluster can be estimated by $[(C_i + P_i) / C_j] * [(100 + S) / 100] * X$.

VI. SOURCING & DISTRIBUTION: The “mass” aspect of the mass customization concept is one of the keys to achieve economies in the entire process. These economies are based on the scale. The modular approach discussed above can help in reaping the benefits of economies of scale, wherein the modules / components can be manufactured by the firm in mass or can be sourced from a third party in bulk (and hence get entitled to a volume discount) which in turn would manufacture the components in large volumes. This may require some adjustments to the engineering and design of the components so as to make them suitable for a diverse number of end products (Fig 5). In traditional approach, a module X would be manufactured by a third-party firm to be supplied to Firm A for the use in end product P1. It would also be manufacturing a module Y, which would be supplied to Firm B (supposedly in the same or similar industry to Firm A) for the use in end product P2. A new approach suitable for enabling mass customization to be successful would be to reconfigure the modules and produce a module Z which

could be used both by the firms A and B in their respective end products with little or no modifications at all [6]. This transition in approaches is shown below.

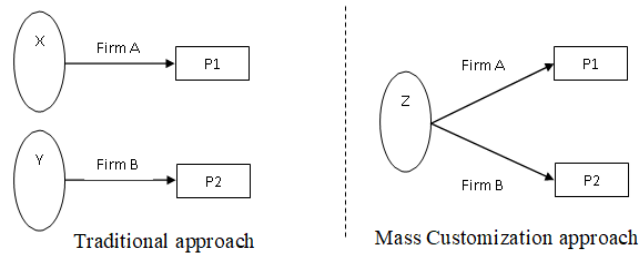


Fig 5: Sourcing Approaches

Apart from the modularization approach which injects economies of scale into the entire customization system, there are other value chain factors which if managed efficiently, can bring economies of scope to the system. The most important of these factors is the supply chain distribution. The distribution process that is well suited for the firms pursuing mass customization is referred to as Mass customized distribution [7]. This is highly relevant to the successful implementation of mass customization because the need is to provide more efficient, more flexible and customer efficient distribution solutions. The distribution networks rather than being focused on one single supply chain, rather cater to many supply chains, being enabled by the concepts of modularization (similar to the production system). For a smart phone firm, the unique order placed by the customer may require a unique sourcing and a unique shipment solution. Modularization approach needs to be applied to the trays, containers, vehicles, warehouses, and distribution centers. For e.g., in any particular week, the customers may place orders of smart phones of varied sizes. While some orders may be of 5" screens, the other may be of 6" screens. Since, the firm following the mass customization approach, would not wish to keep pre-assembled finished products at their distribution points, the shipments will have to be timely and as per the demand. This will require the shipment containers to be flexible enough so that they can carry both the screen size phones at the same time without compromising on the capacity utilization front. Similar buffers need to be maintained in terms of time, labour costs, and inventory as well.

VII. COST BENEFIT ANALYSIS: Studying of the costs also becomes important for the firm to decide whether it should pursue mass customization strategies or stick to the traditional production methods. This decision is generally based on the cost-benefit analysis. Economies of integration approach, enables us to study both the costs and benefits of involving a customer into the value chain [8]. The mass customization implicitly bears a lot additional activity costs as compared to the traditional approach, some of which are listed below: 1. Investment in the configuration catalogues – C(C) 2. Investment in customer service centers – C(S). 3. Investment in highly qualified staff – C(Q). 4. Higher distribution costs because of smaller lot sizes delivery – C(D). 5. Cost increase due to loss in economies of scale (in comparison to mass production where fully fledged handsets are produced in large quantities) – C(E). 6. Costs due to increased complexity in production planning and control – C(P). 7. Higher inventory costs of components and parts (raw material and WIP inventory) – C(I). 8. Investment in management information systems for order fulfilment management – C(M). 9. Investment in flexible production units – C(F). However, mass customization approach also brings with it the inherent cost savings. These savings come from economies of integration [9]. The extent of these economies is influenced by the setting of decoupling point and the degree of customer interaction. For a firm in smart phone manufacturing industry, different cost savings that can be achieved are listed down. 1. Saving of the cost of rework in planning, designing and manufacturing that may have been otherwise incurred if the configuration of the phone planned by the company was not being able to attract sufficient market demand – S(R). 2. Reduction / elimination of the finished goods inventory as well as the safety stock – S(I). 3. Reduction of the over-capacity required to the changing demand trends, hence avoiding the bullwhip effect – S(C) 4. Avoidance of lost sales due to out-of-stock items – S(L) 5. Prevention of discounts at the end of season – S(D) 6. Reduction in market research costs about which configurations are desired by different market segments – S(M) 7. Gain in information quality because the information is gathered by the direct interaction rather than through surveys or third-party research

agencies – S(Q) 8. Use of the implicit information obtained for the new product development in future – S(N) 9. Saving of the costs incurred in new customer acquisition, because the loyal customers tend to make repeated purchases – S(A). Additional costs of mass customization = C(C) + C(S) + C(Q) + C(D) + C(E) + C(P) + C(I) + C(M) + C(F) Savings due to economies of integration = S(R) + S(I) + S(C) + S(L) + S(D) + S(M) + S(Q) + S(N) + S(A) If (savings due to economies of integration) > (additional costs of mass customization), it is viable for the firm in the smart phone industry to pursue mass customization. Note: here, we have not considered the increase in customer’s willingness to pay due to customized solutions as a contributor to the benefits of mass customization through the additional premium charged. The premium should ideally be seen as an unconditional incentive for the firm to pursue the approach, because it is difficult to quantify beforehand.

VIII. CONCLUSION: Mass customization has proved to be a path-breaking approach in many industries like fashion, footwear and computer. The smart phone industry is also one such industry which has potential to reap the benefits of mass customization, provided the entire organizational process and culture are aligned to the goal. Therefore, in this paper, we have tried to analyze how, mass customization can be smartly applied to a smart phone manufacturing firm, ensuring that the firm is able to create value both for itself and for its customers. We have also studied the enablers and success factors for these firms while adopting the mass customization approach. Feasibility from costing point of view has also been discussed. It would be interesting to see whether mass customization approach can be followed successfully by a smart phone manufacturing firm in the future.

IX. FUTURE SCOPE: Implementation and simulation of proposed research work is left for future work. This work can be extended in the calculation of black box value.

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Bullying Prevalence in Pakistan’s Educational Institutes and Recommendations for Tailored Interventions: Preclusion to the Framework for a Teacher-Led Antibullying Intervention



Sohni Siddiqui

Department of Educational Psychology, Technische University Berlin, Germany

Dr. Anja Schultze-Krumbholz

Department of Educational Psychology, Technische Universität Berlin, Germany

Abstract: The increasing reports of bullying and cyberbullying in school settings in recent years are undeniable and have been recognized as a serious public health problem. Conventional and cyberbullying have been a problem not just in Pakistan's higher educational institutions, but also in primary and secondary schools. Despite statistics showing higher levels of bullying and cyber risk behaviours in youngsters, policies and interventions designed to control conventional and cyberbullying consequences are rare in Pakistan's context. This paper aims to identify bullying strategies in different academic settings by examining teachers' perspectives and experiences. Four hundred and fifty-four teachers working in various educational institutions completed an online survey that provided data to draw conclusions and provide a better sense of the status in educational institutions in Pakistan. According to the results, teachers witness verbal and social bullying more often than online and physical bullying. In addition, lower-grade teachers reported noticing more physical bullying than higher-grade educators. Facebook is reported to be the most common platform that students use to harass each other. In addition, we found significant differences between rural and urban teachers' experiences of social bullying. In Pakistan, bullying intervention strategies should be developed and integrated into educational institutions. The presented data are being used to design customized anti-bullying interventions that are culturally and socially appropriate for Pakistan's educational institutions.

Keyword: Traditional Bullying, Cyberbullying, Pakistan Educational Institutions, Customized Intervention

A Preliminary Study on the Strategy of ESG Sustainable Management in Taiwan's Electronics Industry



Wei-Yi Wang

The Graduate Institute of Design Science, Tatung University, Taipei, Taiwan

Yen Hsu

The Graduate Institute of Design Science, Tatung University, Taipei, Taiwan

Abstract: This study explores the status of ESG sustainable management strategies currently implemented by Taiwanese electronics companies. Using inductive analysis methodology, integrate and analyze 5 Taiwanese companies selected by the DJSI index as case studies. Induced: (1) In terms of environmental sustainability, more focus is on both innovative strength and uses of internal energies; (2) In terms of social responsibility, Taiwan's electronics industry is committed to sponsoring and assisting disadvantaged groups, attaching importance to cultivating campus talents and actively developing online learning, etc. (3) In the part of operation and governance, it is emphasized that the establishment of corporate sustainability committees at top level of the organization, the

establishment of internal risk management committees, and the emphasis on communication with stakeholders, etc. ; (4) The analysis also found that the current status of ESG evaluation and implementation in Taiwan still generally lacks a unified and standard basis. It is hoped that government agencies and enterprises will invest more capital and improve related sustainable development models in the future, so that enterprises can achieve sustainable development and more in line with international standards in the future.

Keywords: ESG (Environment, Social, Governance), Sustainability Report, Corporate Sustainability, Strategy

1. Introduction: The concept of ESG corporate sustainability has been a hot topic in recent years, both in the corporate world and the investment and financial markets. The early investment market paid more attention to financial indicators such as corporate revenue and profit. However, with the continuous occurrence of extreme climates, the global environment has gradually deteriorated. The outbreak of Covid-19 in 2020 has also made mankind begin to rethink the relationship with earth has brought attention to global warming, climate change and sustainable issues again. Serafeim (2020), Chair Professor of Business Management at Harvard Business School, mentioned that the investment market paid more attention to ESG issues during the economic recession accompanied by the global pandemic. Companies that strategically attached importance to or committed to implementing sustainable operations and their ESG funds performed well. Some are better than benchmarks, and therefore believe that companies must consider the needs of society and not only focus on short-term profits. In recent years, the Taiwanese government has also actively promoted regulations, requiring the financial system to focus on net-zero carbon emissions and the implementation of ESG sustainability reports. Businesses and organizations have also set carbon reduction targets to enhance competitiveness and align with international trends. This research is to explore the current status of ESG sustainable development in Taiwan, in order to clarify what currently enterprises are implementing and focus on. Through the analysis of the sustainability report currently implemented by the company, hope to further understand the implementation status of Taiwan's electronics industry as a reference for future implementation directions. The main research objectives are: (1) what are the current strategy of Taiwan's electronics industry to promote environmental sustainability; (2) what is the current status of Taiwan's electronics industry's active promotion of social responsibility; (3) What are the key projects of corporate governance in Taiwan's electronics industry at present (4) The current situation of the enterprise and the difficulties in implementation.

2. Background: ESG was first seen in the "Who Cares Who Wins" report issued by the United Nations in 2004 which endorsed by 20 institutions. They are "Environment", "Social" and "Governance", which are considered to be indicators of successful companies in competition. In 2005, the former UN Secretary-General Kofi Annan launched the "Principle for Responsible Investment" (PRI), which is expected to reverse the long-term neglect of environmental and social impacts by financial institutions in investment decision-making and project implementation, to help investors to understand the importance of sustainability and to strengthen the financial market's support for sustainable development. Then in 2006, it was officially launched to the world on the New York Stock Exchange and held a signing ceremony. The central idea of PRI is to encourage investors to transform the traditional thinking of profit maximization into incorporating ESG concepts into every investment, and to provide reasonable remuneration to company shareholders. According to statistics, by the end of 2021, the total number of PRI in the world has reached 3,826, the accumulated assets under management has reached 121.3 trillion US dollars, and the number of participating financial institutions is still growing rapidly, which means that the ESG concept is incorporated into the investment process. It is an investment market trend that cannot be ignored. (See Figure 2.1).

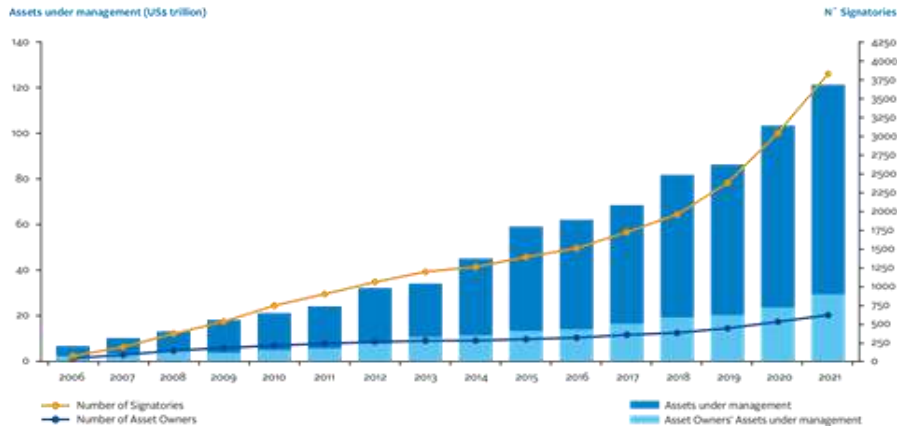


Figure 2.1 Number of signatories of the PRI and Statistics of Assets Under Management (Source: PRI)

In addition, the United Nations established the "World Commission on Environment and Development" (WCED) in 1984, and in 1987, WCED released the "Our Common Future" report and proposed the definition of sustainable development as: Humanity has the ability to make development sustainable to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs. In particular, at the United Nations Millennium Conference in 2000, the leaders of 189 countries signed the "United Nations Millennium Declaration", symbolizing the cooperation between developed and developing countries around the world to eradicate poverty, hunger, disease, illiteracy, environmental damage and gender discrimination, and publicly committed to achieve eight Millennium Development Goals (MDGs) by 2015. However, the gap between the rich and the poor, gender equality, the law of climate migration and environmental pollution are still threatening the sustainable development of human beings. The United Nations also realized this, so in 2012, it released the "The Future We Want" report again. The key point is to discuss the "Sustainable Development Goals" (SDGs), hoping to build a larger structure to integrate the current MDGs and sustainable development systems. Finally, in the United Nations General Assembly on September 25, 2015, more than 150 national leaders passed the "Transforming Our World the Agenda for Sustainable Development" Formally put forward the sustainable development goals consisting of three aspects: "economic growth", "social progress" and "environmental protection" SDGs, a total of 17 (refer to Figure 2.2), including 169 relevant indicators and 232 for evaluation target of efficiency. The goal is to jointly solve global problems including poverty, water pollution, climate change, and urban sustainability by 2030. Therefore, some people call the release of SDGs a key milestone in global sustainable development. In addition to continuing the goals of MDGs, SDGs can also be called the origin of ESG, and are also an important indicator for many companies to practice social responsibility.



Figure 2.2 The 17 development goals of the SDGs (Source: SDGs)

Although financial institutions and corporate organizations have long been committed to profit-making which is helpful for the economic dynamism but also led to problems such as excessive use of resources, damage to the ecological environment and the disparity between the rich and the poor. Therefore, corporate social responsibility (CSR) is born accordingly, which is also an integral part of the SDGs.

According to the World Business Council for Sustainable Development (WBCSD), while a company contributes to economic development, it should also commit to abide by ethics, improve employees and their families, and improve the quality of life of the local community and society as a whole. The concept of CSR was proposed by the UN Secretary-General Kofi Anan in 1999 to promote the implementation of CSR by enterprises. Only then did enterprises realize the importance of corporate social responsibility. Therefore, SDGs are the relevant details of the goals and implementations listed in order to solve the problems of sustainable development of the environment and human beings; CSR is the concept of sustainable management proposed for enterprises, and ESG is the measurement index proposed by enterprises on how to practice sustainable development as a criterion for evaluating and judging returns in the investment market. ESG refers to Environmental, Social, and Governance, or is often referred to as Sustainability, its related topics have been regarded as prominent lessons in the financial market in recent years. During the Covid-19 epidemic, ESG-related financial products were relatively resilient, which attracted the attention of the global financial market. In principle, the ESG index is to ensure that companies or institutions can respond positively to ESG-related issues, incorporate three non-financial information into investment decision, and establish an effective evaluation system and investment policy. Kazuo (2022) mentioned that ESG investment is a new type of investment. Investors will pay attention to and choose companies that have a thorough consideration of the environment, society and corporate governance in their operations. Compared with the past, investment judgments are based on revenue or financial indicators of interest, ESG investment believes that the consideration of the environment, society and corporate governance by enterprises will be related to the increase of medium and long-term income and the sustainable growth of enterprises, and can eliminate risks that are not visible in financial indicators. ESG issues are far more important to long-term market investors than ever before. A global survey by FTSE Russell in 2018 showed that more than half of global asset owners are currently implementing or evaluating incorporating ESG conditions into their investment strategies. By publishing a statement of purpose, companies provide integrated financial and ESG reporting, increase mid-level executive engagement, and improve internal information systems to improve the quality of ESG performance in order to drive enterprise-wide change (Eccles & Klimenko, 2019). ESG is how companies and investors can integrate ESG and incorporate concerns into their business models (Gillan, Koch, & Starks, 2021). The following summarizes ESG coverage (Table 2.3).

Table 2.3 ESG Coverage

E (Environment)	S (Social)	G (Governance)
Address environment risks and leverage opportunities	Do business in ways that benefit society and protect people	Ensure just and peaceful societies for all
<ul style="list-style-type: none"> ◆Reduce carbon emission ◆Global warming ◆Biodiversity ◆Packaging ◆Water & pollution treatment ◆Protect nature resources ◆Energy & Fuel management 	<ul style="list-style-type: none"> ◆Labor Right ◆Human Right ◆Supply chain well being ◆Customer Benefits ◆Investor relation ◆Employee health ◆Equal work ◆Give back to social community 	<ul style="list-style-type: none"> ◆Business ethics ◆Board Composition ◆Internal control ◆Decision independence ◆Shareholders' equity ◆Management quality ◆Corporate information transparency ◆Manage supply chain

Although ESG issues are currently the focus of the investment market, but is still lack of complete unified standards and inspection methods for ESG financial evaluation. The ESG rating agency evaluates the performance of enterprises in environmental responsibility, social responsibility and corporate governance through the established evaluation standards and become the main reference for financial market, academic and other related units to evaluate the sustainable operation ability of enterprises (Walsh, 2020). To meet the growing ESG investing community and the market's increasing demand for data, many rating agencies have created their own way of assessing ESG metrics (Atkins, 2020). Guzman (2019) mentions that more and more rating agencies are trying to incorporate ESG indices into. Lack of standards in ESG evaluation making it difficult to compare companies with their peers. This requires regulation to create certifications and norms that facilitate and accelerate analysis. Eccles (2019) also

mentioned that there are some forces driving ESG investment forward, but there are still obstacles to be overcome, suggesting that companies should actively improve their measurement methods. According to the statistics of WBCSD in 2020, there are more than 600 ESG rankings and evaluations in the world, and there are more than 4,500 ESG performance indicators (Taiwan Institute of Finance and Economics Institute of Finance 2022) There are many ESG rating agencies with different standards. The following are the most influential ESG rating agencies: (1) MSCI: Started in 1990, it is one of the largest independent providers of ESG ratings in the world today. Their ratings range from AAA to CCC, with AAA being the best, and their metrics include 35 indicators under the three main pillars of ESG and 10 themes, MSCI is an ESG provider to more than 6,000 global companies and more than 400,000 equities and fixed income securities. (2) DJSI: It is internationally recognized as the most credible corporate sustainability evaluation. Every year, companies are scored based on ESG aspects to examine the risks and opportunities of corporate operations. The top 10% of companies will be selected as "DJSI World", as an important indicator for global investors to measure the non-financial performance of a company. (3) FTSE Russell: Established in 2001, it directly excludes specific industries or companies involved in disputes, such as tobacco and alcohol, weapons, gaming, etc. Its assessment model scores companies on three ESG pillars, 14 themes and 300 indicators. (4) Sustainalytics: Founded in 2008, their rating is 0-10 divided into five risk levels. The scope of services spans 42 industries, including more than 7,000 companies, and is rising at an international level. (5) Bloomberg: It is the leader of the global fixed income index. Its ESG evaluation system divides the three major items of environment, society and corporate governance into 10 sub-items, and divides them into 37 indicators.

Table 2.4 Comparison of ESG agencies

Rating Agency	MSCI	DJSI	FTSE	Sustainalytics	Bloomberg
Evaluation method	<ul style="list-style-type: none"> ◆Corporate public information ◆Database ◆Media disclosure 	Questionnaire	Corporate public information	<ul style="list-style-type: none"> ◆Corporate public information disclosure report ◆Media disclosure ◆NGOs Related study	<ul style="list-style-type: none"> ◆Corporate public information ◆3rd party certification unit
Rating scale	AAA - CCC (AAA the highest)	0-100	0 - 5 (5 the highest)	0-100 (5 risk level (0, the best))	Deduction from 100
Update frequency	Yearly continuous monitor	Yearly	Yearly	Yearly continuous monitor	Yearly

In addition to the information provided by ESG rating agencies to allow the investment market to evaluate the performance of corporate sustainability, another way for companies to disclose ESG information is the sustainability report. Currently there are three main standards used in sustainability reports in the world, each of which emphasizes different uses and inspection items. (1) GRI guidelines: Global Reporting Initiatives is an independent international organization. In 1997, the organization took the lead in publishing the basic framework for providing organizations to write and publish their sustainability reports, and the GRI Sustainability Reporting Standards were officially launched in 2016, becoming the most widely used sustainability reporting framework in the world today. The characteristic of this standard is to take into account the multi-stakeholders (investors, suppliers, customers, governments, etc.), and to disclose the sustainable information related to them, so the GRI is widely covered. In 2021, the new version of GRI Universal Standards 2021 (GRI Universal Standards 2021) will be announced and added to the "Materiality analysis in the areas of human rights and environmental risks". It is also the framework for compiling sustainability reports that the Taiwan Financial Regulatory Commission requires companies to adopt. (4 series and 34 themes) (2) SASB Standards: The Sustainability Accounting Standards Board (SASB) was established in San Francisco in 2011 as a non-profit sustainable accounting standards body. In 2018, it announced the "Materiality Map" covering five aspects, including social resources, human resources, business model and

innovation, leadership and corporate governance, and environment, 77 industries, and 26 general ESG disclosure issues, which may affect financial status, operation performance, in order to provide companies with more standards for investor to produce sustainability reports. (3) TCFD Guidelines: Task Force on Climate-related Financial Disclosures. Established by the International Financial Stability Board (FSB) in 2015, the mission is to develop a consistent set of climate-related financial disclosure recommendations to help investors and policymakers understand significant organizational risks, Climate-related risks and opportunities can be more accurately assessed. The proposed recommendations can be applied to all types of organizations, institutions, enterprises, etc. The purpose is to collect information that facilitates decision-making and forward-looking financial impact, with a higher focus on the risks and opportunities involved in the transformation of organizations towards a low-carbon economy.

Table 2.3 ESG Disclosure Standard Comparison

Name	GRI	SASB	TCFD
Formulate	Global Sustainability Reporting Association launched in 2016	Perpetual Accounting Standard Board 2011	International Financial Stability Board in 2015
Reveal Information	E, S, G	E, S, G	E
Feature	the standard adopted by most enterprises covers a wide range and retains flexibility, taking into account the multi-stakeholder relationship.	Quantitative data disclosed to investors that can provide information on material issues affecting financial performance	Focus on low-carbon economy and climate-related risks and opportunities, making it easier for investors and stakeholders to assess corporate disclosures on climate issues

In August 2020, in order to strengthen domestic sustainable development and capital market competitiveness, the Taiwan Financial Supervisory Commission issued "Corporate Governance 3.0 - Blueprint for Sustainable Development" to "strengthen the functions of the board of directors and enhance corporate sustainability value", "improve information transparency and promote sustainable management", "strengthen communication with stakeholders and create a good interactive channel", "align with international standard, guide due diligence" and "deepen corporate sustainable governance culture and provide diversified products" and other five major axes, a total of 39 specific promotion measures are planned to be promoted in three years from 2021 to 2023. Officially revised the Corporate Social Responsibility Report (CSR) into a Sustainability Report / ESG Report, and encourage companies to publish an English version to align with international standards. In addition, the Financial Supervisory Commission has further required, from 2023, listed companies with a paid-in capital of 2 billion must use the GRI standard reporting structure to prepare their corporate sustainability reports. At the same time, to ensure the quality of information disclosure, the current sustainability report should be verified by a third party. In addition, to strengthen information disclosure, promote the reference to the relevant international standards for Climate-related Financial Disclosure (TCFD) and Perpetual Accounting Standards Board (SABA) to strengthen sustainable reporting. Although the Taiwan government and relevant competent authorities have actively promoted sustainable development and international standards in recent years, due to the wide range of the sustainable development, there is no complete ESG database available in Taiwan. Plus, the quality of ESG information disclosed by Taiwan-listed companies varies, resulting in a lack of reliable and consistent benchmarks for financial institutions, companies and investors to rely on. The attention has been paid, which shows the rise of ESG awareness in the investment market. The above are also the challenges that the competent authorities still need to overcome.

3. Methodology: This research mainly adopts a qualitative case study method, in which cases are selected from Taiwanese electronics companies that will be included in the Dow Jones Sustainability Index (DJSI) World or Emerging Market Index in 2021 (Table 3.1), and take the sustainability reports released by these five companies in 2021 as case studies. (Referring the basic information of these

companies in Table 3.2) Morgan Stanley Capital International's (MSCI) rating model is used for assessing ESG Rating key issues and to serve as the framework for this analysis. It includes three cores E, S, and G, 10 themes and 35 key indicators (Figure 3.1) for comparison, in order to understand the current strategies and implementation status of companies in Taiwan's electronics industry in promoting ESG.

Table 3.1 List of Taiwanese electronics companies selected for the 2021 DJSI World or Emerging Markets Index

No.	Company	Location	Industry Group	Dow Jones Sustainability World Index	Dow Jones Sustainability Emerging Markets Index
	Acer Incorporated	Taiwan	Technology Hardware & Equipment		X
	AU Optronics Corp.	Taiwan	Technology Hardware & Equipment	X	X
	Delta Electronics, Inc	Taiwan	Technology Hardware & Equipment	X	X
	Innolux Corporation	Taiwan	Technology Hardware & Equipment	X	X
	Lite-On Technology Corporation	Taiwan	Technology Hardware & Equipment	X	X

“X” indicates “being select”

Table 3.2 Background information of these companies

Case	Company	Industry Group	2021 Revenue (billion)	Profit (billion)	No. of employee	HQ
	ACER	Technology Hardware & Equipment	95,700	21,696.6	7,700	New Taipei City Taiwan
	AUO	Technology Hardware & Equipment	111,207	18,865.2	39,000	Hsinchu Taiwan
	DELTA	Technology Hardware & Equipment	94,401.3	26,999.1	85,593	Taipei Taiwan
	INNOLUX	Technology Hardware & Equipment	105,030	17,370.6	52,846	Miaoli Taiwan
	LITE-ON	Technology Hardware & Equipment	49,448.4	13,370.7	40,019	Taipei Taiwan

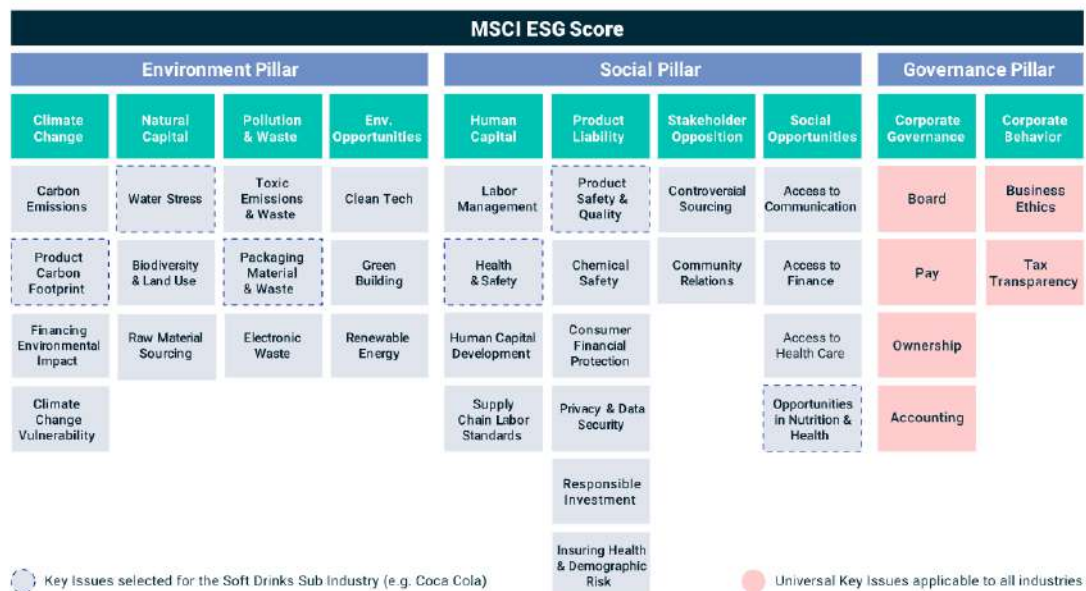


Figure 3.1 MSCI ESG Rating key Issue Framework
Source: MSCI ESG Evaluation method, Oct 2022

4. Result & Discussion:

4.1 Environment: For the Environment section, there are four themes in the MSCI ESG Rating, 13 key metrics being compared with the five case sustainability reports in this study, it can be found that Taiwanese electronics companies are currently attaching great importance to the issue of corporate and environmental sustainability and are committed to implementing them. As shown in Table 4.1, companies are aware of carbon emissions during manufacturing, carbon footprint of product life cycle, environmental vulnerability and disasters caused by climate change, water conservation or recycling,

sustainability awareness when purchasing raw materials, Pollution and waste disposal caused by product manufacturing processes, packaging materials used in product delivery and waste generated, and the use of renewable energy are all key implementation projects. Among them, Case A and E are also focus on the sustainable and recycle of the ocean, researching and developing the waste plastics in the ocean and recycling them to reduce the damage of ecological pollution. In addition, Case A, B and C are all dedicated to recycling electronic waste products and plastics for reuse. Case C promotes the concept of green buildings and factories, promotes energy conservation and increases terrestrial biodiversity, and reduces the ecological impact of operations. In addition, it is also found from the analysis that Taiwanese electronics companies focusing on (1) Professional research and development of innovative technologies, all companies are committed to improve the energy efficiency of products and the power-saving of the products; (2) Internal energy management to save the consumption of internal energy resources.

Table 4.1 Implementation result of these case studies

Pillars					
Environment					
Themes	Key Issues	Case Study			
		A	I	C	E
Climate Change	Carbon Emissions	X	>	>	>
	Product Carbon Footprint	X	>	>	>
	Financing Environmental Impact				
	Climate Change Vulnerability	X	>	>	>
Natural Capital	Water Stress	X	>	>	>
	Biodiversity & Land Use	X			
	Raw Material Sourcing	X	>	>	>
Pollution & Waste	Toxic Emissions & Waste	X	>	>	>
	Packaging Material & Waste	X	>	>	>
	Electronic Waste	X	>	>	
Environment Opportunities	Clean Tech				
	Green Building			>	
	Renewable Energy	X	>	>	>

“X” indicates “case study has the item”

4.2 Social: For social responsibility, MSCI ESG Rating contains 4 themes and 16 key indicators, which are compared with the five sustainability reports in this study. Referring to Table 4.2 you can see the management of labor-employment relations, workplace safety and health protection, company personnel education and learning, labor welfare at the supply chain end, safety and quality of product development, chemical Product safety protection, protection of consumer rights and interests, internal information security control within the enterprise, emphasis on the principle of responsible investment within the enterprise, employee health insurance, fair and honest procurement, community management and interaction, internal transparent communication channels within the company, employee medical care, etc. Among them, Case C, D and E also actively promote the creation of healthy workplace for LOHAS, and attach importance to the management of employees' healthy diet. However, in the part of corporate financing methods, there is no description in the sustainability reports of each case this time. In addition, from the case analysis, it is also found that Taiwanese electronics manufacturers have made additional efforts in the social integration part: (1) Helping the disadvantaged groups. For example, Case A will donate and sponsor the individuals of the factories produced by the company for free. Computer products for disadvantaged groups; (2) to create value, friendly, diverse and equal workplace environment; (3) to operate and cultivate selected professional talents through industry-university cooperation and campuses; (4) to promote online long-distance digital Learning courses to allow employees to study freely without space constraints during the epidemic.

Table 4.2 Implementation results in Social Responsibility

Pillars		
Social		
Themes	Key Issues	Case Study

		A	E	C	I
Human Capital	Labor Management	X	X	X	X
	Health & Safety	X	X	X	X
	Human Capital Development	X	X	X	X
	Supply Chain Labor Standards	X	X	X	X
Product Liability	Product Safety & Quality	X	X	X	X
	Chemical Safety	X	X	X	X
	Consumer Financial Protection	X	X	X	X
	Privacy & Data Security	X	X	X	X
	Responsible Investment	X	X	X	X
Stakeholder Opposition	Insuring Health & Demographic Risk	X	X	X	X
	Controversial Sourcing	X	X	X	X
Social Opportunities	Community Relations	X	X	X	X
	Access to Communication	X	X	X	X
	Access to Finance				
	Access to Health Care	X	X	X	X
	Opportunities in Nutrition & Health			X	X

“X” indicates “case study has the item”

4.3 Governance: For corporate governance, the contents of the MSCI ESG Rating are divided into 2 themes and six key indicators, which are compared and analyzed with the five cases in this study. From Table 4.3, we can see that the Taiwan electronics companies’ focusing on the board directors, employee salary calculation, shareholder relations, corporate business ethics and tax transparency. Among them, Case D & E mentioned the accounting and financial information in the Sustainability Report. In this case analysis, it was found that Taiwanese electronics manufacturers are also committed to corporate operations and governance: (1) Establish a corporate sustainability committee, chaired by a senior chairman and regularly report to the board of directors; (2) Establish a risk management committee to conduct an overall assessment of potential risks related to various strategies, operations, finance, disasters and climate change; (3) attach importance to communication with stakeholders, etc.

Table 4.3 Implementation results in corporate governance

Pillars					
Governance					
Themes	Key Issues	Case Study			
		A	E	C	I
Corporate Governance	Board	X	X	X	X
	Pay	X	X	X	X
	Ownership	X	X	X	X
	Accounting				X
Corporate Behavior	Business Ethics	X	X	X	X
	Tax Transparency	X	X	X	X

“X” indicates “case study has the item”

5. Conclusion: 1. In addition to promoting various mainstream concepts and measures of environmental sustainability, Taiwanese electronics companies also pay special attention to (1) Innovative R&D technology capabilities of their own companies, and are committed to developing green products and products with high efficiency and energy-saving features. (2) The enterprise attaches great importance to the management of internal energy. 2. In addition to considering and implementing various measures in the general direction of corporate social responsibility, Taiwanese electronics companies also aim at: (1) Provide and sponsor assistance to disadvantaged groups, and practically implement the concept that the company takes from the society and uses it for the society; (2) Attach importance to a diverse and friendly workplace; (3) Cultivate and select professional talents on campus through industry-university, internship and other cooperation models; (4) Develop digital online learning to enhance professionalism. 3. Taiwanese electronics companies emphasize in their operations and governance: (1) Establish a corporate sustainability committee at the top of the organization to express the company's emphasis on the concept of sustainability; (2) Establish an internal risk management committee to conduct overall management of various risks. (3) Emphasis on communication with stakeholders, etc. 4.

In the process of analyzing the results of this case of Taiwanese electronics companies, it was also found that the current ESG-related indicators and evaluation methods and the key cores, themes and indicators listed in the sustainability reports of various Taiwanese companies, etc. The classification method and measurement category items are inconsistent, and the lack of unified standard measures and inspection tools makes the analysis process more difficult. Hopefully in the future, the government and relevant authorities will focus more on the disclosure methods, quality and definition of ESG information, so that the Taiwanese industry will be clearer and align with international standards for the promotion of sustainability measures.

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Estimation of Goodwill Impairment Losses

Tetsuhiro Kishita

Faculty of Business, Ryukoku University, Kyoto, Japan

Naoki Hayashi

Faculty of Business, Ryukoku University, Kyoto, Japan

Abstract: This paper attempts to clarify the mechanism in which goodwill impairment occurs and comprehend risks of goodwill impairment at the time of acquisition deal completed from the outside. This paper provides a theoretical explanation to analyze risks of occurrence of goodwill impairment by the difference between the average EBITDA multiple of the industry to which the purchased company belongs and the multiple of the company. Based on this analytical model, three hypothetical propositions are proposed on the relationship between acquisition deal factors and risks of occurrence of goodwill impairment: (i) The risk of goodwill impairment is larger when a purchasing company pay more money for goodwill than net assets of the company purchased in an acquisition deal; (ii) The risk of goodwill impairment is larger when a company purchases another company with a lower profitability or fluctuating earning structure; and (iii) A purchased company with a small EBITDA multiple may have a high risk of goodwill impairment if that multiple is relatively large compared to the average of the industry to which the company belongs; and a purchased company with a large EBITDA multiple may not have a high risk of goodwill impairment if that multiple is not so large compared to the average of the industry to which the company belongs. Some cases are produced to enhance the robustness of explanatory power of these hypothetical propositions.

Keywords: Goodwill impairment, EBITDA multiple, Amortization of goodwill

1. Introduction: A growing number of Japanese firms recently face risks of goodwill impairment losses. Active M&A of Japanese companies at home and abroad led them to record goodwill as an intangible asset in their balance sheet. The number of companies with goodwill in their balance sheet increased from 489 in 2000 to 1,236 in 2014. The total value of goodwill their balance sheets also increased from 1.969 trillion yen in 2000 to 23.597 trillion yen in 2014. On the other hand, 278 companies reduced the value of impaired goodwill in 2015. Goodwill arises when a buyer acquires an existing business for a premium value. The value of goodwill represents the difference between the value which a purchasing firm pay for a purchased firm and that of net assets of the purchased firm. The goodwill is classified as an intangible asset on the balance sheet on the premises that the assets of purchased company continues to generate surplus cash-in-flow in the future. The company should reduce the value of this intangible asset in case that the asset does not generate as much money as expected at the time when the company acquired it. On the top of this, enormous reductions of impaired goodwill have a risk to lead companies to their business failure. For example, in February 2017, Toshiba, one of the electrical manufacturing giants in Japan, announced that the company recorded 712.5 billion yen as impaired goodwill and that loss would turn the equity capital of the company to be negative. Thus, since enormous goodwill entails the risk of companies' existential emergency, understanding risks of goodwill impairment loss is important not just for corporate managers but also investors. We try to clarify the risk of goodwill impairment at the time of acquisition deal completed from the outside of companies in this research. We approach this research question in the following way. In the next section, we first present a theoretical model to analyze goodwill impairment. Based on the model presented, we propose three hypothetical propositions regarding to causes of occurrence of goodwill impairment. In the third section, we produce five cases for discussing the appropriateness of the proposition presented, followed by concluding remarks in the final section.

A Cross-Country Analysis of Corporate Carbon Performance: An International Investment Perspective



Michal Wojewodzki

Department of Economics and Finance, School of Business, The Hang Seng University of Hong Kong, Hong Kong

Louis T. W. Cheng

School of Business, The Hang Seng University of Hong Kong, Shatin, Hong Kong

Jianfu Shen

Department of Building and Real Estate, The Hong Kong Polytechnic University, Hung Hom, Hong Kong

Abstract: In this study, we examine corporate carbon performance globally from the perspective of country-level dispersion. The average carbon performance of listed companies in the non-OECD countries increases more after the Paris Agreement than that of listed companies in the OECD countries. However, under an increasing trend of average country-level carbon performance, the dispersion of corporate carbon performance is reduced more in the OECD countries vis-à-vis the non-OECD countries. In addition, international equity ownership is negatively associated with the dispersion of country-level corporate carbon performance in the post-Paris Agreement period. This finding supports our conjecture that sophisticated foreign investors from developed countries exert a significant positive influence on the carbon management efficiency of domestic firms in developing countries.

Keywords: ESG, Carbon Performance, International Ownership, OECD

JEL Classifications: F64, O16, Q01, Q56, G15

1. Introduction: Carbon-related issues have long been a popular research topic in economics. The recent emergence of climate finance research adds a new dimension to environmental research by relating carbon and climate issues with corporate financial performance. Furthermore, the availability of various commercial ESG data for academic research accelerates research knowledge accumulation of climate research using firm-level ESG measures intended for asset managers and buy-side analysts to seek alphas. Our study takes advantage of this recent expansion of global commercial data of firm-level carbon performance to explore the role of international investments on carbon performance at the country level. Following the recent direction of financial research, our study goes beyond carbon emission analysis by relating corporate performance in managing carbon to international investments in equity ownership of listed firms globally. Ample literature documents the economic effects and financial impacts of carbon emissions (e.g., Grossman and Krueger, 1991, 1995; Zoaka et al., 2022; Lewandowski, 2017; Flammer et al., 2021). From a stakeholder's perspective, listed firms are major players in producing carbon. Corporate governance and management are expected to influence corporate carbon performance in a significant manner. Accordingly, numerous studies explore what types of board governance and characteristics may affect climate disclosure and carbon performance (e.g., Galbreath, 2010; Ben-Amar and McIlkenny, 2015; Peters and Romi, 2014; Haque, 2017; Nuber and Velte, 2021). Moreover, some studies focus on the specific environmental effort at the board level and its positive impact on carbon performance (e.g., Moussa et al., 2020; Haque and Ntim, 2022). On the other front,

previous studies have documented that more sophisticated international (foreign) investors from developed countries exert significant influence on domestic firms in developing countries. For instance, listed firms in emerging stock markets benefit from information environment improvement (Bae et al., 2006), and experience higher growth, greater investment, profitability, and efficiency, whilst lower leverage (Mitton, 2006). In addition, international investors can provide some stabilizing and monitoring effects as well as help to reduce the cost of equity capital for local firms in developing markets (Li et al., 2011; Errunza and Ta, 2015). In this study, we take the view that the carbon performance of listed firms can be affected by the maturity of corporate management and control of carbon risk. Logically, compared with listed firms in developing countries, listed firms in developed countries should have a stronger sense and commitment to carbon risk control. To raise this climate risk awareness at the corporate level, international equity investments can be a strong catalyst. Through equity ownership, international investors from developed countries bring in management know-how including higher standards on carbon performance to achieve business sustainability for their investees. Consequently, we argue that international equity ownership exercises a positive influence on corporate carbon performance at the country level. Unlike firms' financial performance, for which international accounting standards and stock prices provide a set of objective and quantitative indicators, measuring corporate carbon performance is not as straightforward. The main research challenge is the lack of a standardized carbon performance measure which can be used for firms in different industry sectors and different countries. To overcome this measurement issue, we explore different commercial ESG datasets designed mainly for the asset management industry and investment purposes. These datasets include Asset4 by Refinitiv, Sustainalytics by Morningstar, and ESG Intangible Value Assessment (IVA) by MSCI. The key selection criterion is to allow us to adopt a single corporate carbon management measure that includes both carbon-related climate risk exposure and the corresponding management strategies of listed firms globally. In addition, the measure must adjust for firm-specific, industry-specific, and country/regional-specific carbon risk environments in rating the carbon management performance. It is because management strategy and actions should be commensurate with the level of exposure. For instance, a firm with high carbon risk exposure should also have very strong carbon management, whereas a firm with limited carbon exposure can have a relatively modest approach to handling the exposure. Under MSCI's evaluation metrics, a highly exposed firm with poor management will score worse than a company with the same management practices but with lower carbon exposure. We recognize the limitations (such as having no control over the scope and weighting of relevant items considered in the scoring) of using a third-party rating instead of constructing our measure from raw data. Notwithstanding, we believe that the benefit of adopting the MSCI's carbon performance score exceeds the problem of our inability to collect global data for listed firms on carbon performance. We also understand that other related climate measures can be used for our analysis. As an initial attempt in dealing with carbon performance on a global scale, we limit our focus to the MSCI Key Issue score for carbon performance for the current study. In short, previous studies link corporate governance practice and characteristics directly to carbon emissions. In our study, we take a different perspective of corporate carbon performance by adopting a composite measure of carbon emission exposure and the corresponding risk management reflected in the data provided by MSCI. Through such a standardized carbon performance measure for listed firms globally and a measure of the dispersion of corporate carbon performance measure in a country, we can examine how international investments affect corporate carbon performance at the country level. To the best of our knowledge, no study has explored the effect of international equity ownership on the management of carbon emissions for listed firms on a global scale. Furthermore, we adopt the country-level carbon performance measurement framework through the dispersion lens (the Theil index). Abiad et al. (2008) employs this index to measure the efficiency of capital allocation and argue that the dispersion of marginal returns should decrease if capital allocation to all firms is improved. Based on this line of argumentation, we propose that a lower carbon performance dispersion of listed firms in a given country implies an improvement in carbon management for the country if the average carbon performance shows an upward trajectory. Consequently, we aggregate the firm-level carbon performance measure into the country-level carbon

performance measure by calculating the dispersion of corporate carbon performance in a country for a given year. Following the literature, the dispersion is calculated by using two measures of inequality, the mean logarithm of deviations and the Theil index, (e.g., Abiad et al., 2008; Acemoglu and Dell, 2010; Delis et al., 2014; Chancel and Piketty, 2015). Under the condition that the variation in corporate carbon performance within a country decreases while average firms achieve a high carbon performance, the dispersion variables can measure the overall efficiency of improving corporate carbon management in a country (Cho, 1988; Abiad et al., 2008). Carbon performance at the country level is then examined in the setting of OECD (or developed) versus non-OECD (or developing) countries as well as ex-post versus ex-ante the Paris Agreement. Our results can be summarized as follows. First, after the Paris Agreement, the average carbon performance of listed companies in the non-OECD countries increases more than that of listed companies in the OECD countries, whereas the dispersion of corporate carbon performance decreases more across the OECD countries vis-à-vis the non-OECD countries. Such results imply that developed countries have larger efficiency to improve carbon performance than developing countries after the passing of the Paris Agreement. Second, foreign investor ownership is negatively associated with the dispersion of corporate carbon performance in the post-Paris Agreement period. This finding, in turn, is consistent with previous studies that foreign investors play a significant role in improving corporate governance, ESG performance and carbon performance of domestic firms (Aggarwal et al., 2011; Bena et al., 2017; Dyck et al., 2019; Azar et al., 2021). Third, the decrease in the dispersion of corporate carbon performance after the Paris Agreement is larger in non-OECD countries than in OECD countries. In sum, this study shows that more sophisticated foreign investors from developed countries exert significant influence on domestic firms from developing countries in improving their efficiency of carbon management. Thus, our study brings additional insight into the carbon literature by employing a unique combination of carbon management data and the dispersion (Theil index) approach to measure corporate carbon management efficiency within a country in a global approach. The remaining parts of the paper are organized as follows. Section 2 provides a literature review on carbon-related studies organized in four specific areas. Section 3 shows the hypotheses and methodology. Sections 4 and 5 report the empirical results and conclusion, respectively.

2. Literature Review:

2.1 Country-level CO₂ emissions and economic growth: Many researchers have been investigating the impacts of human economic activities on the environmental pollution of greenhouse gasses (hereafter GHG). Grossman and Krueger (1991, 1995) demonstrate that economic activities bring negative impacts to the environment in the early phase of economic development. However, environmental pollution will gradually be paid more attention to and starts to decrease when economic development reaches a certain level. Thus, Grossman and Krueger (1991, 1995) are the first to find evidence of an inverted U-shaped relationship between economic development and air pollution, labelled as the Environmental Kuznets Curve (hereafter EKC) hypothesis. Notwithstanding, the research findings on the association between economic growth (income) and carbon dioxide emissions are mixed. For example, Omri et al. (2014) document bidirectional association in the sample of MENA countries, whereas Khan et al. (2019) reports a positive effect of economic development on CO₂ emissions in a global sample of 193 economies. In a study on Chile, Kirikkaleli et al. (2021) observe a positive association between economic growth and consumption-based CO₂ emissions. Their findings are corroborated by Zoaka et al. (2022) who show a positive long-run effect of economic growth on CO₂ emissions in BRICS economies based on the 1980-2018 period. On the contrary, e.g., Acheampong, (2018) and Shoaib et al. (2020) find evidence of a negative relationship between economic growth and carbon emissions across developing and developed countries alike. Other studies document the nonlinear U-shaped relationship between income per capita and carbon emissions, consistent with the EKC hypothesis (e.g., Strazicich and List, 2003; Danish and Ulucak, 2020).

2.2 Determinants of CO₂ emissions across developed versus developing countries: Developed economies tend to have strong institutional frameworks, whilst developing countries often lag in institutional quality. Many studies find that institutional quality has strongly beneficial environmental effects, e.g., through the implementation of stringent and enforceable environmental policies (Dasgupta

and De Cian, 2018), thereby significantly mitigating carbon emissions (Bhattacharya et al., 2017; Danish and Ulucak, 2020; Hassan et al., 2020). On the other hand, weak institutional frameworks create convivial habitats for corruption, inept bureaucracy, and disregard for environmental issues (e.g., Danish et al., 2019a). Furthermore, there is ample empirical evidence suggesting a strong negative relationship between the consumption of renewable energy and CO₂ emissions regardless of the economic development stage of the countries (e.g., Dong et al., 2018; Kirikkaleli et al., 2021). Li and Su (2017) examine the U.S. data from 1990 to 2015 and find that the usage of green energy remarkably decreases carbon dioxide emissions in the long run. Dong et al. (2017), Danish et al. (2019b) and most recently Zoaka et al. (2022) analyze the BRICS economies and find a significantly negative association between the two variables. Akram et al. (2020) confirm that consumption of renewable energy significantly reduces carbon dioxide emissions in a sample of 66 developing economies.

2.3 Corporate-level carbon emissions across developed versus developing countries: Another strand of literature investigates GHG emissions from the corporate perspective. According to the stakeholder and the natural resources theories (Donaldson, 1995; Hart, 1995) corporations engaging in environmental issues should experience multifaceted benefits e.g., enhanced reputation, efficiency gains, and access to new green markets. However, empirical evidence on the benefits of enhanced carbon emissions is inconclusive (e.g., Misani and Pogutz, 2015; Trumpp and Guenther, 2015). For instance, Lewandowski (2017) employs a global sample of 1,640 firms and find that improved carbon performance hurts firms' stock market performance. On the contrary, e.g., Choi and Luo (2021) show that corporate carbon emissions have a significantly negative effect on the value (stock market performance) of the 500 largest corporations from 28 countries. Scholars tend to agree that firms willing to improve their CO₂ emissions and performance face different costs, barriers and incentives when operating in industrialised versus in developing countries. Such differentiations can be attributed to e.g., the usage of fossil fuels vis-à-vis green sources of energy (Welsby et al., 2021), technological progress (Milindi and Inglesi-Lotz, 2022), environmental regulation (Jeswani et al., 2008), institutional quality (Danish and Ulucak, 2020), and urbanization (Poumanyvong and Kaneko, 2010). For instance, Jeswani et al. (2008) suggest that the entities from the developing country (Pakistan) face greater obstacles in reducing (enhancing) GHG emissions (energy efficiency) compared to entities from the industrialized country (the U.K.). More recently, Muttakin et al. (2022) conclude that firms in countries with strong democratic institutions are negatively associated with carbon emission intensity. There is ample evidence highlighting that corporations from industrialized countries with stringent environmental regulations (e.g., national carbon emission trading schemes in the EU) have been "outsourcing" carbon emissions to upstream and downstream firms in developing countries with loose (and often poorly enforced) regulation along the global supply chain (e.g., King and van den Bergh, 2021; Singhania and Saini, 2021). Consequently, the CO₂ emissions are transferred from industrialized (e.g., the EU members) to developing (e.g., China) economies, whereas the goods return to the consumers from high-income countries via international trade (Kirikkaleli et al., 2021). Numerous studies explore what types of board governance and characteristics may affect climate disclosure and performance. Using ratings from the Coalition for Environmentally Responsible Economies (Ceres), Galbreath (2010) identifies five specific governance practices that are related to climate change. This exploratory study signifies the relationship between corporate governance and climate disclosure. Subsequently, studies evaluate how voluntary actions in corporate governance may affect environmental disclosure (Peters and Romi, 2014; Ben-Amar and McIlkenny, 2015). In general, these studies confirm that there exists a positive relationship between proactive board actions (e.g., establishing an environmental committee and employing a Chief Sustainability Officer) and carbon disclosure and performance. Other studies examine board characteristics and gender diversity and show a positive effect on carbon performance (e.g., Haque, 2017; Nuber and Velte, 2021). In addition, some literature focus on the specific environmental effort at the board level and its impact on carbon performance. For instance, Moussa et al. (2020) confirm that a stronger board environmental orientation can improve carbon (measured by GHG) performance while Haque and Ntim (2022) claim that emission reduction initiatives, environmental innovations, and efficient use of resources, display a positive relationship with carbon (GHG) performance.

2.4 Paris agreement, corporate carbon emissions, and institutional investors initiatives: In 2016, 196 countries signed the Paris Climate Agreement in a global effort to reduce GHG emissions to limit the long-term temperature rise to well below 2°C and preferably to 1.5°C (UNFCCC, 2022). However, some researchers argue that the above goals as well as the carbon net neutrality (i.e., bringing global CO₂ emissions to a net zero by 2050) seem increasingly hard to achieve with the existing implementation gap among signatory countries (Roelfsema et al., 2020). Bolton and Kacperczyk (2022) show that in the follow-up to joining major global disclosure systems such as the CDP (Carbon Disclosure Project) and the SBTi (Science-Based Target Initiative), corporations decrease CO₂ emissions. However, even though external pressure on the business industry to embrace climate change efforts has been growing, corporations have been slow to decrease their emissions (e.g., Lewandowski, 2017; Slawinski et al., 2017). On a more optimistic note, Andersson et al. (2016) argue that while the Kyoto Protocol failed, the Paris agreement is built on a bottom-up approach and should be more successful with the support of various economic actors and private projects like the Portfolio Decarbonization Coalition (hereafter PDC) to drive economic decarbonization (PDC, 2022). As of April 2021, over 4,000 institutional investors (from 60 countries with over USD120 trillion in assets under management) participate in the Principles for Responsible Investment and commit to incorporating ESG into their investment decisions (UNPRI, 2021). The empirical literature examining the influence of institutional investors' motives, strategies and effect on firms' carbon dioxide-related efforts and performance (ex-post the Paris agreement), is fast growing. Flammer et al. (2021) find that the environmentally oriented long-term institutional investors have the strongest positive effect on corporates' disclosure of their climate change risks, which, in turn, triggers a positive reaction from the US stock market. Bolton and Kacperczyk (2021, 2022) find that institutional investors employ an exclusionary screening strategy towards the industries with the heaviest direct CO₂ emissions intensity, suggesting that institutional investors exert successful pressure on firms to make environmental commitments. In a survey study, Krueger et al. (2020) report that 29% of 439 institutional investors make efforts to decrease their portfolios' CO₂ footprint, with risk management and active engagement (divestment) being the most (least) popular strategies. On the other hand, Basse Mama and Mandaroux (2022) document that European institutional investors are more likely to divest from than engage with the highest carbon emitters. On a similar note, according to Benz et al. (2021) international mutual funds display a substantial aversion toward carbon-intensive corporations. Azar et al. (2021) document that the institutional ownership by the largest mutual funds (i.e., BlackRock, Vanguard, and State Street Global Advisors), is negatively and significantly associated with CO₂ emissions of the MSCI World Index constituents.

3. Hypotheses and Methodology:

3.1 Hypotheses Development: The Paris Agreement is the first legally binding treaty that brought 196 countries to join forces to combat climate change. All nations put forward a target to achieve zero emissions and are committed to undertaking serious efforts to limit global warming (Jacquet and Jamieson, 2016). Publicly listed firms are motivated to reduce carbon emissions after the Paris Agreement because of the actions adopted by governments (e.g., mandatory disclosure of carbon emissions by exchanges) and also pressures from responsible investors (Azar et al., 2021; Benz et al., 2021; Bolton and Kacperczyk, 2022). It is expected that a majority of publicly listed firms exerting efforts to reduce carbon emissions after the agreement will lead to a lower dispersion of corporate carbon performance. This leads us to the first hypothesis. H1: The dispersion of corporate carbon performance is reduced after the Paris Agreement. Developing countries may face more challenges in mitigating carbon emissions because they ought to pay more attention to economic development, which, in turn, increases energy demand and carbon emissions (Han and Chatterjee, 1997; Kobayakawa, 2021). Furthermore, compared to firms from industrialized countries, firms from developing countries experience greater costs, more barriers, and fewer incentives when trying to reduce CO₂ emissions (e.g., Cadez et al., 2019). This can be attributed to e.g., low institutional quality, limited access to renewable energy, lack of environmental regulation, technologies and professional expertise (e.g., Jeswani et al., 2008; Danish and Ulucak, 2020; Welsby et al., 2021; Milindi and Inglesi-Lotz, 2022). Therefore, we expect that after the Paris Agreement the efficiency of carbon management in listed

firms to increase less in developing countries than in developed countries. This leads us to the second hypothesis. H2: The dispersion of corporate carbon performance is reduced less in developing countries after the Paris Agreement. Prior studies find that foreign institutional investors can drive local firms to foster long-term investment (Bena et al., 2017), and improve the quality of corporate governance (Aggarwal et al., 2011) and ESG (Dyck et al., 2019). Azar et al. (2021) show that the institutional ownership by the largest three funds, i.e., BlackRock, Vanguard, and State Street Global Advisors, is negatively associated with carbon emissions in the firms covered by the MSCI index. As such, Azar et al. (2021) document a significant association between institutional investors' pressure and their investees curbing carbon emissions. Furthermore, the authors report that the negative effect of institutional ownership on firms' carbon emissions is stronger in recent years when these institutions committed to environmental issues. In light of the above-outlined empirical evidence, it is expected that the engagement from foreign institutional investors could drive listed firms to improve their carbon performance, especially after the Paris Agreement. Thus, in the third hypothesis, we argue for a greater decrease in the dispersion of carbon performance across firms when foreign ownership is more widespread in a country, ex-post the Paris Agreement. H3: The dispersion of corporate carbon performance is reduced more in the countries with a large prevalence of foreign ownership after the Paris Agreement. It has been well documented that international equity investments from developed countries exercise a significant financial effect on domestic firms in emerging countries. For instance, Bae et al. (2006) suggest that emerging stock markets benefit by improving their information environment when they become more open to foreign equity investors. In a study of over 1,100 firms from emerging stock markets, Mitton (2006) finds that firms allowing foreign ownership participation experience higher growth, greater investment, profitability, and efficiency, whilst lower leverage. Li et al. (2011) show that large foreign shareholders provide significant benefits to emerging stock markets through stabilizing and monitoring roles. In a sample of 18 emerging markets, Errunza and Ta (2015) demonstrate a 26.3% reduction in the cost of equity capital when local firms become partially investable by foreign investors. A further 12.51% reduction is documented when these local firms subsequently become unrestricted for international ownership, indicating strong economic benefits of market liberalization policies (Errunza and Ta, 2015). Accordingly, it is expected that the effect of foreign ownership on the improvement of efficiency of carbon management should be larger for developing countries. H4: The dispersion of corporate carbon performance is reduced more in developing countries with a large prevalence of foreign ownership.

3.2. Sample and data sources: The data on corporate carbon management were collected from the MSCI ESG Intangible Value Assessment (IVA) database. This database has been widely used in CSR studies (e.g., Ferrell et al., 2016; Liang and Renneboog, 2017; Tashman et al., 2019). The MSCI IVA database provides an overall ESG score as well as separate scores for the environment (E), social (S) and governance (G) pillars, and additional scores for key issues in each pillar. For instance, key issues in the environmental pillar include carbon emissions, water stress, toxic emissions and waste. This study focuses on the carbon emissions score. There are some advantages to using carbon emissions scores from MSCI instead of raw carbon emission data. First, MSCI provides carbon emissions scores of publicly listed firms in the global markets, which cover more than 680,000 equity and debt securities (Busch et al., 2022). As such, the MSCI constitutes the largest data provider of ESG in the world (Eccles and Stroehle, 2018) and covers more listed firms than other data providers such as Asset4. Second, MSCI assigns scores (0-10) to measure firms' carbon emissions performance, which makes it easily comparable within and across industries and countries. Accordingly, the data fit with our analysis which aims to examine the efficiency of corporate carbon management over time in an international approach. After removing missing observations, there are 20,712 listed firms and 91,884 firm-year observations from 64 countries used to calculate the country-level efficiency measure of carbon management in an international sample covering the 2010-2020 period. Carbon emission is a key issue under the environmental pillar of the MSCI ESG rating for publicly listed firms. Specifically, MSCI calculates a firm's exposure to carbon emissions risk and its performance to manage carbon risk from raw data such as an annual report, sustainability disclosure, government and academic datasets, media,

etc. The scores of risk exposure and risk management are then combined into a ‘Key Issue Score’ such that “a higher level of exposure requires a higher level of demonstrated management capability to achieve the same overall Key Issue Score” (MSCI, 2022). Accordingly, the MSCI’s carbon emissions score ranges from 0 to 10 where 0 (10) indicates very poor (very good) performance. The details of the carbon emissions score are given in Appendix 2 The index of the prevalence of foreign ownership in a country (FOROWN) is extracted from the World Economic Forum Global Competitiveness Index (Porter et al., 2008; Ekici et al., 2016). Other country-level data, such as total greenhouse gas emissions, the ratio of renewable energy consumption to total final energy consumption, the ratio of the market capitalization of listed domestic companies over GDP, annual GDP growth, GDP per capita in USD and industry value added, are collected from the World Bank’s Development Indicators dataset. Table 1 reports the number of firms with MSCI carbon emissions scores for each of the years during the sample period (2010-2020). We can observe that the number of firms increases from 1,855 in 2010 to 14,346 in 2020. Furthermore, in each of the sampled years, the majority of the observations are from OECD countries. Specifically, the sample is the most and least unbalanced (in terms of the ratio of OECD to non-OECD firms) in 2010 and 2020, respectively, i.e., the coverage of firms in non-OECD countries improves significantly faster over time. MSCI gradually covers a majority of listed firms in the OECD countries, which provides a carbon performance rating to as 90.33% of listed firms in these countries in 2020. [Insert Table 1 here]

3.3 Variables and econometric specification: We use the listed firms’ MSCI carbon emissions scores to calculate the average corporate carbon emissions score in a country in a year (CARBON). We measure the annual efficiency of carbon management in a country by the dispersion of corporate carbon performance scores of listed firms in that country. We follow previous studies (e.g., Abiad et al., 2008; Acemoglu and Dell, 2010; Chancel and Piketty, 2015) and use two inequality indices: the Theil index (THEIL) and the mean logarithmic deviation (MLD) index as proxies of the dispersion. If listed firms in a country all improve carbon performance, naturally this dispersion decreases. In our analysis, a smaller value of the inequality indices represents a higher efficiency to improve carbon performance in a country. In a similar spirit, Abiad et al. (2008) measures the allocative efficiency of capital in a country by the dispersion of Tobin’s Q of listed firms in the country. The Theil index is calculated as per equation (1).

$$Theil\ Index = \sum_{i=1}^{i=n} \frac{1}{n_t} \frac{y_{it}}{\mu_t} \log \left(\frac{y_{it}}{\mu_t} \right) \quad (1)$$

Where μ_t is equal to the population mean of carbon emissions score in year t, $\left[\frac{1}{n} \right]_t$ is equal to the total population in year t, and y_{it} stands for the carbon emissions score for firm i in year t.

The mean logarithmic deviation (MLD) index is calculated by the following equation (2).

$$MLD_t = \log(\mu_t) - \sum_{i=1}^{i=n} \frac{1}{n_t} \log(y_{it}) \quad (2)$$

Where μ_t is equal to the population mean of carbon emissions score in year t, n_t is equal to the total population in year t, and y_{it} stands for the carbon emissions score for firm i in year t. In the robustness tests, we also measure country-level carbon performance in a country by the average (or median) value of the carbon emissions score of listed firms in the country each year. We divide the sample period into two subperiods, namely before (2010-2015) and after the passing of the Paris Agreement (2016-2020). Accordingly, we employ the binary dummy variable (PARIS) equal to one for the period 2016-2020 and zero for the period 2010-2015. Countries in the sample are classified into developed and developing countries, based on whether they belong to OECD. In the untabulated results, we also classify countries according to the income group by the World Bank and find similar results. International investor ownership in a country is measured by the prevalence of foreign ownership (FOROWN) from the World Economic Forum Global Competitiveness Index (Porter et al., 2008; Ekici et al., 2016). The index ranges from 1 to 7 where 1 (7) stands for very rare (the highest) foreign ownership. Following prior research, we also construct a set of country-level variables that may affect the overall carbon performance in a country (e.g., Kirikkaleli et al., 2021; Zoaka et al., 2022). Specifically, we include the natural logarithm of greenhouse gas emissions (LNGHG), the percentage of renewable energy consumption in total energy

consumption (RENEW), the ratio of the market cap of listed firms to GDP in a country in a year (MCAPGDP), the natural logarithm of industry value-added (LNINDUVA), the ratio of trade to GDP (TRADE), annual GDP growth rate (GDPGROWTH) and the natural logarithm of GDP per capita (LNGDPPER). Table 2 shows the summary statistics of country-level variables in our sample. The mean value of the country-level annual average corporate emission score (CARBON) is 7.106. The average values of the Theil index and the MLD index are 0.055 and 0.050, respectively. High ranges in CARBON (0.90-9.63), THEIL (0-0.36) and MLD (0-0.45) variables indicate significant differences in cross-country corporate carbon performance during the 2010-2020 period. Additionally, the average value of the prevalence of foreign ownership in a country (FOROWN) is relatively high and stands at 4.980. On average, 19.6% of final energy consumption comes from renewable energy in the sampled countries, with a maximum (minimum) value of 87% (zero). This indicates a large heterogeneity in the prevalence of renewable sources of energy around the world. [Insert Table 2 here] The first hypothesis is tested by the following model.

$$THEIL_{i,t} = \alpha_0 + \beta_1 PARIS_t + \sum_{k=1}^7 \varphi_k X_{k,i,t-1} + Country F.E. + \varepsilon_{i,t} \quad (3)$$

Where the dependent variable is the dispersion of corporate carbon emissions scores in a country *i* and year *t*, measured by the Theil index (THEIL). α_0 is a constant term, β_1 and φ_k are the coefficients of true unknown parameters to estimate. The key independent variable is the PARIS dummy variable. $X_{(i,t-1)}$ is a vector of seven country-level variables (LNGHG, RENEW, MCAPGDP, LNINDUVA, TRADE, GDPGROWTH, LNGDPPER) lagged one year. The country fixed effects (Country F.E.) are also included in the model to control for the time-invariant country characteristics. $\varepsilon_{(i,t)}$ is the error term. In line with the first hypothesis, we expect the estimated coefficient on PARIS to be negative and statistically significant, indicating that in general, all countries improve the efficiency of carbon management (reflected in a reduction of the dispersion of carbon emissions score) after the Paris Agreement. The model is also run separately for OECD countries and non-OECD countries, which test whether the improvement of the efficiency of carbon management after the Paris Agreement differs between developed and developing countries (second hypothesis). The second hypothesis is further tested by the following model.

$$THEIL_{i,t} = \alpha_0 + \beta_1 NONOECD * PARIS_t + \sum_{k=1}^7 \varphi_k X_{k,i,t-1} + Country F.E. + Year F.E. + \varepsilon_{i,t} \quad (4)$$

Where the key variable is the interaction term of the dummy variable equal to one if a firm is in a non-OECD country and zero otherwise (NONOECD) and the PARIS dummy variable. As per hypothesis 2, the estimated coefficient on this variable is expected to be statistically significant and positive, indicating that the dispersion of carbon emission scores is reduced less in developing countries after the Paris Agreement. Country and year fixed effects are included in this model. Thus, the dummy variables of non-OECD countries (NONOECD) and the Paris Agreement (PARIS) are absorbed. The third hypothesis is tested by the model below.

$$THEIL_{i,t} = \alpha_0 + \beta_1 FOROWN_{i,t-1} + \sum_{k=1}^7 \varphi_k X_{k,i,t-1} + Country F.E. + Year F.E. + \varepsilon_{i,t} \quad (5)$$

Where the key independent variable is the prevalence of foreign ownership (FOROWN). Accordingly, $X_{(i, t-1)}$ is a vector of eight country-level variables (LNGHG, RENEW, MCAPGDP, LNINDUVA, TRADE, GDPGROWTH, LNGDPPER) lagged one year. The model is run separately for the full period (2010-2020), the pre-Paris Agreement period (2010-2015) and the post-Paris Agreement period (2016-2020). The estimated coefficient on this variable is expected to be statistically significant and negative in the post-Paris Agreement period, which confirms the third hypothesis that the dispersion of corporate carbon performance is reduced more after the Paris Agreement for countries with more prevalent foreign ownership. The last hypothesis is tested by the following model.

$$THEIL_{i,t} = \alpha_0 + \beta_1 FOROWN_{i,t-1} + \beta_2 FOROWN_{i,t-1} * NONOECD_t + \sum_{k=1}^7 \varphi_k X_{k,i,t} + Country F.E. + Year F.E. + \varepsilon_{i,t} \quad (6)$$

The variable of the prevalence of foreign ownership (FOROWN) is included in the model. The key variable in equation (6) is the interaction term between the FOROWN term and the NONOECD dummy variable. In line with the fourth hypothesis, it is expected that the estimated coefficient on this variable should be statistically significant and negative, indicating that non-OECD (developing) countries improve the efficiency of carbon management more than the OECD (developed) countries if foreign ownership is more prevalent. The model is also separately run for the pre-Paris Agreement period and the post-Paris Agreement period. The estimated results based on the above model are presented in Table 6.

4. Empirical Results: Table 3 reports the average carbon performance scores (CARBON) and the dispersion of the scores (THEIL and MLD) in the OECD and non-OECD countries before and after the Paris Agreement. We can observe that the CARBON values in both samples have been increasing/improving after the Paris Agreement. Moreover, the CARBON values are significantly higher in firms located in the OECD countries than those in the non-OECD countries in both subsample periods, which is what we would expect. Furthermore, The CARBON of firms in the OECD countries reached 7.942 after the Paris Agreement, while for firms in the non-OECD countries the CARBON value is equal to 7.636 in the same period, indicating that firms in both OECD and non-OECD countries achieved relatively good carbon management ability after these countries committed to reducing carbon emissions as per the Paris Agreement. Overall, the gap in the CARBON between the two samples has narrowed substantially, with the non-OECD firms catching up with the OECD firms. The differences in carbon performance scores between OECD firms and non-OECD firms are larger (smaller) in the pre-(post-) Paris Agreement period and are equal to 0.395 (0.307). Indeed, on average, non-OECD firms encountered a slightly larger increase in carbon performance scores (1.432) than OECD firms (1.344) ex-post Paris Agreement vis-à-vis the ex-ante Paris Agreement. Importantly, Table 3 shows that all of the above-outlined disparities are statistically significant at the 1% or the 5% level. Table 3 also reports the Theil index of corporate performance scores in the OECD and non-OECD countries before and after the Paris Agreement. We can observe that both groups of countries reduced the dispersion of corporate performance scores after the Paris Agreement, indicating that overall carbon management efficiency has improved in both developed and developing countries. Such initial results support the first hypothesis. However, the reduction in the Theil index is statistically significant (at the 1% level) only in the OECD countries, whilst the magnitude of the reduction is much larger in the OECD countries. This, in turn, is consistent with the second hypothesis and suggests that in the wake of the Paris Agreement, OECD (developed) countries have been more successful than non-OECD countries in pushing all listed firms to manage their carbon emissions. In addition, Table 3 shows that the Theil index is higher in the OECD countries than in non-OECD countries in the period before the Paris Agreement, probably because some firms in the OECD countries have very poor carbon management (the outliers) while other firms have excellent management. Moreover, the dispersions of carbon management scores are similar between both groups of countries after the Paris Agreement. The results from the MLD index are similar in that the dispersion of corporate carbon management score is reduced more (with the reduction being more statistically significant) in the OECD countries after the Paris Agreement. Summing up, although on average firms in the non-OECD (developing) countries have encountered slightly higher improvement in the carbon management scores than their peers in the OECD countries, the dispersion of carbon management scores is reduced more in the OECD countries after the Paris Agreement. [Insert Table 3 here]

4.1 Paris Agreement and the dispersion of corporate carbon performance: Our dependent variable is the THEIL index proxying for the dispersion of corporate carbon performance, which, in turn, can be seen as a measure of the efficiency of a country's policies to manage carbon emissions in publicly listed firms. In other words, if carbon policies are effectively implemented in a country, we would expect the firms with poor CO2 performance (high emissions) to catch up with those firms whose CO2 performance is good (low emissions), thereby lowering the dispersion of corporate carbon performance in a country. In Table 4 we test the first two hypotheses (H1 and H2) based on the models shown in equations (3) and

(4). Looking at column (1), the estimated coefficient on the PARIS dummy variable is statistically significant and carries a negative sign, thereby corroborating hypothesis 1. More specifically, the estimated coefficient equals -0.006, which indicates that on average, we would expect the Theil index to decrease by 0.006 in the aftermath of the signing of the Paris Agreement, corresponding to a sizeable decrease of 10.91% in the average value of the sample's Theil index. Moving on to column (2) presenting the results for OECD countries, we can observe that in comparison with column (1), the estimated coefficient on PARIS term is larger in magnitude (-0.012) and has higher statistical significance. However, the estimated coefficient on PARIS is positive and not significant in non-OECD countries (see column (3)). These estimated results, in turn, support hypothesis 2. Additionally, our findings are in line with prior studies on country-level carbon emissions (e.g., Han and Chatterjee, 1997; Nguyen Van, 2005; Aldy, 2006; Kobayakawa, 2021). Column 4 shows the estimated results from the regression model based on the full sample but with the NONOECD*PARIS interaction variable allowing us to test hypothesis 2 in the full sample. The estimated coefficient on the interaction term equals 0.028 and is statistically significant at the 1% level. Therefore, the estimated coefficient suggests that on average, post-Paris Agreement the THEIL index in non-OECD countries will be 0.028 higher compared with the OECD countries (corresponding to a massive 50% of the average value of the Theil index in the sample), holding all else constant. Thus, the documented difference between the dispersion in carbon performance of listed firms operating in OECD (developed) and non-OECD (developing) economies is statistically and economically significant and renders support to hypothesis 2. Concerning other explanatory variables, we can observe that the estimated coefficient on the LNGHS variable (natural log of the country's total greenhouse gas emissions) is positive and statistically significant in the non-OECD samples. This, in turn, highlights the strong and positive association between the aggregate level of greenhouse emissions and the efficiency of corporate carbon management only in non-OECD countries. Moreover, Table 4 shows, statistically and economically significant, the negative effect of the market capitalization on the Theil index, in the full sample and OECD countries. These results are generally consistent with the findings of Nguyen et al. (2021) that market capitalization negatively impacts carbon emissions. We can also infer a statistically significant but positive association between trade and the dispersion of corporate carbon performance scores. [Insert Table 4 here]

4.2 Prevalence of foreign ownership and the dispersion of corporate carbon performance: Table 5 displays the estimated results from the model testing hypothesis 3 shown in equation (5). The results presented in Table 5 are robust and provide firm support for hypothesis 3. Specifically, the estimated coefficient on the FOROWN variable is statistically significant (at the 1% level) only in column (3) for the post-Paris Agreement period of 2016-2020. The estimated coefficient means that on average, in the aftermath of the Paris Accord on Climate if the prevalence of foreign ownership increases by one notch (e.g., from 4 to 5), the dispersion of firms' carbon performance in the country is reduced by 0.028, ceteris paribus. This translates into a massive decrease of 56% of the average dispersion of corporate carbon performance during the post-Paris Agreement period. Furthermore, the results from columns (1) and (2) show that the coefficients on the FOROWN term are insignificant in the regressions based on the full sample period (2010-2020) and the 2010-2015 subperiod alike. Additionally, we can observe that in column (4) the estimated coefficient on the FOROWN*PARIS interaction variable is significantly negative, which is consistent with hypothesis 3. In other words, the presented results confirm that the prevalence of foreign ownership significantly reduces the dispersion of corporate carbon performance. Summing up, Table 5 offers robust support for hypothesis 3 by suggesting that after the Paris Agreement, foreign investors are more committed to environmental issues, and successfully pressure their investees on curbing carbon emissions. Thus, our study corroborates Azar et al. (2021)'s findings. [Insert Table 5 here] In Table 6 we present the empirical results from the model shown in equation (6). Column (1) reports results based on the full sample, whilst columns (2) and (3) yield the output corresponding to the pre-Paris Agreement and the post-Paris Agreement subperiods, respectively. The results are robust and consistent with hypothesis 4. Specifically, the estimated coefficients on the FOROWN*NONOECD interaction variable in columns (1) and (3), carry negative signs and are statistically and economically significant. Specifically, the coefficient on the interaction term in column (1) indicates

that on average, for the same increase of one notch (e.g., from 3 to 4) in the FOROWN, the dispersion of corporate carbon performance decreases by an additional 0.020 in the non-OECD countries compared with the OECD countries. The effect of the prevalence of foreign investors, however, is not significantly different between OECD countries and non-OECD countries before the Paris Agreement. Interestingly, the estimated coefficient of the interaction term in column (3) is around twice the size and statistically significant at the higher (1%) level, compared with the coefficient based on the full period in column (1). As for the economic interpretation of the coefficient on the FOROWNER*NONOECD in column (3), a one-notch increase in the prevalence of foreign investors after the Paris Agreement reduces the dispersion of corporate carbon performance by 0.038 more in the non-OECD countries, holding all else constant. Such an estimated effect corresponds to 76% of the average value of the Theil index in that period. Therefore, Table 6 strongly supports hypothesis 3 and indicates that the decreasing effect of foreign investors' prevalence on the THEIL index (proxying for the efficiency of carbon management) is stronger in the non-OECD countries after the Paris Agreement. The results are also consistent with the recent study by Azar et al. (2021) indicating that foreign investors are committed to pressing firms to reduce carbon emissions after the Paris Agreement. [Insert Table 6 here]

5. Conclusion: According to Generation Investment Management (2021), 40% of greenhouse gases emissions were emitted by publicly listed companies in the global market. Accordingly, listed companies play a very important role in limiting global temperature rise, i.e., the main goal of the Paris Agreement. This research investigates the efficiency of improving carbon management in the listed companies from 64 countries during the 2010-2020 period. Unlike previous studies that focus on the individual firm's carbon emissions (e.g., Azar et al., 2021), we employ corporate carbon performance (including a firm's exposure to carbon risk and its ability to manage carbon risk) to construct country-level efficiency of corporate carbon management based on a sample of 20,712 listed firms and 91,884 firm-year observations. The efficiency of carbon management is measured by the dispersion of corporate carbon management scores from MSCI, following the spirit of previous studies (e.g., Abiad et al., 2008; Acemoglu and Dell, 2010; Chancel and Piketty, 2015). Specifically, we investigate the changes in carbon management performance of listed firms in the OECD (developed) and non-OECD (developing) countries before and after the Paris Agreement and examine how international investments affect the efficiency of carbon management at the country level. Our empirical analyses reveal that after the Paris Agreement, the average carbon performance of listed companies in the non-OECD countries increases more than in the OECD countries, indicating that carbon performance in developing countries caught up with developed countries in recent years. Moreover, we find that ex-post the Paris Agreement, the dispersion of corporate carbon performance is reduced more in the OECD countries than in the non-OECD countries. Combining the findings of increasing average country-level carbon performance with a lower dispersion, we can conclude that the reduction in the variation in corporate carbon performance in OECD countries is an improvement in the efficiency of carbon management. Furthermore, we document that the prevalence of foreign investors is negatively associated with the dispersion of corporate carbon performance but is only significant in the period after the Paris Agreement. Consistent with previous studies (e.g., Azar et al., 2021), foreign investors appear to drive listed firms to improve carbon performance, as many institutional investors are committed to a positive impact on climate change. The observed effect of foreign ownership on corporate carbon performance is stronger in non-OECD countries, especially after the Paris Agreement. In short, our study brings additional insights into the role of international investors in improving corporate carbon performance in developing countries in two dimensions. First, we adopt the MSCI corporate carbon performance ratings (instead of carbon emissions) to explore carbon performance at the country level. Second, we employ the carbon dispersion (Theil index) methodology to measure corporate carbon management efficiency within a country under an OECD vis-à-vis non-OECD setting.

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Table 1: the number of firms in each year (2010-2020)

Year	N of firms			% Of listed firms		
	All	OECD	Non-OECD	All	OECD	Non-OECD
2010	1,855	1,702	153	6.05%	8.34%	1.64%
2011	1,845	1,710	135	5.88%	8.15%	1.50%
2012	2,924	2,590	334	8.21%	10.84%	3.76%
2013	6,880	5,909	971	28.99%	47.47%	9.15%
2014	7,090	6,212	878	28.08%	47.99%	8.17%
2015	6,956	5,904	1,052	31.23%	53.07%	10.95%
2016	10,725	9,047	1,678	42.72%	73.33%	16.49%
2017	11,605	9,700	1,905	45.69%	79.75%	17.51%
2018	13,453	10,067	3,386	53.95%	88.86%	24.02%
2019	14,208	10,419	3,789	49.25%	81.50%	27.02%
2020	14,343	10,659	3,684	45.54%	79.13%	22.75%

Table 2: Summary Statistics

Variable	Obs.	Mean	Std. Dev.	Min	Max
CARBON	637	7.106	1.54	0.90	9.63
THEIL	637	0.055	0.05	0.00	0.36
MLD	637	0.050	0.04	0.00	0.45
PARIS	637	0.499	0.50	0.00	1.00
NONOECD	637	0.469	0.50	0.00	1.00
FOROWN	637	4.980	0.73	2.68	6.57
LNGHS	637	12.030	1.67	6.51	16.36
RENEW	637	0.196	0.19	0.00	0.87
MCAPGDP	637	0.826	1.47	0.03	13.50
LNINDUVAL	637	3.231	0.38	1.83	4.30
TRADE	637	0.987	0.79	0.21	4.43
GDPGROWTH	637	0.026	0.03	-0.10	0.25
LNGDPPER	637	9.753	1.18	6.86	11.73

Table 3: Average corporate carbon emissions scores and the dispersion in OECD versus non-OECD groups of countries before and after the Paris Agreement

Period	OECD	Non-OECD	Diff. (OECD - Non-OECD)	t-stat
Average carbon performance score:				
Before Paris Agreement (2010-2015)	6.598	6.203	0.395	(1.97) **

After Paris Agreement (2016-2020)	7.942	7.636	0.307	(3.34) ***
Diff. (After - Before)	1.344	1.432		
t-stat	(10.09) ***	(8.00) ***		
Theil index:				
Before Paris Agreement (2010-2015)	0.065	0.053	0.012	(1.84) *
After Paris Agreement (2016-2020)	0.050	0.050	-0.000	(-0.04)
Diff. (After - Before)	-0.015	-0.003		
t-stat	(-2.74) ***	(-0.53)		
MLD index:				
Before Paris Agreement (2010-2015)	0.063	0.052	0.010	(1.61)
After Paris Agreement (2016-2020)	0.042	0.040	0.002	(0.68)
Diff. (After - Before)	-0.020	-0.013		
t-stat	(-4.23) ***	(-2.48) **		

***1%, **5%, *10%

Table 4: Paris Agreement and the dispersion of corporate carbon performance

	(1)	(2)	(3)	(4)
Dep. Var. = THEIL	All	OECD	Non-OECD	All
PARIS	-0.006	-0.012	0.005	
	(-1.71) *	(-1.98) **	(1.00)	
NONOECD * PARIS				0.028
				(3.87) ***
LNGHS	0.036	-0.046	0.054	0.010
	(1.35)	(-0.89)	(1.77) *	(0.39)
RENEW	-0.007	-0.111	0.110	-0.043
	(-0.07)	(-0.65)	(1.05)	(-0.46)
MCAPGDP	-0.011	-0.027	-0.006	-0.014
	(-2.02) **	(-2.43) **	(-1.03)	(-2.04) **
LNINDUVAL	-0.017	0.018	-0.009	0.022
	(-0.63)	(0.41)	(-0.23)	(0.74)
TRADE	0.029	0.043	0.030	0.036
	(1.87) *	(1.73) *	(1.69) *	(2.48) **
GDPGROWTH	-0.038	-0.154	0.153	0.019
	(-0.45)	(-1.27)	(1.49)	(0.22)
LNGDPPER	-0.019	-0.010	-0.030	-0.029
	(-1.44)	(-0.40)	(-1.90)*	(-1.81)*
Constant	-0.149	0.668	-0.353	0.125
	(-0.43)	(0.96)	(-0.90)	(0.37)
Country Fixed Effect	Yes	Yes	Yes	Yes
Year Fixed Effect	No	No	No	Yes
N	637	338	299	637
R-squared	0.4036	0.3155	0.5542	0.4474

***1%, **5%, *10%. The t-statistics reported in parentheses are estimated from robust standard errors.

Table 5: The effect of foreign ownership on the dispersion of corporate carbon performance before and after the Paris Agreement

	(1)	(2)	(3)	(4)
Dep. Var. = THEIL	All	PARIS=0	PARIS=1	All
FOROWN	-0.002	0.012	-0.028	0.002
	(-0.27)	(0.87)	(-2.58) **	(0.24)

FOROWN * PARIS				-0.009
				(-2.05) **
LNGHS	0.033	-0.048	-0.024	0.027
	(1.21)	(-0.79)	(-0.57)	(1.00)
RENEW	-0.077	-0.327	-0.076	-0.047
	(-0.83)	(-1.55)	(-0.64)	(-0.50)
MCAPGDP	-0.014	-0.036	-0.001	-0.014
	(-2.01) **	(-2.84) ***	(-0.14)	(-1.99) **
LNINDUVAL	0.003	0.045	-0.048	0.010
	(0.09)	(0.63)	(-1.26)	(0.35)
TRADE	0.022	0.016	-0.027	0.023
	(1.43)	(0.65)	(-1.10)	(1.50)
GDPGROWTH	-0.001	-0.012	-0.051	-0.019
	(-0.01)	(-0.08)	(-0.58)	(-0.22)
LNGDPPER	-0.030	-0.032	0.037	-0.023
	(-1.85) *	(-0.74)	(1.63)	(-1.33)
Constant	-0.040	0.830	0.317	-0.071
	(-0.11)	(1.11)	(0.53)	(-0.20)
Country Fixed Effect	Yes	Yes	Yes	Yes
Year Fixed Effect	Yes	Yes	Yes	Yes
N	637	319	318	637
R-squared	0.4336	0.4713	0.8250	0.4368

***1%, **5%, *10%. The t-statistics reported in parentheses are estimated from robust standard errors.

Table 6: the effect of foreign ownership on the dispersion of corporate carbon performance in the OECD and non-OECD countries

	(1)	(2)	(3)
Dep. Var. = THEIL	All	PARIS=0	PARIS=1
FOROWN	0.006	0.011	0.004
	(0.68)	(0.56)	(0.42)
FOROWN * NONOECD	-0.020	0.001	-0.038
	(-1.90) *	(0.04)	(-4.01) ***
LNGHS	0.033	-0.048	0.006
	(1.22)	(-0.80)	(0.15)
RENEW	-0.052	-0.329	-0.010
	(-0.55)	(-1.56)	(-0.09)
MCAPGDP	-0.013	-0.036	0.001
	(-1.92) *	(-2.84) ***	(0.22)
LNINDUVAL	0.002	0.045	-0.034
	(0.07)	(0.64)	(-0.92)
TRADE	0.021	0.016	-0.031
	(1.39)	(0.65)	(-1.26)
GDPGROWTH	0.013	-0.013	-0.069
	(0.14)	(-0.08)	(-0.86)
LNGDPPER	-0.027	-0.032	0.042
	(-1.65) *	(-0.73)	(1.93) *
Constant	-0.074	0.830	-0.208
	(-0.21)	(1.10)	(-0.38)
Country Fixed Effect	Yes	Yes	Yes
Year Fixed Effect	Yes	Yes	Yes

N	637	319	318
R-squared	0.4370	0.4713	0.8411

***1%, **5%, *10%. The t-statistics reported in parentheses are estimated from robust standard errors

Appendices

Appendix 1: the list of countries/economies in the cross-country analysis

OECD Country/Economy:		Non-OECD Country/Economy:	
Australia	Korea, Rep.	Argentina	Pakistan
Austria	Luxembourg	Brazil	Peru
Belgium	Mexico	China	Philippines
Canada	Netherlands	Cote d'Ivoire	Puerto Rico
Chile	New Zealand	Cyprus	Qatar
Czech Republic	Norway	Egypt	Romania
Denmark	Poland	Hong Kong	Russian
Finland	Portugal	India	Saudi Arabia
France	Slovak Republic	Indonesia	Singapore
Germany	Spain	Kazakhstan	South Africa
Greece	Sweden	Kenya	Sri Lanka
Hungary	Switzerland	Kuwait	Thailand
Ireland	Turkey	Malaysia	Tunisia
Israel	United Kingdom	Malta	Ukraine
Italy	United States	Mauritius	United Arab Emirates
Japan		Morocco	Zambia
		Nigeria	
Total:	31	Total:	33

Appendix 2: MSCI ESG Key Issue Hierarchy

The following table is extracted directly from P.4 of the Executive Summary of MSCI ESG Ratings Methodology. This table lists out a total of 35 ESG key issues, which are classified into 10 themes and three pillars. For simplicity, we reproduce the key issues under the environment pillar. For this pillar, there are four different themes and 13 key issues as listed below. Carbon Emissions is one of the key issues under this pillar.

Pillar	Themes	ESG Key Issues	
Environment	Climate Change	Carbon Emissions	Financing Environmental Impact
		Product Carbon Footprint	Climate Change Vulnerability
	Natural Capital	Water Stress	Raw Material Sourcing
		Biodiversity & Land Use	
Pollution & Waste	Toxic Emissions & Waste	Electronic Waste	
	Packaging Material & Waste		
Environmental Opportunities	Opportunities in Clean Tech	Opportunities in Renewable Energy	
	Opportunities in Green Building		

Key Issue Assessment: The MSCI ESG rating model measures both risk exposure and risk management. Risk exposure is scored on a 0-10 scale. The rating reflects whether a company has developed strategies and demonstrated a strong track record of performance in managing its specific level of risks or opportunities. While Key Issues are first measured quantitatively in each industry, each firm's exposure to each issue varies. Therefore, MSCI ESG Ratings compute firm-level exposure to key ESG risks based on a detailed breakdown including business segments, operation locations, and reliance on outsourced production or government contracts. To rank high on a Key Issue, management needs to perform according to the level of exposure. In other words, a company with high exposure is expected to have

very strong management. Therefore, a highly exposed company with poor management will score worse than a company with the same management practices but with lower ESK risk exposure. On the other hand, a company with limited exposure can have a more modest approach to receive the same rating.

Appendix 3: Variable Definitions

Variable	Definition
CARBON	Average corporate carbon emissions score in a country in a year
THEIL	Theil L index, measuring inequality of carbon performance in a country in a year
MLD	MLD index measures inequality of carbon performance in a country in a year
PARIS	Dummy variable, equal to one for years after 2015 and zero otherwise
NONOECD	Dummy variable for non-OECD countries
FOROWN	The prevalence of foreign ownership in a country in a year, ranging from 1 to 7
LNGHS	Natural log of total greenhouse gas emissions in a country in a year
RENEW	The ratio of renewable energy consumption to total final energy consumption in a country in a year
MCAPGDP	The ratio of the market cap of listed firms to GDP in a country in a year
LNINDUVAL	Natural log of industry value-added in a country in a year
TRADE	The ratio of trade to GDP in a country in a year
GDPGROWTH	GDP growth rate in a country in a year
LNGDPPER	Natural log of GDP per capita in the current US dollar in a country in a year

Mobile Payment Adoption in Vietnam: Extending Meta-UTAUT Model with Anxiety



Thuy Vinh Nguyen

Department of Undergraduate Training & Management, Foreign Trade University of Vietnam, Hanoi

Nguyen Thanh Hien Luong

Development and Policy Research Center (DEPOCEN)

Nguyen Hong Anh

Foreign Trade University of Vietnam

Abstract: Mobile payment services are gaining in popularity and are predicted to become the future of payment methods as economies around the world are shifting towards a cashless society. Our paper investigates the factors influencing consumers' decision to adopt mobile payment services in Vietnam, a dynamic emerging economy. Instead of going the well-trodden road by using popular models such as Technology Acceptance Model (TAM), we use the newly-proposed model meta-UTAUT as our

theoretical framework. This new model highlights the central role of attitude in technology adoption. We further extend the meta-UTAUT model by including an affective variable, anxiety, to see if emotion-related factor can impact mobile users' behaviors. Empirical examination of 231 Vietnamese consumers revealed that the model meta-UTAUT generally fit our data. Use behavior is significantly predicted by performance expectancy and behavioral intention. Anxiety turns out to significantly and negatively impact both consumers' attitude and use behavior of mobile payment. This is among few studies to date, and the first in Vietnam, to the best of our knowledge, to empirically test the meta-UTAUT model. Incorporating anxiety into the model helps enrich the literature given that the role of emotion in mobile payment adoption are still understudied.

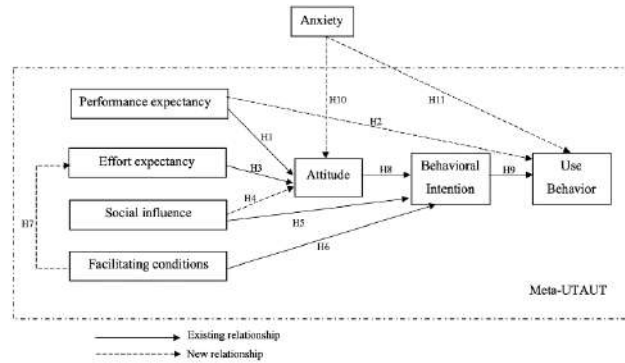
Keywords: Mobile Payment, Adoption, Meta-UTAUT, Vietnam

1. Introduction: Mobile payment services provide a method of constant and convenient payment for consumers. With the growth in Internet access and smartphones penetration, an increasing number of people are using mobile payment services as their go-to payment methods. According to Allied Market Research, the global mobile payment market stood at approximately USD 1.48 trillion in 2019 and is projected to reach USD 12.06 trillion by 2027. As of the writing of this paper, the global pandemic COVID-19 is raging in the world, causing an unprecedented crisis in both social and economic aspects without making any exception for any countries. However, the coronavirus pandemic is witnessing the surge in contactless payments, as people are trying to avoid contact, and using touch-free payment methods are recognized to be safer and cleaner than payment with cash. According to a consumer polling by Mastercard, 79% of people worldwide and 91% in Asia Pacific report to be now using tap-and-go payments. As the world seems to shift into a cashless society, this trend largely appears to be limited to developed countries. In some developing countries, people still prefer to have cash in their pockets and attribute negative connotations such as data loss, insecurity to cashless payment methods. A survey by Global Web Index in 2020 highlights the differences in cashless payment preference between consumers in developed and developing countries. While 77% of Korean consumers preferred to pay without cash, only 33% Filipinos said so. Vietnam, a dynamic emerging economy, seems to catch on with the trend of moving from conventional cash payment to mobile payment. According to Statista, mobile payment in Vietnam is booming with an annual growth rate of 75.4% in the period from 2017 to 2021. The market size of mobile payment services is expected to hit USD 170 million in 2021, 100 times greater than that of 2015. Popular modes of mobile payment in Vietnam are mobile banking application, e-wallet, and QR code. Given the differences among countries in mobile payment adoption and the booming of mobile payment services in dynamic economies like Vietnam, research into consumers' behavior and decision making specific to mobile payment is warranted. However, research regarding to mobile payment services are still limited to the location of researchers in China or the USA (Patil et al., 2020). Therefore, investigate this topic in a different context is necessary to improve our understanding of consumers and mobile payment adoption. Moreover, current research mainly bases their conceptual models on popular framework such as Technology Acceptance Model (TAM), which is originally developed out of the organizational context and thus subject to certain limitations when it is used to investigate consumers' behavior. Therefore, we conduct the present study to (i) empirically test a new theoretical framework called meta-UTAUT put forth by Dwivedi et al. (2019), (ii) using this model as a springboard to gain insights into consumers' mobile payment adoption in this developing country, and (iii) extend the meta-UTAUT model with an affective variable – anxiety to help enrich the model as well as the literature on this topic. The remainder of this paper is structured as follows: Section 2 provides brief overview of mobile payment research and introduces the theoretical framework. Section 3 develops related hypotheses, followed by the methodology elaborated in Section 4. The results are provided in Section 5, which followed by the discussion of the findings, theoretical and managerial contributions as well as limitations and future research agenda in Section 6.

2. Literature Review: Mobile payment can be defined as the use of mobile devices such as wireless handsets, personal digital assistants, radio frequency devices, and near field communication-based devices to execute transactions of goods and services (Alkhowaiter, 2020; Chen and Nath, 2008). Nowadays, it is hard to go somewhere without seeing people making a payment using their mobile

devices. In fact, mobile payment is acclaimed as one of the most promising technologies (Liébana-Cabanillas et al., 2014), even as a disruptive technology (Schmidhuber et al., 2020). The study of mobile payment service adoption is seen as the most interesting in the field of mobile service user behavior (Liébana-Cabanillas et al., 2019), thus witnessing a burgeoning body of studies in extant literature. However, to date, these studies mostly focus on developed western countries such as the USA (Crowe et al., 2010; Garrett et al., 2014), UK (Slade et al., 2015) as mobile payment has been long considered a popular method of payment in these developed countries. In the context of developing countries, though limited in number, a few studies have also investigated users' acceptance of mobile payment services such as in Malaysia (Eze et al., 2008), in China (Ho et al., 2008), and in India (Patil et al., 2020). In his review of mobile payment research, Dahlberg et al. (2015) argued that it is of importance to glean insights into consumers' rationales for using, or not using, mobile payment services. Because no studies seem to be able to incorporate all factors affecting mobile payment adoption, different studies investigating factors from different perspectives are much needed. Verkijika (2019) found that risk, ease of use, usefulness, and social influence are the most studied factors in extant literature. He also found that emotion-related factors such as satisfaction, anxiety, and enjoyment are increasingly understudied despite the importance of these constructs (Chang et al., 2014). When it comes to theoretical model employed to study mobile payment adoption, it has been found that prior studies to a large extent are built upon the theoretical lens of technology acceptance model (TAM) and the unified theory of acceptance and use of technology (UTAUT) (Chhonker et al., 2018; Johnson et al., 2018). However, these classic models, though being the most popular models, are subject to criticism. As far as TAM is concerned, as this model is developed in the organizational context, it is deemed to be too generic, lacking consideration of individual characteristics of users, when it explains their adoption of the technology (Agarwal and Prasad, 1999). In a similar vein, UTAUT was also born out to account for employee technology acceptance with fewer limitations compared to the TAM model, however, it has not paid attention to moderators and lacks "personality" in the context of organizations. Therefore, in an attempt to develop a proper model specifically tailored to consumer technology acceptance, Venkatesh (2012) put forth an extended version of UTAUT, known as UTAUT2. However, like TAM and UTAUT, UTAUT2 leaves out "attitude", an important factor influencing technology adoption (Tamilmani et al., 2020). Therefore, in order to tackle those limitations, Dwivedi et al., (2019) set out to re-investigate UTAUT model with database from 162 prior researches using UTAUT model. The authors interestingly found that prior studies mainly left out some mediating variables attributing to individual characteristics which potentially explain user acceptance of new technology. Therefore, they eliminated four meditating variables in UTAUT model and added in the relationship between facilitating conditions and behavior intention (Ajzen, 1991). Moreover, they revised the model by including attitude as a mediating construct and found that attitude mediated all four relationships between exogenous variables of UTAUT and behavioral intention, raising the explanatory power of these variables to behavioral intention from 38% to 45% (Dwivedi et al., 2019). This new model of UTAUT with attitude as a mediator is called meta-UTAUT by Patil et al. (2020) and used to predict Indian consumers' mobile payment use behaviors. Given the significance of attitude in predicting individual technology acceptance as highlighted in meta-UTAUT and lack of empirical validation of this new model, our study attempts to empirically test this model in the context of a developing country, Vietnam. Moreover, as the affective aspect of technology adoption as a whole and mobile payment adoption specifically is under-researched, we also attempt to include a variable to capture emotional aspect of consumers into this new model to increase our understanding of the issue at hand. To this end, we introduce anxiety to the present study, along with key constructs of meta-UTAUT model, in hopes to gain valuable insights into consumers' acceptance of mobile payment services in Vietnam from a fresh theoretical perspective. Our proposed conceptual research model is shown in Figure 1. The next section will elaborate on our related hypotheses.

Figure 1: Conceptual model



3. Hypotheses development:

3.1 Core Meta-UTAUT Model:

3.1.1 Performance expectancy: Performance expectancy (PE) is defined as the degree of usefulness of an information system when used in certain activities (Patil et al., 2020; Venkatesh et al., 2003). Performance expectancy can also be known under other calling such as perceived usefulness (TAM/TAM2), extrinsic motivation (MM), relative advantage (IDT), job fit (MPCU), and outcome expectations (SCT) (Venkatesh et al., 2003). Previous papers indicate that PE is the strongest factor that affects the belief and intentions of consumers while adopting new stechnology like e-banking (Ahmad et al., 2019), tap-and-go payment technology (Bailey et al., 2019), or mobile wallets (Chawla et al., 2019). This positive and significant impact has been found in many studies in the context of both developed and developing countries. For instance, Flavian et al. (2019) has found evidence of this relationship among consumers in both United States and Spain. In a similar vein, Jung et al. (2020) also found corroborating evidence for the predictive ability of performance expectancy towards US consumers' intention to use mobile payment services. Similar findings can also be found in studies in Pakistan (Ahmad et al., 2019), India (Chawla et al., 2019), or South Africa (Wiese and Humbani., 2019). Based on previous studies, this research proposes the first hypothesis: H1: Performance expectancy will positively affect consumer attitude towards using the mobile payment services. That a mobile payment service can offer individual benefits can increase his or her use of the service. For most of the studies that research the adoption of mobile payment services, only intention to adopt is studied (e.g., Flavian et al., 2020; Jung et al., 2019; Park et al., 2019), thus leaving out use behavior as a construct. One possible reason for the scant appearance of use behavior in the extant literature regarding mobile payment adoption in the lack of data, especially in developing countries where mobile payment is still quite a new trend (Patil et al., 2020). Another reason that makes measuring use behavior challenging is its diverse and complicated nature (Patil et al., 2020). To the best of our knowledge, Patil et al. (2020) is the first to look into the relationship between performance expectancy and use behavior, using meta-UTAUT model put forth by Dwivedi et al. (2019) as a springboard. They have found that performance expectancy significantly and positively affects use behavior. Interestingly, performance expectancy is found to be stronger a predictor of use behavior than of attitude (Patil et al., 2020). In our paper, we also want to re-test the relationship between performance expectancy and use behavior to re-affirm the importance of using use behavior as an outcome variable in mobile payment research. Therefore, we put forward the next hypothesis as a new relationship in the meta-UTAUT model as follows: H2: Performance expectancy will positively affect consumer use behavior of mobile payment services.

3.1.1 Effort expectancy: Effort Expectancy (EE) is defined as the level of ease expected by users while they use a technology system (Venkatesh et al., 2003). According to Venkatesh et al. (2003), effort expectancy can also be captured as some other concepts in other theoretical models such as ease of use (IDT), perceived ease of use (TAM/TAM2), or complexity (MPCU). Both significant and non-significant effects of EE on the attitude or intention to use of consumers are found. To date, many studies (e.g., Bailey et al., 2019; Humbani and Wiese 2019; Wiese and Humbani, 2019) have confirmed the positive and significant impact of effort expectancy on consumer attitude while using mobile payment methods. However, some other studies (e.g., Chawla et al., 2019) found no significant impact of EE on users' attitude towards mobile payment services. These authors reasoned that users tend to think that the

usefulness of a mobile wallet influences the adoption attitude more directly than the ease of use (Chawla et al., 2019). Previous studies also had a tendency to look into one specific type of mobile payment instead of the generalized concept of mobile payment services. Admad et al. (2019) studied the actual use of e-banking systems in Pakistan, affirming the positive impact of ease of use on users' attitudes. The relationship has also been studied in the context of mobile wallets, though the findings are mixed. While Sharma et al. (2018) found a significant impact of effort expectancy on attitude, Chawla et al. (2019) found no evidence for this relationship. In a similar vein, the effect of effort expectancy on attitude was also found significantly positive in a study on tap-and-go technology adoption conducted by Bailey et al. (2019). Based on the above argument, we propose the following hypothesis: H3: Effort expectancy will positively influence consumer attitude to use mobile payment service.

3.1.2 Social influence: Social influence can be understood as the level to which people believe that other important individuals to their life (e.g., family, friends, colleagues, etc.) believe that they should use a technology or a system (Baishya and Samalia, 2020; Venkatesh et al., 2003). Social influence can also be represented by image in IDT, subjective norms in TRA, TAM2, TPB, DTPB, and social factors in MPCU. Social influence, or in a difference form as subjective norms, has been shown to have an impact on consumer attitude and intention to use a technology. However, most of the prior studies focus on the relationship between social influence and behavioral intention (eg., Bailey et al., 2019; Nysveen et al., 2005; Park et al., 2018). Only a few examined the relationship between social influence and an individual's attitude (eg., Flavian et al., 2020; Schierz et al., 2010). According to these studies, social influence is found to have a significantly positive impact on consumer attitude, which indirectly influences behavior intention. Especially, in the context of mobile payment, Flavian et al. (2020) argued that when important people around an individual have an interest in any type of mobile payment, that person will have a tendency to show a positive attitude towards it. Therefore, the following hypothesis is proposed: H4: Social influence will positively influence consumer attitude towards using mobile payment services. This construct showed up as a significant predictor of intention to use, both directly and indirectly through its effect on attitude, moderated by age, gender, or experience (Flavian et al., 2020). A number of studies in the context of the mobile payment have confirmed the impact of social influence on the behavioral intention of mobile payment users, some of which are in developed countries such as the USA (Bailey et al., 2019; Jung et al., 2020; Park et al., 2018), Taiwan (Lin et al. 2020), others in developing countries like Cambodia (eg. Do et al., 2020). However, the relationship between social influence and intention to use mobile payment is also recognized to be weak (Patil et al., 2020) or even insignificant in India (Shankar et al., 2018). Analyzing the adoption intention of internet banking services in Japan, Matsuo et al. (2018) found the difference between experienced and non-experienced internet banking consumers. In particular, the impact of social influence is stronger on non-experienced consumers compared with experienced consumers. Social influence was proven to reduce the innovation resistance of non-experienced users. On the contrary, social influence can enhance innovation resistance among experienced users, deterring them from using the technology (Matsuo et al., 2018). These authors explained that people with relevant experience in using a certain technology may object to being persuaded to use a new technology through social influence (Matsuo et al., 2018), which is in line with findings of Algesheimer et al. (2005). Based on the above discussion, we propose the following hypothesis: H5: Social influence will positively influence consumer intention to adopt mobile payment services.

3.1.3 Facilitating conditions: Facilitating conditions are defined as consumers' belief that some resources and infrastructure are available to support them in using any technology or system (Dwivedi et al., 2019; Venkatesh et al., 2003). The impact of facilitating conditions on intention to adopt mobile payment methods has been found significant in prior studies (e.g., Chawla et al., 2019; Patil et al., 2020). Specifically, based on the sample data of 416 grown-ups in South Africa, Humbani and Wiese (2019) found facilitating conditions to be one of the strongest contributors to users' intention of adopting mobile payment applications. However, findings are not unanimous as other studies found the impact of facilitating conditions on intention to use to be weak and non-significant (e.g., Jung et al., 2020; Pal et

al., 2020). The plausible reason for this insignificance is that the data from the above papers were collected through online surveys, which indicates that the research sample has already had enough facilitating conditions or compatibility to adopt mobile payment services (Jung et al., 2020; Pal et al., 2020). As our present study look into users' mobile payment behaviors in Vietnam, where mobile payment starts to flourish, we would contend that a number of users are newly exposed to this emerging kind of technology, hence having adequate facilitating conditions may play a key role in nudging people to adopt mobile payment. Therefore, we propose the following hypothesis: H6: Facilitating conditions will positively influence consumer intention to adopt mobile payment services. Apart from the intention to adopt, prior studies have also shown that facilitating conditions positively and significantly influence the effort expectancy or perceived ease of use (e.g., Humbani and Wiese, 2019; Jung et al., 2020; Patil et al., 2020). Patil et al. (2020) even found the impact of facilitating conditions on effort expectancy emerged to be strongest among all relationships in their extended meta-UTAUT model tested empirically among 491 mobile payment users in India. 327 USA students were surveyed while using mobile payment services, and the significant effect of compatibility on effort expectancy was again corroborated (Jung et al., 2020). This indicates that the availability of organizational and technological infrastructure may assist users in familiarizing themselves with mobile payment services, thereby supporting and prompting them to adopt such services. Following this line of argument, we thus propose the hypothesis as follows: H7: Facilitating conditions will positively influence effort expectancy.

3.1.4. Attitude: Attitude is defined as the degree to which an individual reacts positively or negatively to a system or a technology (Venkatesh et al., 2003). This construct aligns closely with four other similar variables: intrinsic motivation (MM), affect (SCT), affect toward use (MPCU), and attitude toward behavior (TRA, TPB, C-TAM-TPB). However, it has been eliminated from the final UTAUT model due to its insignificant or indirect impact on intention or usage found in some prior models, such as the TDP model including voluntariness, age, gender (Venkatesh et al., 2003). Unlike the UTAUT model, the meta-UTAUT model includes attitude as one of the main constructs and shows that the inclusion of attitude could improve the model's variance in predicting consumers' technology usage (Dwivedi et al., 2019). Some studies (e.g., Patil et al., 2020; Park et al., 2019; Wiese and Humbani, 2019) have also found evidence for the significance of attitude in understanding the use intention of consumers within the context of mobile payment methods. This relationship has been confirmed not only in developing countries such as in India (Chawla et al., 2019; Patil et al., 2020), Pakistan (Admad et al., 2020) or South Africa (Wiese and Humbani, 2019) but also in developed countries like the USA (Bailey et al., 2019; Park et al., 2019) or Spain (Flavian et al., 2020). Realizing from the above argument, we propose the following hypothesis: H8: Attitude towards using mobile payment services will have a positive influence on consumers' intention to use it.

3.1.5 Behavioral intentions: Behavioral intention is defined as the level at which consumers are willing to expend effort performing any behavior. This construct is tested in the UTAUT model, then appears as an integral part of the UTAUT2 model. Most of studies in extant literature (e.g., Bailey et al., 2019; Chawla et al., 2019; Chen et al., 2020) have chosen adoption intention or intention to use as the final outcome variable, while only a few studies start to study actual use or use behavior as an outcome variable (e.g., Ahmad et al., 2019; Patil et al., 2020). One probable reason being, user behavior is argued to have various measuring items, which leads to inconsistency in this construct's measurement (Patil et al., 2020). For example, while Venkatesh et al. (2012) collected data on usage frequency in their UTAUT2 model to proxy for use behavior, Sivathanu (2019) relies on a Likert scale. In his study, Sivathanu (2019) found evidence of significant impact of behavioral intention on use behavior. Due to the lack of studies that investigate the influence of adoption intention on the actual use of mobile payment services, we want to use our paper to examine this relationship with a focus on mobile payment adoption. Therefore, we propose the following hypothesis: H9: Consumer behavioral intention to adopt mobile payment services will positively affect their use behavior.

3.2. Extending meta-UTAUT model with the affective variable: Anxiety: In the nexus of information systems research, anxiety is generally defined as the fear that users have when interacting with

underlying computer technology (Simonson et al., 1987). Anxiety is usually used to capture the emotional aspect of technology usage (Rana et al., 2016). This kind of apprehensive feeling is believed to be able to influence consumers' attitudes and behaviors towards the technology (Meuter et al., 2003). Specifically, technology anxiety can provoke discomfort in consumers towards using the technology itself (Liljander et al., 2006). A growing body of research in the IS/IT literature has identified the relationship between anxiety and attitude, behavioral intention, and adoption willingness (e.g., Celik, 2016; Parasuraman, 2000; Igbaria, 1990). For example, Celik (2016) found that anxiety exerts a negative direct impact on consumer's intention of adopting online shopping technology. Similarly, Igbaria (1990) found evidence of a negative effect that computer anxiety has on users' attitude towards end-user computing. Although anxiety has been intensively studied in the IS and psychology literature, its role in the context of mobile payment services has yet to be examined thoroughly. In his effort to develop an affective model for understanding the acceptance of mobile payment systems, Verkijika (2019) has reviewed the extant literature and found that only 3 studies to date research anxiety as a determinant of mobile payment services adoption. It has been found that people with low technology anxiety do not exhibit as strong negative perceptions of technology as people with high technology anxiety, thus finding the mobile payment system easier to understand and use (Park et al., 2019). In a similar vein, Patil (2020) also found evidence to support the notion that anxiety exerts a direct negative effect on consumer attitude. Our research argues that it is important to incorporate this affective variable, anxiety, into the current meta-UTAUT model to investigate the consumers' attitude as well as the use behavior of mobile payment services given the scant attention paid to this construct. Based on the above discussion, we develop two hypotheses concerning anxiety as follows: H10: Anxiety will have a negative influence on consumers' attitude towards mobile payment services. H11: Anxiety will have a negative influence on consumers' use behavior of mobile payment services.

4. Research methodology: To collect data for the study, the quantitative survey methodology was employed as the validated scales have been researched and popularly applied in previous studies on mobile payment services (eg., Chawla et al., 2019; Pal et al., 2020; Shao et al., 2018). The survey consists of two main parts: the first part is the measurement questions which were adopted from previous studies. Part two includes questions about demographics and some other information related to mobile payment services. Latent variables are measured through measurement items on a 5-point Likert scale ranging from 1 (= "Totally disagree") to 5 (= "Totally agree"). To ensure the comprehensibility of the survey questions, we administered a pilot questionnaire to 50 people in all age groups after having it translated from English to Vietnamese with the back-translation method. The pilot study was done with 50 people in all age groups to ensure comprehensibility in the survey questions. After receiving feedback from the pilot respondents, some changes were made to the content and wording of measurement items.

Table 1: Final survey measurements

Construct	Code	Item	Source
Use Behavior	UB1	I use MPS.	Venkatesh et al. (2012)
	UB3	I use MPS to do transactions.	
Behavioral Intention	BI2	I intend to use MP for my future purchases.	Davis et al. (1989)
	BI3	I plan to use MP for my purchases.	
Attitude	AT2	Using mobile payment systems is a wise idea.	
	AT3	Using mobile payment systems is pleasant.	
	AT4	I like the idea of using mobile systems.	

Performance Expectancy	PE1	Using mobile payment systems helps me accomplish transaction (i.e., shopping, purchases, transfers etc) more quickly.	Venkatesh et al. (2012)
	PE2	Using mobile payment systems increases my productivity.	
	PE3	Using mobile payment systems makes it easier for me to do transactions (i.e., shopping, purchases, transfers etc.)	
Effort Expectancy	EE2	My interaction with mobile payment systems is clear and understandable.	
	EE4	I find mobile payment systems flexible to interact with.	
	EE5	I find it easy to get mobile payment systems to do what I want it to do.	
Social Influence	SI1	People around me who use mobile payment systems have more prestige than those who do not.	
	SI4	People who influence my behavior think that I should use MPS.	
	SI5	People who are important to me think that I use MPS.	
Facilitating Conditions	FC1	I have the resources necessary to use mobile payment systems.	
	FC2	I have the knowledge necessary to use mobile payment systems.	
	FC4	Specialized instructions concerning use of mobile payment systems are available to me.	
Anxiety	AX1	I feel nervous about using mobile payment services.	Rana et al. (2017)
	AX3	I hesitate to use mobile payment systems in fear of making mistakes I cannot correct.	

The survey was carried out in the context of Vietnam in time of the COVID-19 pandemic; as a result, we prioritize to use online survey. While collecting data by electronic survey method allows for quick, low-cost access to many audiences, sampling may not be accessible to people without the Internet (eg., Bailey et al., 2019; Flavian et al., 2020). Therefore, as soon as Vietnam loosened its social distancing policies, we distributed questionnaires using a paper-based survey method (eg., Patil et al, 2020). Paper-based questionnaires were distributed to students in universities, employees, and residents in Vietnam, particularly in Hanoi. Structural Equation Modeling (SEM) was used to analyze survey responses and test our hypotheses. SEM examines and analyzes the observed and latent variable relationships with multiple regressions, then provides the overall consistent statistics (Iacobucci, 2009; Tabachnick & Fidell, 2007). In addition, SEM can compute measurement error with observed variables (Hair et al., 2006), while older statistical techniques can only test the relationship with one dependent variable at a time (Iacobucci, 2009). Consequently, SEM has been favored for theoretical testing studies, including those in IT adoption research (eg., Park et al., 2018; Wiese and Humbani, 2019). This study is conducted to test the proposed model and the corresponding hypotheses; therefore, to ensure the rigor of the results, we decided to choose SEM as a suitable research technique. Data had been checked and cleaned up before the actual SEM was run on AMOS version 20. As per Anderson and Gerbing (1988),

we approach structural equation modeling in two steps: confirmatory factor analysis of the measurement model and path analysis of the structural model.

5. Results:

5.1. Descriptive statistics: There were 250 responses collected, of which 19 responses were eliminated due to incompleteness or inconsistency, leaving 231 responses apt for further analysis. Since this survey requires respondents to recall their experiences using mobile payment services, our study is likely subject to common method bias (CMB) (Podsakoff et al., 2003). Aware of this problem, we run Harman's single-factor. In the Harman's single-factor test, the cumulative variance extraction value is 40,608%, lower than the threshold of 50%, indicating the absence of common method bias in our present study (Malhotra et al., 2006). The demographics of respondents in terms of age, gender, occupation, type of cellphone system used, and the length of using experience are reported in Table 2. A majority of respondents are under 40 years old (85.3%). This sample also consists of a higher proportion of females (66.2%) than males (33.8%). Due to the convenience in administering surveys to students, understandably, students emerge as the main respondents of this study (51.5%), followed by employees from private sectors (23.8%). There is not a large difference between two operating systems, Android and IOS, used among respondents, with 44.6% and 55.4% of respondents using Android- and IOS-based phones respectively. Most of the respondents (86.2%) reported to have used mobile payment services less than five years.

Table 2: Descriptive statistics of respondents

Variable	Group	Frequency	Percentage	Cumulative Percent
Age	Under 25 years old	140	60,6	60,6
	25-39 years old	57	24,7	85,3
	40-54 years old	30	13	98,3
	Over 54 years old	4	1,7	100
Gender	Male	78	33,8	33,8
	Female	153	66,2	100
Occupation	Employee - Private sector	55	23,8	23,8
	Employee - Public sector	34	14,7	38,5
	Retired	4	1,7	40,2
	Self-employed	7	3	43,2
	Student	119	51,5	94,7
	Unemployed	12	5,3	100
Type of system	Android	103	44,60	44,6
	IOS	128	55,4	100
Usage period	Less than 1 year	29	12,6	12,6
	1-5 years	170	73,6	86,2
	6-10 years	27	11,7	97,9
	Over 10 years	29	2,1	100

5.2. Measurement model: We did not perform exploratory factor analysis (EFA) to determine the relationship between variable and latent items because we base the scales used in our study on previous works (Wu et al., 1991). Therefore, confirmatory factor analysis (CFA) test was used to verify the measurement model by examining the convergent validity, discriminant validity, and internal consistency of the constructs (Slade et al., 2015). Firstly, in terms of convergent validity of latent variables, this study adopted the three-test procedure suggested by Anderson and Gerbing (1988) which are standardized factor loadings, composite reliabilities, and average variance extracted (Table 2). Firstly, loadings of all constructs are 0.667-0.966, which is above the cut-off of 0.5 (Gefen et al., 2000). Secondly, the composite reliabilities values of all latent constructs exceed the threshold of 0.7 (Nunnally, 1978), indicating the internal consistency of these constructs. Thirdly, average variance extracted (AVE) values ranged from 0.733 for social influence (SI) to 0.933 for behavioral intention (BI),

which were higher than the required cut-off of 0.5 (Fornell and Larcker, 1981). Overall, these values confirm the convergent validity of the latent constructs used in this study.

Table 3: Confirmatory factor analysis

Construct	FL	CR	AVE
Use Behavior (UB)		0,916	0,846
UB1	0,936		
UB3	0,903		
Behavioral Intention (BI)		0,965	0,933
BI2	0,966		
BI3	0,966		
Performance Expectancy (PE)		0,920	0,793
PE1	0,940		
PE2	0,785		
PE3	0,938		
Effort Expectancy (EE)		0,894	0,738
EE2	0,833		
EE4	0,875		
EE5	0,869		
Social Influence (SI)		0,890	0,733
SI1	0,667		
SI4	0,956		
SI5	0,917		
Attitude (AT)		0,916	0,785
AT2	0,843		
AT3	0,890		
AT4	0,923		
Facilitating Conditions (FC)		0,878	0,709
FC1	0,882		
FC2	0,932		
FC4	0,694		
Anxiety (AX)		0,893	0,808
AX1	0,848		
AX3	0,947		

Note: FL = Factor loading, AVE = Average Variance Extracted, CR = Composite Reliability

Furthermore, we proceed to test the discriminant validity of these constructs (Table 4). We compare the square root of AVE for each factor to the inter-construct correlations in the correlation matrix. The construct is known to have discriminant validity if the square root of AVE is greater than all inter-construct correlation values. As it can be seen, the square root of AVE for a construct, shown on the diagonal, are always higher than any correlation between that construct and another construct, thus confirming the discriminant validity of the construct. This is true for all the constructs used in this study, which indicates that our constructs satisfy the condition on discriminant validity.

Table 4: Discriminant validity

Construct	CR	AVE	UB	BI	AT	AX	PE	EE	SI	FC
UB	0,916	0,846	0,920							
BI	0,924	0,858	,486**	0,926						
AT	0,916	0,785	,501**	,370**	0,886					
AX	0,893	0,808	-,325**	,032	-,316**	0,899				
PE	0,920	0,793	,507**	,494**	,683**	-,159*	0,891			

EE	0,894	0,738	,490**	,308**	,655**	-,444**	,640**	0,859		
SI	0,890	0,733	-,072	,003	,091	,131*	-,079	-,013	0,856	
FC	0,878	0,709	,479**	,373**	,637**	-,302**	,700**	,705**	-,029	0,842

Note: CR = Composite Reliability; AVE = Average Variance Extracted; UB = Use Behavior; BI = Behavioral Intention; AT = Attitude; AX = Anxiety; PE = Performance Expectancy; EE = Effort Expectancy; SI = Social Influence; FC = Facilitating Conditions; $\sqrt{\text{AVE}}$ is shown in bold on the diagonal, * $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$

Overall, the measurement model shows good fit (Table 5). There are some slight exceptions, in case of the AGFI and RMSEA values. However, these values are still in the acceptable range. Particularly, although RMSEA should be less than 0.08, a value less than 0.1 is acceptable (Kenny et al., 2014). Similarly, an AGFI value above 0.8 indicates a good fit. Our value (0.794) which is only slightly less than the required threshold, should suggest that our model satisfactorily fit the data.

Table 5: Model fit indices

Fit indices	Recommended value	Measurement model	Structural model
CMIN/DF	CMIN/DF < 3	2.570	2.728
GFI	GFI > 0.8	0.859	0.842
AGFI	AGFI > 0.8	0.794	0.783
CFI	CFI > 0.9	0.940	0.930
PNFI	PNFI > 0.6	0.682	0.715
RMSEA	RMSEA < 0.08	0.083	0.087
IFI	IFI > 0.9	0.941	0.930

5.3. Structural model: The conceptualized hypotheses were tested in structural equation modelling (SEM) using AMOS 23. First, we look at the model fit indices as shown in Table 4, which overall indicate satisfactory to good model fit. As the model fit was established, we proceeded with the path analysis (Table 6). The results showed that performance expectancy had both positive and significant direct effect on attitude ($\beta = 0.555$, $p < .01$) and on use behavior ($\beta = 0.352$, $p < .01$), lending support to hypotheses H1 and H2. Apart from performance expectancy, we also found significantly positive impact of effort expectancy ($\beta = 0.260$, $p < .01$) and social influence ($\beta = 0.179$, $p < .01$) on attitude, confirming hypothesis H3 and H4. Of these predictors of attitude towards mobile payment services, performance expectancy was the strongest one. Interestingly, our newly suggested relationship between social influence and attitude (H4) was found strongly significant at the 1% level. We did not find evidence for the hypothesis H5, which predicts the positive impact of social influence on behavioral intention as suggested by the Meta-UTAUT model (Dwivedi et al., 2019). In terms of facilitating conditions, its positive impacts on both behavioral intention ($\beta = 0.278$, $p < .05$) and effort expectancy ($\beta = 0.864$, $p < .01$) were found, supporting hypothesis H6 and H7. Consistent with previous findings (Patil et al., 2020), facilitating conditions strongly predict effort expectancy, explaining 75% of the variance of this construct. Attitude was shown to positively and significantly influence behavioral intention ($\beta = 0.207$, $p < 0.1$), validating hypothesis H8. Also, as hypothesized, behavioral intention had as significant and positive effect on use behavior ($\beta = 0.347$, $p < .01$), supporting hypothesis H9. The variable anxiety used to extend the Meta-UTAUT model was also found to have a significant relationship with attitude and use behavior. Anxiety not only negatively influenced attitude ($\beta = -0.166$, $p < .01$) but also had a negative impact on consumers' use behavior ($\beta = -0.279$, $p < .01$). Therefore, hypothesis H10 and H11 were confirmed. As illustrated, all the hypotheses, with the exception of the hypothesis H5 (i.e., the positive impact of social influence on behavioral intention), were found significant.

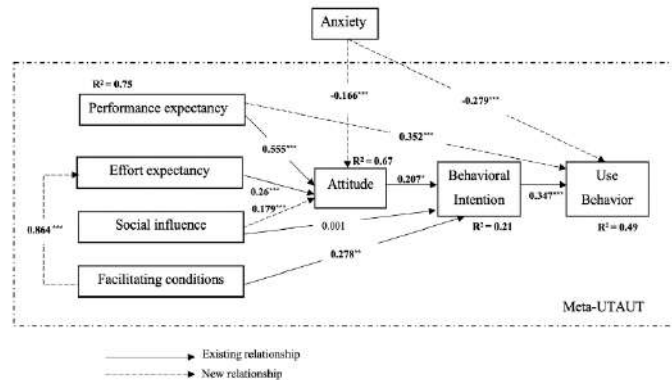
Table 6: Hypothesis testing

Hypothesis	Path	Path coefficient	Supported or rejected
H1	Performance Expectancy → Attitude	0.555***	Supported
H2	Performance Expectancy → Use Behavior	0.352***	Supported
H3	Effort Expectancy → Attitude	0.260***	Supported

H4	Social Influence → Attitude	0.179***	Supported
H5	Social Influence → Behavioral Intention	0,001(ns)	Rejected
H6	Facilitating Conditions → Behavioral Intention	0.278**	Supported
H7	Facilitating Conditions → Effort Expectancy	0.864***	Supported
H8	Attitude → Behavioral Intention	0.207*	Supported
H9	Behavioral Intention → Use Behavior	0.347***	Supported
H10	Anxiety → Attitude	-0.166***	Supported
H11	Anxiety → Use Behavior	-0.279***	Supported

Note: *p < 0.1; **p < 0.05; ***p < 0.01; ns: not significant

Figure 2: Results of structural modeling analysis



6. Discussion: Consistent with Davis et al. (1989) who suggested that the influence of performance expectancy on attitude should be greater than 0.50, the current study found this relationship significant at the $p < 0.01$ level with a coefficient of 0.555. Performance expectancy is the strongest antecedent of attitude in our study, which confirms the important role of utilitarian benefits in shaping consumers' positive attitude towards mobile payment services. In our study, we further ask if performance expectancy can influence use behavior, which has not been investigated in the original meta-UTAUT model (Dwivedi et al., 2019) but has been suggested by Patil et al. (2020). We also found evidence of a significant (at the $p < 0.01$ level) and positive effect of performance expectancy, or perceived usefulness, on use behavior. This further reaffirms how central the utilitarian benefits are in shaping consumers' decision in using mobile payment services. In line with results from existing research (eg., Humbani and Wiese, 2019; Wiese and Humbani, 2019), effort expectancy is proven to be a significant predictor of attitude towards mobile payment methods. This finding indicates the ease of use of any mobile payment service can shape consumers' positive attitude towards it. What should be noted in the present study is that effort expectancy impacts attitude with the coefficient of only 0.26, which is weaker than the effect of performance expectancy (coefficient = 0.55***) on attitude. This is different from the study by Patil et al. (2020), where the authors found stronger an effect of effort expectancy on attitude compared with that of performance expectancy on attitude. The authors explained that among existing users in India, easy-to-use interface is important to keep them engaged in relatively new technology like mobile payment services. However, our study's sample consists of experienced users, who have already adopted mobile payment for at least 1 year or more, with 73.6% having used mobile payment services for 1 to 5 years. While mobile payment services are said to be new in India (Patil et al., 2020), it is rapidly growing in popularity in Vietnam. As more and more consumers get used to mobile payment services, effort expectancy pales in comparison with how useful consumers perceive the services when it comes to users' decision making. As they familiarize themselves with the interface of the systems, consumers would expect more from the utilities that these services offer rather than the mere ease of use. Following Patil et. al (2020), we further hypothesized a new internal mechanism in the meta-UTAUT model by looking at the impact of facilitating conditions on effort expectancy. Consistent with the findings in their study, facilitating conditions emerged as a significant and positive predictor of effort expectancy, with the path FC → EE (0.864***) being the strongest in the entire model. This result squares with prior studies showing the positive influence of facilitating conditions on effort expectancy

or perceived ease of use (e.g., Humbani and Wiese, 2019; Jung et al., 2020). Therefore, our study supports the notion that the better the resources, technical and institutional infrastructure are, the more likely consumers perceived mobile payment systems as easy to understand and use. In our model, behavioral intention is explained by three variables, namely attitude, social influence, and facilitating conditions. We only found evidence of the positive and significant influence of attitude and facilitating conditions on behavioral intention. Social influence, on the other hand, emerged as non-significant in influencing use intention among consumers. In prior research, even though social influence was found to significantly impact consumer intention, its effect was weak (eg., Jung et al., 2020; Park et al., 2018; Slade et al., 2015). Our finding demonstrates that in the sample we surveyed, people are not taking others' opinion into account when considering adopting mobile payment services. We can interpret this finding by having a look at the sample, which includes mostly users stating to have used mobile payment services for at least 1 years. These experienced users are more concerned about their interaction and experience with the system instead of relying on others' point of view when they consider using mobile payment services. Interestingly, despite having a non-significant direct impact on consumer intention, social influence indirectly affects intention to adopt through attitude, which is a new path (SI → AT: 0.179***) we propose in our meta-UTAUT model. This finding indicates social influence, though not directly shaping users' behavioral intention, can indirectly affect users' intention by shaping their attitude towards the technologies. As mentioned above, attitude is a significant predictor of behavioral intention with a coefficient of 0.207. This reaffirms the role of attitude towards technology in predicting consumer intention (Admad et al., 2020; Park et al., 2019). However, this path is weaker than expected as many other studies show their coefficients higher than 0.5 (eg., Flavian et al., 2020; Patil et al., 2020). We would argue that attitude is important, albeit slightly, when Vietnamese users in our sample form their intention to adopt mobile payment services. What they care even more, however, is whether they have necessary resources, proxied by facilitating conditions, to use these services. In fact, facilitating conditions is the strongest antecedent of adoption intention (coefficient: 0.278**). This result is consistent with a number of prior studies, where facilitating conditions have a significant role in constructing intention to adopt any technology (eg., Chawla et al., 2019; Humbani and Wiese, 2019; Oliveira et al., 2016). Anxiety, our affective variable newly incorporated into the meta-UTAUT model, shows a negative significant impact on both consumers' attitude and use behavior. A number of previous studies support the notion that anxiety negatively influences a person's attitude towards technology adoption (Howard and Smith, 1986; Igbaria, 1990). Though our study also finds corroborating evidence of such effect, anxiety's weak impact on attitude, compared with other positive and significant predictors of attitude, suggests anxiety does not have that serious an impact on users' attitude. The inevitable apprehension users have when using mobile payment services can be attenuated and made up for by their perception of the usefulness and ease of use of these services. Interestingly, we also find that aside from attitude, anxiety also exerts a negative influence on the use behavior with even stronger an effect (-0.279***). Put differently, the anxious feeling of consumers influences their behavior itself more than it does on shaping their attitude. The outcome variable use behavior of our study had three predictors, namely anxiety, performance expectancy, and behavioral intention, all of which are found significant. As discussed earlier, performance expectancy emerged as the strongest predictor of use behavior with the path value being 0.352***. Behavioral intention is the second strongest predictor with the path BI → UB (0.347***). The only negative antecedent of use behavior is anxiety, as mentioned above. To date, only a few studies investigate the relationship between behavioral intention and use behavior (eg., Salahshour Rad et al., 2019; Sivathanu, 2019). Of those studies, for instance, Sivathanu et al. (2019) found that the higher the positive intention to adopt is, the more likely Indian consumers would actually use m-payment as their daily payment method. This is also the case of Vietnam as in our present study, which buttresses the notion that behavioral intention, the oft-used proxy of actual use behavior, can be translated into actual use behavior.

6.1. Theoretical contributions: The major theoretical contribution of our study lies in the empirical validation of the meta-UTAUT model and its extension with an affective variable – anxiety. In so doing, we help further validate the role of attitude embedded in the meta-UTAUT model proposed by Dwivedi

et al. (2019) in the context of Vietnam. To date, only Patil et al. (2020) provided an empirical testing of the meta-UTAUT model with a specific focus on mobile payment adoption in Indian context. As meta-UTAUT is a new model, cross-context validation is important as it helps to prove the robustness of the model. Therefore, our primary contribution is to empirically test this new model in the context of mobile payment adoption in Vietnam. We also take a step further in hypothesizing new relationships, new endogenous mechanisms (Dwivedi et al., 2019), to enrich the existing model. These new relationships, though needing further validation in future studies, initially glean insights into the complex nature of the model put in the context of Vietnam. Secondly, given the scant attention devoted to studying the affective variables in IS/IT adoption in general and in mobile payment specifically, we extended the meta-UTAUT with anxiety, representing the negative emotion consumers may have when interacting with mobile payment services. This extension also contributes to the enrichment of the literature on affective responses to technologies generally and to mobile payment specifically. Thirdly, we attempt to examine the use behavior of consumers as an outcome variable, considering that a vast majority of previous studies only use behavioral intention to proxy for actual use. Thus, we help further the research agenda in the IS/IT adoption literature by looking at use behavior instead of using behavioral intention as a surrogate variable for use behavior.

Implications for practice: This research model offers a clearer understanding of factors influencing the use behaviors of Vietnamese users of mobile payment. In the light of our findings, we put forward some recommendations for mobile payment service providers in Vietnam as follows. Performance expectancy has a significant impact on attitude and user behavior, which indicates that mobile payment service providers should focus on R&D to introduce a reliable and useful system that could meet Vietnamese users' expectations (De Luna et al., 2019). Performance expectancy emerged as the strongest predictor of both attitude and user behavior, suggesting mobile payment methods developers develop systems that can live up to or even exceed users' expectations. For example, incorporating features that allow consumers to pay their utility bills into mobile payment systems can help increase the perceived usefulness of these services. This also indicates that if targeting Vietnamese audiences, mobile payment services providers should stress the high utilitarian benefits of the system in their marketing messages (Bailey et al., 2017). By doing this can they focus on not only the usefulness of the system but also add more value to their customers through their value chain (Schierz et al., 2010). Moreover, the significant impact of effort expectancy on attitude towards mobile payment methods indicates that system developers should design and introduce easy-to-use mobile payment services to gain a positive attitude from customers (Bailey et al., 2017). This relationship also offers a suggestion to managers that simplifying the process of using mobile payment also needs to go along with a higher security level to protect consumers' information (Alaeddin et al., 2018). Meanwhile, the significant impact of social influence on attitude indicates that mobile payment providers may employ communication strategies through influencers and celebrities who garner a huge following to spread the words and enhance brand awareness (Slade et al., 2015). However, as social influence does not directly affect the intention to use of consumers, mobile payment services providers should not only focus on marketing, expecting to change users' intention and use behaviors. Instead, as discussed above, even though consumers' thoughts and beliefs may be affected by people surrounding them, what leads to the increase in the use of mobile applications are other factors as diverse as the usefulness or the ease when consumers interact with the services. Therefore, before coming to any communication strategy, mobile payment developers should pay due attention to creating a robust and user-friendly system to enhance consumers' behavioral intentions. Furthermore, the positive impact of facilitating conditions on effort expectancy and behavioral intentions shows that mobile payment services providers should provide clear and easy-to-understand instructions on how to use the system. They may provide step-by-step instructions accompanied with clear illustrations for users to follow or have consumer support centers or helpdesks to provide timely assistance to consumers. Another way is to have influencers experience the services and then give instructions as well as recommendations to the customers. If the consumers find adequate resources available, they likely consider using the systems. Hence, mobile service providers should provide supporting resources and make these resources easily accessible by

customers. Following the questionnaire results, all of the participants answered to use either IOS or Android operating system; therefore, any mobile payment service should be designed to work smoothly and be compatible on these two systems to reach the majority of users. The significant and negative impact of anxiety on attitude and use behavior suggests that mobile payment services providers should do their best to minimize consumer anxiety. For instance, they may present clear privacy policies or design more confirmation steps during the payment process to reduce consumers' anxiety induced by the expectations to make accidental mistakes. Another possible way is to allow consumers to undo their actions when they make any mistake, thereby boosting their confidence in using the applications. Mobile payment service providers should also encourage consumers to double-check their transaction information to avoid sending money to the wrong beneficiaries.

6.2. Limitations and future research: Despite its contribution, our study is certainly not without shortcomings. First, our data is collected mostly in Hanoi, the capital city. Therefore, results must be interpreted with a certain degree of caution. In future, it would be useful for researchers to test the model in a larger and more diverse sample of consumers, or even countries. Second, the conceptual model in the present study aims to examine the adoption of mobile payment services in general. Given the variety of mobile payment services in the market such as e-wallet, internet banking, NFP-based payment and the differences in operation as well as the nature of these services, consumers' adoption of these services may vary as well, which requires further research. Third, this study only employs quantitative approach due to the time and resources constraints. Research in the future may use both quantitative and qualitative such as in-depth interviews to gain better insights behind these quantitative results. Finally, despite the attempt to examine use behavior as the outcome variable, we still rely on self-reported usage scale. Future research may find it useful to analyze actual usage data and design experiments to collect actual data on use behavior of consumers.

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Fintech Adaptability in the Islamic Banking Sector: Case Study on Kuwait and Saudi Arabia

Abstract: Islamic Fintech is rapidly escalating, experiencing immense growth, the Organization of Islamic Cooperation (OIC) member countries are the benefactor of this incessant elevation. In recent years, it has become one of the driving forces for the Islamic financial industry. Despite the fact that the pandemic had a severe impact on global financial operations, including both conventional and Islamic segments, Islamic Fintech has continued to grow steadily. I-Fintech broadens access to Islamic financial services and overall financial inclusion to give ESG-rich investment options. The progression of Islamic Fintech has the potential to help countries become financial centers while also promoting long-term development goals. The purpose of this article is to create a unique composite indicator of the competitiveness of Islamic Fintech adoption to conduct a complete assessment of the competitive advantages that are being exploited across various nations, on the other hand focusing on Fintech Adaptability in the Islamic banking sector: A case study on Kuwait and Saudi Arabia. The current study aims to evaluate the impact of financial technology (Fintech) on the performance of Islamic financial institutions and banks. The report noted restrictive measures used by several nations throughout the world alongside Kuwait and Saudi Arabia, as well as the importance of utilizing technology and developing a more vibrant Islamic financial industry. The findings and data analysis revealed that growing digitization and inclusion of Fintech enhances the spirit of the sector in a more volatile ecosystem and difficulties such as pandemics, while also opening up a new possibility for development. Index terms: Fintech, Islamic Financial institutions, Financial Islamic industry, and technology.

I. Introduction: Islamic finance has grown in terms of both goods and infrastructure, giving possibilities for people seeking services that are consistent with their religious beliefs. Today, the Islamic sector of the world financial system remains significantly smaller than traditional finance. The industry's assets were valued at USD 2.88 trillion globally in 2019 (State of the Global Islamic Economy Report 2020–2021). Nonetheless, the Islamic financial model has evolved through time, coexisting alongside a widespread and already fairly well-established conventional banking system. Initiatives were made to construct financial tools and organizations based on Islamic principles to give Muslim consumers and businesses with economic prospects comparable to those gained from mainstream finance. Thus, Islamic finance is a collection of Sharia-compliant tools, business structures, and financial organizations. Islamic banking, Islamic insurance (takaful), Islamic funds, the Sukuk market, and other financial institutions are all part of modern Islamic finance. The requirement for a separate sector of regulators dedicated to nations having an Islamic financial model is inextricably linked to the nature of Islamic finance. Despite the fact that Islamic finance is a relatively young sector of the global economy, the fundamental idea incorporated in Islamic financial instruments attracts a growing amount of attention each year. The global financial crisis of 2008 is said to be one of the Islamic financial model's awareness generators. At the time, Islamic banks demonstrated that they were more robust organizations, with an internal safety buffer afforded by the peculiarities of their business model. Furthermore, Musa, Naturin, Musova, and Durana's financial and DEA research suggests that Islamic banks are more efficient than regular banks (Musa et al. 2020). Furthermore, the values of Islam, which serve as the cornerstone of Islamic banking, are naturally matched with the UN Sustainable Development Goals (SDGs); hence, it is even more critical to expand worldwide knowledge of the Islamic financial model. The number of educational programs (professional training and academic degrees) in Islamic finance offered globally is increasing, including at world-leading universities, as the Islamic financial industry develops and awareness of this model grows, though basic-level programs continue to predominate (Asmyatullin 2020). As a result, more advanced and specialized courses and programs in Islamic finance, particularly in Islamic fintech, are necessary. However, the contemporary economic reality is threatened by a distinct type of crisis, putting both conventional and Islamic financial institutions at risk. It has been demonstrated that an increase in new loans decreases the liquidity ratio (1 p.p. by 2 p.p.) in both banking systems (Musa et al. 2021). Several Islamic banks reported losses or lower earnings in the

second quarter of 2020 as compared to the same time the previous year (Zawya 2020). The major reason is an increase in loan defaults and a decline in asset quality. The activities of IFIs are based on demand from small and medium-sized firms, and their reliance is greater than that of traditional FIs. As a result, the Islamic financial industry is expected to incur greater losses this time. Approaches to the transformation of operational models in financial institutions are gaining a lot of interest in this environment. In this regard, the pandemic is being regarded as a watershed moment in the industry's digitalization. Fintech adoption was widespread; it enabled consumption amid a rapidly growing crisis and eliminated the dangers associated with interactions with other people (Vasenska et al. 2021).

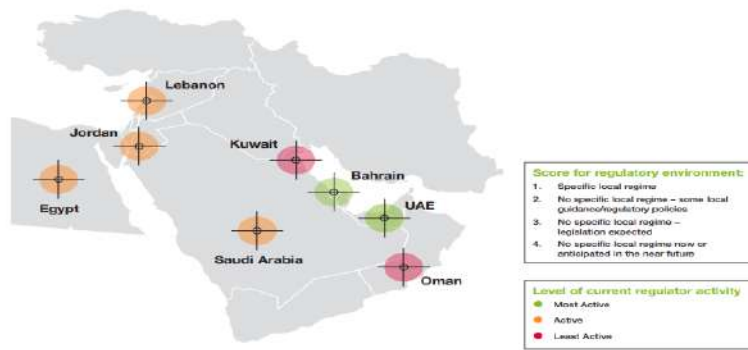
II. Developments and Gaps in Islamic Fintech: Because of the many fintech challengers challenging the business, incumbents in Islamic finance are currently having issues. Rather than being a source of competitive advantage, adopting new technology has become a necessity for survival. Fintech can help Islamic banking tap into new markets by providing innovative products and services, improved regulatory compliance, more consumer accessibility, and significant cost savings. Governments in Muslim-majority countries have begun to establish policies to assist this development, while also developing regulations to prevent possible fraud and criminality. With 258 million and 238 million Muslims, respectively, Pakistan and Indonesia will have the two largest Muslim populations by 2030. 43 Islamic fintech could be the key to tapping into this massive industry and reaping its full potential.

III. Literature Review: I. Islamic FinTech's Role in Empowering Islamic Banks: The rapid advancement of financial technology manufacturing, as well as the formation of numerous new enterprises in this field, has resulted in rapid growth in the financial industry, particularly the banking sector. These new developments in the world of financial technology have resulted in profound changes in the banking sector, allowing this sector to improve its competitiveness by relying on multiple digital technologies in the performance of its services, such as artificial intelligence (AI), the Internet of things (IoT), robotic process automation (RPA), and blockchain, which enabled the banking sector to provide a variety of services in the field of money transfer and wealth management, in addition to other services. In addition to a wide range of other services such as insurance, e-commerce, and digital currencies (Mohd Ali, Shafii, and Shahimi, 2020). Financial technology has produced a new reality that has accompanied the growth of many organizations, including telecommunications, media, e-commerce, and other technology firms (Abdullah, Hassan, and Kassim, 2020). After a brief pause, the process of competition between banks, particularly the large ones, began by allocating massive investments to develop and modernize their digital infrastructure, develop their digital platforms via the Internet, and include new applications to become more accessible and faster in communication with customers, and some of them launched digital banking to respond to changing dynamics, enabling them to provide a better banking experience to customers (Siti-Nabiha and Norfarah, 2020). This reality has posed a significant challenge to Islamic banks and Islamic financial institutions alike, as it has forced this sector to make fundamental changes in the way services are performed, as a result of the need to use new applications of financial technology, and work to invest in this digital technology as a necessary infrastructure in the face of the intense competition that the banking sector is experiencing on a global scale (Khairulanuwar and Chuweni, 2020). In order to stay up with this new world of technology, the banking industry must also concentrate on the ongoing growth of human resources. Many Islamic banks think that clients are not ready to replace their Sharia-based services with fintech innovations that are still Sharia-compliant, and as a result, they do not expect customers to get enraged at their inactivity and lack of desire to adopt financial technology products. Many Islamic bank CEOs think that opening up to financial technology demands a high cost and highly competent human resources, especially given how quickly it is evolving. Furthermore, it is likely to have a detrimental impact on cyber and information security, as well as budget restrictions, yet the creation of a new type of financial technology known as Islamic financial technology in many nations across the world is progressively increasing and spreading. It is defined as all contemporary digital financial applications that can be used in the Islamic banking and financial services sector, and it does not conflict with the purposes of Islamic Sharia, and it leads to the development of new business models, based on technology, to enhance the objectives of Sharia in the economic, environmental, financial, and social fields, and to provide better services to Islamic banking

customers, in terms of product quality and speed of service (Ali, Ahmad, and Kamaruddin, 2020). It facilitates and reduces the cost of access to Islamic financial services, keeping up with the ambitions of the next generation and attaining financial inclusion to alleviate poverty and achieve social justice (Tarique et al., 2020). It has achieved impressive results, demonstrating that the effective use of Islamic financial technologies combined with innovative business models, in the context of a favorable regulatory, legislative, and supervisory environment consistent with the purposes of Islamic Sharia, and qualified human resources, boosts confidence in Islamic finance and banking, leading to increased demand for its products and the expansion of its investments, particularly in financial technology (Muhammad, Suluki and Nugraheni, 2020). In light of the new reality, many Islamic banks have recognized the importance of embracing Islamic financial technology and have designed their development plans to include innovative banking solutions that are compatible with Islamic financial technology products, as well as to meet the changing needs of their customers, particularly young people, and to foster mutual trust. For example, the Islamic Bank of Dubai has developed a digital strategy titled "Ready for the New," about which its CEO Group states: "We live in a different world almost entirely led by the Fourth Industrial Revolution, which is a digital journey that connects human behavior with the Internet of Things. This is why, as a major Islamic bank, we must correct our position in society and in our clients' everyday lives in order to keep up with this shift." Bahrain Islamic Bank, Al Baraka Bank, and other Islamic banks in Bahrain are also included (Aziz et al., 2020).

II. FinTech Landscaping in the Arab World Case study on Kuwait and Saudi Arabia: Today, the Arab World has one of the world's lowest financial inclusion rates, with over two-thirds of Arab individuals lacking a transactional account. The existing financial system structure, mostly formed of banks, has historically had significant overhead expenses, considering many individuals unprofitably viable. Certain demographic groups are disproportionately excluded from financial services. Women, for example, confront explicit legal and regulatory impediments as well as more complex challenges of cultural norms. Similarly, small and medium-sized firms (SMEs) have restricted access to financial services (primarily credit facilities) for a variety of reasons, including a lack of sufficient financial and legal documents or loan levels that are too small for a typical financial institution to profit from. Technology is constantly transforming the face of numerous sectors and businesses throughout the world, such as Uber in transportation and Udemy in education, and financial services are no exception.

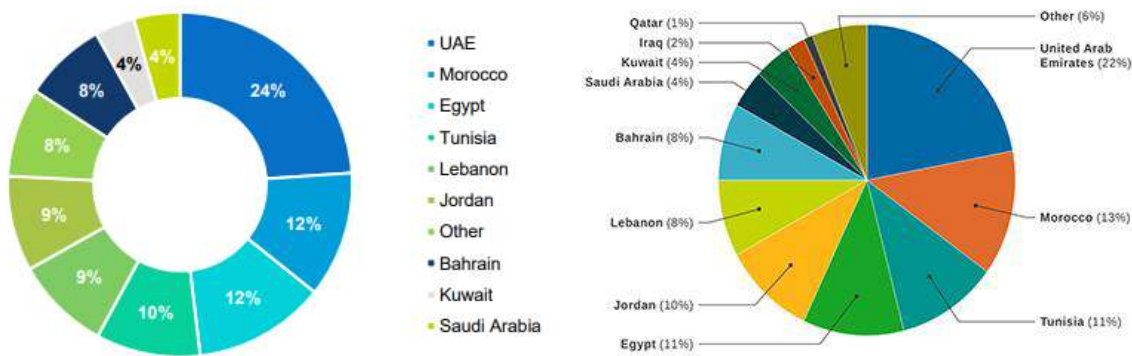
Benefits of Fintech in the Arabian world: FinTech has changed the operations and delivery of financial services all across the world, with much more potential still untapped. Excluded groups are now gaining access to and receiving the advantages of financial inclusion through digital outreach, personalized solutions, new credit reporting and scoring, and other techniques. FinTech firms and solutions that combine creative business models and technology to allow and/or improve financial services supply, distribution, and/or infrastructure are at the heart of this transformation. FinTech solutions have decreased operating expenses by utilizing technology, reaching a bigger target audience through remote channels such as social media, or by engaging agents to operate as in-person financial service access points instead of branches. Arab entrepreneurs turned their emphasis to Fintech solutions after feeling the influence of this worldwide wave of Fintech in the financial services industry. Though still in its early phases, the FinTech sector has been gaining traction in terms of both the annual number of innovative solutions and early-stage investments raised. Nonetheless, Fintech in the Arab World faces significant hurdles, such as the high cost of regulatory compliance, a lack of expansion investment capital, and a scarcity of competent people. Overall, it is clear that regional and country-level strategies are required to create an enabling ecosystem that can lead Fintech forward, given the Arab World's youthful and tech-savvy population, the region's strong ICT infrastructure, and the role Fintech can play in unlocking financial inclusion. Establishing public-private partnerships, for example, is required to pave the way for investments in digital infrastructure, as is cross-sector collaboration in creating local human resources. Another multi-stakeholder collaboration in strategy development, licensing and regulation, supervision and monitoring, and other ecosystem governance issues is also critical. These measures would successfully evolve these economies and build environments that are appealing to entrepreneurs.



According to Statistical findings: In 2018, the GCC registered a 94 percent internet connection rate (71 percent in the Levant), and MENA is regarded as having the second-highest internet penetration worldwide between 2014 and 2018. These numbers show that the populace in certain places is tech-savvy, indicating a need for Fintech services/products. Furthermore, governments in the MENA region (UAE, Bahrain, Jordan, KSA, Kuwait, Egypt, Oman, and Qatar) have established, or are in the process of establishing, regulatory sandboxes or Regulatory Labs (RegLabs) to help entrepreneurs in general, and Fintech firms in particular. Governments are also assisting in the growth of Fintech by establishing Fintech Tech funds as well as accelerator or incubator programs. The private sector is also playing an important role, with the number of investors in MENA-based companies increasing to 163 in the first six months of 2019, up from 159 in 2018. We discovered 349 active Fintech solutions in the Arab World. Since 2012, about 20 new solutions have been released every year, up from an average of 5 in the previous decade, highlighting the rise in interest in the early 2010s.

The United Arab Emirates leads the way with 83 recognized Fintech solutions, followed by Morocco, Egypt, Tunisia, Lebanon, and Jordan. This serves as a motive for selecting the six nations of attention since they have made the greatest contributions to the expansion of this industry in the Arab World. The UAE's ability to create almost as many Fintech solutions as Morocco and Egypt combined supports its selection as a regional goal for Fintech ecosystem growth.

Fintech by country



Annual FinTech additions in the Arab World*

■ Active FinTechs added in previous years ■ FinTechs added in year



* Based on currently active FinTechs with available information; 16 solutions did not have clear roll out date and were thus excluded from this chart.

KUWAIT: In Kuwait, a modest number of Fintech businesses are active, mostly in the payments industry; regulatory changes have been restricted thus far. To meet the legal difficulties and new opportunities

brought about by the digital revolution, the Kuwaiti national assembly passed Law No. 20 of 2014 (Regarding Electronic Transactions) (the ET Law) in January 2015. The goal is to replicate traditional paper-based transaction procedures in a digitized system that is regulated, efficient, and secure. The ET Law oversees electronic contracts and electronic signatures, as well as electronic payments. According to the ET Law, no one is required to accept or authorize electronic transactions without their consent. Individuals' conduct may imply consent under certain circumstances. However, in the case of electronic transactions, authorization and approval must be specific and unequivocal.

Electronic payment: Electronic payment is an accepted payment method as long as it conforms to the ET Law and the restrictions outlined in Law No. 32 of 1968 by the Central Bank of Kuwait (CBK) (the Banking Law). The ET Law also requires financial institutions that accept electronic payments to safeguard the safety and security of consumer services, as well as to protect banking secrecy. The CBK is granted the ability to provide directions to banks and financial institutions within its jurisdiction regarding electronic payment regulation.

Signatures through electronic means: According to the ET Law, an electronic signature is binding and admissible as evidence if it complies with the rules of Law Decree No. 39 of 1980 on Evidence in Civil and Commercial Matters and is certified by a local authority-approved electronic certification firm. The competent authorities will outline the requirements that must be met as well as the technical specifications.

Privacy and data security: Personal data must be safeguarded by both governmental and non-governmental organizations, which must also take particular precautions to maintain the confidentiality of such information. The ET Law also establishes obligations on businesses that gather personal information. They are not permitted to reveal any personal data or information stored or documented on electronic data processing systems relating to.

SAUDI ARABIA: For the past few decades, Saudi Arabia has been at the forefront of the development of the Islamic Financial Services Industry (IFSI). In the early 1970s, Saudi Arabia was a key participant in a series of academic and professional conferences aimed at liberalizing the regional financial sector and developing Shari'ah-compliant products and services, which until that point had been largely marginal in the Gulf region. It was the first International Conference on Islamic Economics, held in Makkah Al-Mukarramah in 1976, that marked the renaissance of Islamic economics as a modern scientific discipline. Indeed, the Jeddah-based Islamic Development Bank (IsDB) is one of the largest Shari'ah-compliant financial institutions in the world which was founded by finance ministers of the Organization of the Islamic Conference (now known as the Organization of Islamic Cooperation, OIC) in 1973. These events encouraged many countries across the region to consider and permit the creation and growth of the Islamic financial services industry. Although IFSI is treated neutrally by regulators, it saw tremendous growth and became an important component of Saudi Arabia's financial system. Saudi Arabia, home to more than a quarter of the GCC's Islamic financial assets, is currently among the top IFSI in the world. Saudi Arabia's reputation as a regional and, indeed, a global center for the IFSI is poised to grow for the foreseeable future. The resilience of IFSI against the 2008 global financial crisis proved that the sector is more likely to continue its growth through the 21st century. The Saudi Arabia banking sector is home to four full-fledged Islamic banks and eight Islamic windows in all conventional banks. In 2018, the top four Shari'ah-compliant banks accounted for over 40% of total Islamic banking assets. Saudi Arabia also has the largest Islamic banking industry in the GCC in terms of assets size (US\$ 409 billion). Our calculation shows that by the end of 2018, in total, Islamic finance assets in Saudi Arabia mark a staggering US\$ 563 billion, which makes Saudi Arabia the largest Islamic finance market globally.

Key success factors of a thriving financial services sector: One of the key success factors of a thriving financial services sector is its ability to serve a broad set of economic players. In 2016, 74% of adults had a bank account in Saudi Arabia, while developed markets registered over 90% inclusion. More specifically, financial inclusion among female adults and residents in rural areas is low at 61% and 72%, respectively, in 2016.²⁰ Vision 2030 has become a compass in providing a sense of direction in tapping the enormous potential of Islamic finance in the country underpinned by the strong economic

fundamentals, huge unbanked population²¹ as well as the ongoing and yet ambitious government infrastructure spending, particularly in the area of *ṣukūk* and *awqāf*. However, in terms of regulation, the Saudi Arabian Monetary Authority (SAMA) provides equal and unified management and supervision of Islamic and conventional banks. Although both groups provide deposit and financing business, there are fundamental differences in conducting the banking activities. Meanwhile, *ṣukūk* and Sharī'ah-compliant insurance sector in Saudi have become key economic contributors in recent years. Since the first quarter of 2012 Saudi Arabia overtook the UAE to become the single largest *ṣukūk* issuer in the GCC and the second in the world behind Malaysia. The Kingdom's local *ṣukūk* market has been primarily driven by the issuance of government *ṣukūk*. Additionally, given Saudi Arabia's status as the birthplace and home of Islam, it has the potential to become a global hub for Islamic finance. With these developments in mind, most local IFSI players are broadly optimistic about the future. Saudi Arabia is home to a variety of Islamic banks, insurance companies, and other entities.

Conclusion: Financial Technology (in short FinTech) emerged as a concept around a decade ago, even though it existed long ago in other forms, and became a major force in modern business and Finance. The broad definition of FinTech is utilizing technology to create better, more affordable, and more efficient financial services. It includes companies operating in the payment industry, insurance, wealth management and financial advisors, remittances, and all other verticals of the financial industry. To make financial services more efficient and cost-effective, FinTech companies utilize a wide range of new technologies, including for example: Blockchain, Artificial Intelligence (AI), Machine Learning (ML), Robo-Advising, Big Data, Internet of Things (IoT), Data Analytics and Biometrics. FinTech companies are disrupting the financial industry because they showed great success in improving customer experience, taking advantage of economies of scale, and reducing costs of financial services and time required to execute a transaction especially in the payments and lending space. We can imagine a range of opportunities for FinTech to make quantum leaps in the financial industry. For example, biometrics can be used to give consumers the ability to pay using facial recognition. We may also use image quick response codes (QR) and near field communication (NFC) to make payments faster and easier. Or probably having a Robo-advisor to help consumers allocate resources in optimal investment decisions putting into consideration pre-set constraints like the level of risk, family situation, and career progression. Also, using rapid underwriting and ongoing monitoring of vehicles and properties in the insurance industry. It displays how FinTech is going to disrupt many verticals in the financial industry like: Payments, Wealth Management (InvesTech), Insurance (InsurTech), Lending and Financing, Risk management, Regulations and compliance (RegTech), Remittance and Transfer, Banking technology infrastructure, and much more. Islamic Finance has a foundation of trust; therefore, it is not difficult to see why and how FinTech can be of great value to Islamic Finance. Islamic Finance in Saudi Arabia: Leading the Way to Vision 2030 130 Regulators and incumbent financial institutions first viewed those new FinTech disruptors as a threat rather than an opportunity. Then they began to realize that the growth of this industry is inevitable and that, in many cases, FinTech companies provide great solutions for persisting problems. Banks and venture capital funds started investing in new FinTech startups, and regulators started realizing the need to cope with this fast-paced industry, and many countries started competing in an attempt to become the FinTech Hub in its region by developing ecosystems that would attract FinTech startups and help them succeed and flourish. What Makes FinTech Succeed and Flourish? The success of FinTech, in general, depends mainly on six key factors: Market size, Regulations, Funding and financing, Entrepreneurial ecosystem, and Tech-savvy end users.

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The Effect of Self-Awareness on the Performance of Employees of Commercial Banks in Kenya



Bethuel Masimane

Graduate School, Pan Africa Christian University, Nairobi, Kenya

Victor M. Ndambuki (PhD)

School of Business, University of Nairobi, Nairobi, Kenya

Daniel N. Mulinge

School of Leadership, Business and Technology, Pan Africa Christian University, Nairobi, Kenya

Abstract: The study investigated the effect of Self-awareness on the performance of employees of commercial banks in Kenya. Performance of employees was measured by efficiency, productivity, turnover and quality of work output, which are all covered in literature review. The theory underpinning the study is Objective Self-awareness Theory. A cross-sectional descriptive research design was used. The population was 31,605 employees of 38 commercial banks in Kenya. The study sample was 395 respondents, which was attained using proportionate stratified sampling method. Reliability and validity of the data collection instrument was tested. A structured questionnaire was used to collect primary data from respondents. The theory underpinning the study was hierarchy of needs theory. The study formulated the null hypothesis and tested it using the spearman correlation coefficient aided by the statistical package for social sciences. The analysis results at 0.05 level of significance showed that self-awareness has a statistically significant influence on the performance of employees of commercial banks in Kenya. The findings would be useful to commercial banks in Kenya and other organizations in evaluating their leaders' self-awareness in order to improve performance of the employees.

Keywords: Self-Awareness, Employee Performance, Values, Cognitions, Emotions, Motives

1. Introduction: This study examined the effect of leader self-awareness on the performance of employees of commercial banks in Kenya. Self-awareness is a key factor that contributes to the development of authentic leadership. Leaders who have self-awareness behaviour are familiar with both how they view themselves and how others see them (Waida, 2021). Leaders with high self-awareness promote healthy relationships with others at the workplace (Abidin, 2017). This is made possible by the leader who is able to listen attentively to employees that are willing to say what they think about the leader (Avolio & Luthans, 2006). This study considered four elements of self-awareness, which are: values, cognitions, emotions and motives (Gardner et al., 2005). On the other hand, performance of employees is considered a vital element in leadership studies because of its role in the process of organizational performance. It is the accumulated value of the employee behaviour, which contributes to the organization (Campbell, 1990). Performance of employees is dependent on the leader behavior that can motivate employees toward high performance (Northouse, 2016). According to Olaka et al. (2017), improved performance is mostly associated with leader behavior in the individual commercial banks in Kenya. Further, the stability of commercial banks in Kenya is majorly dependent on

the performance of employees (Ndegwa et al., 2018). There are 38 licensed commercial banks in Kenya with 31,605 employees (CBK, 2021). Commercial banks contribute substantially to the national economy. This study tested the null hypothesis (H_0), which stated that there is no statistically significant relationship between self-awareness and performance of employees of commercial banks in Kenya. The regression model used was $P = \beta_0 + \beta_1 SA + \epsilon$ and P-value of 0.05. The null hypothesis was rejected and concluded that self-awareness has a statistically significant effect on the performance of employees of commercial banks in Kenya. Therefore, it was recommended that organizations should train their leaders and employees on the competencies that are associated with self-awareness. Employees are regarded as the most critical resource in many organizations. Their perception of leadership and job satisfaction often determines the level of performance. Commercial banks in Kenya are concerned with how to sustain performance of employees because of its critical impact on organizational outcomes (Shilaho, 2019). Due to the significant role employees play in organizational performance, commercial banks spend huge resources in trying to establish the best way to maintain high employees' performance (Enu-Kwesi et al., 2014). Therefore, the type of leader's commercial banks has determined the level of employee performance. Employee performance problem is indicated by decreased productivity, lack of efficiency, poor quality work output and high turnover intentions (Karoki, 2016). This problem is not necessarily personal, rather it is associated with the low level of leader self-awareness (Hendricks, 2018). Employees of commercial banks in Kenya need leaders that have high self-awareness in order to develop hope, optimism and resilience that can improve their performance (Ribeiro et al., 2018). Despite a chain of reforms being introduced by stakeholders, performance of employees of commercial banks in Kenya has not been consistent (Maina & Waithaka, 2018). Several studies have shown lack of leader self-awareness in the commercial banking sector in most third world countries (Rijsenbilt & Commandeur, 2013; European Investment Bank, 2016). Leader self-awareness problem has also been witnessed in most commercial banks in Kenya (Muchiri & Gachunga, 2018). Few studies have established the effect of self-awareness on the performance of employees of commercial banks in Kenya (Muchiri et al., 2016; Sang, 2016). Prior studies scarcely considered self-awareness as a crucial research area in leadership studies. Against this backdrop, the current study addressed the nexus gap between self-awareness and performance of employees of commercial banks in Kenya. The null hypotheses for the study states that there is no statistically significant relationship between self-awareness and performance of employees of commercial banks in Kenya.

2. Literature Review: This section presents conceptualization of self-awareness as an independent variable, and performance of employees as a dependent variable. It also discusses Hierarchy of Needs Theory as the underpinning theory of the study. The empirical review is also presented. Self-awareness represents a state of attention where individuals direct their conscious attention to some aspect of self, regardless of their correctness in self-perception (Hannah, 2011). It also refers to a personal insight of the leader and contributes significantly to the development of authentic leadership. It is a dimension of authentic leadership that is linked to introspection or self-reflection. It shows the understanding of how individuals make meaning of the world around them, based on self-reflective testing of their own hypotheses and self-schema (Gardner et al., 2005). Through self-awareness, authentic leaders not only know their values, motives, feelings and thoughts, but also how they influence others (Walumbwa et al., 2008; Gardner et al., 2005). Thus, a leader needs to be familiar with both how they view themselves and how others see them. Further, a leader needs to know how their actions affect those around them (Waida, 2021). Self-awareness considers insights an individual has about own qualities, expectations, values, personality, attitude, efficacy, behaviour and actions (Avolio & Luthans, 2006). One of the key characteristics of self-awareness is having a genuine, transparent and trusting relationship with others (Avolio & Gardner, 2005; Avolio et al., 2004). Leaders with high self-awareness promote this relationship through open and honest work environments, where employees can express their feedback and criticism without any barrier or fear of the consequences (Abidin, 2017). Thus, self-awareness often comes through others who are willing to say what they think about the leader, especially if the leader is able to listen attentively (Avolio & Luthans, 2006). Four elements of self-awareness that are relevant to the development of authentic leadership include values, cognitions, emotions and motives (Gardner et

al., 2005). Thus, through self-awareness, authentic leaders gain clarity with regard to their core values, identity, emotions and motives triggered by external events (Kernis & Goldman, 2006). Self-awareness includes knowledge of an individual's inherent contradictory self-aspects and the role of these contradictions in influencing one's thoughts, feelings, actions and behaviours (May et al., 2003). Consequently, knowing self and being true to self are essential qualities to developing authentic leadership. Self-awareness indicates an individual's basic and fundamental awareness of own knowledge, experience and capabilities (George, 2003). Self-knowledge comes out when leaders are faced with dilemmas, where they learn from the decisions made and the actions taken about their values, motivation, priorities, abilities and shortcomings (Badaracco, 2016). The practice of self-awareness involves tools, such as personality tests to help leaders become more self-aware (Johnson, 2019). Besides the tools, knowing oneself and understanding one's role as a leader should be a priority. Thus, self-awareness behaviour helps a leader set goal and formulate action plans to lead with purpose. Leaders with high self-awareness develop interest to know their followers. It is also worth noting that self-awareness behaviour develops over time through practical application and personal development (Neider & Schriesheim, 2011). Leaders who are aware of their values and can demonstrate the same through their actions are likely to improve their performance and those of their followers (Ryan & Deci, 2018). Leaders who have values are said to engage in authentic behaviours, which makes followers to be satisfied with them (Banks et al., 2016). Thus, leaders who are perceived to have values, which include ethical standpoint and principled decisions, are seen as caring about their followers and inspiring increased levels of performance of employees. Cognition is a trust that is related to leader characteristics, such as ability, reliability, and integrity (Farid et al., 2020). It is a function of the evaluation of the other person's competence and reliability. Further, Dóci et al. (2015) suggest that the leader needs to perceive employees as reliable and capable so that they can perform highly. Additionally, a leader needs to provide employees with caring and emotional support and consider them worthy of a reciprocally positive attitude. Research concerning centrality of emotions as a key issue in leadership has generated substantial empirical and theoretical body of work (Klenke, 2007). Self-awareness can be viewed as the management of emotions, where leaders display emotions, attempt to invoke emotions in their followers and demonstrate that emotions influence leadership outcomes (Ashkanasy & Dorris, 2017). Thus, leader's self-awareness entails understanding differential effects of distinct emotions and being prepared to help employees manage their emotions accordingly. On the other hand, research offers specific understandings on the effects of discrete emotions associated with leader-facilitated directive strategies on employee perceptions and performance (Thiel et al., 2012). In addition to the direct role emotion plays in shaping leader-employee relationships, it is also known that emotions contribute to the broader models of leadership. A key skill of leaders with self-awareness is the ability to help employees deal with negative emotions. Leaders with self-awareness engender positive emotions, which results into optimism, improved performance of employees and attainment of goals (Ashkanasy & Dorris, 2017). Leaders with self-awareness have a motive of working on organizational goals that can contribute to the development of employees (Epitropaki et al., 2017). Self-view helps a leader to make sense of the world, organize behaviour and predict response of employees, with regard to performance. Therefore, authentic leaders display self-views by making employees recognize and endorse their authentic self (Li et al., 2019). Performance is the accumulated value of the employee behaviour, which contributes to the organization directly or indirectly (Campbell, 1990). It involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output (Shahzadi & Javed, 2014). Performance is beneficial to the individual employee because of job satisfaction and rewards. Austin and Villanova (1992) observe that before the 1980s, no attempts had been made to model performance of employees as a construct. However, researchers have developed a consensus that employee performance be defined as actual things that employees do and actions they take to contribute to the organizational goals (Campbell & Wiernik, 2015). Despite this consensus, employee performance theory and measurement have received little attention in the field of leadership (Richard et al., 2009). Performance of employees is generally measured by efficiency, quality of work, productivity and turnover intentions

(Ondoro, 2015). Additionally, employees who perceive leaders as having self-awareness behaviour are likely to replicate the same behaviour (Leroy et al., 2015). This study measured performance of employees based on four indicators, which include efficiency, productivity, turnover intentions and quality of work.

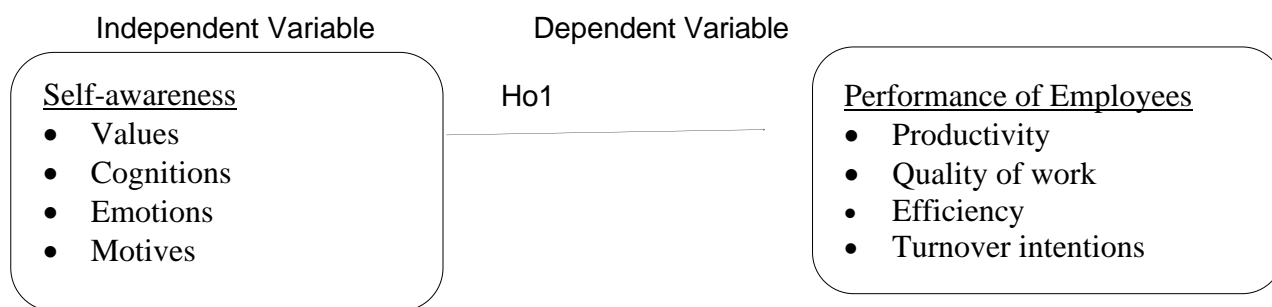


Figure 1: Conceptual Framework

Objective Self-awareness Theory was proposed by Duval and Wicklund (1972). They promoted the idea that at any given moment a person could be self-focused or other-focused. Additionally, they believed that inward focus involved comparing the self with standards, which emerge from interactions with external environment. They further argued that once internalized, an individual can make adjustments to his or her thoughts and behaviours. Thus, the more self-focused a person is, the more self-aware he or she becomes. They tested their ideas by conducting a series of experiments. A study they conducted sought to determine if opinions and performance would change as the subject became more self-aware. The findings showed this to be the case (Wicklund & Duval, 1971). Therefore, Duval and Wicklund's research became the basis for contemporary research in the area of self-awareness (Kori, 2020). Their work demonstrated that empirical study of self-focused attention was possible (Morin, 2011). The theory addresses itself to a dichotomy of conscious attention and the conditions basic to the rising and falling of self-focused attention (Williams, 1985). Objective Self-awareness Theory is a motivational theory where a person was assumed to find shortcomings within himself regardless of the self-related dimension of focus. Literatures shows that self-awareness enhances performance of employees (Leroy et al., 2015; Wang et al., 2014; Ribeiro et al., 2018). Research has further indicated that self-awareness leads to enhanced effective teamwork (Lawrence et al., 2018). A study by (Hasanah & Mujanah, 2020) on the effect of self-awareness on the performance of employees of public works in Bangkalan district, Indonesia. The results indicated that Self-awareness has a positive but insignificant effect on the performance of employees. These results contradict the study by (Alferaih, 2022) who sought to find out the effect of self-awareness on performance of employees of Saudi Arabian telecom. The results showed a favourable relationship between self-awareness and employee performance. The results of this study concur with majority of the studies which established that self-awareness has a significant effect on employee performance.

3. Research Methodology: The study adopted a cross-sectional descriptive research design, which is often used cross-sectional with hypotheses testing (Bhattacharjee, 2012). Descriptive or hypothesis testing research design was based on the study objective, which was to establish the effect of self-awareness on performance of employees of commercial banks in Kenya (Kothari & Garg, 2019). Cross sectional study design has been used successfully in previous related studies (Mujuka, 2018; Nyaywera et al., 2018; Dartey-Baah & Agbozo, 2021). The target population for this study was 31,605 employees from 38 commercial banks in Kenya (CBK, 2021). The study was conducted in Nairobi, where all commercial banks in Kenya have a representation. The unit of analysis was the employee. Rule of thumb for determining a sample size for most academic researches is 30 to 500 (Salkind, 2011). Consequently, the sample size was 395 respondents obtained using random stratified sampling (Sekaran & Bougie, 2019). Primary data was collected using a structured 5-point Likert scale questionnaire (Oluwatosin, 2017). The questionnaire used was self-designed. The researcher physically delivered the questionnaires to the respondents and picked them after they were filled.

4. Findings and Discussion: The study used SPSS version 28.0.0.0 (190) to analyze data. Multiple regression analysis helped to objectively asses the degree and character of the relationship that existed between

independent and dependent variables (Sekaran & Bougie, 2019). The objective of this analysis was to make a prediction about the dependent variable based on its covariance with the independent variable of the study. The regression model for this study was a linear model because the objective was to test the linear relationship of the variables. Performance of employees was regressed against self-awareness. The analytical model for testing the null hypothesis that “there is no statistically significant relationship between self-awareness and performance of employees of commercial banks in Kenya” is presented as follows: $P = \beta_0 + \beta_1 SA + \epsilon$

Where:

P= Performance

β_0 = Constant

SA= Self-awareness

ϵ =Error term

The results presented in table 1 show the constant was 2.163 and the value for self-awareness 0.512. Consequently, $P = 2.163 + 0.512SA + \epsilon$.

Table 1: The Effect of Self-Awareness on the Performance of Employees

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.163	0.166		13.000	0.000
	Self-Awareness	0.512	0.037	0.568	13.693	0.000

a. Dependent Variable: Employee Performance

Correlation Analysis: The descriptive purposes of correlation coefficients are to measure the strength and direction of the relationship between variables. The closer the positive or negative correlation coefficient is to +1.00 or -1.00, the stronger the relationship (Aldrich & Cunningham, 2016). All variables of the study had a positive relationship between themselves at a significant level of 0.05 as presented in Table 1.

Table 1: Correlation Coefficient Analysis

Variables	Correlation	Self Awareness	Productivity	Turnover Intentions	Quality of Work	Efficiency
Self Awareness	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	395				
Productivity	Pearson Correlation	.495**	1			
	Sig. (2-tailed)	0.000				
	N	395	395			
Turnover Intentions	Pearson Correlation	.443**	.570**	1		
	Sig. (2-tailed)	0.000	0.000			
	N	395	395	395		
Quality of Work	Pearson Correlation	.499**	.700**	.499**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
	N	395	395	395	395	
Efficiency	Pearson Correlation	.523**	.628**	.483**	.732**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	395	395	395	395	395
**. Correlation is significant at the 0.01						

Regression Analysis: This study considered the effect of self-awareness on each indicator of employee performance. These indicators included: productivity, efficiency, quality of work and turnover intentions. The objective was to establish the relationship between self-awareness and performance of employees of commercial banks in Kenya. The null hypothesis (H0) stated that, there is no statistically significant relationship between self-awareness and performance of employees of commercial banks in Kenya. To test the level of self-awareness influence on the performance of employees of commercial banks in Kenya, a simple regression test was performed. The results presented in Table 2 show the

correlation value was 0.568, which implies a significant relationship between self-awareness and performance of employees. The coefficient of determination was 0.323, which indicates that the effect of self-awareness on performance of employees was 32.3%, while the remaining 67.7 was influenced by other factors. The significance level was 0.000, which is less than the conventional probability of 0.05. Therefore, the null hypothesis was rejected, hence the study established that there is a statistically significant relationship between self-awareness and performance of employees of commercial banks in Kenya. The results are represented by the following regression model: $P = 2.163 + 0.512SA + \epsilon$, Where: P=Performance, SA= Self-awareness, ϵ =Error term.

Table 2: The Effect of Self-Awareness on Employees Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.568 ^a	0.323	0.321	0.40285		
a. Predictors: (Constant), Self Awareness						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.430	1	30.430	187.507	<.001 ^b
	Residual	63.779	393	0.162		
	Total	94.210	394			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Self Awareness						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.163	0.166		13.000	0.000
	Self Awareness	0.512	0.037	0.568	13.693	0.000
a. Dependent Variable: Employee Performance						

5. Implications for Theory, Practice and Policy: Based on the findings of this study, several conclusions can be drawn. The current study sought to establish the effect of self-awareness on performance of employees of commercial banks in Kenya. Based on the regression results, the null hypothesis was rejected, instead it was established that self-awareness has a statistically significant effect on the performance of employees of commercial banks in Kenya. The findings of self-awareness descriptive analysis suggested that leaders: are aware of their core values, can describe who they really are and are aware of their own emotions and motives. This study, therefore, concludes that commercial banks in Kenya are expected to increase the effectiveness of their leaders' self-awareness behaviour. It can also be inferred from the summary findings that self-awareness enhances employee performance because it meets their desired needs and expectations. These findings imply that self-awareness strengthens the leader-employee relationship in the commercial banks of Kenya. This relationship is likely to increase employee performance which is measured by productivity, turnover intentions, quality of work output and efficiency. The study concluded that self-awareness has a significant correlation with employee performance, where it explained 32.3% of change in productivity, turnover intentions, quality of work and efficiency. Therefore, the practice of self-awareness behaviour could improve performance of employees of commercial banks in Kenya.

Recommendations: A number of recommendations can be made based on the findings of the study. Commercial banks in Kenya should deliberately encourage self-awareness behaviour as a key component of authentic leadership. Additionally, the management of commercial banks ought to

emphasize self-awareness behaviour in order to have strong positive relationships between leaders and employees. The management of commercial banks ought to create a highly developed organizational climate for self-awareness behaviour to thrive. Further, commercial banks in Kenya should embark on inculcating self-awareness behaviour in their leaders by designing training programs that include values, cognitions, emotions and motives (Gardner et al., 2005). The management of commercial banks in Kenya should foster continuous, positive self-development culture that leads to veritable, sustained performance of employees. Several benefits can be drawn from self-awareness including creating employee confidence in the leaders.

Areas for Further Study: A similar study can be conducted in other contexts within the banking industry as well as beyond in order to establish the effect of leader self-awareness behaviour on the performance of employees. A further study can also be conducted to establish the effect of self-awareness on employee performance with a moderating variable, such as motivation. This study adopted a quantitative method and cross-sectional descriptive research design. Future research should consider alternative designs, such as longitudinal research design, which if well-planned it can help to identify cause-and-effect relationships (Saunders et al., 2019). Future research can also consider linking both quantitative and qualitative data to achieve a comprehensive understanding.

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Public Debt and Economic Growth: Case of ASEAN Nations

Chittawan Chanagul

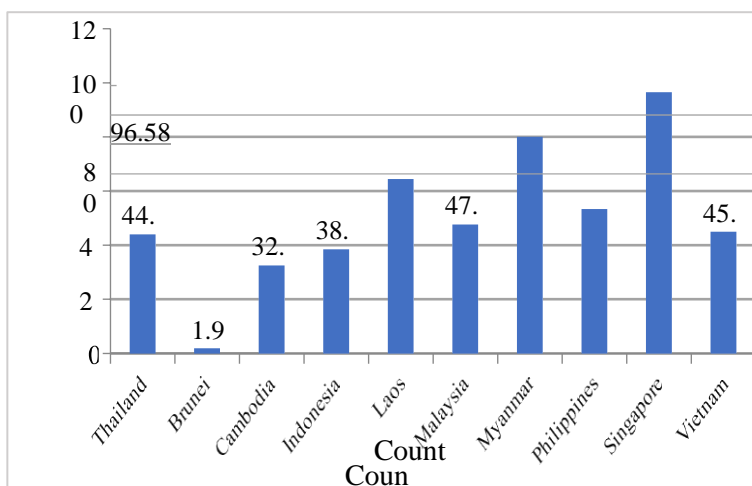
Faculty of Economics, Kasetsart University, Bangkok Thailand

Abstract: The objective of this study is to give an overview of public debt in ASEAN nations from 2000 through 2018. In addition, this research seeks to find out the relationship between public debt and economic growth in ASEAN nations. To achieve the objectives, the descriptive statistics is provided and followed by the regression analysis. The results drawn from this study suggest that public debt Singapore, Malaysia, Brunei, and Vietnam, have generally been increasing over the past decade. Regarding the regression analysis, mean year of schooling as well as trade openness are shown to have a positive impact on the growth rates whereas public debt is negatively related with economic growth. To be more particular, public debt of the Philippines, Cambodia, Singapore, and Laos has a significant negative impact on the country's growth.

Keywords: Public Debt, Economic Growth, Schooling.

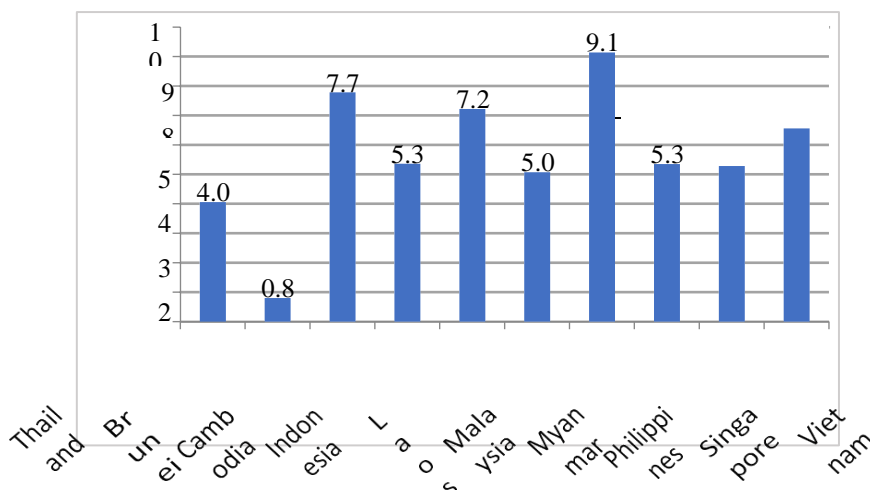
Introduction: Richard A. Musgrave regarded as the father of the field of public finance defined the role of government into three types; allocation, redistribution, and stabilization of the economy. Public debt is financial obligation of government arising from borrowings as a result of a budget deficit or guarantee of debt. In other words, a budget deficit leads to increase in public debt which, in turn, means a rise in government expenditure of the following years due to the interest costs. In the future, therefore, the government must collect higher taxes in order to cope with the expected high payment. However, it is believed that many taxes produce distortion i.e., people would be discouraged to work and/or invest if the government impose too high of a tax. Thus, tax collection would lead to inefficiency and therefore hinder the economic growth of a nation. A huge number of empirical studies have been done in order to test the impact of public debt on economic growth. Although many study using data of developed nation indicate that the public debt obstruct the bright prospect of growth for nations (for example Balassone et al. (2011), Dipeitro, W. R. and Anoruo, E. (2012), Časni et al. (2014), Kurihara, Y. (2015), Puig, M. G. and Rivero, S. S. (2017). However, the research on this topic adopting the data of developing countries is still inconclusive (Nantwi, V. and Erickson, C. (2016) Akram, N. (2017)).

Figure 1: Public Debt as a percentage of Gross Domestic Product between 2000-2018



Source: The International Monetary Fund 2019

Figure 2: Economic Growth of ASEAN nations between 2000-2018



Source: The International Monetary Fund (2019).

When examined the average data across ASEAN nation, Figure 1 shows that Singapore has the highest public debt as percentage of Gross Domestic Product (GDP), and followed by Burma and Laos, respectively. Similarly, the average economic growth of these countries in such specific period, particularly, Burma and Laos, were comparatively the highest in this region as shown in Figure 2. This research aiming at examining the relationship between public and economic growth, therefore, can give a discrete explanation for ASEAN nations, developing countries differing in

background and socioeconomic context from their industrialized cohorts.

Model and Data - From the previous section, public debt which may have relationship with economic growth can be found using panel data analysis. The models can be presented as follows.

$$GDP_{it} = \beta_0 + \beta_1 \exp_{it} + \beta_2 DEBT_{it} + \beta_3 INVEST_{it} + \beta_4 SAVING_{it} + \beta_5 SCHOOL_{it} + \beta_6 TRADE_{it} + \varepsilon$$

Where GROWTH is GDP growth. DEBT is public debt. INVEST is the percentage of investment in country in relation to Gross Domestic Product (GDP). SAVING is the percentage of saving in country in relation to Gross Domestic Product (GDP). TRADE is trade openness. SCHOOL is mean year of schooling. The data used in the analysis is a yearly data of Thailand, Brunei, Singapore, Burma, Cambodia, Malaysia, Indonesia, the Philippines, Vietnam, and Laos from 2000- 2018. The variables were collected from the the World Bank and the International Monetary Fund (IMF). The OLS result of each individual nation in ASEAN shown in Table 2 indicate that public debt of Singapore, the Philippines, Cambodia, and Laos has a negative and significant relationship with the growth rate of Gross Domestic Product. However, the significant relationship is not shown for the remaining countries. The results suggest that public debt does undermine growth rates in ASEAN nations. The findings is in accordance with the various researches (Balassone et al. (2011), Di Pietro, W. R. and Anoruo, E. (2012), Časni et al. (2014), Kurihara, Y. (2015), Puig, M. G. and Rivero, S. S. (2017)). This implies that, the government should consider this negative impact altogether with the positive effect of it on other aspects, for example, the redistribution function of government. The role of government is to balance these two objectives; allocation function and redistribution function, to the best interest of the society. References Andrea F Presbitero. (2012). The European Journal of Development Research September 2012, 24(4), 606–626 [online]. Available at: <https://link.springer.com/article/10.1057/ejdr.2011.62> Balassone et al. (2011). Public Debt and Economic Growth in Italy. In Quaderni di Storia Economica. Banca d'Italia. [online]. Available at: <https://www.bancaditalia.it/pubblicazioni/quaderni-storia/2018-0044/QSE-44.pdf> Diana Hulova. (2013). A Eurodad briefing paper, Myanmar's debt: What's behind the speedy efforts to restructure it? [online]. Available at: https://eurodad.org/files/integration/2013/02/Myanmar_debt_briefing_FINALweb1.pdf Di Pietro, W. and Anoruo, E. (2012), Government size, public debt and real economic growth: a panel analysis, Journal of Economic Studies, 39(4), 410-419. [online]. Available at: <https://doi.org/10.1108/01443581211255620> Gómez- Puig, M. and Sosvilla-Rivero, S. (2017). Public debt and economic growth: Further evidence for the euro area. Working Paper. [online]. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3041117 Sosvilla- Rivero, S. (2018). New empirical evidence on the impact of public debt on economic growth in EMU countries. Revista de Economía Mundial, 51, 101-120. [online]. Available at: <https://search.proquest.com/openview/9d3e0d93857f53c2aa47a9fd4a2067fb/1?pq-origsite=gscholar&cbl=796395>

Pushing or Pulling Policies: A Case Study About the Development of the New Energy Vehicle for Traditional Fuel Vehicle Enterprise

Tian Gao

Normal University, Jingyue Dajie, Changchun City, Jilin Province, China

Abstract: The development of the new energy vehicles (NEV) industry is an inevitable choice and an important strategy for all countries to achieve the goals of environmental protection, energy conservation and emission reduction. Since the early 21st century, the central government of China has

issued a large number of policies at various levels, supported and guided the NEV from its early stage. However, traditional fuel automobile enterprises are reluctant to move into the NEV area due to a series of problems and challenges. This paper uses the case analysis method with the “Great Wall Motor company” as the main case, investigating the interactive relation between the traditional fuel automobile enterprises and the developments and shifts in the NEV policies. The study collects materials from newspaper, official website data reports and document literature to reflect on the challenges and pressures faced by traditional fuel automobile enterprises, as well as the resistance and obstacles to the NEV production. At the same time, I collect first-hand data through interviews of the company employees at various levels to sort out the path of Great Wall Motor Company from individual experiences and evaluate the actual influence of different types of policy tools. The NEV policies can be divided into pushing and pulling policies. While the government promoted many advocacy policies to facilitate NEV production, while the real drive pushing the traditional fuel automobile enterprises fully engaging in it is the “Parallel Management Measures on Average Fuel Consumption of Passenger Car Enterprises and NEV Credits” (CAFC&NEV Credit Regulation). The mandatory policies pushed the car enterprises to enter, meanwhile the supportive policies provided a lot of help for them to solve their difficulties on the ground. However, facing the retreat of government subsidy, traditional fuel automobile enterprises have to reorient their strategies even though they still have a high demand for the policy.

Keyword: New Energy Vehicle Policy, Traditional Fuel Vehicle Enterprises, Policy-Enterprise Interaction, Case Study Method, Interview Method

1. Introduction – The new energy industry provides a new direction for economic development, because it has the advantage of meeting the energy demand while also reducing pollution emissions. As an emerging industry in the field of transportation, new energy vehicles (NEV) have attracted the attention of all countries in the world, and countries have formulated detailed strategic planning. At the beginning of the 21st century, the Chinese government added the development of the new energy automobile industry in the national development strategy. In 2009, China's NEV industry officially entered the private car sector. Over the years, the technical innovation of companies and the policy support of the central government promoted the NEV industry taking shape. The market share of NEV in the whole automotive category continues to increase. In other words, the annual penetration rate of NEV is rising year by year, from 1.35% in 2015 to 13.40% in 2021 (see Figure 1). According to the China Association of Automobile Manufacturers, the number of NEV in China exceeded 6.5 million in 2021, ranking first in the world

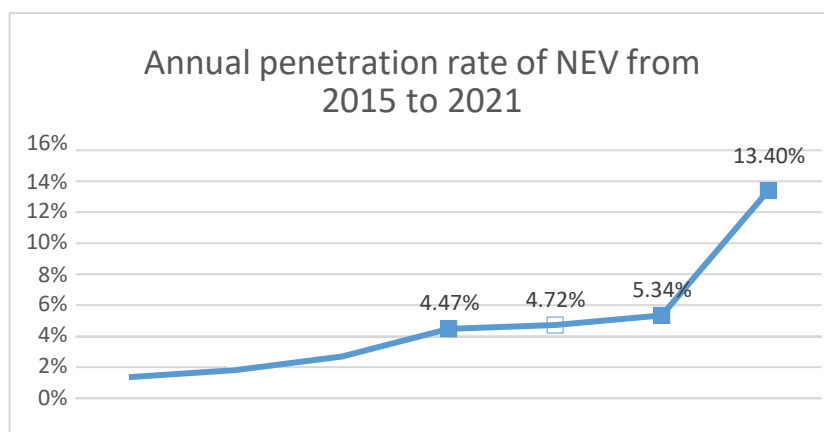


Fig. 1. Annual penetration rate of NEV from 2015 to 2021. (Data source: Statistics Bureau of China Automobile Association)

It is clear that the new energy automobile companies, as the new emerging industry, can smoothly face market competition from their counterpart of traditional fuel vehicles. The unified planning at the national level and specific support policies of various government departments vigorously promoted the construction of charging facilities and promoted the innovation of core equipment technologies. The effectiveness of government policy is worthy of further study and exploration. At present, the research

on relevant policies still focuses more on the overall impact on the NEV industry, or the differentiation of the development process and types of policies. However, there is a lack of specific research on the traditional fuel automobile enterprises in the field of NEV. Since NEV is a new development direction for traditional fuel automobile enterprises, multiple problems still exist, such as market recognition and changing consumer attitudes. Especially for the mature traditional fuel automobile manufacturers, they have formed a scale effect on the traditional fuel automobile production with high dependency on that route. How can the government prompt enterprises to make new adjustments in the direction of NEV development, and finally achieve self-breakthrough to face the predicament. Imperfect supporting facilities and technological construction related to the production of NEV are real problems that is difficult to overcome. The overall analysis of policies can only see a big trend, but starting from small cases, first-hand data provided by internal employees can more comprehensively reflect the impact of relevant policies and choices made by enterprises at different stages. Through the typical cases of a traditional fuel automobile manufacturing enterprises, this paper intends to reflect the ground problems of relevant actors and industries. This paper will base on the theory of policy evaluation, taking China's traditional fuel automobile enterprise Great Wall Motor Company as a case. Because as a newcomer in the sector, it's developments in the NEV shows serious and typical problems. Great Wall Motor Company faced and is facing external pressure and constraint of internal capacity in the production of NEV. In the early stage of development, policies tend to be promoted and aided by supportive policies. The company's initial move of entering the new energy sector was driven by a government-mandated tool known as the "CAFC&NEV Credit Regulation". The company launched the popular Euler brand in pure electric vehicles, it also launched a lemon hybrid platform in hybrids. However, the current direct challenge is the gradual emergence of financial pressure, and the Jun sharply rising new energy power battery costs. The rapid growth of manufacturing parts cost is directly reflected in the rise of product price, which affects consumers' purchase. As of June 2022, although Great Wall has successfully completed several NEV projects, it has not yet mastered the technology and self-production of key system supply resources such as chips and batteries, and has not yet formed the mature scale effect of vehicles. It went through its incubation period, starting-up period and development period, and now there are new problems and difficulties. In the whole development path, government policy plays a key role. How do the different types of policies affect the development of the traditional fuel vehicle enterprises? These need to be evaluated and analyzed based on first-hand internal data and existing policy documents, news report under the instruction of policy evaluation theory. This paper sorted out a large amount of data through in-depth interviews and case study to answer the main research question proposed here.

2. Literature review

2.1 Research on supporting policies for NEV – The development quality of national economy depends on the performance of industry, and the correct development direction of the industry cannot be separated from the regulation of industrial policy. In recent years, China's NEV industry policy has been the focus of scholars. The Chinese government strongly supports the development of NEV, and the adjustment of policies has gone through a long period of time. Most scholars believe that the policy development process can be divided into three stages, but the specific subdivision standards and definitions are different. Wang Huifang et al. (2021) believe that the first stage is 2001-2008, when the government initiated the general plans of the NEV (NEV) developments; the second stage is 2009-2017, when the government focused on promoting the production and marketing of NEV. The third stage is from 2018 to now, the policy is mainly to promote technological transformation and upgrading. Yang Chunyu et al. (2016) believe that 2001-2007 is the period of focusing on planning technology R&D path and cultivating industrialization development environment; 2008-2011 is the period of promoting the industrialization of NEV in the field of public service. Since 2012, the policy has focused more on the private car buying market. According to the viewpoints of scholars and the important policies on NEV from 2001 to 2021 sorted out by the author (see appendix), the different stages of the policy can be summarized as follows: (1) 2001-2008: the government focus on industry planning and the overall development design. (2) 2009-2015: during the period of policy concretization and multi-faceted

refinement, a large number of fiscal subsidy policies for NEV were introduced intensively, especially the amount of fiscal subsidy increased significantly. (3) 2016-Now: policies emphasis on the technology and encourage the NEV industry to gradually transform to a market leading mode, such as: policy refinement of subsidy standards, reduction of subsidy intensity. Among them, there are two important time nodes which are the basis of division. It is mentioned in the Auto Industry Adjustment and Revitalization Plan released in 2009: "To start the demonstration projects of national energy conservation and new energy vehicles and subsidies by the central government allocated money", in the same year, the Ministry of Finance issued "the implementation of energy conservation and new energy vehicles of the pilot demonstration promotion notice, clear public services of pilot city to purchase new energy vehicles subsidies, which opens the new energy vehicles subsidies. 2016 is a starting point for the gradual decline of state subsidies. According to the "Notice on financial Support Policies for the Promotion and Application of New energy Vehicles from 2016 to 2020", the subsidy threshold has been raised, and the subsidies for other models except fuel cell vehicles will gradually decline. Among them, subsidies for 2017-2018 will be reduced by 20 percent from the 2016 level, and the subsidy standard will be reduced by 40 percent from the 2016 level by 2020. By looking at the content, the overall policies of the NEV industry can be basically divided into two types: "Supply-side" and "Demand-side". Specific types can be divided into: industry management standards, infrastructure construction, tax reduction and exemption, industrial planning and investment, environmental protection index supervision, promotion and application. (Types are shown in Fig2.)

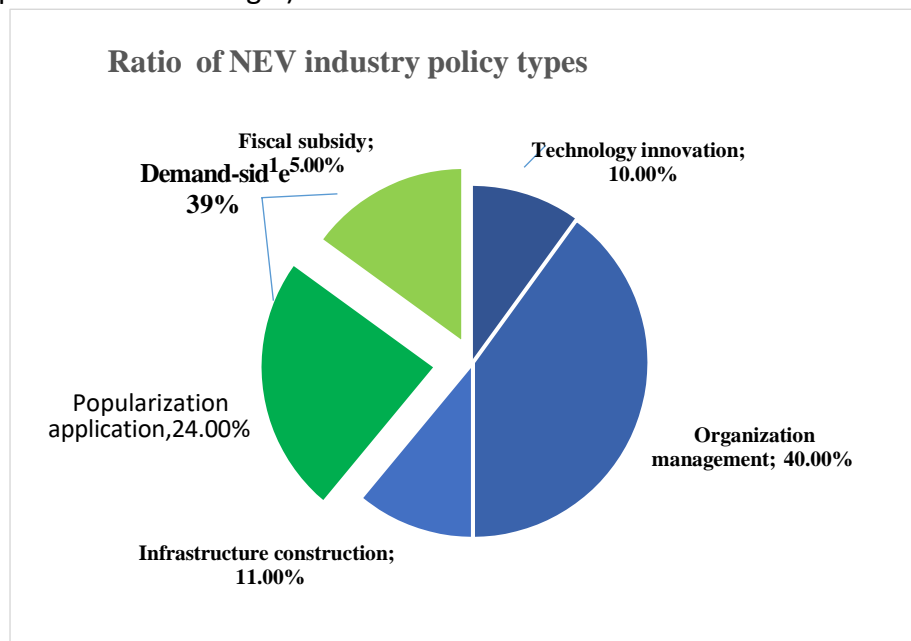


Fig. 2. Proportion of policies related to NEV industry (Data source: National policy data website, new energy policy statistics)

Policy can provide proper environments for the NEV industry, such as: standardizing the product quality of the industry, the overall planning and advocacy of the industry, the tax incentives for enterprises, strengthening infrastructure construction, improving the level of technological innovation, and other aspects. Most scholars treat the support of financial subsidies as an important element of "supply-side" policies. Han and coauthors (2014) analyzed the impact of China's two-phase NEV allowance plan on the market penetration rate of NEV, and believed that it is necessary to maintain the cost competitive advantage for NEV in the short term. Helveston et al. (2015) discuss financial incentives such as purchase subsidies can increase the take-up of plug-in electric vehicles, but the way these incentives are designed can affect their effectiveness. For the formulation of NEV subsidies, the subsidy amount should not be too high, otherwise it will have a negative impact on enterprises and increase the burden of the government, and moderate financial subsidies for manufacturers' R&D investment as an incentive effect. To this point of view, Wu Jiamin (2020) gave a definite solution, that is, to strengthen the performance evaluation of government subsidies to improve the efficiency of government subsidies. In the whole industrial chain of the new energy vehicle industry, there are quite a lot of enterprises seeking government subsidies. If a large coverage method is adopted to subsidizing every enterprise meeting the

standards, it will not only consume a large amount of central and local financial funds, but also cause the adverse consequences of enterprises' dependence on government subsidies. At this time, it is very important for the government to evaluate the performance of the subsidized enterprises. It is necessary for companies that receive subsidies to ensure that their products have a high level of technology and competitiveness. The government should establish corresponding industry standards in each subsector, and then conduct regular performance evaluation on companies in the same category. If enterprises fail to meet the standards, they should be excluded, so as to improve the utilization efficiency of government subsidies. Song Yanfei et al. (2015) found from the perspective of enterprise assets that the government subsidies for the promotion of NEV in China are irreplaceable. Cao Xia et al. (2018), based on the gaming analysis frame between the government, enterprises and consumption, concluded that the higher the government subsidies for infrastructure construction and enterprise technology research and development, the more conducive to the scale of the NEV industry, and improve the enthusiasm of consumers to buy. Thus, most of the existing studies support the view that government policy support, such as financial subsidies and tax incentives, can promote the research and development of NEV to some extent, reduce production costs and sales prices, and form a price advantage to improve the sales of NEV. The relevant policy content on the "demand-side" mainly involves the promotion and application of NEV, namely the purchase subsidies and tax incentives for consumers. For instance, governments at all levels are required to give priority to the purchase of NEV, and gradually increase the proportion of NEV in government organs, enterprises and public institutions. Regarding private car purchase, the purchase subsidy policy of NEV is implemented to enhance the product competitiveness of NEV and further improve its cost performance. As Zhao Xiaolei et al. (2022) emphasized that the NEV is still a commodity in essence, and their demand is affected by the market price. The purchase subsidy policy can alleviate consumers' price anxiety about NEV. On the one hand it can improve the price comparative advantage of NEV. On the other hand, the acceptability of the price can be enhanced by reducing the actual cost of car purchase and use cost of consumers. In short, the initial financial subsidy policy on the demand side has largely stimulated the private purchase of NEV, so that consumers' recognition of NEV has gradually improved. The above-mentioned policies still have some problems, such as Wang (2021) is put forward the current NEV has entered the accelerating development stage, but there still exist policy lack of coordination. First, lack of policy coordination: the policies of new energy vehicles are relatively independent from each other, and the coordination of relevant policies is still lacking to a certain extent, and the demonstration and application effects of policies are not fully reflected. Second, the policy supervision is not in place: At present, China's new energy vehicle subsidy supervision has problems such as imperfect forms and unsound punishment mechanism. Third, insufficient policy incentives: due to the large initial investment in new energy vehicle charging and other emerging businesses, it is difficult to recover costs in the short term, so it is very difficult to mobilize the enthusiasm of enterprises, and the relevant departments have great resistance in the implementation of policies. In short, the development of NEV in China is faced with market and technical barriers. Although the current policy has corresponding problems, but in general, the policy provides the correct guidance and support, as long as with the cooperation of enterprises and other subjects, to further lay a good foundation will achieve high-quality development.

2.2 Interaction and contact research between policies and enterprises – Policy evaluation is an important subject in the research of public policy management. In essence, industrial policy aims to better support, guide and regulate the development of emerging industries. Therefore, it is particularly important to evaluate strategic emerging industrial policy scientifically. Whether industrial policy is scientific and effective is directly reflected in the enterprise level. The interaction and connection between policies and enterprises will be directly reflected in the evaluation results of industrial policies. The research perspective of this paper focuses on the field of based NEV to explore the interaction and real impact of relevant policies and enterprises. Through the study of government policies in the field of NEV, it can be found that a series of supply-side policies closely affect the R&D activities and innovation behavior of enterprises, and are also closely related to the business performance of enterprises. At the same time, the demand-side policy also indirectly has a corresponding impact on the production and sales of enterprises by affecting consumers' willingness and consumption vitality to buy NEV. In any case, the research in the field of NEV cannot avoid the impact on government policies, which plays a very important role in all stages and aspects of NEV. Zhengxia et al. (2022) is summarized as saying that in the market introduction stage of the NEV market, the policy incentives mainly promote the market adoption of NEV. In the subsidy-driven stage, policy incentives will drive the upgrading of innovation technology of NEV enterprises, and improve the penetration rate to individual users. However, in the stage of "subsidy

decline", the government weakening the incentive will become the norm of the NEV market, and the NEV enterprises are gradually facing a fierce market innovation environment. For the traditional fuel auto mobile enterprises, the good profit income formed by the original fuel auto mobile production makes it difficult for them to completely give up the production of the traditional fuel vehicles. At this time, the mutual communication and coordination between policy and enterprises is more important. Zhang et al. (2014) by comparing different countries of new energy auto mobile financial incentives, technical support, charging infrastructure construction fiscal and tax support policies, found that national policy not only from the positive support measures to drive the development of NEV, will also for traditional high pollution cars corresponding pollution penalties two-way measures to promote the development of NEV. For example, the CAFC&NEV Credit Regulation proposed by China is the best embodiment of the mandatory punishment measures. Chang Wei et al. (2021) proposed vehicle manufacturers, vehicle operators and other market entities will be affected from the formulation of CAFC&NEV Credit Regulation in varying degrees. Its impact is mainly reflected in: First, the whole vehicle and parts enterprises are facing the pressure of green upgrading. Enterprises need to increase the electrification rate as soon as possible, reduce the use of fossil fuels, increase the proportion of clean electricity used, promote recycling technology, improve energy utilization efficiency, and reduce the level of energy consumption per unit product. Second, the technical path of auto mobile products is facing a deep transformation of the pressure. On the premise of not affecting consumers car experience and not significantly increasing the cost of buying cars, enterprises need to produce auto mobile products with lower energy consumption level and vigorously increase the proportion of NEV production. Whether the policy can achieve its ideal effect is restricted by various factors such as auto mobile manufacturing cost, infrastructure supporting facilities and consumer purchasing power. Zhou Zhong, Liu Min (2021) pointed out that if the government, as an industrial policy maker, adopts extremely strict key index control in the early stage of policy implementation, it can greatly limit the production of old technologies or promote the production of new technologies, but at the same time, it will hinder the normal operation of enterprises and bring loss of profits. As an enterprise, the impact of policy will inevitably affect its profit or sales volume in a certain period. The companies should adjust decisions to ensure the operating income. In recent years, the rapid development of NEV must not be separated from a series of all-round and multi-level support policies. But the overall development trend of the industry cannot directly represent the actual situation of the specific automobile enterprises. Different auto mobile enterprise has different difficulties and positioning standards. Part of the enterprise in the field of traditional fuel cars has achieved leading competitive advantage, still facing a series of specific and personalized contradictions in new field. The government's relevant support policies will focus on specific enterprises, and their utility and solutions will also have different results. At the same time, enterprises should not wait for policy adjustment, but actively adapt to the policy guidance and make rapid and correct internal adjustment. Two-way cooperation between the government and enterprises, the development of the NEV industry can always maintain its sustained and stable growth state.

3 Research methods:

3.1 Case analysis method – Case analysis can describe the phenomenon in depth and in detail, and accurately present the development process of the research object. According to the theoretical sampling criteria, this paper selects Great Wall Motor Company as the case study object, because the typical characteristics of the case are consistent with the problems studied in this paper. First of all, Great Wall Motor Co., Ltd. is a well-known auto mobile manufacturer in China. Since its establishment, it has made great achievements in the production of traditional fuel vehicles. Second, Great Wall Motor Corporation started the research of NEV in 2015, and launched an independent brand of NEV in 2018. Compared with enterprises specializing in the production of NEV, it started late. Third, as a traditional fuel vehicle enterprise, its development speed and quality in the NEV industry is in a leading position in China. In the global sales ranking of NEV in 2021, it ranks fourth among China's self-owned brands, following BYD Auto, SAIC Motor and SAIC Passenger Vehicles. Great Wall's achievements and experience in the field of NEV have certain reference value for other traditional fuel vehicles. Meanwhile, combining document literature, official data and news media reports as materials, the case analysis reflects the situation and effect of the NEV industry policies, especially the laws and deep causal relationship behind it.

3.2 Interviewing method – The interview results are mainly from the interviews with employees and

managers of Great Wall Motor Company. Through the personal understanding and opinion provided by the relevant personnel, the interview questions were analyzed and answered. The interviewees included senior leaders of financial and regulatory departments, middle-level staff of technical departments, and relevant sales personnel and managers of Great Wall 4S stores. The diversity of interviewees' identities and the richness of their work experience guarantee the reliability and authenticity of the conclusions of this study. At the same time, interviews were conducted in the form of face-to-face, one-on-one, telephone communication and social software contact. In view of the development of Great Wall company in the field of NEV, interview put 7-8 key questions to each person, and found new questions according to the relevant answers. The average interview time for each person is about an hour, and relevant data were combined and analysed in the early and late stages to optimize the effect of the interview method. The application of interview method makes the conclusion of the study have unique value significance. (See appendix for interviewer information)

4 The basic situation introduction of "Great Wall" - Great Wall Motor Co., Ltd. was established in 1976 in Baoding city, Hebei Province. In September 1995, Great Wall decided to shift production to pickup trucks. In 1998, 5700 vehicles were sold, ranking first in the pickup market in China. In 2001, it was restructured into Great Wall Motor Co., LTD., and chose to produce SUV models. On May 28, 2002, the first economical SUV of Great Wall motor was officially launched in Beijing. Great Wall was listed in Hong Kong in December 2003. In March 2007, the company obtained the production qualification of Great Wall Motor. In 2013, The Haval brand of Great Wall Motor became independent and fully covered the SUV segment market. As China's independent auto mobile brand, Great Wall Motor Company occupies a high position among international auto mobile companies with its traditional fuel auto mobile production technology and innovation ability. However, in the new energy market, the incubation period of Great Wall lasted several years, as early as 2009, the establishment of the "Euler NEV special Group". It was built and put into operation in 2015 in Baoding, and includes a Harvard Technology Center and a NEV center jointly established with BMW in Chongqing. On August 20, 2018, the "new generation of electric vehicles" Euler brand was officially released, adhere to do 100% domestic pure electric vehicles, launched the Euler R1 electric vehicle. In 2018, the new energy brand "Euler" is the achievement of Great Wall Motor after years of accumulation, but also the best embodiment of its success in the field of NEV. Great Wall Motor has been producing conventional fuel vehicles for nearly 40 years, but is a latecomer to new energy. In 2021, eight domestic brands entered the top 20 global sales of NEV brands, among which BYD ranked second in the world with 9.14% global market share, and was also the first domestic auto brand, with sales of about 580,000 vehicles. Great Wall Euler sold about 130,000 units, ranking fourth among domestic brands. (See Figure 2). Therefore, Great Wall motor has a smooth start in the field of NEV.

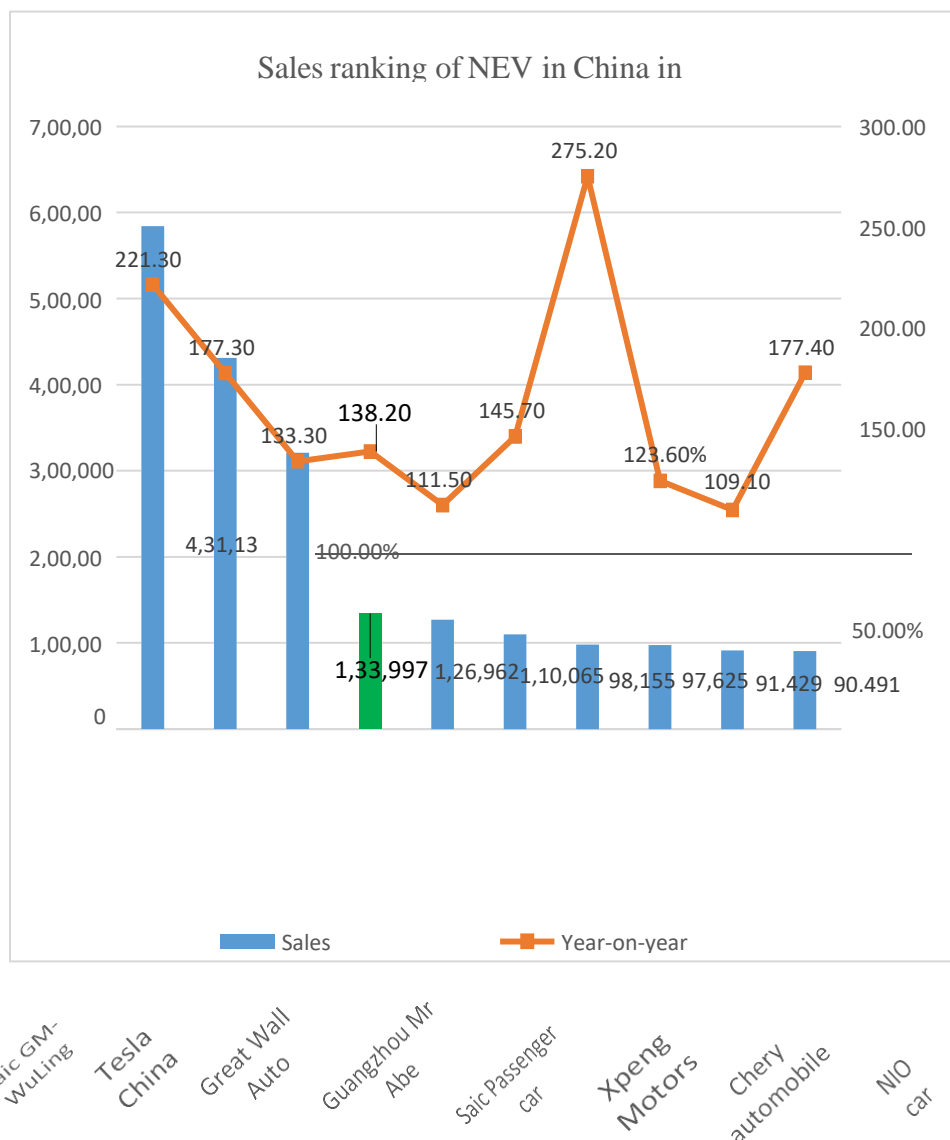


Fig. 3. Sales ranking of NEV in China in 2021. **Data source.** Passenger Association China Business and Industry Research Institute)

Since 2019, the policy bonus period in the field of NEV has gradually disappeared, and the development resistance of Great Wall Motor is more obvious. On December 31, 2021, the Ministry of Finance, the Ministry of Industry and Information Technology, the Ministry of Science and Technology, and the National Development and Reform Commission jointly issued a notice on the promotion and Application of NEV in 2022, stating that the subsidy standard for NEV in 2022 will be reduced by 30% from 2021. In other words, consumers buying NEV in 2022 will receive 30% less government subsidies than in 2021, equivalent to a 30% increase in spending. Although there is no clear exit time for other policies, it is necessary to explore whether Great Wall's NEV can still make independent progress after the decline of policy support, and further think about the corresponding adjustment of policies.

5 Main analysis of Great Wall Motor Company in the field of new energy -

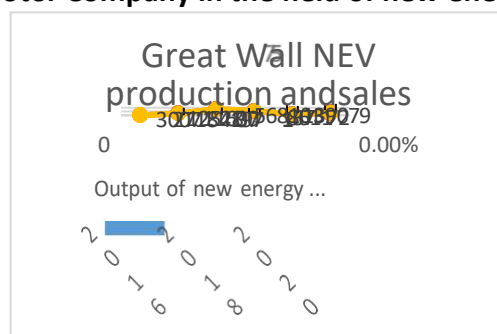


Fig. 4. Great Wall's NEV production and sales from 2016-2021 (**Data source.** Sina financial network.

Great Wall Motor Co.,LTD. Annual report)

5.1 The early latent exploration stage – Since 2001, the Chinese central government has taken the development of NEV as a national strategy. Major car companies began to focus on the research and development of NEV, As the NEV market gradually becomes a new opportunity and revenue growth point for enterprises, Great Wall Motor Company has to consider whether it needs to be included in its development goals. Most people think Great Wall only really got involved in the new energy sector in 2018 with the launch of its nationally known "Euler" brand, but the technological exploration phase behind it has been much longer than thought. A department manager at Great Wall said: Great Wall has been involved in new energy projects since 2006, but little is known about the research at that time because it was only in the experimental stage. In 2009, Great Wall established a NEV research team to focus on technical difficulties. In 2015, Great Wall Raised funds through various channels, and the scale of the special fund reached 16.8 billion yuan, of which 5.08 billion yuan was used for the research and development of NEV. Great Wall motor has long recruited excellent r&d personnel from various countries and regions. Great Wall Motor company has invested in the United States, Japan, Germany, India and set up new energy product research and development centers, aiming to extensively collect the first advanced experience and excellent scientific research achievements abroad. (220604). It has to be said that as a traditional fuel automobile enterprise, Great Wall Motor is facing the pressure of the development of new industry model. The government's support for the supply side is an important guarantee for its development and exploration. Correspondingly, the central government issued a series of supportive policies in ensuring the quality of supplied products, standardizing enterprise management, strengthening infrastructure construction, improving technological innovation level and so on, which laid a solid foundation for the development of Great Wall Motor Company in the NEV industry. In this regard, the Great Wall Motor Company financial and tax department staff said: For a manufacturing company, the supply-side policies are the most direct. First, technical support: when the government issued the automobile industry plan, it clearly subsidized the enterprise with special technical transformation funds. After the enterprise obtained the approval of production qualification, it subsidized the interest according to the investment cost of the project. Second, the management level: relevant government documents have clarified the management mode of products in different technical stages, and listed the access standards of NEV enterprises in detail. Third, credit: the state issued a decree that the state encourages the development of NEV as a strategic emerging industry, efforts to broaden its financing channels, and promote credit diversification. (220509). It can be said that policy support on the supply side has greatly encouraged innovation and research and development at the production level. In addition, in terms of infrastructure construction, the state has made it clear that with the implementation of NEV, related supporting facilities such as charging piles should also be improved. Since 2014, the central government has paid more attention to the charging facilities of NEV, and gradually shifted the policy focus to the subsidy of charging facilities. In 2014, the government issued relevant documents to intervene in electricity prices. In November 2014, the Ministry of Finance issued a document confirming the establishment of special funds for supporting facilities construction. In October 2015, The General Office of the State Council issued the Guiding Opinions on Accelerating the Construction of Electric Vehicle Charging Infrastructure, deploying the acceleration of charging infrastructure construction. Since 2015, the number of charging piles for NEV has also witnessed a sudden increase, which effectively alleviates the problem of difficult charging for NEV and increases the competitive advantage of NEV. At the same time, the demand-side policy incentives in this stage promoted the market expansion of NEV. This is the popularity phase based on the policy, which improves the penetration rate of NEV to individual users. In other words, a large number of fiscal subsidy policies for users of NEV are introduced intensively, which provides practical guarantee for NEV to be accepted by consumers and occupy the automobile market from the demand side. A salesman said: Great Wall motor can start a new development in a new field, it must rely on the strong support of national policy. Because, NEV are new products, so consumer awareness is obviously not as good as fuel vehicles. But state subsidies and other financial expenditures,

to help Great Wall through obstacles and market barriers. In addition to fiscal and tax subsidies, there are also non-fiscal and tax policies, such as unlimited preferential license plates and freedom of travel in restricted cities. This makes consumers willing to pay for the convenience of the privilege. Great Wall sees the strength of national policies and the gradual change in consumers' attitudes, and is bound to try to earn the profits that companies can get in this area. (220604). According to relevant statistics, from 2009 to 2015, the central financial subsidy alone reached 33.435 billion yuan, and the NEV industry achieved explosive growth. State Development [2012] No. 22 document plans the development route of NEV from 2012 to 2020, and proposes a series of relevant policy support measures such as creating a good development environment, strengthening financial services and increasing financial support. In 2013, the Chinese government further expanded the scope of support and subsidies for private purchases, and the relevant subsidy standards were further refined. In 2015, multiple departments jointly issued the Financial Construction [2015] No. 134 Document, which further clarified specific subsidy standards for different types of NEV, and planned to implement slope reduction mechanism from 2017 to promote the development of NEV enterprises. In such a policy environment, the Great Wall in 2017 after many years of accumulation, the research and development to produce the C30 new energy cars, although the left fuel car appearance, but the internal power system after a new development, which is the Great Wall for many years in the first significant findings in the field of NEV, C30 models also have been using as taxi in the hometown Baoding of the Great Wall. After that, Great Wall accelerated the pace of new energy and launched WEY BRAND P8 NEV in April 2018. As a plug-in hybrid model, Great Wall motor's NEV field has been relatively mature.

5.2 The medium- stage development and forming stage –

One of the most important reasons why Great Wall motor can thoroughly enter the field of NEV is the government's mandatory policy tool, namely the double-slope policy. The double-Slope policy was officially launched on September 28, 2017. The Ministry of Industry and Information Technology issued the Notice on the Management of Average Fuel consumption of Passenger Vehicle Enterprises in 2016 and 2017, requiring that the average fuel consumption of automobile enterprises in 2016 must be negative points, and the new products that do not meet the fuel consumption standards will not be included in the product catalogue of the Ministry of Industry and Information Technology. At this point, the negative fuel consumption score of Great Wall Motor ranked first among automakers in 2016, and still ranked second in 2017 despite slight improvement (see Figure 5). In the face of the introduction of national mandatory penalty measures, the next strategic planning of Great Wall Motor will certainly reduce negative fuel consumption points as the first priority Fig. 5. Top 10 enterprises with negative passenger car fuel consumption points in 2016. 2017. (Data source. Passenger Association, China Business and Industry Research Institute in July 2019, the state issued a new version of the "average fuel consumption points + NEV points" dual-slope policy, which stipulates that in 2019 and 2020, the proportion of NEV points is 10%, 12%, and increasing year by year. If the points and negative points are not offset, the companies will be subject to penalties, including suspension of application for vehicle lists and production or import of some traditional models. In the past, car companies could operate as long as they met average fuel consumption. But on this basis, the country increased the "NEV points." That is to say, every car manufacturer should carry out research and development and production of NEV. If they don't produce or don't produce enough, they will also be penalized by stopping producing gas-guzzling models. For car companies, they can buy NEV credits from other manufacturers, or if the number of NEV produced in the first year exceeds the quota, they can use the extra credits to make up the shortfall in the second year. CAFC&NEV Credit Regulation is a balance, so that traditional fuel car manufacturers pay more attention to two things, one is to reduce the fuel consumption of fuel cars to improve fuel consumption points, the other is to produce cost-effective NEV to improve new energy points. If the negative points in the double points are not compensated on time (within 90 days after the release of the accounting report), it will have a profound impact on the development of the enterprise. Enterprises with negative credit on fuel consumption shall suspend application of high fuel consumption products and production of high fuel consumption products. In this regard, a Great Wall fuel technology department staff said: "CAFC&NEV Credit Regulation is a helpless move for Great Wall Motor to produce NEV, otherwise it will limit the

production of fuel vehicles. Because Great Wall motor has achieved very gratifying results in the production of fuel vehicles, and the development of NEV will face a series of problems still to be solved. "However, the national double credit policy forces related companies to meet green targets for new energy, so it is inevitable for them to continue their business."(220512). It can be said that the CAFC&NEV Credit Regulation policy provides Great Wall with an opportunity to no longer hesitate, but firmly take the road of NEV production. At this point, in the field of NEV, government policies are no longer just guidance and encouragement but mandatory implementation.

Top 10 enterprises with negative passenger car fuel consumption points in 2016. 2017.					
2016		2017			
Ranking	Enterprise	Integralvalue	Enterprise		Integralvalu e
1	Great Wall motor	- 234 522	Chang'an ford		- 287 819
2	Chongqing Chang'an	- 229 394	Great motor	W all	- 159 859
3	SAIC GM	- 124 987	Dongfeng		- 154 454
4	Anhui cheetah	- 101 139	Motor Sichu ag	F a w	- 143 005
5	Sichuan	- 975 78	Toyota Gac fick		- 141 221 - 782 06
6	FAW	- 743 71	GAC mitsubishi		- 660 56
7	Toyota	- 707 66	Brillia nce	gol d	- 617 05
8	Chang'an ford	- 555 34	cup Hebei Chang'an		
9	Gac fick				
	Brilliance gold cup				
	South east	543	Dongfeng		-567
	Fuj ian	29			86

10	Auto Jaguar Land Rover Import	534 63	Willow Ford China		-551 33
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the production and development of most of China's NEV enterprises are not spontaneously formed by the market but driven by the government. For example, in the face of the CAFC&NEV Credit Regulation, Great Wall Motor chose to start the production of NEV brands. The main purpose of the government drive is to bring positive external environmental effects through the development of NEV, including achieving carbon reduction, improving air quality and saving energy consumption. Nor can they be achieved without a combination of energy, technology, markets and infrastructure. Relevant data show that Great Wall Motor Co., Ltd. is actively engaged in the research and development of NEV under the influence of the Double-Slope policy, and has achieved remarkable new energy score, ranking seventh among domestic automobile brands (see Figure 6). Since 2016, Great Wall has ranked first among domestic automakers in terms of fuel consumption, or negative points. After several years of development, it has risen to seventh place in China's points value rankings. This is enough to prove that at this time from the government's mandatory external force is to promote its entry into the new energy field and actively explore the most critical force. **Fig. 5.** In 2020, NEV positive integral Top10 Chinese domestic enterprises. Data source. Passenger Association China Business and Industry Research Institute) After a long period of technological accumulation, on August 2018 Great Wall Motor Company officially released Euler, the "new generation of electric car" Euler brand, adhering to making 100% native pure electric car and launched Euler R1 electric car. In November 2018, the first model of Euler brand IQ was launched. Once launched, the crossover style and maverick design have pushed the Euler brand into the list of new energy hot searches. The long range and large space of 421KM also make people realize the new habits of urban cars again. In addition to product-level innovation, Great Wall Motor also needs to rely on the Euler brand to build a new business ecology and explore the trinity structure of the new retail model and the traditional channels. At the traditional terminal level, in 2018, more than 100 franchise stores, 80 stores and 200 distribution stores in 72 major cities. At the level of new retail business, Euler cooperates with e-commerce platforms such as Tmall, JD, Suning and 58 Tongcheng. In 2019 alone, the sales volume of Euler cars reached 38,865 cars, while the sales volume of Euler R1 reached 28,498 cars in 2019, accounting for 73.3% of the total annual sales volume of Euler brand, and the buyers in first-tier cities accounted for more than 90%. The production and launch time of Great Wall Motor Company's NEV independent brand was also a period when the number of policies issued by the central government increased rapidly. Roughly from 2016 to the end of 2018, during which period, the central government issued a total of 129 policies, which was the peak period of the release of the NEV policy, and also the NEV industry entered the stage of rapid growth. So, at this time facing the industrial support policies and guarantee have reached a relatively perfect standard. At the same time, Great Wall Company itself attaches great importance to the cultivation and absorption of talents, and provides good work and life quality and enterprise quality assurance and quality services. A technical staff member, said: Great Wall company attaches great importance to the development and training of technical personnel, for example, on the basis of the basic salary, daily living subsidies and daily commuting expenses are reimbursed. Great Wall supports employees to choose their own commuting methods. The cohesion and centripetal force of talents give Great Wall a great advantage in the r&d of NEV. (220518). It can be said that the national policy support and improvement of NEV enterprises have China's unique market advantage environment. At this time, Great Wall Motor Company began to establish and promote the brand of NEV. The favorable policy environment promoted the rapid development and results in the initial stage. NEV for Great Wall motor is a new product, consumer awareness is significantly less than the previous production of traditional fuel vehicles. But the country's policy subsidies and promotion propaganda, so that the market has been greatly expanded. At the same time, it also stimulates the Great Wall motor's own creativity and vitality. In addition, Great Wall motor's talent training and management system has enabled it to realize the research and development of

relevant technologies at the fastest speed, and launched popular NEV models in the market.

5.3 The independent stage of the later decline - Since 2018, although the production and sales of NEV produced by Great Wall Motor have been increasing year by year, their development space is still huge due to technological limitations. Motor, battery and electronic control technology are the key technologies of NEV research, but also the main cost of NEV manufacturing. The efficiency of electric engines determines pure electric vehicles, and the battery capacity and density determine the range of NEV. How to improve the capacity density of lithium batteries and reduce the cost of battery production and recovery is a technical problem that Great Wall Motor must consider to solve in the future development. In addition to battery-powered technology, the key chip technology of NEV itself is an irreplaceable competitive advantage for automobile enterprises. Great Wall Motor a 4S shop manager analysis to: In fact, the biggest challenge is the chip problem. According to the function classification, the chip is divided into three categories: core control system, intelligent drive system and interactive experience system. Among them, the core chip of control system is the most lacking. The harvard H6's severe decline in sales for several months was due to a shortage of ESP supplies, while the previously popular Black cat and White Cat were temporarily discontinued in March due to supply disruptions and chip price increases. (220510). In response, Great Wall motor senior management personnel said: In view of the tight supply situation in the chip market, the company is actively taking a variety of measures to actively respond to it, including actively purchasing chips globally, strengthening supply chain management, etc., to ease the impact of the chip supply shortage. Regarding the shortage of battery resources and price increase, the company is also investing in lithium mining company to hedge costs and increase battery suppliers to ensure supply chain security; Meanwhile, the company's affiliated company Honeycomb Energy is also actively expanding battery production capacity to ensure the company's new energy strategy. 220523 In addition, in recent years, NEV enterprises almost regard intelligence as the selling point of their products, and intelligent driving in the future can be said to be the inevitable direction of development. At the same time, the post-1995 generation has become the main consumer group. An employee of Great Wall Motor Company sincerely expressed and analyzed: The post-1995 generation grew up with a technological explosion, including the Internet, big data, cloud computing, 5G and artificial intelligence. This feature enables this generation to have a natural acceptance of intelligent cars without any learning costs. Therefore, intelligent cars are bound to develop rapidly after this generation becomes the main body of car buyers. This makes smart technology barriers, like the core technology of car engines, one of the core competencies. Judging from the sales of Great Wall Motor, the company has basically given up this idea, and the chips and systems of euler car series are basically imported, adopting foreign solutions. It is difficult to have its own core technology, intelligent production and innovation is the Great Wall must face and solve the problem. Great Wall has faced this problem at the technical level since it was founded. The earliest rise of the Great Wall is also due to the Great Wall pickup price ratio and low maintenance costs. In short, the pickup's success came from durability, not core innovation, and much of the SUV technology that became popular later on came from that. But there are still three problems in the Great Wall of NEV: New energy supply chain costs: Taking Tesla's Shanghai Gigafactory as an example, it can solve most of tesla's supply chain problems and improve profit margins. But the costs of Great Wall's new energy supply and production chains are still lethal. New energy battery core technology: battery costs rise, raw materials rise. In terms of batteries, every car sold is a loss. Until the core battery technology is solved and the battery cost is compressed to raw materials, the battery will always be an obstacle to Great Wall's mass production. New energy intelligent barrier: new energy intelligent driving, Internet, Internet of things ecology is incomparable to traditional fuel vehicles. Intelligent driving in the future can be said to be the inevitable direction of development. This kind of technical barrier is like the core technology of automobile engine, is one of the most core competitiveness. In the future, the Great Wall may have a harder time getting smarter and more electric. Since the technology update of NEV production is now very fast, although Great Wall Motor has started the NEV project, it has not formed the same mature scale effect as the fuel vehicle production. Meanwhile, because Great Wall Motor has not mastered the chip and battery key system supply resource technology, the cost of automobile manufacturing remains high. For the original

intention of the NEV subsidies set, is to improve the NEV technology, to achieve the scale effect to cultivate a perfect NEV industry chain, but for China's NEV production enterprises, not only need to face the pressure of subsidies and exit, but also face the competition from Tesla and other international enterprises. If there is not enough improvement and improvement in technology, product, performance, price and other aspects, it is quite difficult to gain a competitive advantage in the NEV market. Having core technologies has become the most important strategic goal for the Great Wall's development. Its employees' policy needs are also based on the technical level: It is expected that the government can continue to provide technical financial support, after all, the Great Wall is not BYD, Tesla, Toyota and other car companies in the success of new energy. There is no core technology and core competitiveness in the production of technical level, but technological progress will cost a lot of capital and talents. If there is no policy subsidy in this aspect, how to operate the capital and how to compete with the insufficient asset advantages and successful enterprises must be a big problem. Therefore, it is still hoped that the government can give technical policy subsidies for a longer period of time. In 2021, Great Wall Released a plan: to achieve revenue of 600 billion yuan by 2025, sales of more than 4 million vehicles, 80% of which are NEV. Although 2021 NEV sales and car sales are good, but there is a big gap from big goals clearly: this means that the Great Wall need to be in a short span of four years, radical transformation for new energy automobile company, give up the original fuel car market share at the same time, the dependence on revenue almost fuel car of the Great Wall, the means will experience the pain of transition. In 2021, Great Wall accounted for just 10.7%. Great Wall may be reluctant to revamp a large part of its fuel-vehicle business so radically, which remains an important source of revenue. Meanwhile, from the data of Great Wall motor from January to May 2022, the main performance of Great Wall Motor is still from fuel vehicles, with NEV accounting for only 12.20%. Although the ratio of Great Wall NEV is higher than Changan's 7.26%, it is smaller than BYD's 99.01% NEV sales (see Figure 7). **Fig. 7.** NEV sales volume of China's Top 10 auto companies from Jan-May in 2022 and its proportion of new energy. (Data source. China Business Information Network) To this, also the Great Wall automobile sales staff said: Great Wall NEV's Euler brand is the most successful. According to Great Wall in 2021, it seems to have successfully entered the new energy market, but the fate seems to be WEY of Great Wall. After a short period of glory, Euler's sales growth in the two quarters entering 2022 seems to be in a dilemma. At present, the scale of the new energy market is still growing. The growth stage of the overall scale of the industry is the accelerated period of brand competition. It is an optimistic performance that the growth rate is ahead of the overall level of the market. Euler problem can be said to be the type of design pattern, also can saying is "women's economic position in the market" is not accurate, from suvs to new energy, is good at looking for opportunities to the Great Wall is more like a powerful explosive sprinter, but in the durable goods industry, the more stamina to run the farther the distance running enterprises seem to go further.(220530) It is worth mentioning that data showed that Great Wall motor's subsidies from new energy sources were 1.626 billion yuan, up 722 million yuan year on year, but its revenue ratio decreased from 22.83% to 14.66%. According to the current policy, this year will be the last year to implement subsidies for NEV. That is to say, Great Wall Motor Company is also gradually adapting to the decline of the state subsidy policy.

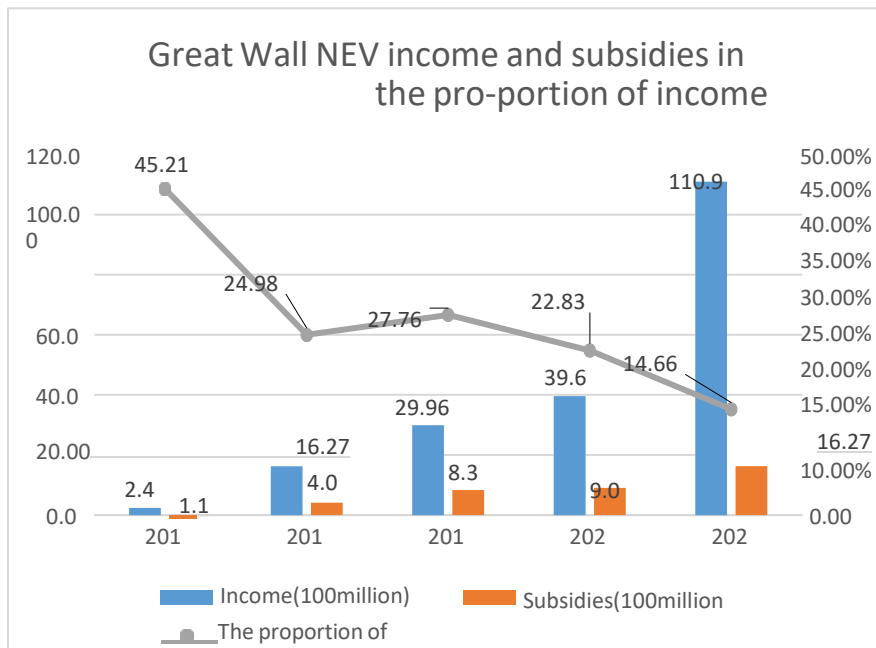


Fig. 8. Great Wall NEV income and subsidies in the proportion of income (Data source. Sina financial network Great Wall Motor Co. LTD Annual report)

It is reported that the Ministry of Finance, the Ministry of Industry and Information Technology, the Ministry of Science and Technology, the National Development and Reform Commission jointly issued the notice on the fiscal subsidy policy for the promotion and application of NEV in 2022, which said that the subsidy standard for NEV in 2022 was 30%. In other words, when consumers buy NEV in 2022, they will receive 30 percent less government subsidies than in 2021, equivalent to a 30 percent increase in spending. At the same time, it is clear that subsidies will be fully abolished on December 31, 2022. After the cancellation of subsidy policy, the contradiction and pressure of NEV will gradually shift to enterprises and operators. The core is whether NEV manufacturers can make greater changes and improvements in product performance and price, effectively reduce production costs, operating costs and management costs, so as to reduce the sales price of NEV and attract consumers with the price of improved performance. Great Wall motor's rise and initial development in the field of NEV has made full use of the favorable environment created by the policy. For the future, policy slippage is a necessary problem. Great Wall can still maximize the use of various policy opportunities provided by the external environment to complete the transformation, and strive to improve the market share and core competitiveness of NEV. A person in charge of Great Wall Motor Said: Now the subsidy declines or even the cancellation has become a fact, but the relevant authorities did not make it clear when the purchase tax incentives will eventually be cancelled. We must clearly realize that the development of NEV cannot always walk on crutches, and it is only a matter of time before the exit of new energy purchase tax preferential policies. Moreover, the impact of the policies in other aspects is still huge and irreplaceable. For example, after receiving the impact of the epidemic at the beginning of this year, the challenges facing China's automobile industry were huge, but the state timely issued corresponding policies to boost China's automobile market. The two policies of automobile going to the countryside and vehicle purchase tax reduction complement each other. Great Wall Motor is optimistic about the growth brought by the above policies, because it plays a driving role in the recovery of the auto industry. (20526) According to Great Wall's data after two quarters of 2022, Great Wall's NEV research and development is still dominated by the minicab market. After the withdrawal of national support policies, the development speed and core competitive technology of Great Wall Motor's NEV are also stuck in a bottleneck. Regulators also say they expect more technical assistance from the government. For traditional fuel vehicle enterprises, the relevant national support policies are bound to be a powerful and irreplaceable booster, but if the start-up device of enterprises lacks power support, they will still struggle in the future development of NEV.

6. Conclusion – Based on the relevant theories of industrial policy evaluation, this paper comprehensively evaluates the relevant policies of the central government in the field of NEV, focusing on the connection between policies and enterprises. As an emerging industry, the development of NEV depends on the guidance and promotion of government policies. Especially for the traditional fuel automobile manufacturers, their policy judgment and strategic decisions play a key role in overcoming all kinds of difficulties, breaking through some inherent restrictions and occupying a place in the new field of market competition. In this paper, the case analysis method is used to analyze and summarize the policy making process of Great Wall Motor NEV, so as to identify the core purpose and actual effect of the policy more objectively. On the other hand, combined with the interview method, the first-hand data and materials obtained make the conclusion more objective and truer. Combining subjective conclusions with objective data will make the evaluation of new energy policy more scientific and reasonable. Different types of policy tools will also have different actual impacts and effects. Only comprehensive analysis and combined use of policy measures can help NEV enterprises go faster and farther in the process of market competition. The government's mandatory policy tools in the field of NEV, such as the CAFC&NEV Credit Regulation, can better promote the implementation of national strategies. The government's encouragement policies on the supply-side and demand-side also encourage enterprises to increase R&D investment, introduce talents, and improve the R&D level of NEV. Great Wall Motor Company's transformation from a traditional fuel vehicle manufacturer to a successful NEV manufacturer is a good example of the positive effects of the policy. There are still many problems in the future development of Great Wall Motor, and corresponding adjustments can be made to this policy. For example, third-party regulatory agencies should be introduced to record and calculate the use of subsidy funds and make them public regularly, or third-party evaluation agencies should be entrusted to evaluate the production capacity of enterprises before and after receiving subsidies to judge whether the subsidies are effectively used. In addition, increase communication with enterprises, eliminate enterprise hype awareness, correct enterprises only strategic catering to the policy behavior. Let enterprises truly feel the inevitable advantages brought by policies, clarify the guidance of subsidy policies, improve product quality awareness, and realize the sustainable development. In short, for enterprises, they should take the initiative to tap their internal resources, and formulate effective countermeasures to adapt to the development of the external environment. For policy makers, based on the actual effects of policies, they should timely communicate and reflect with enterprises and constantly adjust policies and measures to ensure the actual implementation of policies. It is also the original intention and goal of policy making to provide sustained impetus for national economic production.

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Luoyang Normal College.2022(05):53-60 [12] Wang Huifang, Shi Shuling. Research on the Current Situation and Optimization Strategy of NEV Policy in China [J]. Modern industrial economy and information technology.2021(09):96-98. Appendix: 1 Summary of policy combing (Yellow base: Supply-side, Blue base: Demand-side)

Interpretations Of the Theme of War in Modern Feature Movie (On the Example of Modern Uzbek Feature Films)

Aziz A. Matyakubov

Doctoral student, Institute of Art Studies of the Academy of Sciences of the Republic of Uzbekistan, Tashkent, Uzbekistan

Abstract: The article analyses Uzbek feature films created in recent years on the theme of the Second World War, examines trends in the coverage of this topic during the period of independence, as well as creative searches conducted to identify the theme of the war, its achievements and shortcomings. The subject of the analysis was the feature films "Berlin-Akkurgan", "Ilkhak" and "101".

Keywords: the theme is the Second World War, hero, feature film, the period of independence, domestic cinema, idea

Introduction: The theme of the Second World War has a significant place in the filmography of Uzbek cinema. We have more than 30 feature films on the subject since 1941, when the Nazis began attacking the countries of the former Soviet Union. Although Uzbek cinema has many years of experience in covering the war, it must be acknowledged that a large proportion of it (90 percent of the 30 films) dates back to pre-independence times. Restoration of historical memory of Uzbek cinema in the last 4-5 years [1], after the task of accelerating the study of our history during the Second World War [2], the theme of the Second World War is once again becoming one of the topical themes in our national cinema. If between 1991 and 2018, only Vatan (2006) brought the war theme to the forefront, in the last four years alone, three films – "Berlin- Akkurgan", "Ilhaq", and "101" – have focused on the war from different angles. The main results and findings – The fact that after a long break, the theme of war is being addressed again in our national cinema, in general, in today's period of socio-political changes, special attention is paid to the coverage of war, which, in turn, requires clarification of certain issues. First, how should the theme of the Second World War be understood during independence!? For example, Soviet-era war films "adhere to a single ideology, have an educational function, the role of the Communist Party in defeating the enemy, the unity of the Soviet people and the Communist Party, the leadership of the patriotic spirit, heroism and humanity in the image of the Soviet man" [5; 160] prevailed. Now, from today's point of view, which aspects of World War II are worth exploring? For the first time in the history of war-themed Uzbek feature films, Berlin-Akkurgan (directed by Z. Musakov, 2018) was a war, and an attempt was made to observe the political and ideological views of the war years and their impact on society from an independent position. State and public figures, who are important political figures, were selected as a means of revealing this. In particular, the portrayal of two great figures in world history – Adolf Hitler and Joseph Stalin – as participants in the events, was one of the bold steps taken in Uzbek cinema during the independence period. Because in their image there is an attempt to investigate the huge processes that took place in the field of pre-war world politics. It is noteworthy that in the film there is a one-sided attitude that the supporters of the fascist ideology are to blame for the tragedies of the war years and the tragedies that befell the people, rather, it was revealed through appropriate episodes that the harsh policies pursued in the USSR also had a strong impact. At the same time, it is up to the viewer to draw conclusions about the actions of both positions. If in the Uzbek feature films on the war in the Soviet era, the fascist movement was understood only against the background of the attitude of the Soviet people to them, what they said and described about them, the film "Berlin-Akkurgan" put an end to this stereotype, and the representatives of the enemy

were brought out as a separate person, a separate destiny and a separate hero. The audience was told what the Nazis were thinking, dreaming and planning in their own language. In the feature film "Ilkhaq" (directed by J. Ahmedov, 2020) the processes that took place in thousands of Uzbek homes during the war years – losses, shortcomings, the persecution of constant mental anguish was revealed in the example of the family of Zulfiya Aya, who sent her five young sons to the front and lost them. In this picture, too, the terrible traces of the politics of the time left in the lives of ordinary people, the fate of those who lost their humanity under the influence of war and tried to preserve it, in general, various aspects of front or life were illuminated in the old form but in a new context. The novelty of the content is that the film boldly shows what the wartime ideology actually was and what the tragic consequences of cult of personality would lead to. One such relationship is observed in the conversation between the captive Ishaqjon and the fascist commander. In this episode, on the one hand, if the tragedy of the Soviet government, including Stalin's atrocities against the Uzbeks, is described in real enemy language, on the other hand, Isaac's statement that he came to the war not for Stalin but for his mother and family reveals the fact that our national position is represented. In particular, under the words of the heroes of previous Uzbek films, such as "for the motherland, for freedom", and in his background, the expression of allegiance to the government and the party led to the fact that now the heroes declare that their families have entered the war for peace, from the threshold of the homeland, starting from the family means that loyalty and devotion to the family is true patriotism. In addition, the film "Everything for the front!" "Patriotism and devotion" carried out under lofty slogans such as it is also pointed out that in fact the people were in exchange for the last loaf of bread. In the feature film "101" on the theme of World War II, the task was to show the spiritual victory of 101 Uzbek young men, aimed at restoring historical memory and turning it into an experimental weapon in a special concentration camp. On the fate of captive soldiers in our national cinema "Sons of the Fatherland" (directed by L. Fayziev, 1968), "Fatherland" (directed by Z. Musakov, 2005) in films and partly in "Unforgettable Song" (directed by R. Botirov, 1974), "The Story of Two Soldiers" (directed by Z. Sobitov, 1976). Accordingly, although the film "101" does not bring a new direction to the war, it focuses on the issue. In particular, in earlier films, the life of the concentration camps was mainly aimed at exposing the torture of soldiers and thus the oppression of the Nazis, the events of 101 with the Uzbek captives were aimed at interpreting them as great brave heroes. Second, what should be the main purpose of conveying the events of the war years to today's generation? In the film "Berlin-Akkurgan" the leader is to inform about the realities of history by showing the fate of people during the war years. In the film "Ilhaq", depicting the difficult days of the war, our people need to appreciate our peaceful life today, immortalizing the memory of our ancestors who died in the battles of the front, as well as our faithful grandmothers, such as Zulfiya Aya, who became a great hero on the front. In 101, attention was paid to reflecting the great courage of the Uzbek youth in the Amersfoort concentration camp to thwart Hitler's plans. Third, what heroes are needed to bring out the role and significance of the Uzbek people in the Second World War? Although the film "Berlin-Akkurgan" does not emphasize the extraordinary contribution of the Uzbek people to the victory or the courage of the war, one of the film's protagonists, Kozivoy Shodiev (Hasan Shuhratov), fought the Nazis as a sniper. However, some of the qualities of the protagonist's character give rise to two different controversies about him. The first is that the signs of extreme simplicity in Lamb's behavior and speech are so exaggerated that, at first glance, it is possible to accept him as a genius. But if we take into account the individual directing style and similar character paints given to other heroes, the strange aspects of Lamb's character can be understood as a natural element used in the stylistics of the film. The subtlety of the matter is that the example of our ancestors who fought in the Second World War, such as the image of the Lamb, has a heroic character, can we offer the place of the hero who fought valiantly against the enemy among the Uzbek guys? The second is that he is not a hero with a strong intellect and deep insight, as an Uzbek young man who defeated the Nazis – although there are many typical representatives who have such qualities – perhaps the fact that a simple young man from the village was chosen leads to the conclusion that even an Uzbek dali-gulu like Kozivoy could touch the hearts of the fascists and exert their influence. The main achievement of Ilhaq is that the protagonists are generalized... The image of the mother in the film is not just the image of Zulfiya Zokirova. The scale of the

problem and the complexity of the image were the factors that embodied the mother as the epitome of all Uzbek mothers. In a word, the mother as a generalized image is a symbol of the mother nation, watching her children on the front, the image of the Uzbek people, who saw behind the front no less suffering than on the front! And the five sons are extraordinary manifestations of courage that show the great power of this great nation! [6; 5]. Such generalized qualities can also be found in the images of Mardon Rais, Mels, Zarifa, Chori. The concept of the protagonist in the film "101" is not as an individual, rather, it would be more accurate to see it as a community of people united in the pursuit of a common goal, that is, fighting to the last bullet in the Battle of Smolensk, all 101 Uzbek soldiers captured by the Nazis and able to maintain their humanity until the last moment are in fact one hero. Perhaps this is why none of the young soldiers were given individual character, special qualities that set them apart from others, and purposeful biographical episodes that introduce them to the audience. However, the lack of sufficient resources to substantiate such an approach in the film and the lack of research on the form of interpretation needed to portray 101 young men as the sole protagonist have left the film's idea insufficiently revealing in terms of content. In addition, the example of the film "101" shows that young actors need to develop skills on the theme of war. Fourth, what forms are more effective in covering the theme of World War II? "Compared to Soviet-era films, the military films of the last decade differ in form and sharpness of expression. A key factor in this trend is the directors' desire to achieve the realities of life and to portray the scenes of war as real, not as embellished with Soviet ideology" [3; 230]. In the film "Berlin-Akkurgan" an unusual form of coverage of the war is chosen. From the very first episode, the author likens the unique memories of the war to a dry one, which can be taken as a direct reference to the form chosen for the film. Indeed, at first glance, the events of the film seem to be quite scattered and consist of various episodes resembling a dry one built on a different chronology. However, the events of the film are built on a coherent plot with a clear composition. Simply because the film has an independent structure, but there are three lines that are logically connected to each other, the events may seem a bit confusing at first. The first line that makes up the overall composition of the film should be called the "Leadership Line". Two states on this line – Adolf Hitler, Henry Himmler, Joseph Goebbels, Rudolf Ges, who 6 million 551 thousand people, about 1 million 951 thousand people were mobilized from our country to belonged to Nazi Germany, Representatives of a group consisting of German Gerring, as well as a plot line with the image of Joseph Stalin, Maxim Litvinov, Alexander Poskryobishev, Vyacheslav Scriabin (Molotov), members of the leadership of the USSR. The second line is the "Line of Intellectuals", which tells the story of such intellectuals as Vsevolod Meyerhold, Mikhail Chekhov, Zinaida Ray, Maryam Yakubova. Finally, the third line is "Ordinary People", which covers the events associated with the family of Kozivoy Shodiev and Klaus Kyostling. These three lines – "Leadership", "Intellectuals" and "Ordinary People" intersected during the filming of the film and became a coherent plot chain. This form chosen for the film allowed for a wide coverage of the processes of the war years in the example of different strata and circles. That's why in the film, we encounter the image of ordinary people like Kozivoy, who lives in remote villages, ranging from big politicians who ignited the war. It is also worth noting the formal research on "Color" and "Chronicle" used in the film. For example, the black-and- white and color frames used in the film need to be analyzed based directly on the content of the episodes. It should be noted that all the politically significant episodes in the film are in black and white, and the episodes, which are full of sincere and kind relationships, are expressed in colorful frames. The use of chronicles also stems from the formal-semantic expression of the film. In fact, the use of documentary chronicles in a feature film is at risk of creating an artificiality in the development of film art and events, most likely, however, the chronicle images used in Berlin-Akkurgan served as an additional medium to complement the content of the protagonists and events. Another form-stylistic aspect of the film is that the events are accompanied by humorous and comic situations in the general environment. This can be taken as a means of ensuring the dynamics of the plot against the background of serious processes and tragic events related to the tragedies of the Second World War, and as a satirical attitude to the politics of that period. The events of the film "Ilkhaq" do not have the same complex composition as in "Berlin- Akkurgan", but use the traditional form. Zulfiya Aya, who lost her husband and raised five sons, is happy in her family, and the war, which had begun unexpectedly, cast a shadow over

these happy days, drawing Aya's children one by one into the trap of war. At the end of the event, the war was declared over and victory was announced, Zulfiya Aya sees this victory as a mourning for the death of her five children. In Soviet-era World War II films, while the victory was greeted with great solemnity and joy, Ilkhaq showed an individual attitude to it. That is, the victory in the war was in fact reflected in the millions of victims and members of hundreds of thousands of families scattered like Zulfiya Ayaniki. The simple and coherent form of the film's events made it possible to accept and understand them without too much difficulty. In addition, the family of the honest and aristocratic Zulfiya Zokirova, the puppet of the politics of the time, Mardon Rais, his selfish and fugitive son, Mels, could not bear the hardships, despite the fact that Zarifa had entered the path of betrayal and was physically crippled, the fact that the plot lines associated with the images of the courier Chori, who undertook the most arduous task, were united in a single goal path served the integrity of the events. The importance of research in the broadest sense of the word in the film can be seen even more clearly in the case of 101. The fact that "101" did not take into account this aspect and did not find the necessary form, seriously overshadowed the success of the film. First of all, the poor mastery of the material on the subject in the film led to the artificiality of the entourage, the non-vitality of the behavior of the protagonists, the violation of the logic of events. There is also a need for narration in places where the film does not feel the need to fill the visual solution with content, and where the image itself can fully convey the desired meaning, the abundance of over-the-counter comments and commentary also significantly reduced the film's artistic value. Although the events of the film are covered by today's man's recollection of the events of the war years, the narrative tool has not been used in a cinematic style. In the absence of sufficient knowledge and imagination to shoot a film on the subject of war, the traditional style is resorted to, i.e., the transition to showing historical stamps about the war that have survived in the public consciousness [4; 211]. In "101" the same path was followed in almost every episode. Fifth, what national characteristics should be taken into account when creating the image of the Second World War? In the film "Berlin-Akkurgan" the wife and daughter of the man who was cast as an "enemy of the people", although they are under strict control, the Uzbek family's warm welcome and treatment of them as a family reflected the mentality of the Uzbek people. "Ilhaq" is a film made entirely in the national style. This can be seen from three different angles. The first is in the exterior decoration, which consists of decorations and dresses. The second is in tradition and lifestyle. The third is, of course, expressed in the character of the heroes. The relationship between the young men led by Hashim, who worked as a teacher before the war in the film "101", and the open prayers for their dead comrades, despite the fact that the Nazis were deliberately left hungry for a propaganda film, national characteristics emerged in cases where the bread thrown at them was put on their foreheads and they knew the saint.

Conclusion: According to new data, during the Second World War, the total population of Uzbekistan was the war, and more than 538 thousand of them died in battles, more than 158 thousand were lost. How bravely they fought in the flames of war, how brave they were in the victories and battles against fascism, that more than 200,000 of our soldiers and officers were awarded state military awards, 301 Uzbek boys recognized as Heroes of the Soviet Union, as well as 70 of our compatriots awarded the Order of Slava [2]. Restoring the memory of such brave ancestors, passing on to future generations about the Heroes from ordinary Uzbek families and, most importantly, revealing the importance of a peaceful life, showing the terrible consequences of the war, is one of the important tasks of our national cinema. "War remains a popular topic for feature films" in world cinema [7; 7]. Therefore, the study and research of Uzbek feature films on the war is always relevant.

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The Relationship between Despotic Leadership and Employee Outcomes: An Empirical Study from Pakistan

Hafiz Ghufan Ali Khan

Assistant Professor, Faculty of Management Sciences, International Islamic University,
Islamabad, Pakistan

Abstract: Through emotional exhaustion, this study empirically tests followers' behavioral responses to autocratic leaders. The current research focuses on effects caused by despotic leadership on followers' emotional exhaustion, which leads to employee outcomes such as interpersonal deviances and indirect aggression. The association between despotic leadership and results (employee interpersonal deviance and indirect violence) is investigated in this study. In this study, emotional exhaustion is used as a mediator. Furthermore, negative affectivity is used as a moderator between despotic leadership and emotional exhaustion. A time-lagged framework is employed with a sample of 255 respondents. Age, qualification, marital status, gender, grade, type of organization, department, and job experience are among the eight demographical questions in this study. After evaluating the data for normality, correlation analysis was performed, followed by moderation and mediation analysis. The current study explores the link between despotic leadership and emotional exhaustion among followers, arguing that a despotic leader will leave followers exhausted at work. Emotional exhaustion was also linked to interpersonal deviances, such as indirect aggression, in a significant and positive way. Employee outcomes, such as interpersonal deviances and indirect aggressiveness through emotional exhaustion, will be influenced by a despotic leader, according to the findings.

Keywords: Despotic Leadership, Emotional Exhaustion, Interpersonal Deviances, Indirect Aggression

JEL Classification Code: C32, E24, D91, M10

1 Introduction: Leadership plays a crucial role not only in groups but also in organizations and societies. Leadership successes are organizations' success, and when it goes wrong organizations suffer, and armies are defeated (Khan et al., 2022; Nurani et al., 2021; Thorough good et al., 2018). Previously various researchers have explored productive leadership (Wei et al., 2016) but very few studies highlighted the darker side of leadership (Naseer et al., 2016). Baumeister et al. (2001) elaborated that in the course of social interaction negative events have a far greater impact than positive ones. To get a precise view of leadership, organizations need to consider the negative leadership as it may affect the follower's efficiency and growth. Extant research has stressed the significance of the dark side of leadership (Kawiana et al., 2021; Paais & Pattiruhu, 2020; Pancasila et al., 2020; Saleh et al., 2022; Mackey et al., 2019; Neves & Schyns, 2018; Thorough good et al., 2018; Naseer et al., 2016; Spain et al., 2016). A systematic analysis by Mackey et al. (2019) revealed that darker side of leadership has a constructive effect on organizational deviance. Previous studies also explored the influence of the dark side of leadership on the satisfaction of followers, their well-being (Spain et al., 2016), as well as their mental health. Leaders are very costly for organizations, and administrations lose an average of \$500,000 to \$3,000,000 budget in contradiction of anyone disrupted leader (Russell, 2001). Business indignities like that of Enron also show the importance of leadership and how a darker leadership can result in damaging effects for the employees as well as the company. The trio typology of the dark side of leadership proposed by Einarsen et al. (2007) consisted of a) tyrannical leadership, b) derailed leadership, and c) supportive-disloyal leadership. There are eight different leadership groups: restrictive, exploitative, laissez faire, despotic, failed, avoiding (active), avoiding (passive) and insincere leadership.

Among these despotic leadership (DL) is defined as “the type of leader behaviors which are specifically engrossed on attainment sovereignty and domination, and are stirred by a leader's interests, arrogance, scheming, and intolerance” (Bass, 1990). This style of leadership is eminent among all other categories (Schilling, 2009). It is comparatively a new concept and requires further investigation (Schyns & Schilling, 2013). These types of frontrunners bound contribution from their followers, especially in the decision-making process, and focus on working for their interests (De Hoogh & Den Harton, 2008) moral corruption and misconduct. The impact of the social responsibility of leaders on the performance of top management and the optimism of followers via the despotic leadership style (De Hoogh & Den Harton, 2008). They called for a further empirical investigation on understanding the role of despotic leaders in influencing individuals and affecting the outcomes of organizations. Furthermore, Naseer et al. (2016) tested the interaction between leader-member exchanges (LMX), Despotic Leaders, and organizational politics to determine employee outcomes and found that DL is damaging to employees. Furthermore, they insisted on other models and more research to magnify despotic leadership styles in organizations. Another research by Simões (2016) showed that both ethical and despotic leadership affect the emotions of employees either positively or negatively which eventually influences the work engagement of employees. The association between helping behavior and Islamic work ethic is elaborated under the despotic leadership style as personal attributes stimulate them to help their colleagues Erkutlu and Chafra (2018) demonstrated that the association between despotic leadership and employees' organizational deviance is mediated by organizational identification, moreover, the affiliation between DL and organizational deviance of employees via organizational identification is moderated by value congruence. Nauman and Fatima (2018) established that Despotic leadership augments the work-family conflict among employees. Syed et al. (2019) stated that Despotic Leadership spurs bullying behavior among nurses via moral emotions. All these researches emphasize one more examination of the despotic leadership style and its consequences (Erkutlu & Chafra, 2018; Rasool et al., 2018). So, this current study is addressing these gaps by scrutinizing the influence of DL on interpersonal deviance and indirect aggression of employees via emotional exhaustion.

2. Literature Review:

2.1. Conservation of Resources Theory (COR) - This study investigates the effect of despotic leadership on employee outcomes with moderated mediation model under the lens of COR theory. COR has concluded a framework for understanding the methods which are involved in an experience, management, and becoming resistant to continuing stress (Hobföll, 1989). According to (Hobföll, 2001) COR theory recognizes some conditions, which give threaten or diminish resources that are empirically stressing. It is an environmental theory consisting of many levels which seek in understanding the nesting of individuals among their communities, families, and cultures. In specific, the loss of resources is a major predictor of psychological stress period to stir natural disasters. Therefore, the suggestion of COR theory is, that those individuals who have faced leadership's dark nature due to resource loss are more vulnerable to suffering from emotional over- exhaustion. According to Hobföll (2001), COR theory's basic principle is that “individuals struggle to preserve, guard, and foster those things which they value”. Hence, according to (Halbesleben et al., 2014; Hobföll, 1989) COR philosophers have portrayed individuals to be very highly proactive to the loss of valued resources. Thus, the current study explained how employees move towards emotional exhaustion due to despotic leadership which further leads to individual outcomes (interpersonal deviance and indirect aggression).

2.2 Despotic Leadership (DL) and Outcome of Employees – 2.2.1 Despotic Leadership (DL) and Interpersonal Deviance of Employees: Despotic leaders possess an authoritative style, are much interested in personal interests, and try to exploit their followers as much as possible (Asad et al., 2022; Aronson, 2001). These leaders have an unambiguous style of leadership as they are very demanding, scheming, and behave heartlessly and egoistically toward their assistants/juniors, and also, they require very unthinking compliance from their underlings (Schilling, 2009). Leaders devouring this leadership style exercise a high-power distance over their juniors and try to solidify their power over their assistants (Naseer et al., 2016). Thus, this type of behavior from the supervisory side might lead to interpersonal deviance among followers. Members of an organization can evaluate their worth based on signals they receive throughout their interactions with supervisors. Employees will feel competent and appreciated if supervisors' routine acts and statements

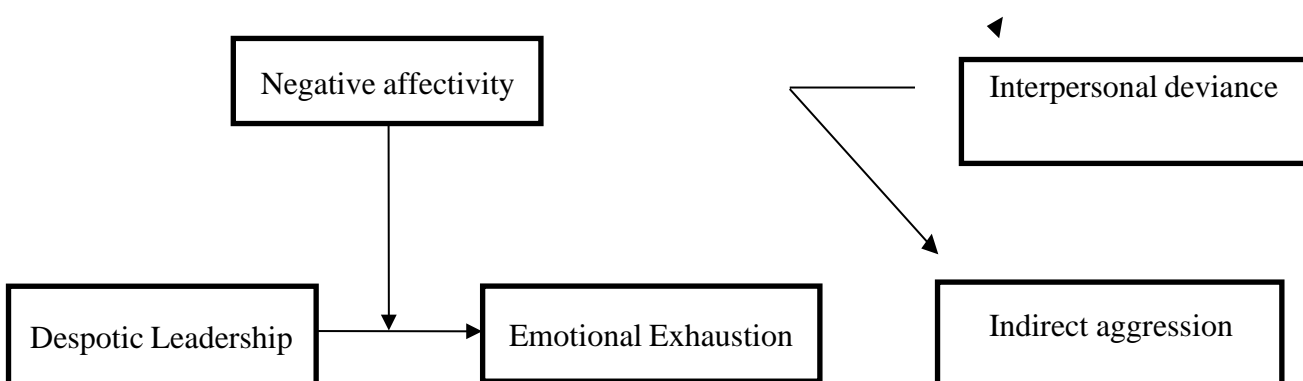
during encounters with their employees convey the idea that they are required and useful for the firm. Contradictory to this, employees will involve in corrupt or immoral practices when they perceive that they are being treated dishonorably, therefore, we conclude that employees working under despotic leaders will be more attracted to corrupt or immoral behaviors. The long-lasting pounding may result in the abused assistants with a decreased energy to carry out tasks. According to the fundamental principle of COR theory "People endeavor to hold, secure, and cultivate those things that they esteem" (Hobföll, 2001). In accordance, COR researchers have exposed people as exceptionally sensitive to damaged resources that are of esteem worth (Hobföll, 1989; Halbesleben et al., 2014). Conservation of Resource theory of stress proposes a structure to see how intercessions are intended to re-establish the mental resources of employees that can expand employees' viability and boost the achievement of large organizational outcomes. Thus, we hypothesize that: **H1a:** Despotic leadership is positively related to employee interpersonal deviance. **2.2.2 Despotic Leadership and Indirect Aggression** – Baron et al., (1999) while identifying various facets (personal and social) of workplace aggression unveiled that covert or indirect forms of aggression are more prevalent in the workplace as compared to overt aggression. Heightened social intelligence decreases inclination towards direct physical or verbal aggression instead when people are more socially intelligent and lack empathy they indulge in indirect aggression where high empathy encourages conflict resolution. The reciprocal nature of workplace aggression specifies that employees indulge in aggressive behaviors after experiencing or witnessing mistreatment and aggression either by a supervisor/or coworker (Hershcovis & Barling, 2010). Experienced aggression at the workplace has severe implications on the target such that they have lower psychological well-being, depleted emotional and cognitive resources, and higher levels of fear, anxiety, and distress (Hershcovis & Barling, 2010). When leaders employ tactics to gain personal appreciation and supremacy such as derogating others and achieving one's own goals by outlaying others then their coworkers and subordinates turn against them. Despotic leadership has four typical manifestations (De Hoogh & Den Hartog, 2008). Aggression begets aggression, it is most likely that followers of despotic leaders respond to their aggressive and exploitative behaviors aggressively. Conversely, revenge and retaliation literature advocates that individuals avoid getting even against high-status offenders due to fear of counter retaliation. Retaliation against a dark supervisor is a function of the supervisor's power and individual's self-control; thus, when supervisors possess high power and control over resources, then direct aggression is less likely to occur. Thus, we propose that interpersonal provocations and transgressions of despotic leaders would urge followers to retaliate against them, but instead of directly confronting them, followers will opt for indirect aggression to minimize the risk of counter retaliation. Since previous literature on workplace mistreatment suggests that supervisory mistreatment induces feelings of aggression, anger, and anxiety in employees, which affect their behaviors such that they respond aggressively and show deviance thus, it is expected that followers of despotic leaders respond aggressively to them but to save themselves from curse and exploitation of such leaders they would try to harm them circuitously and would indulge in indirect aggression. Therefore; **H1b:** Despotic Leadership is positively associated with indirect aggression.

2.3 Despotic Leadership and Employees Emotional Exhaustion: Despotic leadership acts as a relational stressor that intimidates reasoning, mental, and sensitive resources. Hobföll (2001) distinguishes numerous sorts of activities that offset resources disaster or help in gaining new resources. COR hypothesizes that people look to keep up physical and mental properties, and when resources are debilitated or exhausted, it increases levels of stress, and employee withdrawal, as proven by absenteeism, might be watched (Bakker et al., 2003). Hence; **H2:** Despotic leadership is positively associated with emotional exhaustion. **2.4 Emotional Exhaustion of Employees & Employees' Outcomes – 2.4.1 Emotional Exhaustion and Interpersonal Deviance of Employees** - According to COR theory, when a person's limited resources are depleted or threatened by a prospective loss, they may develop emotional weariness, prompting them to seek immediate relief. Employees frequently participate in such behavior (interpersonal deviance) to relieve stress at work (Lim & Teo, 2005). Thus, I proposed that **H3a:** Emotional exhaustion is positively associated with employee interpersonal deviance. **2.4.2 Emotional Exhaustion and Indirect Aggression of Employees:** Covert or indirect aggressive

behaviors include manipulating the target’s social relations to harm him/her, gossiping about the target, spreading rumors about the target, or utilizing any other means which doesn’t involve confrontation with the target. Such a form of aggression is most suitable when there is an increased threat of counter retaliation or confrontation from the target. The existing literature reports that the aggressive behavior of supervisors and employees generally results in the emotional exhaustion of target employees (Merecz et al., 2009). Moreover, the vice versa can also happen as the emotionally exhausted generally employees emotionally become impulsive to indulge in aggressive behavior towards other organizational members. Moreover, Zaczyk et al. (2018) recently studied the Polish nurses and established a positive association between emotional exhaustion and workplace aggression. **H3b:** Emotional exhaustion is positively related to employee indirect aggression.

2.5 Mediating Role of Emotional Exhaustion: DL results in creating undesirable and offended responses among people in a way that their judgment of interaction is of a very poor quality (Nguyen, 2021). Hobföll (1989) in his theory of COR, stated that people have a tendency to procure, keep up, and save resources, for example, time and vitality. As it may, people encounter mental pressure when faced with the risk of the misfortune of resources, real loss, or an inability to recover assets following an investment. Employees under despotic leadership are probably going to encounter a real loss of esteemed assets or perceive a risk of asset loss because of the despotic behavior of their superior. We draw on COR theory (Hobföll, 1989) as a basis for theorizing how and why despotic leadership may influence emotional exhaustion and will lead to follower outcomes. When individuals experience continuous losses like despotic leadership, they come to suffer from resource loss, so they feel emotionally exhausted like that ultimately leads to interpersonal deviance. Therefore, present study expects the effect of despotic leadership and followers’ interpersonal deviance to be mediated by emotional exhaustion. Therefore, we predict that **H4a:** Emotional exhaustion of employees is mediating the association between Despotic Leadership (DL) and interpersonal deviance. **H4b:** Emotional exhaustion of employees is mediating the association between (DL) & indirect aggression.

2.6 Moderating Role of Negative Affectivity: Negative affectivity is a term that describes a person’s proclivity for negative feelings and worry (Watson & Clark, 1984). Previous studies showed that individual qualities influence how people interpret and respond to events in their surroundings (Raja & Johns, 2010). Negative affectivity is well studied feature that relates to the overall dimension of subjective distress, negative engagement, and the degree to which one feels upset or unpleasantly stimulated in general (Watson & Clark, 1984). Individuals with high NA score tend to dwell on the negative aspects of life and have a pessimistic view of their surroundings and are more likely to face and create constraints. Therefore, it is hypothesized that; (Figure 1). **H5:** Negative Affectivity (NA) will moderate the negative association between (DL) & employee emotional exhaustion so that the connection will be stronger when



3. Research Methods and Materials –

3.1. Sampling: The current research employs a quantitative research design, in which a survey method

was engaged, and responses were collected by utilizing already developed valid instruments. Personal & professional possessions were utilized to generate data for the study variables, including Despotic Leadership (IV), Negative affectivity (Mod), Emotional Exhaustion (Med), interpersonal deviance, and Indirect Aggression (DVs). Despotic Leadership was measured by six items by De Hoogh and Den Hartog (2008), NA by ten items scale by Watson et al. (1988), Emotional Exhaustion by nine items by Maslach and Jackson (1981), Interpersonal Deviance by six items by Aquino et al. (1999) and Indirect Aggression twelve items by Björkqvist et al. (2000). The current study's populations are employees employed mainly in public sector organizations based in Islamabad. Data has been collected from employees of ministries, divisions, and Negative Affectivity (NA) is higher services sectors by using a convenient non-probability sampling procedure. As this study aimed at capturing emotional responses and corresponding behaviors of employees' working under despotic leaders, therefore, respondents constituted a diverse sample of employees working in various organizations at different managerial levels. Research questionnaires were developed to collect data from respondents. Responses were obtained on existing validated instruments, and self-administered questionnaires were distributed to obtain the responses. Deploying a time-lagged design, respondents who participated in the study at time T1 were again contacted at time T2 and time T3 to get their views on respective research constructs. All the responses are self-reported where they rated for their leader's behaviors, their own affective reactions, emotional exhaustion, and behaviors. The current research employed a time-lagged research design (e.g., T3), and specifically, two sources, either from the focal persons reported or the peer-reported. Boomsma (1983) argued that a 200-300 sample size is considerable for a time-lagged or longitudinal study. Therefore, the sample size of the current research is 255 respondents. **3.2. Data Coding** – For analyzing the SPSS analysis software, the first requirement is to enter data in the datasheet. In which every response has a specific numerical value. This research consisted of 8 demographics, namely age (1 = 21- 25 years, 3: 31-35 Years 2: 26-30 Years), gender (2: Female, 1: Male), qualification (1: Graduate/Master, 2 for MPhil, & 3: Ph.D.), marital status (2: Married & 1: Unmarried), type of organizations (Government; 1, 3: Private, 2: Semi-Government &), dept. (2: Administration & 1: Faculty, 3: Others), grade (1: < = 16 or 16, 2: 17 & 18, 3: 19 & above), and 4: 41 & above and work experience (1 :1- 5 years, 2: 6-10 Years, 3: 11-15 years, 4: 16-20 Years, 5: 21& above).

3.3. Data Screening: Data entering in this software requires a detailed and thorough screening before initiating the analysis process. This study's datasheet does not consist of any missing values or outliers.

4. Results:

4.1. Normality Test – Range of values for normality test in kurtosis & skewness must be within the range of -3 to +3.

The results are shown in Table 1.

Table 1. Skewness and Kurtosis

Variables	Skewness	Kurtosis
Despotic Leadership (DL)	-0.22	-1.76
Negative affectivity	-1.11	0.42
Emotional exhaustion	0.30	-1.39
Interpersonal deviance	-0.06	-1.51
Indirect aggression	-0.28	-1.36

Results in Table 2 stated that despotic leadership has a negative correlation with negative affectivity ($r = -0.15$, $p < 0.01$), while positively associated with emotional exhaustion ($r = 0.39$) interpersonal deviance ($r = 0.48$) and indirect aggression ($r = 0.56$). Negative affectivity negatively associated with emotional exhaustion ($r = -0.20$) interpersonal deviance ($r = -0.06$, $p = ns$), and indirect aggression ($r = 0.05$, $p = ns$). Emotional exhaustion +ive correlated with interpersonal deviance ($r = 0.44$) & indirect aggression ($r = 0.36$). Interpersonal deviance is positively connected with indirect aggression ($r = 0.55$).

Table 2: Correlations

no		Mean	1	2	3	4	5
1	Despotic leadership	4.71	(.71)				
2	Negative affectivity	5.19	-.15**	(.76)			
3	Emotional exhaustion	4.90	.39**	-.20**	(.70)		
4	Interpersonal deviance	4.21	.48**	-.06	.44**	(.74)	
5	Indirect aggression	4.14	.56**	.05	.36**	.55**	(.75)

n = 255; alpha reliabilities are presented in parentheses, *p < 0.05, **p < 0.01. Table 3 shows the results of regression for both the direct and mediational hypotheses (H1a, H2, H3a, H4a). Despotic leadership is positively connected with interpersonal deviance (B=.51, p< .001) and emotional exhaustion (B=.58, p< .001). Also, EE is positively linked with the ID of employees (B=.28, p< .001). The current research results show support for H3a, H2 & H1a. Hence, these are supported. Despotic leadership has a significant in-direct influence on interpersonal deviance through emotional exhaustion. For testing the mediation effect, we consider the bootstrap estimate and confidence interval of 95%. Where the effect is significant when both intervals (UL and LL do not contain zero. Hence, the Table 4.5 show that the indirect effect not containing zero (indirect effect = 0.16 Lower Limit= .08, Upper Limit= .26).

Therefore, Hypothesis 4a is also accepted.

Table 3: Mediating Role of emotional exhaustion

	Variable	B	B	SE	T	P
	Despotic leader → interpersonal deviance	.30	.51	.07	7.44	.00
	Despotic leader → emotional exhaustion	.15	.58	.07	7.93	.00
	Emotional exhaustion → interpersonal deviance	.30	.28	.05	6.06	.001
Bootstrap results for indirect effects						
		M	SE	LL95% CI	UL95% CI	
Effect	Emotional exhaustion	.16	.05	.05	.08	.26

n= 255 Table 4 shows the regression for direct and mediation hypotheses (H1b, H2, H3b, H4b). Despotic leadership is positively connected with in-direct aggression (B=.39, p< .001) and emotional exhaustion (B=.58, p< .001). Emotional exhaustion is positively linked with indirect aggression (B=.09, p< .001). This research results provide support for H1b, H2, and H3b. Hence, study hypotheses (H1b, H2, and H3b) are also supported. Despotic leadership has a significant in-direct effect in-direct aggression through emotional exhaustion. Also, the Table 4.4 demonstrate the in-direct effect not containing zero (indirect

effect = 0.05 Lower Limit = .01, Upper Limit= .10). Therefore, Hypothesis 4b is also accepted.

Table 4: Mediating Role of emotional exhaustion

Variable	R ²	B	SE	T	P
Despotic leaders' → indirect aggression	.34	.39	.04	10.44	.000
Despotic leader → emotional exhaustion	.15	.57	.07	7.93	.000
Emotional exhaustion → indirect aggression	.34	.09	.03	3.55	.001
Bootstrap results for indirect effects					
		M	SE	LL	UL
				95% CI	95% CI
Effect	Emotional exhaustion	.05	.02	.01	.10

Note: n= 255. Bootstrap sample size = 5000. Unstandardized regression coefficients. Hypothesis 5 is that negative affectivity moderates the association among DL and EE of employees. Table 5 reveals that the interaction-term of despotic leadership * negative affectivity have significant influence on emotional exhaustion (B =.31, SE = .09, p <.05). The conditional direct effect of DL on EE also varies across the various levels of negative affectivity verified via bootstrap results (see Table 4). After plotting the significant connections for below & above scores of Standard Deviation of the mean of the moderator. The positive association between DL and EE was stronger when negative affectivity was high ($\beta = 0.48$, p < .01) while it was weaker while negative affectivity was – low ($\beta = 0.42$).

Table 5: Moderation Results

Predictors	Emotional Exhaustion				
	R ²	Estimate	SE	LLCI	UL CI
Stepno.1	.20				
Const.		10.96**	2.11	6.80	15.11

(DL)		- 1. 16 ** *	. 4 8	- 2.1 1	- .2 1
Negative affectivity (NA)		- 1. 57 **	. 3 8	- 2.3 1	- .8 3
Step 2	.03				
DL x NA		.3 1* **	. 0 9	.14	. 4 8

Conditional direct effects of DL on EE at values of negative affectivity (Slope Test Results)

Moderator	Emotional exhaustion			
Negative affectivity (NA)	Effect	BootSE	LLCI	UL CI
NA -1 SD (-1.80)	.4 2* **	. 0 8	.26	. 5 7
NA M (0.00)	.4 5* **	. 0 8	.30	. 6 0
NA +1 SD (1.80)	.4 8* **	. 0 7	.34	. 6 3

Note: n= 255. Bootstrap: 5000. Unstandardized regression coefficients. **4.2.**

Hypotheses Test Results Table 6. Hypotheses' main effect Summary

Hypothesis	Independent Variable	Dependent Variable	Status
H-1a	Despotic	Interpersonal deviance	supported
H-1b		Indirect aggression	
H2	Leadership	Emotional exhaustion	Supported
H3a	Emotional exhaustion	Interpersonal deviance	supported
H3b		Indirect aggression	Supported

Mediation Summary

Hypotheses	IV	Med	DV	Status
H4a	Despotic leader	EE	Interpersonal deviance	supported
H4b		EE	Indirect aggression	supported

EE = Emotional exhaustion

2. Moderation hypothesis Summary:

Hypothesis	IV	Mediator	Moderator	Status
H5	Despotic leader	Emotional exhaustion	Negative affectivity	Supported

5. Findings and Discussion: For the current research, nine main effect hypotheses were proposed connecting despotic leadership to employees. Interpersonal deviances, indirect aggression (H1a &b)

respectively, despotic leadership to emotional exhaustion (H2), Emotional exhaustion to employee behavioral outcomes i.e., interpersonal deviances, and indirect aggression (H3 a & b) correspondingly. Findings also show a significant positive association between Despotic Leadership (DL) and employees' interpersonal deviances and indirect aggression, which ultimately supports our hypotheses H1a, & H1b, respectively. Furthermore, findings also maintained the positive and significant association between DL and EE, which further supported the second hypothesis. Furthermore, findings show a significant positive connection between Despotic Leadership (DL) and employees' interpersonal deviances and indirect aggression which further supported Hypothesis 3a and Hypothesis 3b.

5.1. Mediation Hypotheses: Four mediation hypotheses were proposed, emotional exhaustion mediates the association between Despotic Leadership (DL) and interpersonal deviances (H4a), and indirect aggression (H4b). We employed bootstrapping technique and Sobel tests for testing the indirect effects. Results exposed that emotional exhaustion mediates the association between Despotic Leadership (DL) & employee interpersonal deviances and in-direct aggression. Furthermore, the Normal theory test also discloses that in- direct effect is significant as proposed direction because of which hypotheses H4a & H4b is also accepted.

5.2. Moderation Hypotheses – Negative Affectivity moderating role in the relationship among (DL) & employee emotional exhaustion that association is weakened when negative affectivity is high. PROCESS macro model 1 was utilized for testing moderation. Results accepted the moderation hypothesis of negative affectivity at changed levels and projected the way of the relationship. Therefore, hypothesis five is also accepted. The current study also investigates the moderating role of negative affectivity in the association between Despotic Leadership (DL) and employees' emotional exhaustion. Results also support this hypothesis. High negative affectivity leads to access to knowledge structure (Aquino & Reed, 2002) which nurtures moral conduct (Hertz & Krettenauer, 2016; Chowdhury & Fernando, 2014), & emotional exhaustion developed less when the presence of negative affectivity is higher (Hardy et al., 2015). Therefore, we confirm that negative affectivity moderates the relationship between Despotic Leadership (DL) & emotional exhaustion.

5.3. Methodological Strengths: The current research employed a time-lagged data collection research design (Cook et al., 2002), previous research also employed a time-lagged design of research Podsakoff et al. (2003) argued that there is a high probability of common method bias when data is collected from a single source because of social desirability bias. Therefore, to address the issue of common method bias, current research employed a two sourced time-lagged design of research, & negative affectivity conveyed by the focal person (employees) at time T1, after a gap of 3 to 4 weeks employees' emotional exhaustion was reported at time T2, and again a gap of 3 to 4 weeks employees' interpersonal deviances & indirect aggression was self-reported. Also PROCESS macro techniques established by (Preacher & Hayes, 2004) was employed for analyzing above mentioned hypotheses.

6. Conclusion and Limitations: The current research has various theoretical ramifications. Firstly, the findings of this study added to the small but growing body of knowledge about the unethical implications of autocratic leadership. Previous research has looked at the psychological effects of despotic leadership, such as life satisfaction, anxiety and emotional weariness but only a few have looked at the behavioral affects, such as job performance, creativity, career progression (Rasool t al., 2018) and organizational deviance. Second the study employs Emotion Exhaustion Theory (EEA) proposed by (Bandura, 1990), in the literature as emotional exhaustion and we found that it is the strongest predictor of undesirable work outcomes. We also investigated the antecedents and outcomes of emotional exhaustion. We also found that DL is positively associated with Emotional exhaustion is positively connected to employee interpersonal deviance and indirect aggression. Emotional exhaustion further is mediating the positive association among despotic leadership, interpersonal deviance and indirect aggression. Also, we empirically tested negative affectivity as a moderator in the connection between (DL), and emotional exhaustion. This research has several strengths but still, there are a few limitations that can serve as a basis for future studies. Firstly, data is collected from a small sample size, which may affect the studies' generalizability. Therefore, the future studies could increase the sample size. Secondly, at times T2 and T3 the gap was only 3 to 4 weeks, which is not recommended to be purely longitudinal. Hence, future longitudinal studies should try to

have a gap of at least four to five months in data collections of time T2 and time T3 for more authenticated results and to quantify the cause-and-effect relationship (Dobrow Riza et al., 2018). Thirdly, the current research collected the dyadic (focal employees & peer-reported) rule for gathering data, where Despotic Leader (DL), negative affectivity, emotional exhaustion, interpersonal deviance, and indirect aggression were reported by the focal person. Fourthly, the current study examined the effect of a Despotic Leader (DL), on emotional exhaustion which results in employee outcomes but on our data basis it is impossible to speak about mental contrivance due to which despotic leader triggers emotional exhaustion among employees. Also in the future, the moderating role of constructs like any type of justice and (LMX), etc. can be explored (Malik & Sattar, 2019).

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Classification Of Methods of Expressing Fear in The Novel by RoaldDahl “Matilda”

Aliboyeva Nigina Alisher Qizi

The Teacher of Termez State University, “English Language and Literature” Department

Annotation: This article analyses the methods of expressing fear in the novel by Roald Dahl "Matilda" through comparing it with translation in Russian language.

Keywords: Lexical Units, Inaction, Common Feature, Imitation, Expressiveness, Translation, Abundance, Comparative Turns

Lexical ways of expressing fear in the novel by Roald Dahl most often fear is expressed through lexical units. This may be due to the fact that the fear experienced by the characters is expressed through the narrator. Lexical units expressing the fear of heroes, we divided into three main groups: - words and expressions that characterize the feeling of fear; - words and expressions that characterize the speech of the characters at the time of the emergence of fear; - words and expressions characterizing changes in colour and facial expressions. Lexical units characterizing the feeling of fear. The most numerous groups of lexical units expressing fear is represented by verbs. The intensity of the experienced emotions is conveyed in the text by adverbs (cautiously, nervously, exceedingly wary, fearfully). This group is divided into two subgroups in accordance with the forms of manifestation of fear in the characters of the work: physical action (including involuntary reactions of the human body due to fear) or intention; • inaction (paralysis). Physical actions as a form of expression of fear appear in the episodes of the chapter of The Ghost, in which Matilda decided to scare her parents: • The mother shrieked, still quaking. • They all jumped. In the examples given below, the characters take actions on purpose: • The husband wiped his lips nervously with his napkin. In this sentence, the action of the hero, which he performs out of fear, is characterized by the adverb of the mode of action. • They all fled, slamming the door behind them. The following sentences refer to different chapters of the novel, but their common feature is the expression of the students' fear of the headmistress. • I became so frightened of her I used to start shaking when she came into the room. • "Stand over there!" the Trunch bull ordered, pointing. The boy stood to one side. He looked nervous. He knew very well he wasn't up there to be presented with a prize. He was watching the Headmistress with an exceedingly wary eye and he kept edging farther and farther away from her with little shuffles of his feet, rather as a rat might edge away from a terrier that is watching it from across the room. • The boy moved cautiously. In the following sentences, fear is expressed by verbs and adjectives that characterize the shades of feeling and its intensity: Normally Miss Honey was terrified of the Headmistress. • They're all scared to death of her. • Matilda frozen in horror. The characteristics of fear in the above expressions and words have different shades: from anxiety, nervousness, uncertainty, hesitation to all-consuming horror (terrified, scared to death). The figurativeness of the expression scared to death shows the extreme degree of the hero's fright. It describes the condition of the students and Miss Honey. All these characters throughout the novel experience fear in the presence of the headmistress. Children are afraid of punishment and severity, reaching cruelty, and Miss Honey's fear is due to the family history that connects her and Miss Trunch bull (head of Miss Honey's Story). In the following situations (the episode on the playground in front of the school and the test lesson with Miss Trunch bull), the characters are paralysed by fear, so they do nothing: • The girl wearing the pigtails, Amanda Thrupp, stood quite still, watching the advancing giant, and the expression on her face was one that you might find on the face of a person who is certain that the Day of Judgment had come for her at last. Paralysed with fright, managed to stutter, 'My m-m- mummy likes them. She p-p-plaits them for me every morning.' Speech is one of the most important characteristics of a character. It can be used to determine his personality, lifestyle and, in particular, his emotional state. Therefore, separate groups were identified lexical expressions that characterize speech and its features that manifest themselves at the time of the appearance of fear in a character. In the novel, verbs that introduce direct speech, features of expression (stuttering) and comparisons are indicators of the hero's fear: • The boy murmured. • The boy mumbled. • The boy said, cautious. In this episode, the imitation of stuttering is an important verbal characteristic of the heroine's emotional state – the fear experienced by Miss Trunch bull. Syntactic means of expressing fear in the following sentence, there is a syntactic means of expressing the fear that the heroine inspires on students and others: • A formidable figure she was too, in her belted smock and green breeches. Inversion – a violation of the traditional word order in a sentence or phrase, a component that has changed its place in a sentence or phrase takes on a special

meaning in a text with inversion. Inversion is a stylistic device that in works of art helps to make the text more expressive and focus the reader's attention on interesting or necessary details in the characterization of the characters. Stylistic means of expressing fear the novel also presents stylistic means of expressing fear: hyperbole, grotesque and epithets. Hyperbole, reaching the grotesque, is very vividly represented by the description of the headmistress Miss Trunchbull herself: • Miss Trunchbull, the Headmistress, was something else altogether. She was a gigantic holy terror, a fierce tyrannical monster who frightened the life out of the pupils and teachers alike. There was an aura of menace about her even at a distance, and when she came up close you could almost feel the dangerous heat radiating from her as from a red-hot rod of metal. The description also abounds with epithets that characterize and reinforce expressions of fear. The following sentence, describing Miss Trunchbull, also has a superlative adjectival epithet, which takes the heroine trait to the extreme: • She was above all a most formidable female. In the following passage, one can observe hyperbole in the way the expression on the heroine's face is described, what emotions she experienced when she saw that Miss Trunchbull was approaching her. Fear is described as a strong, all-consuming feeling, like a "doomsday" that is near: • The girl wearing the pigtails, Amanda Thripp, stood quite still, watching the advancing giant, and the expression on her face was one that you might find on the face of a person who is certain that the Day of Judgment had come for her at last. In the course of the study, by continuous sampling, 21 units were identified – words, sentences, passages of text that reflect the fear of the characters. The expressions were considered by us from the position of the translation, how the expressions of the original and the translation are related. The expressions were divided into the following groups according to the classification of translation transformations by L.S. Barkhudarov: permutations, additions, deletions, substitutions, as well as expressions translated without transformations. However, the distribution of expressions is rather arbitrary, because several transformations are usually applied in translation. In quantitative terms, the most numerous groups is replacements (10 units), followed by a group of translation transformations of the permutation type (4 units), an equal number of additions and expressions translated without changes (3 units each) were found in the text of the original and translation, in the texts there were just one example of an explicit omission. Let us present significant examples and comment on their transmission in translation, in quotations, expressions of fear are in italics. 1. Expressions translated without translation transformations This category includes expressions that have been translated literally. • His voice suddenly become soft and dangerous. "His voice suddenly became insinuating and menacing." In this case, fear is expressed by adjectives characterizing the voice of the hero, Matilda's father. Adverb of manner suddenly acts to increase intimidation. The adjective soft in translation is insinuating, which is most consistent with the characteristics of the voice in Russian, perhaps this case can be considered as a lexical substitution • The husband wiped his lips nervously with his napkin. - «Муж нервно вытер губы салфеткой». In this example, fear is expressed by the adverb of the course of action, the sentence is translated literally. In the following example, we are talking about the attitude of the students towards the terrible Miss Trunchbull, and the dominant emotion of the children is vividly reflected in the expression scared to death / до смерти бояться. Hyperbole enhances the expressiveness of the expression, gives it a certain amount of emphaticity and artistic expressiveness. • They're all scared to death of her. «Они все до смерти её бояться». Additions – There are only 2 examples in this category. Most likely, this is due to the fact that in a work of art there is no need to explain the phenomena, the novel does not contain cultural realities unfamiliar to Russian readers, in other cases, additions may lead to distortions of the meaning of the original. In the following example, the Russian translation reveals the meaning of the expression turning from gray to white, because in Russian fear is reflected on the face, the expression of fear is indicated by a change in expression and complexion, so an addition was required in the Russian translation. If in English, the sentence is simple, but complicated by participial turnover; in the Russian translation, a complex sentence appears. • The boy exclaimed, turning from gray to white. / «Воскликнул мальчик, а его лицо из серого стало белым». He looked nervous. / «Было видно, что он нервничает...» In this case, there is an addition in the translation, the phrase is complicated by an introductory sentence. • The girl wearing the pigtails,

Amanda Thripp, stood quite still, watching the advancing giant, and the expression on her face was one that you might find on the face of a person who is certain that the Day of Judgment had come for her at last. «Девочка с косичками, Аманда Трипп, стояла, замерев и глядя на неумолимо приближавшуюся директрису с таким выражением лица, какое бывает, наверное, у человека, оказавшегося в чистом поле один на один с разъярённым быком, несущимся прямо на него. От ужаса Аманда не могла двинуться с места, будто её приклеили, глаза её были широко раскрыты от страха, она дрожала как осиновый лист, и, казалось, была уверена, что настал её смертный час». The passage presents an obvious addition in the Russian text. The reaction of the girl, Amanda, is revealed more fully and is described more vividly, perhaps the translator's goal in using this transformation was to add expressiveness and brightness to the description of the moment, which is typical for children's literature, and also to adapt the English text for the Russian reader, taking into account the difference between languages: if the English language is more compact, then the Russian language is more characteristic of broad descriptions. In the added translation, expressiveness is achieved with the help of a comparative turnover, as well as by describing the heroine's paralysis from fear, the heroine's gaze, her inability to move in front of the headmistress, and trembling, which is an involuntary reaction to fear, are also mentioned. The abundance of comparative turns ("as if it was glued", "like an aspen leaf") expressively conveys a strong experience of emotion. The list of used literature: 1) JOBE, R. Translation. In: HUNT, P. (Ed.). International companion encyclopedia of children's literature. New York: Routledge, 1996. p. 519-529. 2) BASTIN, G. L. Adaptation. IN: Baker, M. & SALDANHA, G. Routledge encyclopedia of Translation Studies. London: Routledge, 2009. p. 3-5. 3) SHAVIT, Z. Translation of children's literature. In: LATHEY, G. The translation of children's literature: a reader. Clevedon: Multilingual Matters Ltd, 2006. pp. 25-40. 4) Roald Dahl "Matilda", 1988, P 232 5) Даль Роальд. Матильда. - М.: Росмэн – Пресс, 2005. 224 с. 6) Briggs, Julia, and Dennis Butts. Popular Children's Literature in Britain. Aldershot: Ashgate Publishing Limited, 2008. 7) Бархударов, Л.С. Язык и перевод (Вопросы общей и частной теории перевода) / Л.С. Бархударов. - М.: Международные отношения, 1975. – 196 с

Understanding Business Communication in Context

Prof. Mohammed ADLI

High Institute of Technology, Mohammed 1st University, Oujda, Morocco

Abstract: As a matter of fact, communication plays a vital role in all societies and in all domains. The reason behind this fact is that it is an essential part of people's everyday life and, therefore, it can easily shape their relationships. The present paper tends, on the one hand, to shed some light on how communication helps in building strong relationships between people and, on the other hand, to explore how business communication can determine the relationship between the organization and the customers. To pave the way for this investigation, French call centers located in Morocco will be introduced as an example.

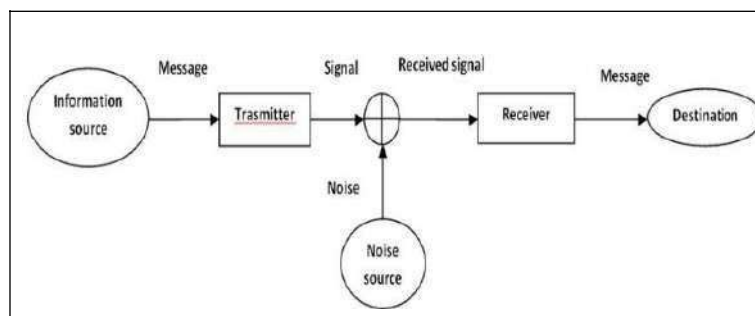
Keywords: Communication, Business Communication, Communication Models and Intercultural Communication

Introduction: The study of communication has a long history. Its roots can be traced back at least to the ancient theorists and scholars, who have been interested in examining how man first acquired the ability to communicate through verbal and nonverbal symbols and norms. However, it should be acknowledged that although the study of communication has been around for centuries, it does not mean it is well understood. The reason behind this fact is that communication is an interdisciplinary process with various theories that may influence personal definitions and make each one approach it in a unique manner. Certainly, communication is important both for individual and society. A person's need for it is as basic as the need to eat and sleep. In other words, communication is the key for social

existence and the resource of transmission of ideas and experiences. In an attempt to clarify this fact, Dewey (quoted in Perry, 2002:5) mentions that “society not only continues to exist by transmission, by communication, but it may fairly be said to exist in transmission, in communication” [1]. Communication tends to govern the relationships between human beings. Every minute, people keep exchanging a great number of ideas and pieces of information. Their goal is to achieve effective communication and reach mutual understanding. This is what Jain, Sethi, et al. (2009:56) point out when they say that “we are exposed to innumerable bits of information, ideas and thoughts, which we process, evaluate and store. This daily stimulus changes us to some extent on a regular basis. The recipient becomes the communicator and this circle is repeated over and over again” [2]. Before going further into a discussion of the communication process, it is noteworthy to start by defining the term communication. In fact, the latter seems to draw its theories from various disciplines. But, in its simplest meaning, communication involves two or three people who come together to share, to dialogue and to commune; they may use verbal or non-verbal signs to send and receive messages, bearing in mind that these messages are closely connected to various attitudes, cultures and ways of behavior as Tehranian (quoted in Crowley and Mitchell, 1994:276) states when he mentions that “communication is viewed as the process of exchange of meaning by verbal and non-verbal signs operating through cosmologies, cultures, contents and conduits”[3]. Moreover, communication is believed to be fundamental to every area in the contemporary world because it encompasses a multitude of experiences, actions and events as well as a whole variety of meanings that people share together. To shed some light on this idea, Dewey (quoted in Perry, p.5) states that “men live in a community in virtue of the things they have in common, and communication is the way in which they come to possess things in common” [1]. Definitely, communication scholars approach the meaning of communication differently because of differences in values and cultures. Each scholar interprets human communication according to their own perspective, which might be different from the others. One of the best examples is represented by Richard West and Lynn Turner (2007:5), who believe that communication is “a social process in which individuals employ symbols to establish and interpret meaning in their environment” [4]. In their definition, the two scholars seem to direct their attention to five key elements, which are social, process, symbols, meaning and environment. First, communication is social since it involves people who come to interact with each other. For them, when two people meet, for instance, it is supposed that one of them is going to start sending messages, while the other receives them and tries to decode them in order to understand what was meant by it. Second, communication can be seen as a process because it is complex and dynamic. It keeps moving and changing over time and through participants from sender to receiver and from receiver to sender. West and Turner (p.5) note that “to suggest that communication is a process means that it is ongoing and unending. Communication is also dynamic, complex and changing” [4]. The third term is symbol, which is defined by West and Turner (p.7) as “an arbitrary label or representation of phenomena” [4]. Words are symbols for concepts and things_ for example the word love represents the idea of love; the word chair represents the thing we sit on. In brief, symbol, in the communication field, can refer to words or signs that can be used between people to make reference to concepts or things in general. As for the term meaning, West and Turner strongly recommend that symbols must go hand in hand with meaning. For them, if there is no understanding behind communication, it is impossible to talk about meaning because the latter refers to “what people extract from a message” (West and Turner, p.7) [4]. Therefore, it is believed that meaning can only be conveyed when the receiver of the message decodes it in the right way and understands what the sender wanted to mean by it. Of course, the messages may include different interpretations, but a correct understanding of the message proves that meaning can be conveyed. The last key term for West and Turner is environment. This term refers to “the situation or context in which communication occurs. The environment includes a number of elements, including time, place, historical place, relationships, and a speaker’s and listener’s cultural backgrounds” (West and Turner, p.7) [4]. Undoubtedly, the environment can exercise a big influence on

people when they interact. For example, people who interact, but are not in the same place, or people whose cultural backgrounds are different from each other, may not feel at ease when they communicate with each other and, consequently, effective communication will surely be impaired (See Stella Ting-Toomey, 1999) [5]. Since the present paper is mainly devoted to focus on business communication, I will try to show how the latter is really different from the other types of communication. To pave the way for the analysis, I have chosen the example of French call centers located in Morocco in order to explore how communication may be impacted by the way a Moroccan agent gets in touch with a French customer during a service interaction. Nowadays, people's everyday context for doing business has changed from face-to-face interactions to the most developed means of communication like the telephone or Internet transactions (See Stanley Baran and Dennis Davis, 2006) [6]. More importantly, communication in the business world is considered as an interactive connection between the company and customers whose main aim is to keep in touch with valued customers, provide timely and trustworthy information on services as well as communicate proactively with customers in case there is a problem. To make this idea clearer, Jain, Sethi, et al. (p.57) points out that "organizations continue to strive for satisfied loyal customer bases in an attempt to enhance the sustainability of their business and secure future revenues and growth" [2]. Communication Models: As has already been demonstrated, communication is approached differently. This is why a big number of theorists and scholars founded what they termed models, which in their analysis can provide an excellent explanation for people, who are interested in knowing how people communicate with each other. This is what Macquail and Windhal (quoted in Salwen and Stacks, 2019, p.69) point out when they say that a model "seeks to show the main elements of any structure or process and the relationships between (and among) these elements" [7]. A. The Linear Model: The first model to start with is founded by two American researchers, Claude Shannon, a professor at the Massachusetts Institute of Technology, and Warren Weaver, a consultant on the projects at the Sloan Foundation. Shannon and Weaver were interested in radio and technology and wanted to identify the main actors that participate in the communication process. The result was the Linear or Mathematical model.

Fig.1 Shannon and Weaver (1949)

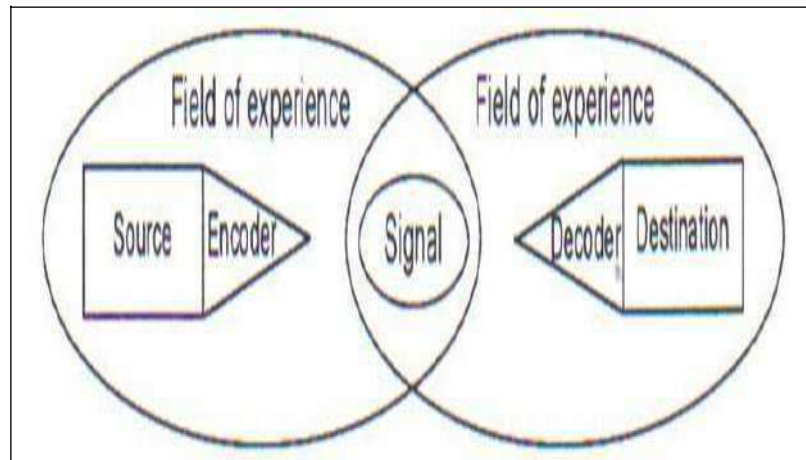


Shannon and Weaver believe that communication is only one-way round, which implies that it moves from sender to receiver. More importantly, the two researchers insist on the role of Noise, which means anything not intended that can break the communication process. This can happen during face-to-face communication, or long-distanced one as Hill, Watson, et al. (2007:9) shows when they mention that "Noise is the salient feature of Shannon and Weaver model.... It means interference: something or some things, which get in the way of the clarity of the message" [8]. In fact, Shannon and Weaver tried to identify various types of Noise, but for the purpose of our analysis, we will be satisfied with three types, which are semantic, technical and psychological. Certainly, the semantic Noise has to do with the language used between individuals or individuals. Apparently, when two people, for instance, get in touch with each other, their language must be simple, clear and well understood for both of them. If one of the speakers finds some difficulties to understand the meaning of the message, the semantic Noise will be a definite result as Hill and Watson (p.6) point out when they argue that "semantic Noise occurs when messages are misunderstood, misinterpreted or misconstrued, and arise out of the language being

used by one or more of the participants in the communication process” [6]. When we try to apply this model on the case of French call centers located in Morocco, we realize that Moroccan employees are forced to use only French in order to get in touch with their French customers and satisfy their needs. Therefore, Shannon and Weaver’s Noise is likely to occur and represent a big barrier with negative consequences on the communication process in these centers. It should be mentioned that although Moroccans are said to be good speakers of French, they still, in fact, find that the slang, jargon, or accent used by the French customers, who may come from different areas from France, as well as the speed at which they deliver their messages is beyond their linguistic abilities. Of course, this does not mean there is no comprehension of the message, but it simply means that there is no proof or guarantee that all the messages between senders and receivers are well got and well understood. The second type is a technical Noise. In this type, Shannon and Weaver “estimated that even 40% of a telephone conversation was impeded by a technical noise, we would still get the gist for exchange.” (Hill, Watson, et al., p.9) [8]. As mentioned earlier, both scholars were concerned with communication through technological tools such as the telephone and the radio, Therefore, both of them believe that telephone conversations can be easily affected by this technical noise. However, they consider the redundancy, which may occur in the language people use in their everyday context such as repetition, the use of some familiar words or the inclusion of some familiar sentences not central to the main message, an important way that may lead to the confirmation or clarification of messages. To confirm this fact, Hill, Watson, et al. (p.9) believes that “Pauses, Hums, and Aahs” help towards the clarification of messages. On the telephone, they tell the other end of the line that you are listening, paying attention.” [8]. In a call center situation, the technical noise may suddenly appear during a telephone conversation between a Moroccan agent and the French customer. Since French customers think that they are interacting with real French agents talking from somewhere in France, Moroccan agents can find themselves facing a difficult situation where they are obliged to use redundancy in their messages, represented in repeating some sentences that are not central to their messages, or bringing new expressions that are not significant to their speeches, which makes French customers do not feel at ease and, quickly, show their dissatisfaction. As for the third and last type of noise, it is the psychological one. In fact, this type refers to “a communicator’s prejudices, biases and predispositions toward another or the message.” (West and Turner, et al., p.11) [4]. More importantly, this type seems to be concerned with the psychology of both participants in the communication process. As a matter of fact, to talk about effective communication and mutual understanding between communicators means that participants need to share something in common and need to feel happy and comfortable while talking to each other. Nevertheless, when we direct our attention to the case of French call centers located in Morocco, we come to realize that the psychological noise is likely to occur from time to time. Generally speaking, it seems that most Moroccan call center agents are not happy and do not feel at ease while getting in touch with French customers. This is due to the fact that Moroccan agents are forced to hide their real identities by masking their real names and changing them for French ones. At the sametime, French customers already have in mind that the agents with whom they get in touch may not necessarily be French. Therefore, a number of messages that are exchanged between agents and customers are affected by this type of noise.

B. The Interactional Model: In 1954, another researcher in the field of communication named Wilbur Schramm dealt with communication from another perspective. He created what he termed the Interactional model, which examines the relationship between the sender and receiver of the message. **Fig.2** Wilbur Schramm (1954) Unlike Shannon and Weaver who suggest that a person can be either a sender or receiver of the message, Schramm describes the communication process in a different way. For him, communication is not only a one- way round, but rather two-way rounds, which implies that the message goes from sender to receiver and from receiver to sender. This idea is clearly demonstrated by West and Turner (p.12) when they refer to Schramm’s model, stating that “communication goes in two directions: from sender to receiver and from receiver to sender. This circular process suggests that communication is ongoing.” [4]. Basically, and unlike the linear model, which focuses on noise, the present model seems to place a big emphasis on feedback. The latter, as Schramm argues, allows participants of the communication process to check whether or not their messages are clear and

understood. In an attempt to clarify this fact, West and Turner (p.12) argue that “feedback also helps communicators to know whether or not their message is being received and the extent to which meaning is achieved.” [4]. To make his model more special, Schramm draws our attention towards another feature, represented in what is called a person’s field of experience. **Fig.3** Schramm (1956)



For Schramm, the field of experience remains a significant component of the communication process because it takes into consideration languages, cultures, norms, habits as well as verbal and nonverbal presentations of people. Building on this fact, it may be assumed that when people send and receive messages, the field of experience can really stand as an obstacle in front of people’s abilities to understand each other and interpret the messages in the right way. This fact is also clearly shown by West and Turner (p.13) when they claim that “each a person brings a unique field of experience to each communication episode, and these experiences frequently influence the communication between people.”[4]. It should be noted that the act of encoding and decoding messages is very important not only for Schramm, but for all communication model-makers as well. Thus, Schramm differs with the others in that, he argues, during human interactions, people communicate better with others who share with them the same attitudes, values and beliefs. For him, communication is very effective and mutual understanding can easily be achieved only when people share the same field of experience. Hill, Watson, et al. (p.11) seem to acknowledge this fact because they say that “when there is a sharing of culture, language, values and experience, there is the probability of mutual understanding”. [8] Undoubtedly, the Interactional model is also applicable to the case of French call centers located in Morocco. Certainly, there are big numbers of Moroccan agents who work inside these centers, and whose field of experience is totally different from that of their French customers. They interact with each other for the sake of doing business. Nevertheless, because of differences in the field of experience in terms of language, culture, norms and habits, many serious problems are likely to happen. To provide concrete examples, we use the example of the French customer, who might be suspicious that he is not talking to a real French person, may ask some simple questions, which are not central to the main message, but can disturb the relationship between participants such as: what is the weather like today? Such a question will surely create a lot of problems at the level of communication. Definitely, the weather in France is not the same of that in Morocco and, therefore, the Moroccan agent may give a wrong reply. Another vivid example can be a simple mistake in grammar or vocabulary made by the Moroccan agent, who obviously is not a native speaker of the French language, nor is he specialized in it. For example, saying “on étions” instead of “on était” may break the cultural and linguistic codes of the French language between speakers and, as a result, meaning will be sacrificed.

C. The Transactional Model: In 1970, one of the greatest communication model-makers called Barnuld also dealt with the communication process from another perspective that is completely different from his previous colleagues. He created what he termed the Transactional model, where he seems to direct

his attention to the role of both senders and receivers in the communication process. For him, it is very difficult to claim that one of the communicators is more important than the other, but rather both of them are responsible for the impacts and effectiveness of communication. In line with this fact, West and Turner (p.13) point that “to say that communication is transactional means that the process is cooperative; the sender and receiver are responsible for the effect and effectiveness of communication” [4]. As stated before, while Shannon and Weaver, in their Linear model, build their arguments on the fact that there should be a sender who sends a message to the receiver who gets it and tries to decode it in order to achieve meaning, Schramm, in his Interactional model, sheds much light on the feedback as well as the field of experience for both encoder and decoder of the message. For Schramm, these two elements are the main components that help to achieve meaning. However, in the Transactional model, Barnuld stresses that all the components of the communication process have to work together and cooperate in order to share meaning. More significantly, Barnuld believes that messages should be interconnected to each other and any change in one of them will, no doubt, affect the following ones. To illustrate this point, West and Turner (p.14) assert that “one message builds on the previous message; therefore, there is inter-dependency between and among the components of communication. A change in one causes a change in others” [4]. Also, the Transactional model suggests that when people get in touch with each other, both participants should cooperate to reach effective communication and reach mutual understanding. This means that they need to negotiate meaning between them. For instance, if one of the speakers uses some strange words in his language, which are not clearly understood, the receiver, in turn, may express his confusion or show his dissatisfaction so that the sender would re-express his message in an easier and clearer way. In an attempt to connect this model to the case of call centers located in Morocco, I would like to remind, first, that the main missions of call centers is to get in touch customers for the sake of doing business. So, a French call center that is implemented in Morocco is manned with Moroccan agents, who wish to meet the needs of their French customers by either selling them some products such as perfumes, watches and glasses, for example, or by solving some technical problems related to their telephones, fax or Internet connections. But, since all the customers of call centers are French, Moroccan agents are obliged to speak only in French and here problems may arise. As a matter of fact, the French customers might use, in their language, some private jargon that the Moroccan agents may not be able to understand because they are not native speakers of the French language and because they are not aware of the linguistic differences that exist between French people who may call from the north, south, east or west. Therefore, Moroccan agents will show somehow their confusion or misunderstanding towards the received messages and, in this case, French customers may, in turn, feel unhappy with the inability of the Moroccan agents to understand their language during the interaction. As a result of this fact, most French customers decide to redefine their terms and then continue the conversation or hang up. In brief, it can be safely argued that the model of Barnuld is very applicable to the case of call centers located in Morocco. This means that every single detail is very necessary during a business interaction, which implies that cooperation and negotiation of meaning between senders and receivers is believed to be the best way to achieve effective communication. Otherwise; various problems of communication would be inescapable.

III- Intercultural Communication – After dealing with the communication models and their contribution to the understanding of communication, I would like to move to talk about an important type of communication, which is of great interest and significance to this paper. It is what researchers call intercultural communication. However, before exploring this type, I would like, first, to start by saying that intercultural is a new academic field of research; it dates back to 1950s by the famous anthropologist Edward Hall. The purpose of intercultural communication is to shed some light on the differences disturbing the sending and receiving of messages between people from diverse cultural backgrounds. In fact, the study of intercultural communication is very attractive and beneficial to any society or culture. This is true, especially to some developed countries like the Unites States or Britain,

for instance, because these countries represent a focal point of immigration for different people coming from various cultural backgrounds (See L. Samovar and R. Porter, 2004) [9]. As an example, a Moroccan student who studies at a French university in France may interact with international students, coming from different parts of the world, and also with other Moroccans coming from different cultures within Morocco itself. Therefore, cultural differences become easily obvious in all human aspects, including language, attitudes, identities and assumptions, which implies that messages will be affected in the way they are sent or received. Within the same context, Hill, Watson, et al. (p.148) argues that “cultural identities, assumptions and expectations can significantly influence perceptions and judgments of behavior and thus affect the way messages are encoded and decoded” [8]. Interestingly, the study of intercultural communication remains very significant. Its significance lies in the fact it seeks to understand what is happening when two people from two different cultural mind sets interact. In other words, intercultural communication “offers the opportunity to increase understanding of other peoples and cultures.” (Steinfatt and Christopher, quoted in Salwan and Stacks, 2019:30) [7]. In addition to this, the importance of this study is also relevant to the world of business, as businessmen or companies feel obliged to expose their employees to special languages and cultural trainings so that they would be able to deal with their customers overseas and, consequently, protect their businesses. To clarify this fact, Steinfatt and Christopher (quoted in Salwan and Stacks, p.327) point out that “intercultural does not occur in a vacuum. It occurs in real situations with real people who have goals, desires and much to gain or lose from the way a series of interconnected human interactions progresses” [7]. However, it should be mentioned that the study of intercultural communication seems to be a bit different from the other studies as it tends to address culture in a direct way. This fact reveals that many theorists and researchers believe that culture is a powerful force that can determine how people should behave in their daily lives. For them, people will continue to encounter difficulties when they meet with others from different cultural backgrounds, when they negotiate ideas in another language, or when they apply for a job in an organization whose corporate culture is different from theirs. The solution, for them, is that people should do their best to improve intercultural communication and reduce or minimize anxiety, prejudices and conflicts that exist between them and others. This is what Steinfatt and Christopher (quoted in Salwan and Stacks, p.327) point out when they say that “people who must work in multicultural or cross-cultural settings, or those who train others are concerned with providing practical advice for improving intercultural communication and easing the way of the trainee in the unfamiliar cultural setting” [7]. Generally, it is widely acknowledged that culture and communication are inseparable. While communication is regarded as the process of expressing ideas, information or feelings, culture proves to be able to influence all the factors that shape how individuals, groups or organizations respond to, or create messages to achieve effective communication and reach mutual understanding between people from different cultural backgrounds. To show that culture seems to control people’s lives, Hall (quoted in Jameson: 2007:199) confirms that “culture is not an exotic notion studied by a select group of anthropologists in the South Seas. It is a mold in which we are all cast, and it controls our life in many unsuspected ways.” [10]. More importantly, it is widely approved that people also need to be aware of the importance of being opened to other cultures. The reason behind this is that people must not be satisfied with what they know about their native culture, but rather must understand that knowing about other cultures as well as their specificities and differences will, no doubt, lead to a mutual understanding among people coming from different places. In this regard, Steinfatt and Christopher (quoted in Salwan and Stacks, p.324) assert that “it is unlikely that people unfamiliar with their own culture, except through their experience of living in it, will fully appreciate the differences between their culture and other” [7]. Arguably, Hill, Watson, et al. argue that it is possible to talk about a number of factors that can affect intercultural communication negatively. However, for the present paper, attention will be directed only to those which may cause real harm, namely ethnocentrism, stereotypes and prejudices. First, ethnocentrism, according to Hill and Watson, et al. tends to assign negative

evaluation to other cultures, starting from one's own culture's principles. In other words, ethnocentrism is the fact of looking at one's own culture, practices, beliefs and norms, for example, as being superior to the other ones. This idea is best explained by Levine and Campbell (1972:163) who argue that "there is tendency for all cultures to be ethnocentric and this will be an obvious potential source of friction when those from different cultural backgrounds encounter one another" [11]. More specifically, ethnocentrism strongly emphasizes the division between "us" and "them". The people of the former always look at themselves as being good, clean and pure since they believe that they don't make mistakes and, as a consequence, should be followed. Conversely, the people of "them" are judged weak and inferior because they are not up to the level, and do not know how to behave, which implies that they should remain as followers. Second is stereotype. In fact, it is argued that this term was first used by a French journalist called Walter Lippman in 1922 in order to refer to some assumptions used by a category of people towards another, based on ethnic group membership. As for Hill and Watson, et al. (p.164), they believe that cultural stereotypes are similar to other kind of stereotypes, which may be the main cause of miscommunication and misunderstanding between people. This is why they confirm that "stereotypes lead us to assume that all those we have grouped together, based on assumed shared characteristics, are indeed the same; this assumption often leads to inaccurate and ill-defined perceptions of others along with a tendency to over-look individual variations in behavior" [8]. Stereotypes, indeed, tend to develop ready-made generalizations about other people. Stereotypical attitudes may derive from various resources such as: mass media, parents, friends or relatives; and most people show readiness to be influenced by these sources, which may create lots of problems. The third factor used by Watson and Hill, et al. is about prejudice. The latter seems to be different from stereotypes, in that prejudice can be seen as a consequence of stereotypes, especially when they are very harmful. Generally speaking, prejudice may refer to a negative attitude towards the members of a certain group of people. This is what Richard Jenkins (1996:701) believes when he states that "prejudice is a negative feeling towards a group." They also add that the term usually "implies negative feelings not based on adequate or valid data about the group" [12]. Sometimes, some people find it very difficult to change their attitudes, which are based on prejudices because they are inculcated in their minds. However, the problem becomes very noticeable when these prejudices become common among people from different cultural mind sets because they will surely lead to the failure of intercultural communication. To shed light on this point, Hill, Watson, et al. (p.166) also notes that "it is often difficult to change attitudes based on prejudices as they are resistant to appeals to reason. Prejudice can be present in many social encounters, and clearly such attitudes...constitute a formidable barrier to successful intercultural communication" [8]. Moving to the world of business, intercultural communication also proves to be very relevant. As a matter of fact, the rise of international businesses and the global competitions between organizations has led to an increasing number of businessmen travelling across the globe. For this category of individuals, the need to face the complexity of human diversity has become a daily task, especially when they are forced to get in touch with customers from different backgrounds. It should be mentioned that the success of multinational corporations is, most of the times, linked to the nature of agents and their customer (See Vasirani and Mohapatra, 2012) [13]. Ideally, this should be a two-way interaction where both parties can benefit from each other. But problems start to arise when individuals try to judge and interpret the behavior of each other according to their cultural backgrounds, which may result in a false interpretation of what the sender has originally meant. In trying to assert this fact, Beamer (quoted in Luring, 2011:234) states that "intercultural communication is hindered when signs are not recognized because individuals are using values and norms of one culture to explain the behavior of individuals from another" [14]. To overcome this problem, it is suggested that people who work in business, especially in multinational corporations, should have a reasonable understanding of intercultural communication, which show that speakers need to know about other people's cultures before doing business with them, because the more they know about

them, the more they can adapt to their frame of work and, therefore, will easily understand their messages. More significantly, businessmen will be able to step outside their cultural backgrounds and create a new context where they will meet their customers and share success as Bolten (quoted in Varner, 2000:43) argues: “when two business people from different cultures interact, they bring their own backgrounds with them, but they also step outside their own cultural and business environment and create a new context” [15]. Certainly, the case of French call centers located in Morocco remain one of the best examples in this context since we have communication among individuals or groups who belong to different cultural backgrounds, interacting in a business environment. As mentioned before, the people working inside these centers are Moroccans whose cultural behavior, values, attitudes, norms and traditions are completely different from their French customers. Thus, because of the linguistic and cultural adaptations imposed on the Moroccan employees, represented in changing their real names for French ones and also using the French language instead of their mother tongue, the majority of Moroccan agents are not happy with this type of work and always express their dissatisfaction and dismay towards the differences and the impacts they may have on their managerial abilities and communication strategies. More importantly, it is widely acknowledged that intercultural communication should give much interest to the goals and activities of the company, which implies that agents need to create a pure business environment where they can meet the requirements of their customers, but in call centers located in Morocco, things seem to be a bit different as employees are asked to put their cultural environment aside and care only for the goals and objectives of the center.

Conclusion: Understanding business communication strategy is very interesting for companies because it helps in creating customer awareness and loyalty. When an effective communication between a company and its customers takes place, a better relationship will result and customers will be more loyal and satisfied. More specifically, when a customer makes a visit or a call to a company, it means that they have already decided that they want your service or a product. This is why it is believed that companies must give much importance to business communication. This means that every single point during the interaction between the company and customers is, indeed, of paramount importance in order to reach customer satisfaction and loyalty. It should be mentioned that in case customers do not experience a sense of happiness with regard to their expectations, they will look for alternatives for their services and products. To overcome this problem, business communication tends to tell dissatisfied customers what the company is planning to do for them in the future to solve their problems. Experiences proved that the majority of customers do not only care for solutions or services, but also for the type and quality of interactions.

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What Influences the Choice of Local Government Collaboration Networks? A Meta-Analysis

Xuepeng Shan

School of Public Administration, Sichuan University, Chengdu, China

Abstract: Collaborative governance is an arrangement that solves public problems in the policy process. Existing research has limited understanding of the combined factors of local government collaboration networks, and the cooperation process is black-boxed. An awareness of the motivation for local governments to establish networks can improve the explanatory power of collaborative governance theory. This study conducted a meta-analysis of 40 collaborative governance cases worldwide and clarified the combination of elements of local government collaboration networks. The meta-analysis results showed that the homogeneity of the same jurisdiction and geographic proximity positively impacted these networks. There was a positive correlation between the population factor and the cooperation of local governments. Local governments were inclined to exhibit two network structures: reciprocity and transitive triplets. The meta-analysis of the influencing factors confirmed that reducing transaction costs and avoiding collaboration risks was imperative. This study integrated the primary empirical research on collaborative governance motivation and provided theoretical and practical guidance for comparing collaborative governance cases in different countries.

Keywords: Inter-Governmental Collaboration, Collaborative Governance, Meta-Analysis, Institutional Collective Action, Collaboration Network

1. Introduction: Collaborative governance, a popular theory influenced by practice, has been considered a critical tool in solving problems in cross- domain public affairs. In theory, collaborative public management (McGuire, 2006), network governance (Bingham, Nabatchi, & O'Leary, 2005), and the pursuit of legitimate public policies (Freeman, 1997; Healey, 1998) have affected the institution of collaborative governance. In practice, the experience of collaborative governance with large-scale, environmental, and complex resources (Heikkila & Gerlak, 2005) and that of the private sector (Zollo, Reuer, & Singh, 2002) have successfully promoted collaborative governance in the public sector. Collaborative governance is a form of governance in which public and private actors formulate laws and rules to provide public products using specific procedures in particular ways (Ansell & Gash, 2008). In addition, it is the process and structure of public policy decision-making and management (Emerson, Nabatchi, & Balogh, 2012). This study integrated the existing collaborative governance motivation cases through meta-analysis. In addition, it elucidated the combination of factors that affect the shaping of the collaborative governance network. This paper comprised six themed chapters: the second section introduces existing theories and makes research hypotheses. The third section enumerates the methods used in the meta-analysis and document retrieval coding. The fourth section presents the results and responds to the relevant issues on the motivation for local governments to engage in collaborative governance. The fifth section discusses the results and reflects on the advantages and limitations of this

study. The final section outlines the need for further research.

2. Theories and Hypothesis Development:

2.1 Collaboration networks and individual governance resources dependency – Resource needs and dependency on others for resources shapes ones' actor preferences (Siciliano, Wang, & Medina, 2021). Studies have pointed out that resource criticality increased the inertia of collaborative governance (Kossmann, Behagel, & Bailey, 2016). Local governments-built consensus in certain areas of cooperation and formed durable coordination mechanisms, with guidance in funding, policies, and evaluation from the central government. Local plans were under influence of different preferences (Smedby, 2020), such as economic, political, and societal, thereby they chose to establish cooperation networks with other stakeholders. The promotion of local governments and integration of governance resources formed different participation of actors to build different collaboration networks. (Andrew, 2009; R. C. Feiock, Lee, Park, & Lee, 2010; Lee & Lee, 2020; Lee, Lee, & Feiock, 2012). Based on the above discussion, the first hypothesis is proposed: Hypothesis 1: Local governments with different governance resources are easier to establish a collaboration network.

2.2 Collaboration network and homogeneity structural effects – Transaction costs and collaboration risks are crucial factors affecting the establishment of collaborative governance by local governments. When the benefits of collaboration outweighed the costs, local governments were inclined to establish a collaborative network (Feiock 2013). Homogeneity in different characteristics reduced transaction costs and coordination risks (Feiock 2007; Lee, Lee, and Feiock 2012). Simultaneously, this homogeneity existed in the personal characteristics of regional leaders (Maryudi and Sahide 2017). In addition, the proximity of the geographic location increased the possibility of regional collaboration. Local governments that were geographically adjacent were more inclined to collaborate (Feiock, Steinacker, and Park 2009; Lee and Lee 2020; Foster et al. 2019). The proximity of the geographic level increased opportunities for local governments to rely on each other and the possibility of negotiation and dialogue, thereby reducing the transaction costs of collaboration (Gerber, Henry, and Lubell 2013). It was observed that the homogeneity of local governments in many aspects reduced transaction costs and increased the possibility of cooperation. Based on the above discussion, the second hypothesis is proposed: Hypothesis 2: In collaboration networks, local governments that have similar characteristics create linkages with each other (subject homogeneity).

2.3 Collaboration network and structural effects – Reciprocity and bonding are two basic values of social interaction. Two collaborative network structures, reciprocity and transfer triples, are used to measure the extent to which participants benefit from connections (Ingold and Fischer 2014). Reciprocity was a primary source of value for social interactions between organizations and individuals (Thurmaier and Wood 2002). In practice, subjects accepted by other actors may provide resources or information as feedback (Lee 2011). Whether formal or informal, both parties can facilitate activities and punish defections by establishing mutually beneficial cooperative relationships (Lee, Lee, and Feiock 2012). In addition to the network relationship, certain studies predicted that network participants would form a network structure with close aggregation, a transitive ternary structure. To avoid possible collective action, actors tended to choose partners based on cooperation history. By building a reliable network structure, the mutual trust and social capital of the partners increased and fostered cooperative behavior. Hypothesis 3a: In collaboration networks, local governments will forge reciprocal relationships (reciprocity).

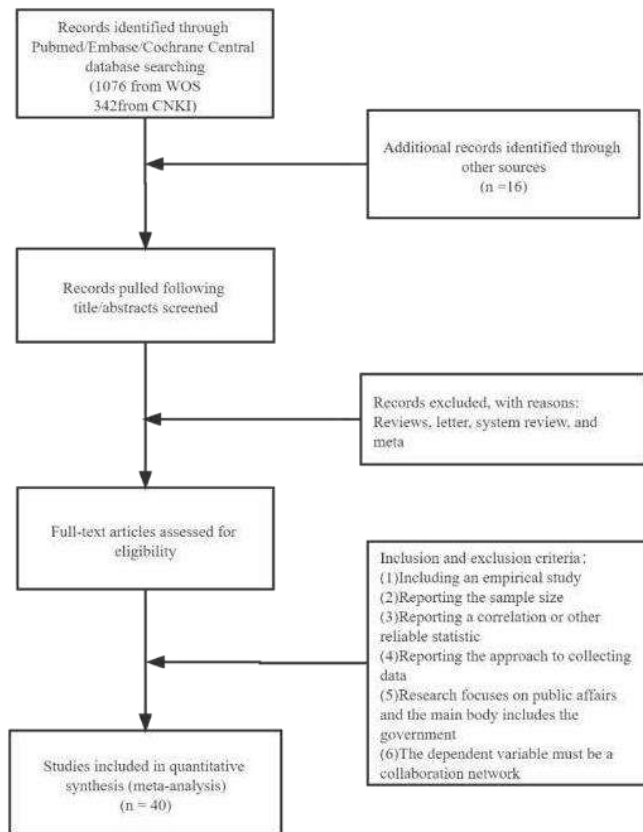
Hypothesis 3b: In collaboration networks, local governments establish clustered structures to enhance social capital (transfer triples). The formation of the 2-paths and k-stars network structures revealed the strategies employed by local governments in the selection of cooperators. The choice was determined by one's own needs and the characteristics of other partners. In many cases, popular actors had more social capital and information. The formation of a network with popular actors efficiently ensured the availability of information or beneficial resources and reduced unnecessary transaction costs caused by cooperation with other actors. The network structure was called a K-star when one central actor was connected to other actors. When the cost of establishing with other actors was relatively high, actors were more willing to establish networks with 'coordinators', rather than new partnerships (Lee 2011). It

was not required for actors in a collaborative network to establish direct links with other organisations. In certain cases, establishing links with other potential partners through intermediary actors reduced transaction costs. The cooperative network that transmits information through the establishment of bridging structures is called 2- paths. Hypothesis 3c: In collaboration networks, local governments will rely on popular actors (alternating in k- stars). Hypothesis 3d: In collaboration networks, local governments seek resources and information transmission by relying on bridging actors (2-paths).

3. Methods and Data:

3.1 Data – It was important to obtain representative documents from authoritative databases as one of the most authoritative and essential databases for obtaining scientific and technological information in the world. The Web of Science includes the most influential journals in various research fields. China Knowledge National Infrastructure (CNKI) is the most prominent academic journal database in China; it ensures the inclusion of influential literature in China. After searching the Web of Science and CNKI databases, the representativeness and comprehensiveness of the retrieved articles were ensured to the greatest extent, and the quality of the meta-analysis was improved. To improve the comprehensiveness and accuracy of the data sources, the study invited external experts to provide suggestions on keywords and inclusion and exclusion criteria for literature screening. Three types of keywords were used for article retrievals to ensure that relevant documents were collected. The first category of search terms aimed to collect and identify articles in the field of collaborative governance. These terms included ‘collaborative governance’, ‘collaborative management’, and ‘collaboration’ (Scott and Thomas 2017). The second category restricted the search to the collaborative behaviour of local governments. The last category limited the search to descriptions of local government collaboration networks. These terms included ‘Cooperation networks’, ‘Inter-organisational networks’, ‘Collaboration Networks’, and ‘Network analyses’. The search keyword categories are listed in **Table 1: Categories of keywords for sampling**. Our preliminary search identified 1,436 journal research papers. To ensure quality and rigour, selected articles were peer-reviewed, and conference papers and working papers were not considered. Subsequently, we applied the manual analysis method to identify relevant articles regarding local government sources of collaborative governance. We set the literature inclusion or exclusion criteria, based on existing studies on meta-analysis. They include (1) the paper must contain empirical research, (2) the sample size must be reported, (3) the correlation or other reliable statistical data must be reported, (4) the method of data collection must be reported, (5) research focuses on public affairs and the main body includes the government, and (6) the dependent variable must be a collaboration network. Given these criteria, 40 documents were obtained. The process of document inclusion and exclusion is shown in **Figure 1: Search process**.

Category of keywords	Keywords
Collaborative governance-related	‘Collaborative governance’, ‘Collaborative public management’, ‘Collaborative decision’, and ‘Cooperative governance’.
Collaborative selection-related	‘Collaboration tool’, ‘Collaborative selection’, ‘Collaboration history’, ‘Inter-local cooperation’, ‘Inter-organisational collaboration’, ‘Regional integration’, ‘Inter-local cooperation’, and ‘Inter-local agreements’.
Collaborative network-related	‘Cooperation networks’, ‘Policy network’, ‘Collaboration networks’, ‘Inter-organisational networks’, ‘Inter-governmental networks’, ‘Network analyses’, and ‘Networks’.



Meta-analytical Procedure – To confirm the factors related to the formation and change in local government collaboration networks, the first step was to unify the size of the effect. Conventionally, a meta-analysis uses d (average difference) and r (Pearson correlation) to assess the effect size. Here, the correlation was selected to capture the size of the effect. However, not all articles provided detailed statistics on their research variables, and regression coefficients were not always available. Therefore, this study converted the statistical research coefficients into standardized effects. Comprehensive comparisons of different methods, comprehensive meta-analysis (CMA) software, and STATA16.0 were used for the meta-analysis.

3. Results:

3.1 Publication bias – Before the verification of the research hypothesis, it was necessary to investigate the effect size bias in the sample studies. Publication bias occurs when the published literature cannot fully represent the totality of the study completed in the field. Publication bias affects the reliability of the meta-analysis. The verification of publication bias mainly includes three methods: funnel plot, Rosenthal’s classic fail-safe N test, and Egger’s test. Here, a funnel plot was used to test for publication bias in the sample.

Figure 2: Meta-analysis funnel chart

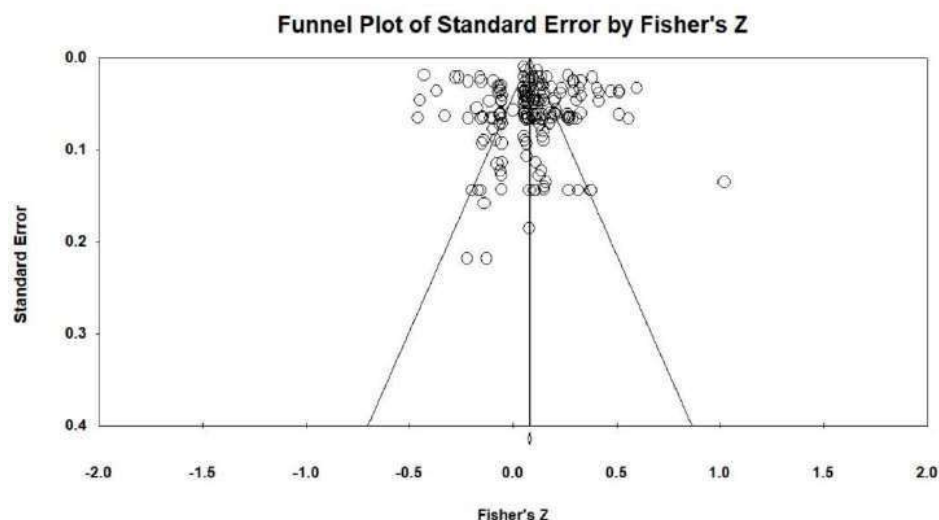


Figure 2 shows a visual analysis of the publication bias. As shown, the horizontal axis is the converted value of Fisher's Z effect, and the vertical axis is the standard deviation of Fisher's Z effect. Most of the studies were located in the upper part of the loopholes, and there were few base studies. The symmetry of the funnel plot indicated that the research did not have a large amount of publication bias. After the funnel plot test, we concluded that the meta-analysis was reliable.

3.2 Heterogeneity test: The heterogeneity test was used to verify the rationality of the random effects model selection. Heterogeneity test methods mainly include the Q, *I*², and H tests, in addition to forest, star, Bella, and Gabriel's diagrams. The Q test is based on a test of the total variation. It was assumed that the effect size obeyed the chi-square distribution. If $p < 0.05$, it was heterogeneous; the *I*² test mainly reflects the proportion of the actual variation in effect size in the total variation, according to previous studies. The *I*² values of 25, 50, and 75% can be regarded as the boundaries of low, medium, and high heterogeneity (Higgins et al. 2003). The purpose of this test was to test the heterogeneity of the effect sizes measured in the studies. The meta-analysis mainly adopts the fixed-effects or random-effects model. The fixed-effects model assumes that all studies have an actual effect size, only includes the population designed by the study, and cannot be generalized for other populations. The random-effects model believes that a meta-analysis study has one proper effect size and varies because of a difference in research groups and tools. This study conducted a heterogeneity test on the relationship between collaborative governance and its influencing factors, and the results are shown in Table 3. The results in Table 2 show that there were different heterogeneities in the relationships in this study. With highly heterogeneous research variables, it is more scientific and reasonable to choose a random-effects model. $P < 0.01$, according to Higgins et al.'s (2003) criteria for judging heterogeneity, *I*-squared $> 75\%$ indicating significant heterogeneity, and the random-effects model should be used. Therefore, the random-effect model was used for the meta-analysis.

Table 2: Heterogeneity test

Model selection	Path relationship	P-value	I-squared (%) Network
structure effect			
Random	Reciprocity	0	90.381
Random	Alternating k-stars	0	92.727
Random	Transitive triplets	0	94.104
Random	2-paths	0	93.496

Homogeneity effect			
Random	Same government level	0	95.206
Random	Same jurisdiction	0	92.916
Random	Geographic proximity	0	98.455
Resource dependency effect			

Random	Population	0	90.385
Random	Median household income	0	99.014

3.2 Identifying effect sizes: The meta-analysis results partially verified our hypothesis (Table 3). The five factors of reciprocity, geographic proximity, same jurisdiction, transitive triplets, and population decreased in that order (the 95% confidence interval did not include 0). The results showed the different choices and preferences of local governments when establishing a collaborative network. The establishment of local government collaboration networks was affected by the homogeneity of the actors. The homogeneity factor partly validated this view. Simultaneously, local government collaboration networks tended to choose three different network structures.

Table 3: Meta-analysis effect size

Network structure effect					
Reciprocity	0.23	0.1	0	7	0
	6	72	.	.	
			2	1	
			9	2	
			7	2	
Alternating k-stars	0.04	-	0	1	0
	9	0.0	.	.	.
		17	1	4	1
			1	6	4
			5	9	2
Transitive triplets	0.08	0.0	0	2	0
	2	16	.	.	.
			1	4	0
			4	1	1
			7	9	6
2-paths	-	-	0	-	0
	0.01	0.1	.	0	.
	1	09	0	.	8
			8	2	2
			7	2	6
Homogeneity effect					
Same government level	0.06	-	0	1	0
	9	0.0	.	.	.
		12	1	6	0
			5	6	9
				1	7

Same jurisdiction	0.01	0.1	0	5	0
	8	17	.	.	
			2	5	
			4	1	
			1	7	
Geographic proximity	0.19	0.0	0	1	0
	4	03	.	.	.
			3	9	0
			7	9	4
			1		7
Resource dependency effect					
Population	0.07	0.0	0	3	0
	7	28	.	.	.
			1	0	0
			2	9	0
			5		2
Median household income	0.03	-	0	0	0
	5	0.1	.	.	.
		63	2	3	7
			3	4	3
			1	5	

The effect value of the overall influencing factor was low. Among all the significant influencing factors, the network structure effect value of reciprocity was the highest at 0.236, and the effect value of same jurisdiction was the lowest at 0.018. The results indicated that similarities in the demographic characteristics may cause the same public affair issues. Among the subject characteristic factors, the population effect value was 0.077 ($P < 0.05$). The larger the urban population, the more likely it is to establish a collaborative network. For economic characteristic factor, the effect value of citizen income was not significant ($P > 0.05$). This indicates that, in establishing a collaborative network, local governments do not collaborate because of similar economic development levels. Local governments with similar economic levels may view each other as competitors. Therefore, the effect of different factors on collaboration networks is partly confirmed(H1). The meta-analysis partially verified the homogeneity hypothesis of the local government collaboration networks(H2). The homogeneity of the characteristics of the actors had similar policy preferences to different actors, promoted policy learning, and cooperation between local governments. This was verified in the political and geographic fields. The two factors at the level of political homogeneity had different effects on the local government collaboration network. The same jurisdiction effect value was 0.018 ($P < 0.05$), and the same government level effect value was 0.069 ($P < 0.1$). This result indirectly verified that different administrative subordinations may incur high transaction costs and affect cooperation. In summary, the homogeneity effect of local governments specifically impacted the collaboration network. Regarding the considerable same jurisdiction effect value, the effect values of other homogeneity factors were low, and the homogeneity factor analysis of the collaborative network required more factors to be embedded. The actor's subject characteristic dimension influenced the regional collaboration network. It was observed that geographical proximity was a major factor for local governments to collaborate. The geographical proximity factor showed that the second-highest effect value in the meta-analysis was 0.194. Owing to the spillover effect of regional collaborative governance, the closer the local government was, the easier it was to establish cooperation to solve public problems or conduct public projects. The significance of the same jurisdiction in the homogeneity factor validated this view. Local governments belonging to the same administrative region were often geographically close. Therefore, it was easier for local governments to establish collaborative networks. Studies have shown that there are four network effects involved when local governments make collaborative choices(H3). By integrating the empirical results

obtained from different cases, the meta-analysis results showed that local governments preferred to achieve three network structures: reciprocity, transitive triplets ($P < 0.05$) (H3a, H3b). Although certain studies have confirmed the diversity of collaboration networks, when research cases were assessed, it was observed that complex collaboration networks and popular actors were not favoured by local governments. Regarding the effect size, local governments were more inclined to achieve a network structure with reciprocity. The effect value of the reciprocal network structure was 0.236, which was the highest among the influencing factors. Studies showed that the effect values of transitive triplets were relatively small (0.082, respectively). The effect value of the alternating k-star and 2-paths network structure were not significant ($P > 0.05$). As the effects varied between different network structures, H3 is supported. Considering that certain network effects had been verified, the impact of the bridging structure, and alternate k-stars were not apparent. The results showed that local governments were unwilling to bear transaction costs and they would like to build simple networks based on cooperation history.

4. Discussion –

4.1 Implications for Theory: The meta-analysis supports the theoretical proposition that complex elements contribute to collaboration networks. Many relevant studies have examined specific policy areas, such as public services and environmental governance, and specific collaborative governance agendas, such as collaborative networks and shared governance arrangements. This study gathered relevant empirical cases of existing collaborative governance for public managers to fully understand the motivation for forming collaborative networks. Firstly, the results of the meta-analysis opened a dialogue with the disputes about homogeneity and heterogeneity. On the one hand, local governments preferred to choose partners and collaborate with cities with similar characteristics. On the other hand, certain studies point out that local governments preferred dissimilar partners (Andrew, 2009; Carr, LeRoux, & Shrestha, 2009; Kalesnikaite & Neshkova, 2021). Heterogeneous actors offer different resources to each other, which increased the possibility of establishing a cooperative network. Local governments frequently faced water pollution problems (Berardo & Lubell, 2016), economic development (R. C. Feiock, Steinacker, & Park, 2009; Lee et al., 2012), digital economy, and other governance issues. Local governments typically choose specific coordination mechanisms based on the governance object service measurability and asset specificity. Secondly, the meta-analysis results of the geographical location characteristics of local governments echo the collaborative governance motivations proposed by institutional collective actions (Richard C. Feiock, 2013). During the collaboration, local governments mainly focused on shared governance vision, reduction of transaction costs, and avoidance of collaboration risks (R. C. Feiock, 2007; R. C. Feiock et al., 2010; R. C. Feiock et al., 2009). Our study confirmed that geographical proximity and administrative subordination positively impacted the reduction in transaction costs and collaboration risks. Geographical proximity implied that actors often had similar governance visions, increase the level of contact between each other, and reduce the transaction costs of collaboration (Gerber, Henry, & Lubell, 2013). Is there any connection between the administrative level and local government cooperation? There are differences of opinion in previous studies (Andrew, 2009; Gulati & Gargiulo, 1999). As observed during the meta-analysis, a correlation existed between the same political affiliation and collaboration. Thirdly, when we extended the collaboration case, we focused on resolving the controversy of the relationship between homogeneity and individual characteristics. The homogeneity of local governments does not always directly lead to cooperation. Subject characteristics may cause an imbalance in governance resources and power, so local governments expect to facilitate resource exchange. This view was reflected in the significant effect of the population factor. Although the homogeneity zone may reduce transaction costs, homogeneity may also indicate that two or more parties cannot solve similar problems. Therefore, when the specific benefits of collaboration were unclear, local governments were more inclined to collaborate with actors who were beneficial in terms of governance resources. Homogeneity and resource dependence, as two theories explaining the formation of local government cooperation networks, has been verified to a certain extent. Finally, the choice of the local government collaboration network structure validated the local government's preference for simple structures. Regarding social networks,

there are four collaborative network structures for local government cooperation. Reciprocity was observed to be the most popular network structure, followed by transitive triplets while other collaborative network structure effects were not noticeable (Lee, Lee, and Feiock 2012). First, previous studies have pointed out that collaborative networks favour simple networks (Gerber et al., 2013); therefore, this conclusion applied to participants in self-organising networks (Berardo & Scholz, 2010). The establishment of connections with actors with unique resources enabled the sharing of practical information (Carpenter, Esterling, & Lazer, 2004; Granovetter, 1973). The purpose of local governments to form a collaborative network was to reduce costs and reciprocal risks (Lee et al., 2012). Second, the efficiency loss, high-cost risk, and result uncertainty of collaborative governance (Koontz et al., 2004) affect the choice of collaborative governance tools. Bilateral entities had fewer actors than multilateral entities, and their transaction costs were lower. Therefore, the reciprocal network structure was more significant than those of other networks. Complex collaboration networks required more trust and cost, and further analysis was required based on different topics. Local governments were inclined to establish trustworthy and straightforward cooperation networks, rather than complex collaborative networks. In a collaborative network, it was difficult to clearly distinguish the 'coordinator'. Therefore, the establishment of local government collaboration networks was more dependent on successful cooperation history.

Implication for Practice – Our findings indicate that simply factors are not enough to explain collaboration network. More empirical evidence is required for collaborative governance studies on local governments. Regarding the meta- analysis, the effect size of each factor was generally small, except for the effect sizes of geographical proximity and reciprocity, which were medium. This study confirmed the diversity of motivational factors for collaborative governance (Prentice, Imperial, & Brudney, 2019; Scott & Thomas, 2017). Local governments considered factors when cooperating over the influencing factors (Liu, Wu, Yi, & Wen, 2021). Although this study integrated the main empirical categories of studies on local government cooperation motivation as comprehensively as possible, there was a need to promote the research results through a broad range of practices. Factors that have not yet been empirically analysed such as shared cooperation vision and cooperation history, should be integrated into future studies. In addition, collaborative debates on homogeneity and heterogeneity require more arguments to explore the collaborative choices made in different scenarios. We also encourage administrators to think about how to establish the collaborative networks and why. Different countries may choose different regional coordinated governance mechanisms while facing different governance issues. Future studies should respond to the development of practice and verify the rich hypothesis in the sample studies. Collaboration network is a cross-administrative and cross- organizational work involving a series of actors such as local governments and non-governmental organizations. Nevertheless, involving stakeholders in the collaboration network in the same way does not seem to be successful. Therefore, local governments need to understand the conditions for establishing cooperation and impose sustainability.

5. Conclusion: – Through the meta-analysis, we discovered the primary factors and selection tendencies for the formation of local government collaboration networks. First, the results of the network structure effects indicate the preference of local governments in the construction of collaborative networks. Considering that multilateral cooperation incurred additional transaction costs, the effect value of passing triples was low. It was difficult for actors to identify intermediaries in constructing a regional collaboration network, thereby causing difficulty in conducting resource exchange and policy learning. Local governments were observed to not choose to form alternating k-star and 2-paths network structures with famous actors. Second, the homogeneity of the subject positively impacted the establishment of the collaboration network. On the one hand, similar political attributes indicated that different local governments may face similar cross-domain governance issues, making it easier to engage in cooperation. On the other hand, the proximity of the geographical location was a major factor that facilitated the collaboration of local governments. Geographical proximity indicated that two or more parties could collaborate at a low transaction cost. Finally, the main characteristics of the actors influenced the choice of cooperation. In particular, economic heterogeneity was inclined to cause differences in resources and power. Therefore, the household income did not contribute to the

formation of a collaborative network. The population of the local government had a significant influence on the collaboration network. In summary, the results showed that the motivations of local governments to establish collaborative networks were diverse. The contribution of this study was the integration of different perspectives on the motivation for collaborative governance. First, the multiple motivations for collaborative governance were determined based on empirical evidence. Second, this study has made contributions in the form of a meta-analysis, responding to the long-term controversy over the research and judgement of collaborative governance motivation. Third, this study calls for more meta-analysis evidence on the practice of collaborative governance dynamics (Bryson, Crosby, & Stone, 2015) to support the combination of collaborative governance motivation elements in different contexts.

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Investigating The Significance of Training and Development of Indonesian Enterprises During a Period of Economic Crisis - With A Focus On COVID-19

Sashenka Abigail Darminta

A Final Essay submitted in fulfillment of the requirements for the Bachelor of International Business degree

Abstract: IESEG neither approves nor disapproves of the opinions expressed in this document; essay opinions should be assumed to represent the views of the author.

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love and support have kept me motivated and confident throughout the process. I am expressing my deepest gratitude to them as they have encouraged me through the highs and lows. I owe all my accomplishments and success to them as they have constantly believed in me.

Abstract: The rise of the COVID-19 outbreak has resulted in unprecedented changes in the way many individuals conduct their work. During this time of high uncertainty, it has also become increasingly important for individuals to be equipped with updated skills and competencies to be entirely adjusted to new ways of working. This is critical as people can become much more confident and agile about their work, to ensure successful and efficient operations. The purpose of this report is to identify and investigate the significance of the Training and Development of Indonesian enterprises during a period of economic crisis. The specific period of economic crisis to be examined is the ongoing COVID-19 pandemic. This paper aims to see the shifts or changes in activities associated with the Training and Development of Indonesian employees in the new work environment. In addition, this research paper will be qualitative, holding an emphasis on the elaboration of respondents' responses about their needs and recommendations for the future of work in the New Normal era.

Table of Contents: Literature Review: Introduction - The Human Resources Department accounts for a vital and primary constituent within any organization. It is the division that establishes the foundation which aids the improvement of an individual, group, and the organization in terms of development across professional, personal as well as psychological attributes (Noe et al, 2010). Activities involved in this function include the training and development of all members of an organization. With major technological breakthroughs, the pace of digitalized change has accelerated. As expectations change, enterprises must conduct modernized upskilling schemes, to ensure that employees' skills are resilient to the ever-changing nature of the market (Williams, 2020). The current dynamic state of the work environment forces enterprises to take more action concerning enhancing employees' competencies, to better prepare them in times of VUCA (volatility, uncertainty, complexity, and ambiguity) (Parween & Deepak, 2019). As it is progressively challenging to anticipate future events such as the current COVID-19 pandemic, this has led to a state of apprehension in many organizations, resulting in many enterprises conducting substantial and imperative changes. The novel Coronavirus outbreak has caused the ultimate disruption of various industries' learning and development programs, therefore, resulting in a significant decline in the overall economic activity across the globe. With the implementation of strict protocols and safety measures such as social distancing or "work from home" (WFH) arrangements, many businesses are pressured into re-examining their beliefs and redefining the required competencies (Nielsen et al, 2017). Therefore, a nation's Human Resource training and development strategies are essential for the improvement of the overall workforce's productivity (Man, 2020). This research paper aims to analyze the degree of alterations made in the training and development programs of enterprises that have been made due to the COVID-19 outbreak. Every organization has its distinctive way of developing during this pandemic such as reducing budgets and conducting layoffs, whereas others invest in remote training programs. More specifically, these organizational development schemes must address the immediate impact of the pandemic, to ensure the robust recovery of the economy, as well as to build and harness the competencies of the labor market in the long run. (ILO, 2021).

Theoretical Background: Professional Development in Enterprises - Professional employee development programs are extremely crucial to all members of an organization. Providing an opportunity for training and development suggests that an organization is mindful of the needs of its employees. Research conducted by Dr. Elena P. Antonacopoulou, suggests that two principles underpin employee development: 1. Self-Development 2. Self- Directed Learning: These concepts indicate that professional development must be of intrinsic value to employees. If employees are more inclined to participate in organizational development programs, this suggests a greater chance of satisfaction and motivation within the workplace (Elena P, 2000). The more eager and curious an individual is to improve their skills, the more willing they will be in attending workshops, seminars, and other training programs. As a result, as more employees take part in reskilling programs, the higher chances are of increased productivity within the organization. Moreover, recent surveys further prove the significance of employee training and development to an enterprise's long-term success. More or less 40% of employees leave their current

position within the year due to poor and inadequate training as well as the lack of apprenticeship programs available (Go2HR, 2020). Therefore, as members within the organization are not able to find room for growth within their careers, the chances of developing inside the company (such as promotion opportunities) are very limited. As a result, employees lack the opportunity to achieve self-actualization within the workplace. Overall, training is a massive investment made by organizations. It will contribute to extended benefits concerned with organizational culture, employee retention, the company's brand, and reputation to the general public. With strong training programs, companies are at the advantage of reducing the number of individuals seeking to find growth elsewhere (Chiong, 2020). Shaping a Progressive Learning Culture - Both technological, as well as societal advances, are playing a crucial role in sculpting how individuals learn. Corporate learning has evolved significantly over the years as data and information are undoubtedly far more accessible than it was before. Due to the vast reach of the Internet, employees are now able to attend online training, seminars, and classes with their liberty. To develop a successful growth mindset, organizations need to acknowledge the curtailments that prevent their employees from reaching levels of personal as well as professional development. This is defined in much more depth by Professor Edward Hess from the University of Virginia (2016), pointing to three main constraints of development: 1. Ego: The desire of individuals to be favored by others. As a result, people tend to deflect and deny what may cause them to look uninformed and unknowledgeable. 2. Fear: Individuals seeking to avoid the embarrassment of failure. 3. Complacency: During the process of acquiring knowledge, individuals tend to resist new challenges and ideas. Upon understanding the key constraints associated with development, organizations, therefore, must be more supportive and conscious of the professional needs of their employees. As the business environment is highly dynamic with ever-evolving technological advancements, employees, therefore, must be constantly updated with the knowledge to broaden their skills and competencies, especially during unprecedented times like these (Grossman, 2015).

Overview: Changes in Training & Development Programs as a result of COVID-19 - The outbreak of the pandemic has resulted in a swift change in working conditions. Due to the urgent need for self-isolation of each individual, there is a pressing need to alter physical working conditions to a now online working environment. A survey conducted by a vast number of Learning and Development practitioners indicated that 57% of these individuals invested in a greater amount of online learning budgets in 2020 (LinkedIn Learning Report, 2020). Nowadays, there is a staggering need for new digital competencies among employees. As people are still in the process of adjusting to the pandemic, the development opportunities are more challenging to find amidst this global health crisis and economic hardship. A total of 46% of employees globally have reported that their workplace has reduced the chance of reskilling due to COVID-19 (Degreed Report, 2020). As close as individuals get to face-to-face meetings is the use of video conferences and virtual webinars to take part in different professional development initiatives. Human Resources Development Readiness in Indonesia – The Human Resources Division of any organization is responsible to equip the members of an organization with the necessary competencies, skills, and values needed to conduct their jobs effectively. The advances of the Human Resources Division of many enterprises have become much more important nowadays, especially due to the rise of the COVID-19 pandemic. The Association of Southeast Asian Nations (ASEAN) has created a survey that measures the readiness of several Human Resources Departments across nations to see the development and improvements of the labor force in said nations. Indonesia, being a part of these nations, participated in the survey, where a total of 36 individuals took part in the assessment. Figure 1: Respondent's Institutional Affiliation - More specifically, these individuals were further assessed on their perspectives regarding Modernized Human Resources Development Initiatives, which are of great significance especially during unsettling times like these. Results indicate that almost all participants perceive that updated Human Resources related schemes are essential for further development.

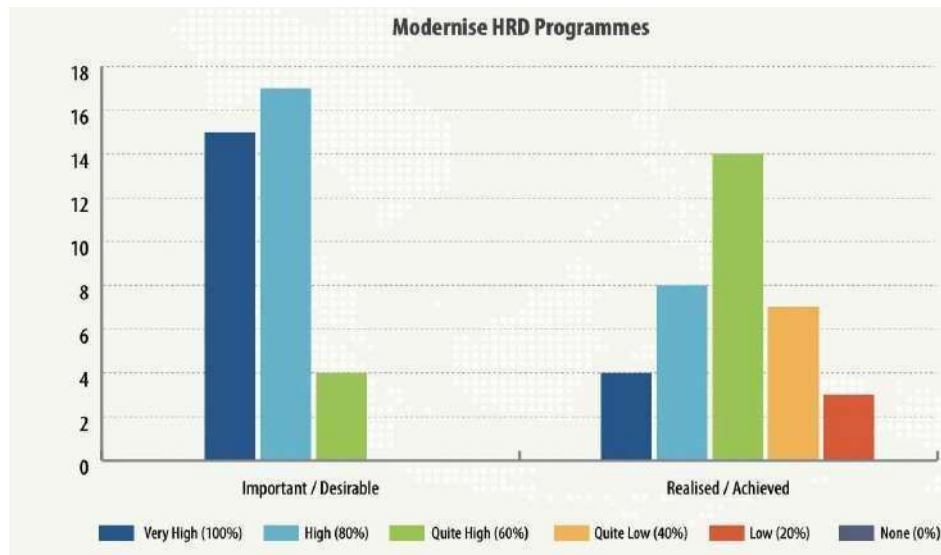
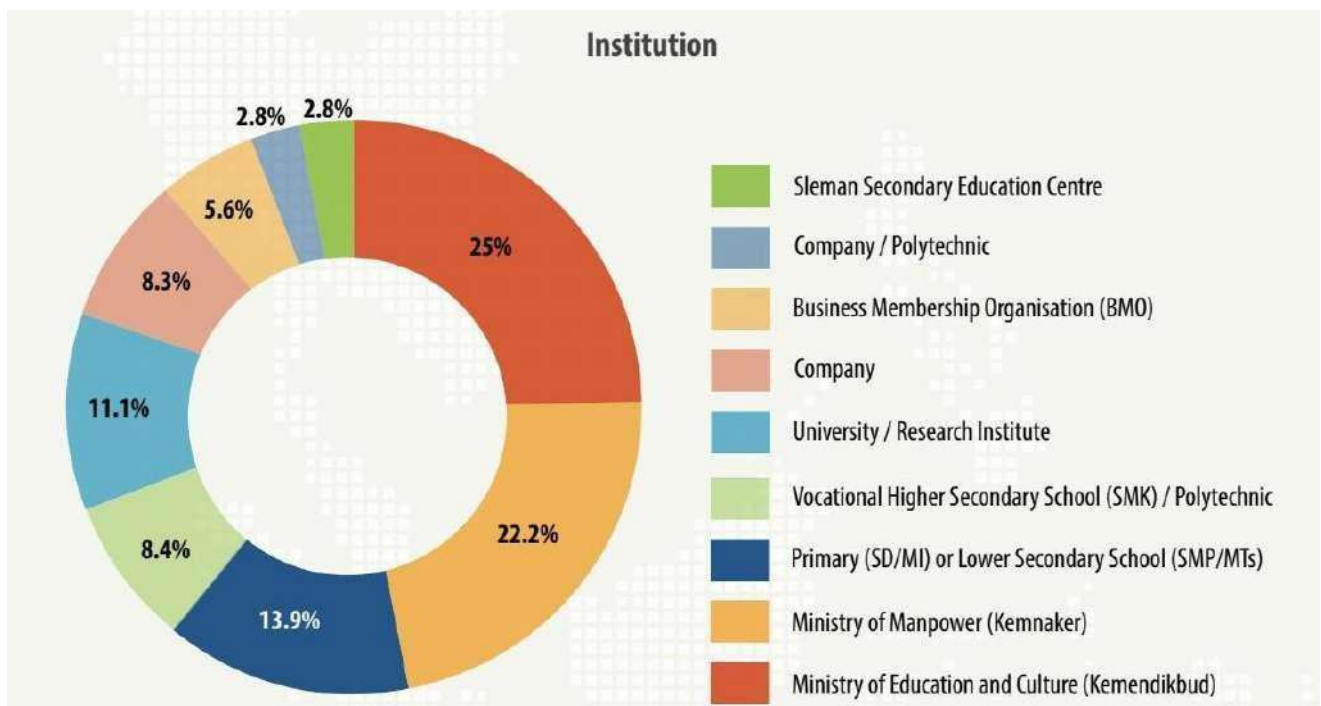


Figure 2: “Modernized HRD Programmes” Survey Results Key Facts and Figures on Indonesia’s Labor Force - With a population of over 270 million citizens, Indonesia marks the fourth most populous country in the world. More specifically, the country itself is forecasted to have an increase in the overall youth population by 2030, therefore accounting for a rise in the working-age demographic of Indonesia. Additionally, Indonesia currently holds the position of having the largest economy in Southeast Asia, reporting an overall gross domestic output of US\$1,088,768 million. Indonesia’s labor force is composed of a total of over 134 million individuals. The labor force itself is measured by the criteria of individuals



who are aged 15 and older and who are in a position of dealing with the production of goods and services during a specified period. In addition, this criterion also includes individuals who are currently employed as well as first-time job-seekers. The overall labor participation rate of Indonesia is 69.32% in 2019, reaching the highest rate recorded throughout the years, before slightly declining to 67.8% in 2020 as a result of the pandemic. Furthermore, the Employment to population rate of Indonesia is also highly promising with a total of 63.72% accounting for 77% of the population being male and 48% being female. Moreover, Indonesia has continued to be exposed to various technological advancements at a rapid rate. The country itself has seen significant growth in terms

of online platforms, therefore creating more opportunities for e-commerce businesses. This new shift in digital lifestyle and practices have enabled promising chances to lower the unemployment rates of the country itself. According to the Human Development Index, Indonesia has continued to improve in terms of its socio-economic aspects. Despite the extensive shifts and modifications made due to the COVID-19 outbreak, Indonesia, still manages to ameliorate its Human Development Index score generating a score of 71.94 in 2020, indicating a slight increase from the previous year. As a result, this placed Indonesia among one of the few countries that experienced a high level of human development; positioning the country at a rank of 107 over 189 other countries. Indonesia's Labor Force amongst Different Enterprises – The Government of Indonesia has considered its crucial importance to prioritize the country's small and medium enterprises as they are considered the primary foundation of Indonesia's overall economy. It is estimated that almost 99% of businesses in Indonesia are within the micro, small, and medium (MSMEs) category. In addition, these enterprises provide the most job opportunities, with approximately 93% of the country's labor force engaged on a wage employment basis. According to Indonesia's Central Statistics Agency, the distribution of labor in large and retail trading enterprises accounts for as many as 22.4 million or 31.81% of the workforce in Indonesia. In terms of the public sector, approximately 9.5% of the Indonesian population is currently employed in Government enterprises. Moreover, the smallest portion of Indonesia's population works at Non-Profit Organizations, accounting for 270,2 million people as measured in September 2020. Alterations made in Re Skilling initiatives by Indonesian Enterprises due to the Pandemic – As work arrangements are being modified to limit the spread of the coronavirus (such as companies switching to hybrid work practices or introducing "Work from Home" options), the Human Resources Division must be mindful of creative alternatives to meeting the technical as well as psychological demands of the workforce. According to the International Labor Organization based in Indonesia, many Human Resources managers have collaborated with Training Instructors to transform various reskilling and employee development programs into more digitized practices. An example would be the International Labor Organization's collaboration with Skilvul. Skilvul is a technology education platform that provides lessons in digital skills, with a "blended-learning" method in both online and offline forms. The workshop took place with the primary aim to assist training instructors' shift from traditional face-to-face to digital online skills training. Training Instructors across Indonesia (also known as "Balai Latihan Kerja" or "Balai Besar Pengembangan Latihan Kerja") participated in this development program for a total of three months to equip them with technical skills in planning and delivering training digitally. The content of the e-courses that were given in the workshops was a replication of previous digital skills training that was given to Balai Latihan Kerja's instructors instigated by the International Labor Organization's Women in STEM initiative. The courses provided include the assessment of participants' capability in developing an individual action plan that can be introduced and executed at training centers. Constructive feedback was then provided by experts as well as peers to ensure the feasibility and quality of these action plans, to further strengthen the participant's skills. Due to the success and positive responses to the workshop, the International Labor Organization based in Indonesia has gained an increase in the funding support from the Government of Japan and Fast Retailing Co., Ltd., As a result, the International Labor Organization has continued to promote digital skills and distant learning projects to further develop the technical skills of individuals amidst the COVID-19 outbreak, as well as ensuring occupational safety within all Indonesian enterprises.

Methodology: The research described is qualitative. Concerning the context of the theoretical citations discussed above, it is crucial to take into consideration the changes that occurred in the training and development processes in different Indonesian enterprises as a result of the COVID-19 outbreak. The results obtained are an attempt to fill this research gap. Overall, the aim is to investigate the different strategies that training instructors must take within various Indonesian enterprises concerning the modifications of training and development programs due to the pandemic. The objective of this research question is to first evaluate both successful and unsuccessful reskilling and apprenticeship strategies during COVID-19. In addition, with this research's findings, it is expected to investigate or innovate new development schemes. Lastly, another research objective that is aimed to be derived from this paper is to identify insights on determinants that are stimulating the willingness and skills of the different

Indonesian enterprises amidst a period of economic hardship. This research or data collection method will be conducted in the form of a Questionnaire/Survey that will be distributed via the Google Forms platform. The target sample will compose of 100 individuals employed across different Indonesian enterprises (Small-Medium Enterprises, Large Enterprises, and Organizations under the Public/Government supervision as well as Non-Governmental Organizations) who have been employed for two or more years (Pre – and During Pandemic Crisis). In addition, a series of open- ended questions will also be asked within the questionnaire. The overall purpose of adding a said feature is to give respondents the chance to further elaborate and give in-depth reasoning to their responses while still maintaining a coordinated flow. The responses derived from these questions also allowed participants to share their insights into the changes taking place in organizations in the learning and development area. Furthermore, the data collected would then be analyzed in three different phases: 1. Data Reduction 2. Data Presentation 3. Conclusion - This approach is based on a case study conducted by Malhotra in 2010. The first step is to conduct Data Reduction. This is a process where only emphasized and crucial information is chosen, while the less significant information is eliminated. This is then followed by Data Presentation which utilizes visual and diagram presentations to investigate whether there are patterns and correlations among the information chosen. Finally, a conclusion can be drawn. The contents of the conclusion would focus on how the information is further analysed and verified, to ensure that all of the information meets the objectives of the research.

Data Analysis: -This section of the report will examine the significance and impact of the COVID-19 outbreak on training and development in different Indonesian enterprises. This report further illustrates the types of obstacles and interruptions experienced by various enterprises as well as immediate responses to the economic crisis and long-term measures that employees wish to be exposed to. The survey itself was distributed on the 23rd of March 2022 using the online software Google Forms platform and closed on the 3rd of April 2022. It was available in two languages, namely, English and Bahasa Indonesia. The inclusion of the option of the questionnaire being distributed in Bahasa Indonesia as well as the survey itself is distributed amongst Indonesian citizens. Therefore, this enabled them to have the option to choose whichever language they felt most comfortable or at ease answering with. Apart from being circulated through a variety of networks and offices, the survey was also promoted on social media platforms to gather a wider range of respondents. From the 23rd of March to the 3rd of April 2022, a total of 100 responses were received. Figure 3 portrays the number of responses differing by the type of enterprise each respondent was employed in. Results indicate that 57% of the responses came from Large Enterprises (constituting an enterprise holding over 250 employees). This accounts for the largest portion of respondents. This is further followed by 23% of responses coming from respondents employed in Small-Medium Enterprises (constituting an enterprise of 11-249 employee members), 10% from Governmental or Public Organizations, 9% from Non-Profit Organizations.

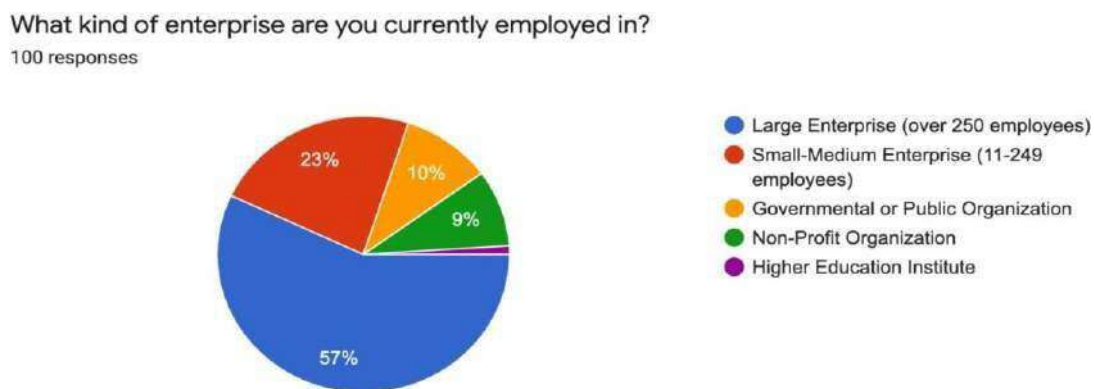
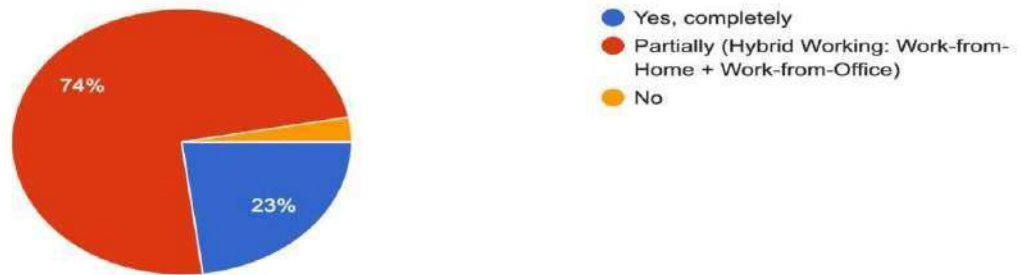


Figure 3: Responses by enterprise

Source: Author's Survey Interruptions to employee Training and Development - The pandemic outbreak has

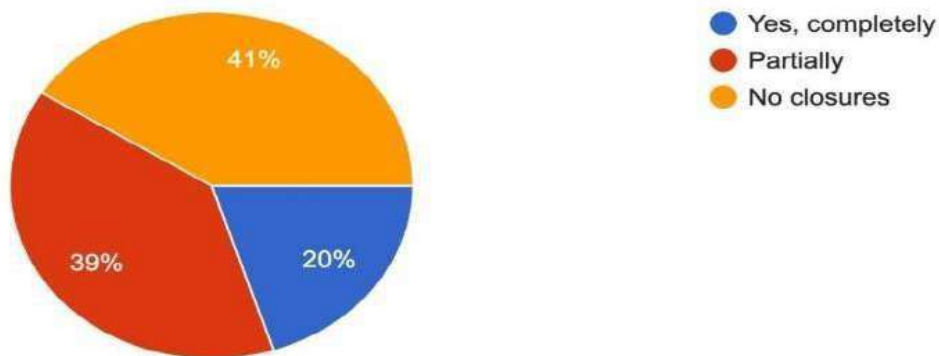
Has your enterprise or organization introduced "Work From Home" measures in response to the COVID-19 pandemic?

100 responses



Has your enterprise or organization suspended operations in response to the COVID-19 pandemic?

100 responses



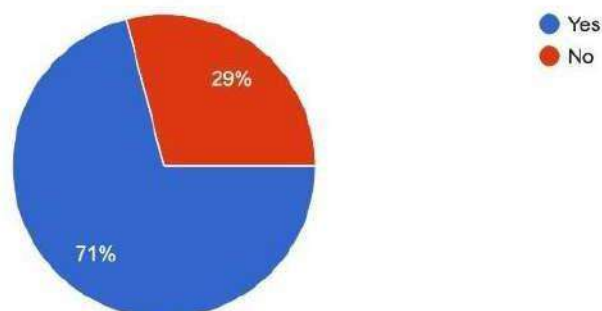
resulted in an extremely severe impact on various enterprises in Indonesia as well as their human capital. Results from the survey illustrate that a total of 39% of respondents indicated that their organizations have decided to implement the partial suspension of their operations due to the crisis. Whereas a total of 20% of respondents reported a complete deferment of their organization's operations. On the other hand, the majority of respondents indicate that their organization has not implemented any closures concerning the COVID-19 outbreak affecting their employment. This is mainly due to the change in the organization's ways of working in utilizing digital p Figure 4: The suspension of operations among different enterprises - Source: Author's Survey Furthermore, 74%of respondents reported that their organization has introduced Work from Home measures about the pandemic. While 23% of the individuals taking part in this survey indicate that they have completely shifted their daily operations to Work from Home for all the employees. Moreover, a total of three respondents stated that their organization has not introduced any Work from Home schemes. When asked to elaborate further, their responses revolved around the notion of how practical their roles were, and how working digitally would be impossible to achieve optimal results. platforms, which will be further discussed within this report. Figure 5: Introduction of Work from Home schemes among different Indonesian enterprises Source: Author's Survey The COVID-19 pandemic and the lockdown that has been derived from the outbreak will forever change the way individuals and enterprises conduct and socialize in the business environment. As a result, the shift of personal and professional lives will be done online digitally. In the past, employees might have been centralized or grouped to one or a few locations with a supervised and controlled set of information. Nowadays, employees are scattered across a wide range of locations over which their organizations have no direct control. With regards to the flow of communication within the organization, this must be done on web- based platforms such as Zoom, Google Meet, Skype, email, and many others. Concurrently, these enterprises must also address the impact of this virtual environment on their employees. Managers and executives must become increasingly aware of the changing needs of employees with regard to this shift in work practices. Use of Online Learning and/or

Offline Distance Learning Tools Prior and During the Pandemic - The sudden change to remote work due to the global lockdown has caused various Indonesian enterprises to adjust their operations to utilize digital means of work. Experts project that in the future, more than 1.3 billion people will work virtually due to the evolving work models and advancements in digital tools. According to research conducted by Johns & Grattons in 2013, there are three main waves of virtualization, namely:

1. Utilization of Home Computers, the Internet, and Intranet
2. Mobile Technology and Cloud Computing
3. Digital collaboration tools and social media. With the development of state-of-the-art technology, in just less than a decade,

Has your enterprise or organization taken any specific / new measures to ensure the continuation of staff Training & Development programmes during the COVID-19 pandemic?

100 responses



the world has experienced various digital changes. An example would be the proliferation of ubiquitous IT and related objects (IoT) that has enabled a growing and rapid trend of embedding computational capability, the proliferation of high-speed networks, and constant connections which enabled employees to work, interact and collaborate from almost anywhere at any given time. Furthermore, respondents of the questionnaire were asked to state whether their organization has specifically taken specific or introduced new measures with regards to the training and development of employees. Results indicate that 29% of respondents have not received any additional training ever since the emergence of the COVID-19 outbreak. In contrast, the majority of respondents are exposed to new training measures in response to the pandemic. These individuals were then asked to further elaborate on their responses regarding the new training and development programs that they were exposed to if they have chosen "Yes" as their responses. Figure 6: Specific or New Measures taken by Indonesian enterprise which ensures continuation of employee Training & Development amidst COVID-19 Source: Author's Survey From the responses gathered with regard to the elaboration of the previous question asked, the majority of respondents reported that they have received "Online training" as new means of the continuation of employee training and development. Contents of this training range from safety measures that must be followed such as COVID-19 health protocols as well to coaching, workshops, and seminars provided by the organization to ensure the personal and professional growth of employees whilst conducting work in the virtual environment. Moreover, to truly grasp and comprehend the significance use of online learning tools and the major technology shifts that are present within various Indonesian enterprises due to the COVID-19 pandemic, a specific question within the survey gives respondents the ability to indicate the investments that their enterprises have made prior to and after the pandemic.

Was your enterprise or organization using any of the following online and/or offline distance learning tools for Training & Development BEFORE the pandemic? Please check all the options that apply.
100 responses

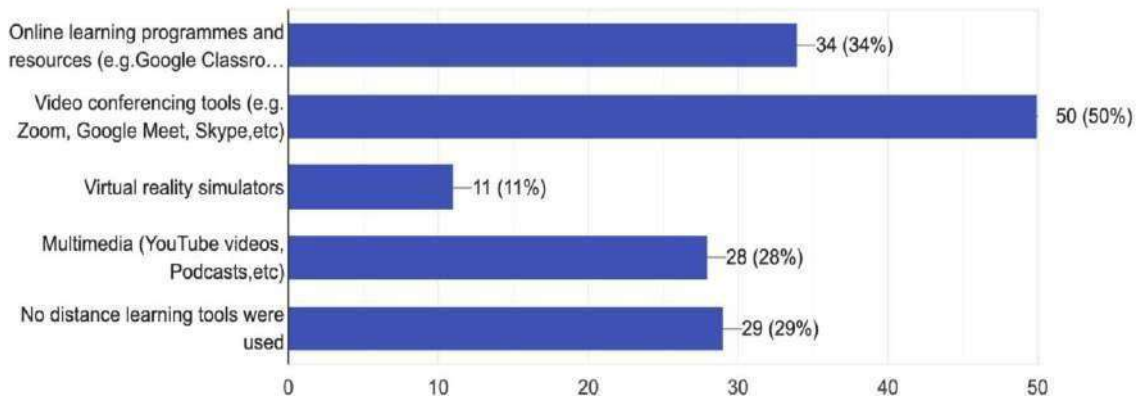
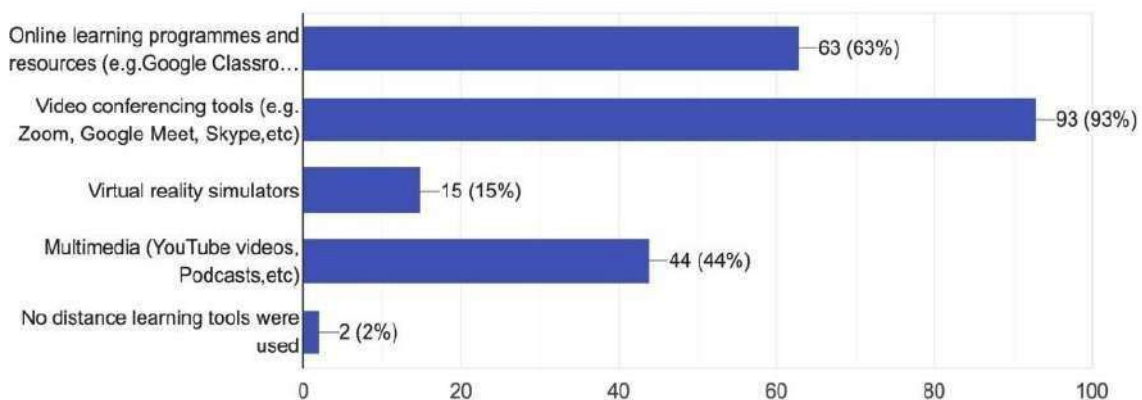


Figure 7: Work delivery utilized by Indonesian enterprises for employee Training and Development prior to the pandemic. Source: Author's Survey Based on the survey's respondents with regards to previous work delivery methods that were utilized by Indonesian enterprises, 29% of respondents stated that in fact "No distance learning tools" were used prior to the occurrence of the pandemic. This mainly stems from Work from Office physical arrangements such as the ability to implement face-to-face meetings, paper-based

Is your enterprise or organization using any of the following online and/or offline distance learning tools for Training & Development DURING the COVID-19 pandemic? Please check all the options that apply.
100 responses



work practices, and many more. However, due to the many individuals being heavily reliant on the use of digital technology, especially nowadays, many enterprises have already incorporated digital tools. The majority of respondents utilize video conferencing tools such as Zoom, Google Meet, etc., followed by many individuals utilizing online learning platforms such as Google Classroom and Microsoft Teams to encourage a more digitally collaborative and collective environment. Figure 8: Changes in work delivery implementations for employee Training and Development during the pandemic. Source: Author's Survey. In contrast, respondents of the survey indicate an increase in the usage of digital online learning tools during the pandemic. The most impacted and popular use of online tools is video conferencing applications, with 93% of respondents stating the need for this platform. This is mainly because the utilization of video conferencing platforms is the main digital means for enterprises to conduct effective two-way communications with their employees during the implementation of Work from Home schemes. This tool is particularly important for the employee's personal and professional development within the organization. For instance, organizations tend to utilize this platform to conduct effective Onboarding and Virtual gathering sessions to maintain good employee rapport. Similarly, respondents indicate an increasing need for the use of online learning platforms, with an overall increase to 63% from 34%. Online learning platforms have become increasingly helpful and favorable for many companies as

they allow both interactive, collaborative, and integrated work dynamics across various divisions and sectors within the organization. Additionally, there are an increase in the use of Multimedia (increase to 44%) and Virtual Reality simulators (increase to 15%) to encourage an immersive experience for employees during the implementation of Work from Home. Lastly, there is an overall significant decrease in the number of respondents indicating that there are “No distance learning tools” - from 29% to 2% - as individuals become increasingly aware and reliant on the crucial need for digital tools for the continuation of their day-to-day business operations.

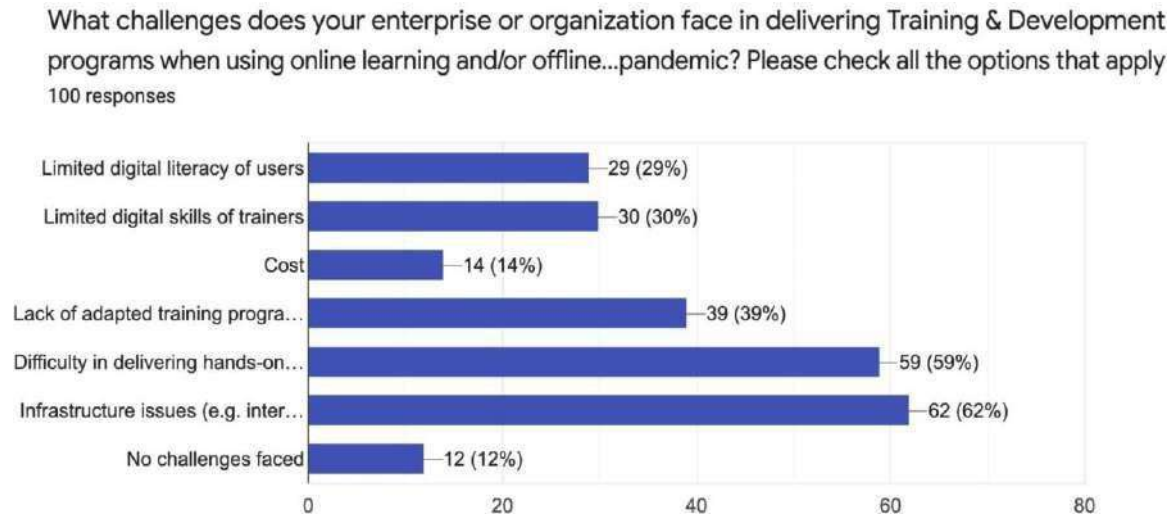


Figure 8: Challenges faced in delivering Training & Development by Indonesian enterprises among the respondent’s survey Source: Author’s Survey Identifying the various challenges associated with this significant change in working patterns and behaviour is extremely important to formulate further strategic solutions to overcome these issues. Figure 8 identifies Infrastructure issues (including internet connection and device availability) and the difficulty in delivering hands-on or practical training procedures to be the main obstacles faced in the execution of employee Training and Development programs while utilizing online learning / offline distance learning tools during the pandemic. Regardless of how adjusted individuals may be to the use of these digital platforms, it is still extremely challenging to truly gain a practical and immersive Training & Development experience with only the usage of these online tools. Furthermore, a common challenge faced by respondents is the lack of digital readiness of users as well as trainers. The survey suggests that 29% of respondents believe that they lack digital literacy in terms of operating regular business operations digitally. Similarly, 30% of respondents believe that there is a lack of digitally equipped trainers to assist them with this ongoing issue. This constitutes a greater issue of overall work productivity and profitability in the end as employees are unable to perform their work optimally, therefore leading to minimal overall outcomes for Indonesian enterprises. Additionally, another challenge faced is the lack of adapted training programs provided for many Indonesian employees. A total of 39% of respondents stated that they are exposed to limited access to resources and skills needed to be entirely adjusted to these current work arrangements. Moreover, 14% of respondents experience a challenge in terms of the costs associated with this digital transformation. This may be an issue due to increased investments associated with purchasing new devices, updating devices, and ensuring stable internet connections at all times. Lastly, only 12% of respondents reported no challenges at all in delivering and receiving employee Training and Development programs. Mitigation measures and desired available support for the improvement of employee Training and Development in various Indonesian enterprises – Finally, the survey distributed included an open-ended question that revolves around Indonesian employees’ derived support in relation to the Training & Development received within the “New Normal” era. The term “New Normal” refers to a state of life concerning the economy, society, etc following a crisis. The notion of incorporating this question into the survey is to allow respondents to elaborate further on their wishes for improvement regarding their new working environment. Overall, responses gathered from the survey provided a variety of personalized and unique

answers. Although, the most prominent and common response, was the need for an increase in exposure to digital, IT, and technology-related skills. The pandemic has forced many businesses to utilize more advanced operations with regard to their daily use of technology, therefore, a more updated form of support in relation to the usage of these platforms is critical for the survival of the business. Many respondents, gave suggestions that revolve around the execution of a more interactive Training & Development program as well, as not only would this contribute to an increase in skills, yet also enhance the workforce and team working relationship.

Recommendations: Upon understanding the challenges as well as desires of employees in relation to having effective Training & Development Programs, it is important to put in place the different measures that are needed to adhere to these changes and ensure an effective employee Training & Development program. These measures are divided into five categories, those being: Institutional Technical Material Financial Psychological Support. Institutional Measures – To begin with, Institutional measures needed to be taken into account for the continuation of employee Training & Development are associated with the need for concrete guidelines and regulations on remote working, as well as strict safety and health measures within the workplace. As many companies are now experimenting with Hybrid working conditions, it is critical that the implementation and execution of preventive measures such as social distancing, wearing of medical face masks, temperature checking before entering buildings, and the regular use of anti-bacterial gels are highly necessary to be enforced. The access to this updated information regarding the COVID-19 outbreak, including newly accurate versions of government regulations, could be shared with employees through email, newsletters, online platforms, or webinars. In addition, enterprises must take into consideration the time frame taken to ensure the success and effective implementation of these new procedures. Firstly, it is important to ensure that there are enough or extended periods for the program's implementation. These timely notifications for the new COVID- 19 preventive measures are critical to enabling enterprises to effectively develop strategies and resources to guarantee success in a sufficient time. Another institutional measure that Indonesian enterprises that may be desirable for their employees are to include the involvement of trade unions. This may be beneficial for their employees as they may get a sense of improved job security within the company. By being a part of a trade union, workers can gain better wages and benefits, personal protection, equality, and solidarity in terms of their work. Notable examples of worker's unions in Indonesia include: K-SPSI-Rekonsilias K-SPSI- Kongres Jakarta Confederation of Indonesian Trade Unions (CITU) Confederation of Indonesian Prosperity Trade Union (K-SBSI). Technical Measures – As it is evident that employees are heavily dependent on new and updated digital measures it is important for enterprises to ensure enhanced provisions and guidelines on the use of digital tools and platforms for virtual work. Recommendations for these measures include the access and availability of free online Training & Development courses, videos, webinars, and virtual workshops. In addition, many enterprises should be more mindful of providing improved access to IT infrastructures such as giving free or affordable internet connection options to their employees. It is important for many businesses to incorporate digitally related Human Resources solutions so that employees working under this department can directly adhere to employees' concerns and needs. Therefore, employee capacity building in delivering online Training & Development such as teleworking or updated IT skills is highly necessary. Moreover, enterprises must ensure to optimize the advancements that are now present in various technologies. Although the majority of Training & Development programs will be conducted virtually, enterprises can incorporate digital tools such as Virtual Reality Simulators such as the Metaverse program to enable more collaborative and interactive discourse amongst employees and team members. Material Measures – Furthermore, enterprises must be mindful of the content that they will share with their employees in terms of Training & Development as this will ensure the employee's overall engagement and experience within these new working arrangements. For instance, companies must provide more online learning content as well as resources that are directly suited and tailored to the needs of employees. Therefore, to truly understand the desires of their employees specifically, it is important for companies to conduct their very own primary research. This can be done through direct interview arrangements with employees or the distribution of a survey as this can reach a wider audience. These training materials should also hold a

strong focus on safety and health measures within the workplace, to ensure that employees are aware of the new regulations in terms of Hybrid or offline work. In addition, the implementation of interactive Training and Development materials is highly important as it ensures practical learning in a virtual environment as well as more team bonding among employees. In addition, many enterprises must include materials on the new strategies needed for building resilience as well as the re-designing of business operations. This is extremely crucial as it will give employees a more concrete level of understanding with regard to the new direction that the company is headed. Financial Measures – Moreover, remote work has increased expenses associated with digital tools and platforms for many individuals. Therefore, enterprises could potentially consider providing financial incentives to alleviate the expenses invested by their employees. An example could be enterprises providing additional grants and subsidies for participating in online distance learning courses. Another concrete example could be an employee tax relief. This additional financial support for infrastructure such as WIFI and internet connection, electricity, phone bills, etc. will not only help employees but, could also motivate them in doing their work. Therefore, there could be an increase in potential attraction and retention rates within the company. Psychological Support – As many Indonesian employees have stated that they are currently experiencing difficulty in terms of adjusting to the shift of online or digitalized Training and Development programs, many enterprises must be mindful of the overall well-being of their employees. Measures that could be taken to ensure the satisfaction of their workforce are to provide interactive support, albeit virtual, between training instructors, learners, and the leaders of the organization as well. Establishing and providing effective communication mechanisms for employees within the organization could lead to an overall positive impact on mental health and well-being. Indirectly, this will contribute to the potential overall increase in employee motivation by receiving psychological and educational support from instructors. Limitations of this Report - It is important to take into account that respondents of the questionnaire distributed were only representative of various Indonesian enterprises. Therefore, this questionnaire may not be representative statistically of global or international scope. First and foremost, this questionnaire was designed and issued within a relatively short period of approximately three weeks in order to conduct primary research regarding the significance of Training & Development amongst Indonesian enterprises during COVID-19. Additionally, the survey was readily available online for any individual to participate without any specific restrictions. Nevertheless, although there are several limitations present within this report, the use and distribution of this questionnaire are still valid to analyse the shift in Training & Development programs within different Indonesian enterprises following the period of an economic crisis caused by the COVID-19 pandemic. Therefore, a suggestion to truly measure the impact of the new changes implemented by various enterprises is to conduct another questionnaire distribution to concretely estimate the influence of these programs.

Conclusion – From the analysis of the responses gathered from the survey distributed, it is clear that the digitalization of employees Training and Development programs are highly necessary. In addition, this change in operations could be extremely beneficial and useful for future opportunities of companies specializing in technology or the development of new products. Therefore, in the near future we may expect digital learning tools and platforms to become more accessible. In addition, although the pandemic has certainly improved as the distribution of effective vaccinations have been issued on a global scale, enterprises must still ensure that employees are exposed to adequate preparation and compliance with updated safety and health protocols.

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Loan Sharks and Financing Alternatives for Food Micro-Small Enterprises in Indonesia: A Case Study Final Project

Muhamad Fabrizio Derajo

19019287, Undergraduate Program, School of Business and Management, Institut Teknologi Bandung

Abstract: This study aims to examine the awareness and factors of financing source usages of micro and small enterprises in Jakarta, specifically the food-based micro and small businesses of the processing industry (FMSPIs). A sample of ten FMSPi owners was taken in Jakarta, Indonesia. This research used a semi-structured interview. The findings imply that the respondents were aware of financing sources such as borrowing from banks, cooperatives, relatives, and moneylenders. The findings also imply that FMSPIs have the factor of risk aversion as their determinant in choosing a specific financing source. Specifically, the findings show that respondents tend to state that they do not want to borrow money because they prefer retained earnings as their source of financing. The respondents refrain from borrowing especially from banks, due to its specifications of the business that must become bankable. Another finding is that FMSPIs prefer borrowing from relatives with an equity scheme because of trust levels. All this may also imply that FMSPIs prefer equity financing instead of debt financing. Keywords: micro and small enterprises, micro financing, loan preferences, moneylenders. Author: Muhamad Fabrizio Derajo School of Business and Management Bandung Institute of Technology

Introduction –

1.1 Background: MSMEs contribute to the health of Indonesia's economy. Indonesia's Ministry of Finance mentioned several ways MSMEs are a crucial part of Indonesia's economy, including its contribution to job opportunities, reducing GINI ratio, as well as steadfastness in going through economic crises (Putra, 2021). Specifically for micro-enterprise, its existence contributes to the economy by its fast-paced drive of money circulation in Indonesia's ecosystem, and their products are society's primary needs (Sasongko, 2020). This signifies MSMEs crucial position in today's global pandemic, especially the ones that produce society's primary needs. Amongst the whole different sectors of MSMEs existing in Indonesia, it is important to specifically note the significance of Indonesia's micro and small-scale enterprises processing industry (MSPI) community. A study by Indonesia's Bureau of Statistic (BPS) confirms, with a contribution of 19.7% towards the Indonesian economy (highest amongst other

economic sectors) and an absorption percentage of 14.96% out of the whole Indonesian workforce, the processing industry has huge significance in Indonesia's economy. out of all existing processing industry sectors defined by KBLI (see Table 1 in Appendix A), the food-related sector provides the most job opportunities across all age groups. The research conducted by BPS further noted that the skills needed to be able to run a food-related sector is considered the simplest amongst other skills (take for example, the skill required to weave a rattan furniture or to fabric clothing) (BPS, 2020). The author would further emphasise the importance of the food-sector processing micro and small-scale enterprises considering it to be part of society's primary needs, which is as well a crucial key in the post-pandemic economy. In efforts of practicality, the term "food-sector micro and small-scaled enterprises of the processing industry" shall be referred to as FMSPIs as an acronym. All reasons accumulated, the existence of FMSPIs in Indonesia will create positive impacts and huge opportunities towards the country.

1.2 Problem Statement:

However, it seems to happen in the past decades that MSMEs, including FMSPIs, struggle in expanding their businesses due to capital constraints. It is recorded from BBC News Indonesia (2009) that a coconut cake seller in Solo, Central Java wants to upgrade their fryer quality but struggles to borrow money due to lack of collateral. Another case in Medan, a seller admitted that they have insufficient collateral as they only could offer a house garage, despite wanting to expand its business to sell its jackfruit chips product in Carrefour supermarkets all over Indonesia. In another case, a leather bag seller was offered an order of 250 units from Indonesia's House of Representatives (DPR) but struggles to finance their working capital. The leather bag seller then turned to informal moneylenders as a quick financing option. In today's time, the International Labour Organization (ILO, 2021) stated that still, financial accessibility is a significant problem for Indonesian MSMEs due to "stringent requirements" of operations, reporting and collateral for partnership with commercial banks. These phenomena signifies how either regulations or financial literacy may be the determinant to whether MSMEs' (including FMSPIs') potential could be maximised or not. Furthermore, the previous phenomena draw our attention towards moneylenders, or the so-called loan sharks that become one short-term financing option for Indonesia's MSMEs. As stated by a member of Indonesia's Authority of Financial Services (also known as OJK) in a news article (Sugianto, 2021), loan sharks appear as convenient choices of loans for MSMEs due to its instant nature, you could ask loan sharks for money and receive it instantly. However, the borrowing rate is very high and most of the time, MSMEs struggle to calculate how the interest scheme is compounded. Also, with the advent of online platforms, Isnadi (2021) stated in his news article that MSMEs are posed with risk of loan sharks disguised as online loan services. Over 4000 illegal online loan services were received in the city of Bandung, and there might be more in other cities. Despite being deemed illegal, these online loan services have caught many MSMEs with its high borrowing rate schemes, most probably through its ease of access online. Isnadi also found out several suicide cases due to inability of MSMEs repaying these online lending debt schemes. This shows that the loan shark problems could even pose risk to the life and wellbeing of the MSMEs itself. Furthermore, the problem of financial literacy here arises again in terms of MSMEs' (including FMSPIs') ability to consider the risks and return for the loan shark schemes. The government has set up several initiatives to handle this loan shark phenomena in this current time. Citing from a news article by Laucereno (2022), several credit programs have been introduced including the KUR, the UMi, as well as specialised targeted programs for the loan shark phenomena including a program called credit scheme against loan sharks. However, education lack of programme awareness is still a problem for these programmes. This awareness problem could be seen in the numbers. It is known according to data from the Ministry of Cooperatives and MSMEs in Indonesia (CNN, 2021) that out of 57 million MSMEs in Indonesia as of March 2021, only 15 million has access to formal financing. The remaining 30 million may be involved in lending from relatives, or lending from informal moneylenders. Again, this financial literacy problem could be seen, considering that literacy could be referred to knowledge of available financial loan programs.

1.3 Research Questions:

This phenomenon shall be

explored beyond just the numbers and headlines. However, with the lack of awareness regarding FMSPIs' awareness about ideal sources of finance, as well as the existence of loan sharks both conventionally and online in a multi-provincial scale in Indonesia, the problem is too big to solve through just one study. Two open-ended research questions arise: - "What are the finance source choices known by FMSPIs in Jakarta?" and - "What are their reasons for choosing/not choosing a specific finance source?"

1.4 Research Objectives: - To identify the financing sources known by the FMSPIs. -To identify their reasons for choosing/not choosing a specific finance source.

CHAPTER II –

LITERATURE REVIEW:

2.1 Food-sector Processing Industry of Micro and Small-scaled Enterprises (FMSPIs) - The existence of FMSPIs is classified by the Klasifikasi Baku Lapangan Usaha Indonesia (KBLI), a standardised classification system that explains the different types of economic activities that exist, in this case, within the realm of Indonesian MSMEs. In the case of this research, the classification targets micro & small enterprises and it is termed as MSPIs. MSPIs refers to the acronym of the micro and small-scaled enterprises of the processing industry, which, further explained, includes the micro (1-4 personnels) and small scaled (5-19 personnels) enterprises (BPS, 2020). Note that the acronym is created by the author. The entirety of MSPIs in Indonesia is then classified by different types of processing activities such as food related, textile related, etc. (See Appendix A Table 1). As stated before, the research will focus on the food sector of MSPI, hence the term FMSPIs being used.

2.2 Indonesian FMSPIs Alternative Sources of Finance: In answering the first research question, previous literature has identified several types of financing sources available for FMSPIs in Indonesia. The ILO (2019) classified such financing sources into three categories which are banks, microfinance institutions as well as NBFIs (non-banking financial institutions) which are co-operatives. However, this is a classification that states the available choices of finance instead of the known choices of finance for FMSPIs. Nevertheless, the FSP classification provided by ILO will be used by the author as a framework for the remaining literature review. The previous study directs our question not to the available choices, but to what are the known choices of finance for FSMPIs. A study by Wulandari, Ernah & Supyandi (2019: 12059) answers this new question through here search about West Javan farmer MSMEs. The study stated that these farmers are able to access "banks, microfinance institutions, government through farmers' associations, buyer/traders, agricultural input kiosks, and from other sources of finance including family and friends." However, this is specifically for farmers and there has been no research found by authors that is focused in the state of Jakarta. Thus, the author's research shall explore a valuable area of research considering Jakarta is known for its urban setting, implying the financing characteristics of FSMPIs existing in Jakarta should be very different to the farmers existing in an agricultural setting of a rural region. This research tries to start answering the second research question through seeing how previous studies view the pros and cons of financing sources available to the public (do note that this section will also refer to the public as MSMEs instead of FMSPIs, because FMSPi is an author-made acronym). Despite the three loan categories defined in the previous part (banks, microfinance institutions and NBFIs), the author found new categories of loan which are the BMT loans and the newly trending peer to peer loans. Ultimately, the author has found four main categories of loans that have been studied extensively regarding its pros and cons, which are: (1) co-operative loans (NBFIs), (2) government subsidised loans (microfinance institutions), (3) peer to peer loans and (4) BMT loans. To state it more specifically, these four categories may be defined as follows. The author defines cooperatives according to Idris (2021) defined KSP/USPs (savings and loan cooperatives) as a non-bank entity that receives money deposits and gives loans to their members. The author then defines government subsidized loans come such as KUR (Kredit Usaha Rakyat or Nationwide MSME Credit) and UMi (Ultra Microcredit) are two programs established by Indonesia's ministry of Finance in facilitating loans for MSMEs in Indonesia in an official way and at a more affordable (subsidised) rate of borrowing. Peer to peer (P2P) loans are loan schemes that do not involve any commercial banks and are executed through an online platform (Chen, Lai & Lin, 2014: 239-254). It is a source of financing for MSMEs and its recent popularity in the past years does come with its benefits (of accessibility online) and also with its

risk (of prevailing illegal fintech P2P online platforms with loan sharks). Lastly, BMTs (Baitul Maal wa Tamwil) according to Triana & Naqiyah (2020: 1049) are financial institutions that function to collect both funds for social aid and commercial use (loans), and it is also deemed to eliminate the existence of loan sharks with its sharia (zero-interest) scheme. To restate, this research sees all four categories of loan sources as potentially effective means of eliminating loan sharks in Indonesia. loans. Ultimately, the author has found four main categories of loans that have been studied extensively regarding its pros and cons, which are: (1) co-operative loans (NBFIs), (2) government subsidised loans (microfinance institutions), (3) peer to peer loans and (4) BMT loans. To state it more specifically, these four categories may be defined as follows. The author defines cooperatives according to Idris (2021) defined KSP/USPs (savings and loan cooperatives) as a non-bank entity that receives money deposits and gives loans to their members. The author then defines government subsidised loans come such as KUR (Kredit Usaha Rakyat or Nationwide MSME Credit) and UMi (Ultra Microcredit) are two programs established by Indonesia's ministry of Finance in facilitating loans for MSMEs in Indonesia in an official way and at a more affordable (subsidised) rate of borrowing. Peer to peer (P2P) loans are loan schemes that do not involve any commercial banks and are executed through an online platform (Chen, Lai & Lin, 2014: 239-254). It is a source of financing for MSMEs and its recent popularity in the past years does come with its benefits (of accessibility online) and also with its risk (of prevailing illegal fintech P2P online platforms with loan sharks). Lastly, BMTs (Baitul Maal wa Tamwil) according to Triana & Naqiyah (2020: 1049) are financial institutions that function to collect both funds for social aid and commercial use (loans), and it is also deemed to eliminate the existence of loan sharks with its sharia (zero-interest) scheme. To restate, this research sees all four categories of loan sources as potentially effective means of eliminating loan sharks in Indonesia. research. Nevertheless, Rosavina's research signifies how at the very least there exists a specific market of MSMEs that are suitable for P2P lending, especially for the reason of being rejected from "formal institutions such as banks." The author's research will then also see how MSMEs specifically in Jakarta view P2P lending, and what are the aspects that hinder them from using it, given its perks of being a fast and trackable choice of finance (instead of loan sharks which are fast but most often illegally rated with high interest rates).

2.2.4 BaitulMaal-

The choice of BMTs has become a highlight of this research, through a success story from Aceh province in their eradication of loan sharks through the means of BMTs providing micro lending. In an article by Khoirunnisa (2022), it is stated that the amount of loan shark users dropped drastically from 80 percent in 2018 to only 14 percent in 2019 and only 2 percent in 2020. It is stated as well that measures taken in eradicating loan sharks of Aceh are through syariah micro lending. Prasetyo & Dwianto (2018: 1008) study states how Islamic financial cooperatives, a type of BMT, as "inclusive financial institutions" for the micro businesses. Islamic financial cooperatives promote sustained economic growth and productivity, even though its trust building mechanism is still deemed traditional in nature. A study by Triana & Naqiyah (2020: 1049) extends its focus beyond BMTs by comparing its effectiveness with loan sharks, and found how lack of cultural closeness is the key factor that makes BMTs less of a choice for MSMEs financing. These studies narrate how BMTs, as a syariah based financing source, have both potential in terms of it being inclusive, but having hindrance in its regulation, scheme, and its ability to connect to the society culturally. Furthermore, the latter research shows how cultural closeness may be a factor of not only the lack of BMT usage for financing sources of FMSPIs, but also the lack of other financial sources apart from loan sharks.

2.3 Literature Review Summary: - Through this literature review, the author has found four main candidates of financial sources to be examined throughout the author's research process and answering the research questions. Also, through this literature review, the author has thoroughly discussed the advantages and disadvantages of using such financial sources, as well as their current issues that are evident in the context of Indonesian micro business financing.

2.4 Proposition Statement: - In efforts to establish a guideline for the first and second research objective, a proposition statement shall be made instead of a hypothesis due to the fact that the author's research objectives are qualitative in nature. This proposition statement will refer to the choices and potential reasons of FMSPIs' financing sources. It should be noted that this propositional statement refers to the observable phenomena and does not act as a barrier to the research process (Cooper et al, 1998). The

proposition statement for the first research objective goes as follows: “Generally, FMSPs in Jakarta know/are aware of banks, cooperatives, microfinance institutions as well as mainly loan sharks as finance sources.” Then, the proposition statement for the second research objective goes as follows: “digitalization, ease of use, low interest rate, awareness, and cultural closeness are reasons for FMSPs in choosing/not choosing particular financial sources.”

CHAPTER III –

METHODOLOGY –

3.1 Research Philosophy and Approach: The author’s research question carries the interpretivism philosophy. This research will dig more into how the people of FMSPs finance their business, and how they feel regarding choosing or not choosing a specific finance source. Moreover, considering that the research starts with observation instead of a theory to be directly tested to be right or wrong, the author’s research approach will be of the inductive approach. The research objectives will take up lots of time and effort. Time and effort will be particularly demanding in defining the problems from qualitative research. Therefore, a cross section time horizon will be implemented in the research approach (exploring only at one particular time instead of having a longitudinal research).

3.2 Research Methodology: The data collecting method for this research will be a semi structured interview that will be targeted to FMSPs in the region of Jakarta. -In the semi structured interview, the author will use guideline questions to address the issues posed in the research questions. To answer the research question, the guideline question focuses on what type of financing sources do respondents prefer, as well as on what are the reasons for choosing/not choosing specific financial sources. The number of participants is to be set to be a minimum of 10 in sample size. The general question structure for the semi-structured interview goes as follows: -What financial sources do you know exist for you? - How often/which financial source do you use more often? (To the least often) - What are your reasons for choosing these financial sources? (In terms of risk and return) -What are hindering factors that you find from using the financial sources you know? The reasoning for creating the first question in a simple open- ended fashion is to prevent bias (of showing interviewees that loan sharks are subjectively bad). The reason for the method to be a semi structured interview is that it enables the participants to convey insights that are not yet expected from the initial proposition statement of this research. While this research emphasis's the awareness of (1) cooperatives, (2) microcredit programs, (3) P2P lending and (4) baitul maal, participants of the interview may either do either of these two scenarios. The first possible scenario is that these participants may further describe why they lack knowledge in those four choices mentioned. The second possible scenario is that these participants may share another unheard choice regarding financial sources. The reason for the 10-sample size of target participants to be food-based MSPIs in Jakarta is due to its significance of concern. As mentioned in the problem statement, a significant percentage of MSPI that exist in Indonesia according to the national bureau of statistics is highest in the food-industry MSPI, and is concentrated in the island of Java. The sample size 10 is considered to be the minimum amount of sample size as bench marked in a similar research context done by Rosavina et al (2019: 260-279). The participants will be picked either through acquaintance or through a snowball effect. Regarding the snowball effect, while the first participant will be picked randomly based on location convenience of the researcher, the second participant etcetera will be decided after the interview of the first participant, as this research assumes that each participant that exists as MSPI in Jakarta has exceptional knowledge of the whereabouts of the other MSPI highly-frequent locations of vendorship. The data collected will be in the form of verbatim text, which will be transcribed after being recorded during the interview.

3.3 Research Analysis: - For both research questions, the method of data analysis will be done through classification of similar keywords. This will be done by going through all the verbatim transcriptions of the interview and identifying the terms and insights that have been said by the participants on an occasion. When all the terms and insights have been recorded, it will be placed in a table and the process of categorizing will begin. Because the interview is not guaranteed to be spoken in proper Indonesian language or English language, the categorizing process shall be done by one person in charge as it will minimize room for ambiguity of difference perception of meaning if it shall instead be done by two or more people. For the results previewed in the research analysis the author will tell a story. With the categorization being

finished, the polished findings can be further drawn into more general conclusions of what are the evident factors of FMSPs choosing certain financial sources, shown by the frequency of category occurrence by the 10-size sample interview respondents' transcriptions.

CHAPTER IV:

Findings and Discussion-

4.1 Findings: - Answering the first guideline question, most of the respondents (Anonymous, private interview, May 2022) are aware of banks, cooperatives, relatives, and specific moneylenders in their districts as financing sources for business. None of them are aware of government micro credit programs, P2P lending and BMT (See Appendix B). Answering the second and third guideline question, out of 10 respondents (Anonymous, private interview, May 2022), most prefer to not use borrowings as a finance option itself. None of the respondents prefer either four initial choices that the author pointed out in the literature review, especially borrowing to cooperatives and banks. Instead, they would prefer to use retained earnings as their source of finance. All reasoned to choose so due to their nature being risk averse. Furthermore, some respondents pointed out that they choose not to borrow money because being a food-based company, they naturally receive more frequent cash inflows relative to non-food companies. One respondent pointed out that if the business is non-food, only then he/she would prefer to actually borrow money from banks and cooperatives. Another finding is that FMSPs prefer borrowing from relatives with an equity scheme (known as bagi hasil or splitting the profit) because of higher trust levels (See Appendix B). For the fourth guideline question, out of 10 respondents (Anonymous, private interview, May 2022), all 10 answered that their hindering factor of not using a borrowing scheme (most referred to banks as their source of borrowing) is because they are unbankable as a company, and chose to be that way. They see being bankable (having to apply and submitting financial reports) as being too demanding in terms of their work at this scale of operations (See Appendix B).

4.2 Discussion: - According to the findings from the conducted interview, the responses show huge differences of keywords compared to the keywords derived in the literature review. None of the respondents discussed or responded with the keywords of government microcredit programs, P2P lending, nor of BMT lending. However, the respondents are aware of cooperatives as a financial source. Therefore, this may signal that the reality of financial source awareness is far from the author's perceived awareness of it. Furthermore, one new recurring keyword stands out from the interview as one of the base findings of this study. This keyword is non-borrow financing or retained earning financing, which was based on the respondents' interest to avoid risk of expansion. This keyword was not present in the categorization of the beginning of this research. As mentioned previously, respondents remained reluctant to borrow money. One of the main driving forces that could explain the reluctance to borrow money was that they feel it is risky, they are risk averse.

CHAPTER V: -

CONCLUSION –

5.1 Conclusion - This study was conducted to (1) explore what are the financing source choices known by FMSPs in Indonesia and (2) to determine the factors of FMSPs choosing certain financing choices. Answering the first research question, the findings imply that FMSPs awareness regarding financial sources that the authors set up are very low, as the findings show that out of four types of financing sources set up by the author, only one was deemed as having high awareness. Throughout the research process, the respondents pointed out keywords such as borrowing from banks, cooperatives, relatives, and moneylenders. Answering the second research question, the findings imply that FMSPs have the factor of risk aversion as their determinant in choosing a specific financing source. Specifically, the findings show that respondents tend to state that they do not want to borrow money because they prefer retained earnings as their source of financing. The respondents refrain from borrowing especially from banks, due to its specifications of the business that must become bankable. Another finding is that FMSPs prefer borrowing from relatives with an equity scheme because of trust levels. All this may also imply that FMSPs prefer equity financing instead of debt financing.

CHAPTER VI: -

REFLECTION –

6.1 Personal reflection: -The author would like to point out several learning points that has been attained through this research project, both in terms of the content as well as the non-technical side of things. In terms of content, the author has learned that the presence of alternative financing options for micro businesses such as microcredit programs, P2P lending and BMT lending has still low awareness in the society according to the research, despite the notion that several research has shown either effectiveness or potential of it helping the overall micro business ecosystem of Indonesia, or in this case of the research, Jakarta. Regardless of this finding, the author learned that micro and small business have significant roles towards the trajectory of Indonesia's economy, both in terms of it having rapid increments of cash flows as well as it providing job opportunities for the society. On the non-technical side, the author would like to point out that research can be very effective at answering questions correctly, as the author has learned that through the research process (methodology, scope, feasibility), there is a correct way of answering questions. Furthermore, the author also learned that the further time goes, the more knowledge is attained in the society and thus makes the author explore under researched topics in response to that.

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Code	Industry Sector
KBLI 10	KBLI 10. Industri Makanan (Food industry)
KBLI 11	KBLI 11. Industri Minuman
KBLI 2132	KBKLBIL2I 31.2I. nIdnudsutsrtirBi PareannggoGlaahlaiannTBeumkbaankau
	Logam KBLI
KBLI 13	KBLI 13. Industri Tekstil,
KBLI 14	KBLI 14. Industri Pakaian Jadi
KBLI 15	KBLI 15. Industri Kulit, Barang dari Kulit dan Alas Kaki
KBLI 16	KBLI 16. Industri Kayu, Barang dari Kayu dan Gabus (tidak termasuk furnitur), Barang Anyaman dari Rotan, Bambu dan sejenisnya
KBLI 17	KBLI 17. Industri Kertas dan Barang dari Kertas
KBLI 18	KBLI 18. Industri Percetakan dan Reproduksi Media Rekaman
KBLI 20	KBLI 20. Industri Bahan Kimia dan Barang dari Bahan Kimia

KBLI 21	KBLI 21. Industri Farmasi, Produk Obat Kimia dan Obat Tradisional
KBLI 22	KBLI 22. Industri Karet, Barang dari Karet dan Plastik

APPENDIX MICRO-SMALL BUSINESS SECTORS IN INDONESIA

Table 1 Sector of Indonesian Micro & Small Processing Industry Companies (MSPIs) As Classified by BPS In the Format of KBLI (BPS, 2020).

APPENDIX B

MICRO-SMALL BUSINESS INTERVIEW DETAILS

Table 2 Interview summary table of 10 total respondents (Anonymous, private interview, May 2022).

Keywords of financing sources	Aware	Prefer to use/often use	Not prefer to use
Personal financing	9 respondents	9 respondents	-
Borrow from relative	3 respondents	1 respondent	-
Bagi hasil (investor has equity)	2 respondents	1 respondent	-
Retained sales/revenue	4 respondents	4 respondents	-
Cooperatives	1 respondent	-	-
Banks	10 respondents	-	10 respondents



Interview 2: What financial sources do you know exist for you? Borrow from relative, personal financing, bank sourced financing. How often/which financial source do you use more often? (To the least often) Personal financing (from self- money) What are your reasons for choosing these financial sources? (In terms of risk and return) Because my management is still beginning to develop, self-financing is more viable because it does not involve deadlines of payments like bank borrowing. What are hindering factors that you find from using the financial sources you know? Not yet stable, can't predict revenue that is why I don't borrow from banks, while borrowing from banks we should have stable cash flow. Also banks I feel would not accept our proposal.



Interview 3: What financial sources do you know exist for you? From self-financing, from the bagi hasil method, from the bank. How often/which financial source do you use more often? (To the least often) Personal financing (from revenue of another business and social media revenue), some year ago also use bagi hasil method (from investor, a hotel spot) What are your reasons for choosing these financial sources? (In terms of risk and return) The reason for using the bagi hasil method is because we are offered to do so, and we are offered a place at the hotel to sell the coffee. The reason for using personal finance is because why not use the capital we already have. What are hindering factors that you find from using the financial sources you know? Not much time to manage the business to the level of being able to be bankable.

Interview 4: What financial sources do you know exist for you? From daily revenue from own business, borrow from banks How often/which financial source do you use more often? (To the least often) Daily revenue. What are your reasons for choosing these financial sources? (In terms of risk and return) Because this method of retained earnings is already sufficient. What are hindering factors that you find from using the financial sources you know? It is risky, scared of not being able to pay if borrow from bank.



Interview 5: What financial sources do you know exist for you? Personal financing, bagi hasil (from investor), bank borrowing. How often/which financial source do you use more often? (To the least often)

Retained sales, personal financing. What are your reasons for choosing these financial sources? (In terms of risk and return) Chose personal financing because already having capital from a previous family business. Because the restaurant already has money circulation within, why not use financing from there. What are hindering factors that you find from using the financial sources you know? Not use bank borrowing, because it is complicated to apply and run the business with borrowing.



Interview 6: What financial sources do you know exist for you? Borrow from relative, personal financing, bank sourced financing. How often/which financial source do you use more often? (To the least often) Personal financing (from self- money accumulated) What are your reasons for choosing these financial sources? (In terms of risk and return) Because my management is still beginning to develop, self-financing is more viable because it does not involve deadlines of payments like bank borrowing. What are hindering factors that you find from using the financial sources you know? Not yet stable, can't predict revenue that is why I don't borrow from banks, while borrowing bank we should have stable cash flow. Also banks I feel would not accept our proposal.



Interview 7: What financial sources do you know exist for you? Personal financing, bank sourced financing, cooperatives, money circulation from retained sales. How often/which financial source do you use more often? (To the least often) Personal financing (from severance pay), money circulation from retained sales, plan to borrow from cooperatives when ready. What are your reasons for choosing these financial sources? (In terms of risk and return) Because the money is still enough just to use personal financing. If I want to expand, I want to borrow from cooperatives because it offers lower interest rates. What are hindering factors that you find from using the financial sources you know? Hard to administer the terms and conditions if wanting to borrow money from banks or cooperatives.



Interview 8: What financial sources do you know exist for you? Personal finance from other business (tarpaulin business), borrowing from other entities, from relatives. How often/which financial source do you use more often? (To the least often) Initially personal financing from other business. What are your reasons for choosing these financial sources? (In terms of risk and return) Because I am still able to survive only from personal finance. Not planning to expand, this food stall is enough. If I borrow money, I would be wasting more. What are hindering factors that you find from using the financial sources you know? Not yet needing to borrow from banks because for example the overhead rent cost, I still can handle it with personal finance



Interview 9: What financial sources do you know exist for you? Personal finance (little by little cover the equipment costs), borrow from bank, daily revenue. How often/which financial source do you use more often? (To the least often) Daily revenue, personal finance. What are your reasons for choosing these financial sources? (In terms of risk and return) I prefer personal finance because it gives flexibility because of me fluctuate daily sales. What are hindering factors that you find from using the financial sources you know? Because of my fluctuating daily shares, I am unsure if I will be able to repay my loans on time or not.



Interview 10: What financial sources do you know exist for you? Personal finance (from the owners of the owner), from daily retained sales, borrowing from banks. How often/which financial source do you use more often? (To the least often) Daily retained sales, personal finance. What are your reasons for choosing these financial sources? (In terms of risk and return) I prefer personal finance and daily retained sales because it gives no interest rate. What are hindering factors that you find from using the financial sources you know? I refrain from using bank borrowing because it does not give any interest rate.

Using Machine Learning in Human Resources Management: A Case Study

Zakarya LAGHZAL

Ph.D. student, LERSEM, National School of Commerce and Management, Université
Chouaib Doukkali El Jadida, Maroc

Abstract: Since the industrial revolution the function of human resources (HR) has undergone several changes, today it is asked to adopt a long-term and proactive approach which serves to anticipate the needs of the company and the problems likely to impact its productivity and performance in order to implement long-term adaptation actions and be effective in its strategic approach. Otherwise, Machine learning has been for some time, a trending technology that has seen massive use in many areas, according to a study conducted by IT decision makers from over 15 different business sectors in the UK, France, Germany and Spain, 87% of the samples have implemented this technology or plan to do so. This technology has allowed companies to improve their processes, increase their competitiveness and help decision-making in several management areas such as finance and marketing. This present work seeks to highlight the potential of this technology to promote proactive management of human resources by using Machine Learning algorithms in the analysis of turnover and the prediction of employees tending to leave their jobs using a IBM corporate database published as part of a competition for the development of an internal model used to identify employees intending to leave their jobs. The results of this study have shown that this technology can play a crucial role in the proactive management of human resources by providing information that makes it possible to pro-act and anticipate actions related to human resources management.

Keyword: Machine Learning, Proactive Management of Human Resources, Turn-Over

JEL classification: M12

Paper type: Empirical Research

1. Introduction: In the current context, marked by continuous technological evolution, the instability of the environment and the intensification of competition. The human resources (HR) function is asked to play a proactive role allowing the company to achieve their strategic objectives and gain a competitive advantage vis-à-vis competitors. The use of Machine Learning (ML) as a proactive management lever in several areas is proving to be an innovative solution for improving processes, increasing productivity and competitiveness and helping decision-making, which explains the investment of companies up to \$37.5 billion in machine learning software in 2019, and up to \$97.9 billion in 2023 according to forecasts by the international data corporation (IDC). The added value of ML techniques in several management areas is proven by several works such as finance where ML algorithms are used in portfolio management, credit risk identification and asset allocation (Caiazza & al., 2020). Similarly, ML has recently seen massive use in marketing, particularly in terms of predicting consumer behavior, analyzing market structure, developing recommendation systems, etc. (Arasu & al., 2020, Ma & Sun, 2020, Breni, 2020). While the use of these techniques in human resource management has been the subject of a small number of studies, this article therefore aims to demonstrate how ML algorithms can promote proactive resource management. human? And to what extent can these techniques contribute to improving human resource management? To answer these questions, we first mobilized two literature reviews that deal with the basic concepts of Machine Learning and the proactive approach to human resources management, then we tried to highlight the relationship between the two. concepts through a case study in which we developed a Machine Learning allowing to analyze the turnover and predict the employees tending to leave their jobs based on an internal database of the IBM company.

2. Human resources management towards a proactive approach: The HR function has undergone several changes since the industrial revolution thanks to the evolution of the perception of man in the company from a means to be managed to a resource to be developed, its role in the creation of value given the increase in intellectual work in relation to physical work and to the dynamics of the environment. In this

regard one can distinguish between three major transformations of the HR function namely; personnel management, human resource management and strategic human resource management (Chaminade B, 2008). Indeed, since the industrial revolution, the production function is considered as the only value-creating function and personnel management was only a function of executing the objectives of the work organization to meet the needs of production. which explains the emergence of working methods and procedures that standardize human activity according to production methods, in particular the scientific organization of work (OST). A little later the concept of human resources management was born following the rise of the school of human relations which highlighted the role of the human in the creation of value within the company thus to face the strikes caused by the inappropriate working conditions. Moreover, the move towards strategic management of human resources and the integration of the HR function into the strategic process of companies is due to the need for them to have a global vision of human resources and to integrate them into the main issues. organizational (G. Gurin, 2002). This integration is also justified by the turbulent environment in which organizations operate today and the contribution of human resources to the success (or failure) of the strategies and development of these organizations (Guerin & Wils, 2002). For this, the current role of the HR function has increasingly taken on a strategic dimension and consists of providing human capital in terms of quality and quantity to meet the strategic challenges of the company and achieve their long-term objectives, thus prevent HR problems and put in place relevant action plans to deal with them in order to increase the performance of human capital and contribute positively to the competitiveness of the company (Peretti, 2019). This new role underlines the importance of the proactive approach in the management of human resources which revolves around the anticipation of future skills needs, which makes it possible to pro-act on several HR aspects, among other things, the management of skills, training, recruitment, succession management system, etc. Understand and anticipate your environment, in particular the factors that impact employee productivity and HR issues such as turnover, absenteeism, organizational commitment, etc.

3. Machine Learning: Self-learning "Machine Learning" is a fascinating field from different disciplines such as statistics, optimization, algorithms or signal processing. It is a field of study in continuous development and which today takes an important position in all fields. Indeed, Machine Learning has been widely used for a few years in automatic character recognition or anti-spam filters, it is now used to protect against bank fraud, the recommendation of products, videos, films or other products adapted to our tastes, sales prediction, stock price analysis, etc. Its impact is also highly noticeable in other areas, such as autonomous cars and in IT used in buildings (Boutaba & al., 2018). Learning in the broad sense is a modification of a behavior based on an experience (Benureau, 2015). In the case of a computer program means the ability of a program to learn without this modification being explicitly programmed (Arthur, 1959). Indeed, Machine Learning is a sub-branch of artificial intelligence designating all the methods and algorithms allowing machines to discover and learn models, without the latter receiving programming instructions (Rasekhschaff & Jones, 2019), in particular drawing relationships and links between variables that are the subject of a large database, where the more data there is, the more Machine Learning can be exploited effectively (Bigdata, 2018). Indeed, Machine Learning makes it possible to respond to several problems of different types by mobilizing a set of algorithms which can be grouped together in the forms of different classes, including supervised learning and unsupervised learning.

3.1 Supervised learning: In the context of supervised learning, we try to define a rule for predicting a variable to be predicted Y (labels) as a function of predictive variables X (observations), for this we have data for which both X and Y are observed and one searches among a family of possible rules, the one which optimizes a quality criterion to be defined. The objective is then to be able to apply the predictive model to new data for which only X is known in order to deduce a Y_{pred} prediction (Birmelé, 2020).

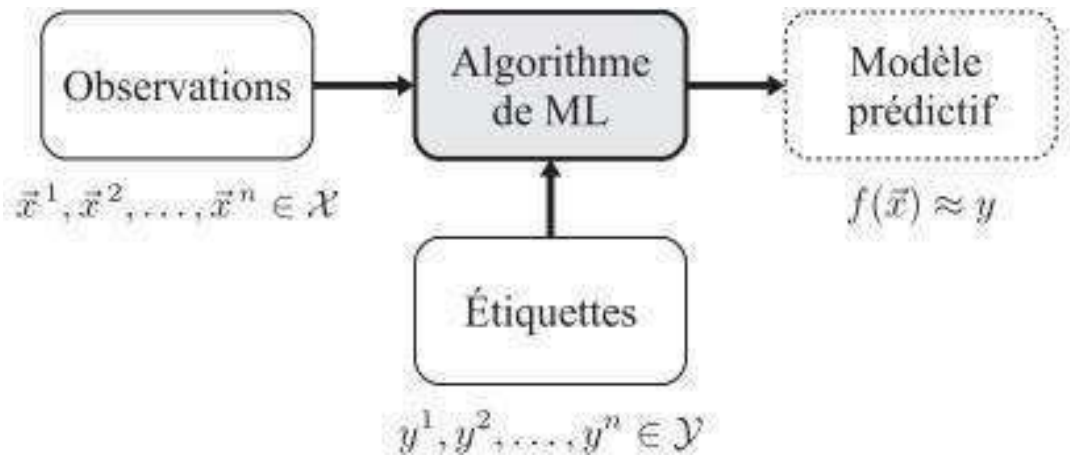


Figure 1: Supervised learning Source: Azencott, 2018

Knowing that $X_1 \dots X_p$ correspond to the variables, ω represent the coefficients and $P(G=1)$ is the probability that G belongs to class 1 (Friedman et al., 2001).

3.1.3 K-NN The K-NN (K-Nearest Neighbors) classifier consists in classifying the unlabeled observations by assigning them to the class of the most similar labeled examples, the characteristics of the observations are collected for both the training dataset and of testing. The K-NN function can be determined according to the following equation (Zhang, 2016);

3.2 Unsupervised learning. Unsupervised learning consists of discovering hidden structures in a data result is unknown. This type of learning includes a set of algorithms such as, Apriori, Clustering. (Fleischer, 2019).

3.2.1 Clustering. The purpose of clustering is to distinguish between groups of homogeneous observations, so that the observations within a group are

$$D(p, q) = \sqrt{(p_1 - q_1)^2 + (p_2 - q_2)^2 + \dots + (p_n - q_n)^2}$$

as similar as possible and the groups are as different as possible from each other. This algorithm is generally based on a notion of the Euclidean distance on normalized data:

$$P(G) = \frac{e^z}{e^z + 1} \quad (2)$$

$$d(X_i, X_j) = |i - j|$$

3.2.2 Apriori -Apriori is the first association rule search algorithm that includes pruning steps to account for the exponential growth in the number of candidate item sets (Argawal & Srikant, 1994). This algorithm is commonly used in market basket analysis, where one checks for combinations of products that appear frequently in the database. Let C_k denote the set of candidate items of size K and F_k the set of frequent items of size k . - The algorithm begins by determining the support of each item: initialization of F_1 . - The algorithm iteratively generates the sets of frequent items of size k from the sets of items of size $(k - 1)$ obtained in the previous step.

4. Methodology –

4.1 Case presentation: In order to demonstrate the impact of machine learning on improving the proactive management of human resources, in what follows we will try to develop machine learning to understand and anticipate issues related to human resources management. Given that the database remains an essential element to train and test our Machine Learning and given that companies do not tend to provide the data necessary for such a study for reasons of confidentiality, we will use a published database. by the IBM company downloaded from the site <https://www.kaggle.com/>, and which is used to analyze the turnover and predict the employees tending to leave their jobs. So, our objective will be the development of algorithms to identify the variables having an effect on the decision of IBM employees to stay or leave and also to predict the employees who will resign.

4.2 Data processing methodology. Turnover remains one of the major problems for the management of

human resources which entails a significant financial cost for the company (loss of employee productivity, loss of investments in terms of training, the cost linked to the hiring and integration of a new employee, etc.). Similarly, the departure of an employee is rarely anticipated, which is likely to disrupt the organization of the company. In addition, turnover represents a loss of skills that can impact the quality of work depending on its importance and the scarcity of profiles, so it can even harm the image of the company and cause the loss of customers. For this, anticipating employees who tend to leave the company and identifying what favors their resignation will help HR managers to put in place effective actions to retain their employees or prepare their departure in advance to minimize the effects of unplanned departure and even guide recruitment and training by favoring candidates who will stay the longest period within the company. The analysis of this database will aim to explore the relationship between the characteristics of employees and their decision to stay or leave, the identification of the characteristics having a significant impact on this decision and finally the development of a model which will allow us to predict the decision of other employees. To do this, our analysis will be mainly based on a supervised learning algorithm, namely, logistic regression using the R Studio tool. For the outcome of our analysis, we will pursue the following steps;



4.3 Overview on the database. IBM Attrition Data Set is an internal database created by the IBM company to develop a predictive model that makes it possible to anticipate turnover at home. The database contains information about 1,471 employees taking into consideration 34 variables related to basic personal information and the work experience of employees who have already left and are still employed (Appendix 1).

Tableau 1: Database overview

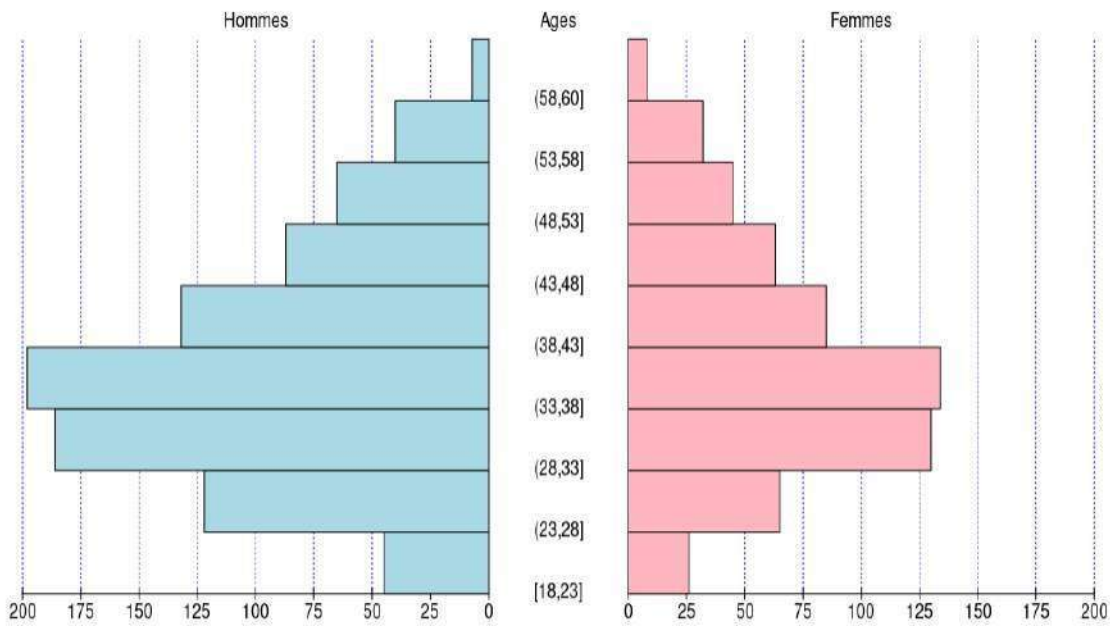
Variable	Description
Age	Numerical value
TurnOver	Employee left (0=No, 1=Yes)
Business travel	(1=Not at all, 2=Frequently, 3=Rarely)
Salaire horaire	Numerical value
Département	(1=HR, 2=R&D, 3=Commercial)
Distance de son foyer	Numerical Value- The distance between home and work
Éducation	Numerical value
Domaine d'étude	(1=HR, 2= Life Sciences, 3=Marketing,

Source: The auteurs

4.4 Overview of HR indicators. In this part we will try to visualize the general information on our population, such as the socio-professional distribution, the level of training and remuneration, satisfaction, etc.

Figure 2: The age pyramid

Pyramide des âges



Source: Les auteurs

We note that the age group most represented in our population is that between 28 and 38 years old, which gives the shape of a "crushed pear" which classically corresponds to a company that has stopped recruiting for many years (figure 2). In this case the risk of loss of knowledge and experience is very important, especially in the high-tech sector, which can result in difficulties in renewing knowledge in technological matters. (Godelier, 2007).

Figure 2: La densité des revenus mensuels en fonction du genre

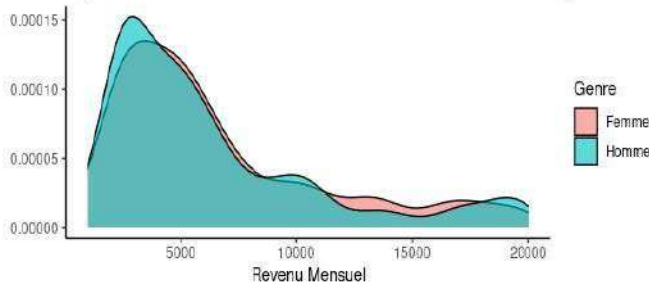


Figure 3: Effectif par Niveau d'éducation

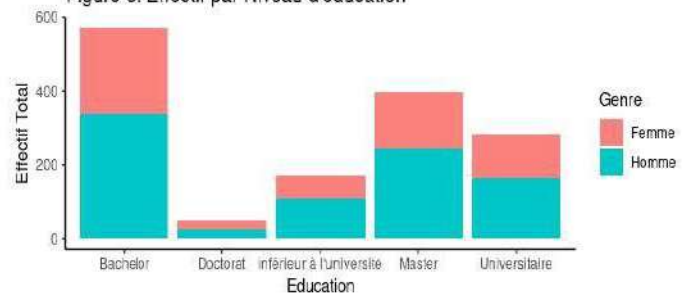
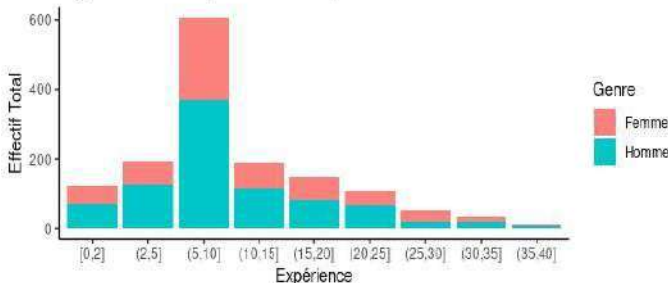
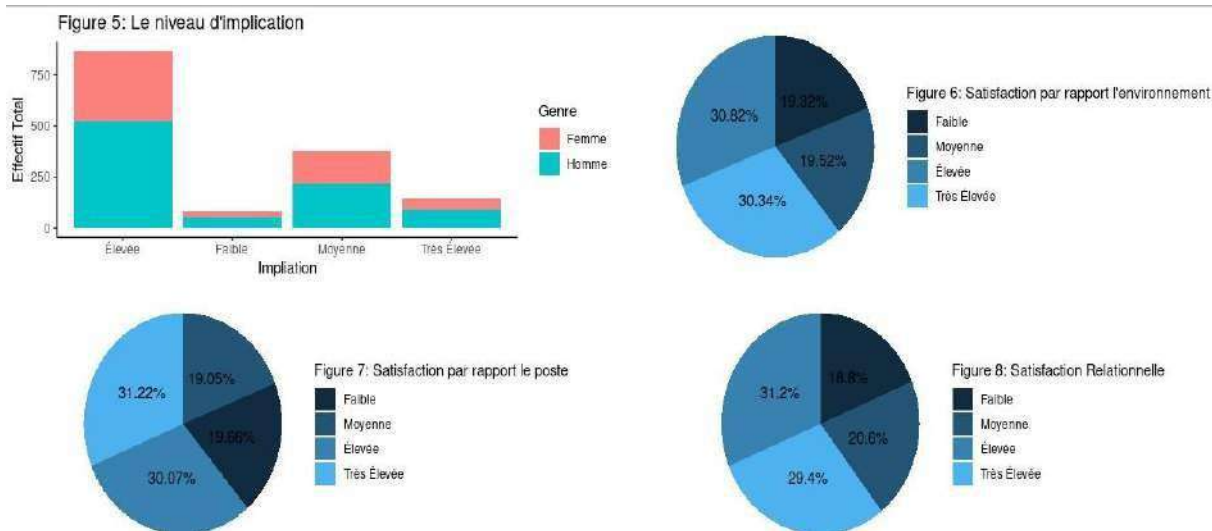


Figure 4: Effectif par Niveau d'expérience



Source: the auteurs

According to Figure 2, we see that a large part of the employees earns a salary between 1000 and 5000 dollars, which seems a bit logical given that most of them have an experience less than or equal to 10 years (Figure 3), as well as more than half of the employees have a level of education less than or equivalent to a Bachelor's degree (figure 4).



Source: the auteurs

Employee involvement means the degree of attachment of an individual to his organization, and which positively impacts the decision of the individual to stay or leave his job (Gutiérrez-Martinez, 2006). For IBM employees, we observe that 59.05% of employees have a high level of involvement, while 5.64%, 25.51%, 9.80% of employees have a low, medium and very high level of involvement (Figure 5). In addition, job satisfaction remains among the factors that promote employee retention (Meyer & al., 1993); however, we observe that 19.32% have low satisfaction with the environment (Figure 6), 18.8% have the same level of satisfaction vis-à-vis intra-personal relationships (Figure 7), and 19.05% have low satisfaction with the position (Figure 8).

5. Model development.

5.1 Data restructuring – Before developing our predictive model based on the logistic regression algorithm, it seems important to convert the categorical variables into numerical variables in order to be taken into consideration by our algorithm. For example, the variable “family situation” will be transformed into the following three binary variables; Marital_status_Married (0, 1), Marital_status _Divorced (0.1) and Marital_status _single (0.1) where 1 and 0 simultaneously mean True and False. (Table 2).

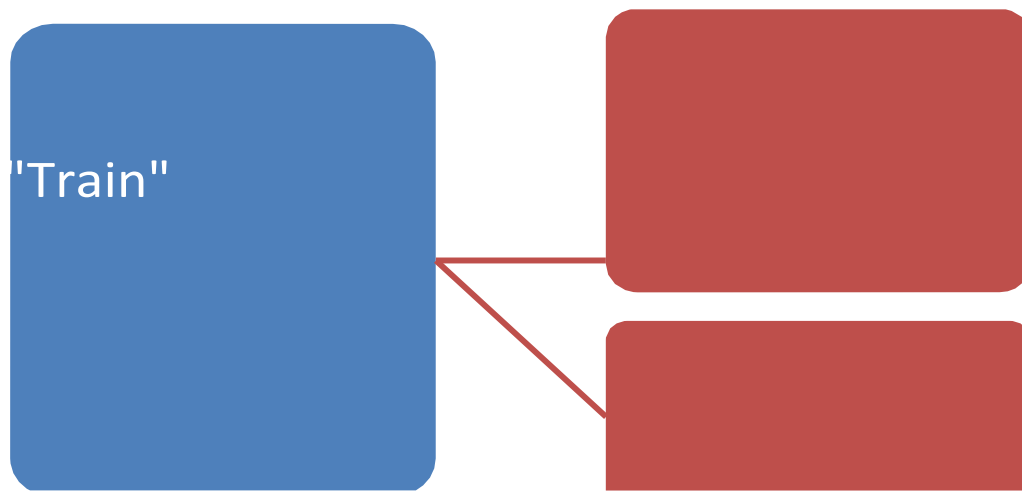
Tableau 2: Example of the transformation of categorical variables into binary variables.

	Marital_stat usMarried	Marital_status _Divorced	Marital_status _single
Married	1	0	0
Divorce	0	1	0
Single	0	0	1

Source: The auteurs

After ensuring the adequacy of the type of variables to Machine Learning, we divided our database into two underlying databases "Learning" that we will use for the development of our model and "Test" on which we will test the performance of our model and its predictive capacity, and which simultaneously contains 75% and 25% of the initial database.

Figure 9: The division of the database



Source: the auteurs

5.2 Variable selection. In order to have an efficient predictive model, it is important to avoid variables that have no effect on the variable studied. For this we have discarded a set of variables such as, "Over 18" since all employees are over 18, "ID" which will have no effect on their decision to leave or stay in the company and "Standard hours" because all employees have a similar number of standard hours. Furthermore, obtaining a relevant model requires the elimination of collinearities, in particular the dependent variables having a strong linear correlation between them (C.F. Dormann & al.), as well as those which do not represent any significant effect on the independent variable. For this we have established the Forward Step wise Selection procedure to identify the variables that improve our model based on the AIC criterion.

5.3 The final model. According to the results of the Forward Stepwise Selection procedure, we have obtained the model below (Table 3) composed of 31 independent variables with a disparate level of importance and a different type of relationship. As shown in the table below, it can be seen that the variables highlighted in red correspond to the variables that promote turnover within IBM, in particular overtime, frequent business trips, the number of companies in which the employee has already worked more than it is important the more the probability that he will leave IBM increases, the number of years since the last promotion, the seniority and thus the distance between home and work. While the variables that contribute to employee retention are numerous, among other things, work as a research director, medical representative, production manager, involvement, pro- private life balance, job satisfaction, level of stock options, etc.

Table 3: The final logistic regression model

Variable	Coeffi	Std.Error	Pr(> z)
-		zvalue	
cient			

Constante	5,69321	0.88364	6.44 3	1.17e- 10	***
Overtime	1,83740	0.21782	8.43 5	< 2e- 16	***

Frequent business travel	0,580 76	0.244 39	2.3 76	0.017 4 84	*
Number of former employers	0,198 26	0.042 54	4.6 60	3.15e- 06	** *
Number of years since last promotion.	0,146 74	0.046 50	3.1 55	0.001 6 02	**
Seniority within the company	0,093 36	0.042 81	2.1 81	0.029 2 07	*
The distance from his focus	0,034 48	0.012 25	2.8 16	0.004 8 67	**
Position_Research Director	- 2,154 61	0.852 79	- 2.5 27	0.011 5 19	*
Position_Medical Representative	- 1,766 49	0.504 09	- 3.5 04	0.000 4 58	** *
Position_Production manager	- 1,515 57	0.450 40	- 3.3 65	0.000 7 66	** *
Marital status_Divorced	- 1,364 74	0.386 52	- 3.5 31	0.000 4 14	** *
Position_Manager	- 1,275 46	0.666 60	- 1.9 13	0.055 7 00	.
Position_Researcher	- 1,053 50	0.280 66	- 3.7 54	0.000 1 74	** *
Business travel_at all	- 0,950 75	0.409 94	- 2.3 19	0.020 3 82	*
Marital status_Married	- 0,846 82	0.274 26	- 3.0 88	0.002 0 18	**
Position_Sales	-	0.273	-	0.023	*

Manager	0,620 12	91	2.2 64	5 77	
Initial training_Life sciences	- 0,573 97	0.247 01	- 2.3 24	0.020 1 44	*
Initial_medical training	- 0,512 84	0.261 65	- 1.9 60	0.049 9 96	*
Involvement	- 0,471 07	0.135 73	- 3.4 71	0.000 5 19	** *
Pro-private life balance	- 0,439 90	0.141 28	- 3.1 14	0.001 8 47	**
Job satisfaction	- 0,438	0.092 49	- 4.7	2.09e- 06	** *

	85		45		
Satisfaction environme nt	- 0,39 9 14	0.092 92	- 4.2 95	1.74e- 05	** *
Satisfaction relationships	- 0,24 3 03	0.093 60	- 2.5 96	0.009 4 18	**
Stock Option level	- 0,184 36	0.173 07	- 1.0 65	0.286 7 74	
Number of training hours in the last year	- 0,163 30	0.082 07	- 1.9 90	0.046 6 08	*
Years with current manager	- 0,120 49	0.052 00	- 2.3 17	0.020 4 91	*
Years in current position	- 0,107	0.050 50	- 2.1	0.033 0 42	*

	64		32		
Total seniority	-	0.030	-	0.004	**
	0,086 39	48	2.8 34	5 98	
Age	-	0.014	-	0.208	
	0,018 26	52	1.2 58	4 69	

Source: Les auteurs

5.4 Model evaluation: To test the predictive capacity of this model we tried to predict the employees who will leave their jobs using the test database that we did not use during the supervised learning phase. The application of Machine Learning on a sample of 367 employees gave us the confusion matrix below.

Table 4: The confusion matrix between the algorithm's prediction and the actual results.

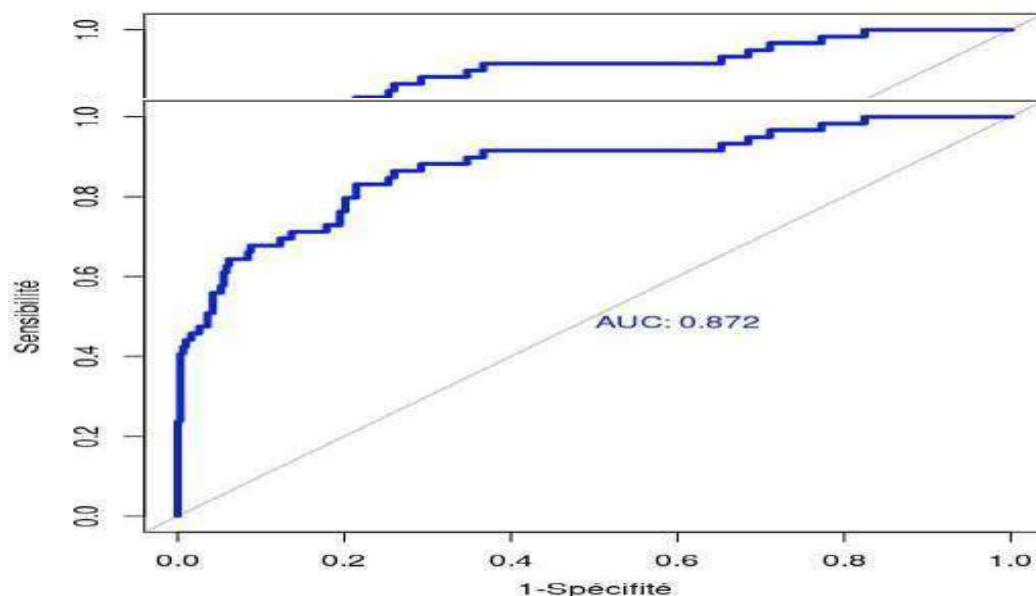
	Turn - Over	Algorithm prediction	
		No	Yes
Reality	No	242	66
	Yes	10	49

Source: The auteurs

The results obtained show that our Machine Learning was able to predict up to 49 employees left among 59 (83%) with an accuracy rate of 42% (49/ (49+66)) and a space under the curve equal to 87, 2% (AUC) (Figure 10).

Figure 10: the ROC curve

Source: The auteurs



6. Result and Discussion. From this model obtained by one of the supervised learning algorithms, namely logistic regression, we have tried to highlight the potential of this technology to promote proactive management of human resources, with a view to contributing to the achieving the company's strategic objectives and gaining a competitive advantage over competitors. Unplanned departures are capable of disrupting the human capital of the company in terms of quantity and quality and slowing down its development, likewise this generates a poor employer brand image which negatively impacts the attractiveness of talents compared to competitors. The use of Machine Learning to predict employees

tending to quit their jobs can be considered a magic solution allowing the company to pro-act and put in place the appropriate actions for each employee tending to quit, which is confirmed by our case study where we managed to detect 83% of employees who left. The information derived from our predictive model allows the company to make relevant decisions based on each employee with a tendency to leave their job, whether it is a retention plan when it comes to a talent with high value added, or leave it to the contrary, thus prepare in advance the departure of the employee, especially when it comes to a critical position which consists of looking for a very rare profile or even training the next generation internally, then we note that the departure of an employee generates a mobilization of all HR processes and requires time to stabilize the human capital that the company needs, moreover this information provided by Machine Learning makes it possible to reduce the time dedicated to this stabilization and therefore meet the company's strategic need in terms of human resources.

7. Conclusion. The objective of this study is to highlight the usefulness of Machine Learning in the narrow sense and artificial intelligence in the broad sense in the proactive management of human resources, to this end we have developed a predictive model based on the one of the Machine Learning algorithms to understand and prevent Turn-Over, which is considered one of the most important problems in human resources management. This Machine Learning has given us promising results where our algorithms can predict up to 83% of employees leaving with an accuracy rate equal to 42%. This will allow human resources managers to anticipate this departure by trying to retain the employee, by acting on the most important factors that impact his departure or preparing in advance the next generation who will occupy the position, especially when This is a critical post. Thus, the prediction made by our Machine Learning in this regard can contribute to decision-making on many HR aspects such as training, GPEC, career management, candidate selection, etc. Compared to the case of turnover, it seems that Machine Learning makes it possible to promote proactive management of human resources by offering information with acceptable precision which makes it possible to anticipate several problems by acting early, which underlines the importance of use of these techniques to improve the management of human resources and contribute to the performance and competitiveness of the company. Moreover, it seems important to explore the HR issues that can be treated by this technique in order to enrich the debate on the ability of these algorithms to promote proactivity in terms of human resources management.

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Appendix 1: Components of the IBM database

variable	Description
Age	Numerical value
Turnover	Employee leaves the company (0=no, 1=yes)
Business trip	(1=Not at all, 2=Frequently, 3=Rarely)
Daily Wage	Numeric Value – The salary level
Department	(1=HR, 2=R&D, 3=Commercial)
Distance fromhome	Numeric Value – The distance between
Education	home and work
Field of study	Numerical value- 1=Below university ,2=University ,3=Bachelor ,4=Master ,5=Doctorate
ID	(1=HR, 2= Life Sciences, 3=Marketing,
Satisfaction	4=Medical sciences, 5=other, 6=Technical)
Environment	Numerical value - Identification
Gender	Numerical value - Satisfaction by
Hourly wage	report the environment
Involvement	(1=WOMAN, 2=MAN)
Hierarchical level	Numerical Value - Hourly Wage
The post	Numerical Value - Employee Involvement
Satisfaction by	Numerical value
job report	(1=Medical Representative, 2=HR, 3=Lab Technician,4=Manager,
The family situation	5= Production Manager, 6= Research Manager,
monthly income	7= Researcher, 8= Sales Manager,
Monthly pay	9= Sales representative)
Number of old	Numerical Value - Job Satisfaction
employer	(1=Divorced, 2=Married, 3=Single)
Over 18	Numerical Value - Monthly Salary
Overtime	Numerical value
Salary increase	Numerical value
Performance	(1=Yes, 2=No)
Relationshipsatisfaction	(1=No, 2=Yes)
Normal hours	Percentage

STOCK OPTIONS	Numerical value
Seniority Total	numerical value
Number of hours	Numerical value
training	Numerical value
life balance	Numerical value

Content Moderation on the DSA: Too Much Power for Those Who Are Already Powerful Enough

Isabela Maria Rosal Santos

Legal Researcher at CiTiP (Centre for IT & IP Law) at KU Leuven, Leuven, Belgium

Abstract: Content moderation is one of the most discussed topics on daily digital life, gaining notoriety with every news about how platforms may affect our decisions. The theme is addressed on the Digital Services Act package, a policy that aims on finding solutions for the new problems related to the digital world. The present paper will explore the provision on the Digital Services Act package on content moderation, focusing on the role of online platforms on this scenario, especially on liability and responsibilities. For that, the work explores the provisions of the DSA on the definitions about illegal content and the instruments that the new legislation brings to ensure the moderation of such content. The work shows how the legal text provides interesting answers to platforms on how to deal with illegal content, but does not establish limits for the possible moderation guided by platforms. This may lead to giving too much power to agents that already have power enough. With this finding, it is possible to explore new forms of solutions to the issue of content moderation, especially on setting limits for the platforms.

Keywords: Illegal Content, Content Moderation, DSA

1. Introduction – The Digital Services Act package modifies the regulatory frame for intermediary service providers and online platforms. The main goal of the package is to create a safer digital space, protect fundamental rights, and establish conditions for fair competition between different businesses. In that sense, aiming to protect fundamental rights, the Digital Services Act (DSA) proposal brings additional responsibilities for digital services providers concerning the transmission of illegal content. The battle for new bills about content moderation on digital platforms became more robust with the movement led by civil society to counter mass disinformation. The pressure was intensified in the context of the Covid- 19 pandemic, in which authorities disseminated news that could bring disastrous consequences for the population itself. From that, there was a global trend of States proposing new regulatory frames on this matter, but that was much broader than just regulating disinformation. The DSA proposal emerges in this scenario. Considering the critical role of online platforms in disseminating information nowadays, the draft brings many considerations about how platforms should behave when facing illegal content. However, even though the moderation of legal content is addressed in the proposal, it is not well covered. Thus, this paper intends to address the problems generated by the lack of provisions about legal content moderation. For that, we will discuss how there are no clear definitions relating to legal content, which gives space to platforms to moderate content based on its own terms and conditions. The paper aims to show that this self-regulatory approach is not enough to guarantee the users' fundamental rights, especially the freedom of expression. This will be followed by a discussion regarding the use of artificial intelligence (AI) to moderate content. We plan to show why this use of AI should be more regulated, considering that AI cannot evaluate subjective aspects of communication, such as context and culture. Finally, the paper will try to provide some solutions beyond the DSA for the problem related to the moderation of legal content.

1.2. Terms and conditions as a self-regulatory measure with 106 Recitals and 74 Articles, the DSA sets many rules about handling illegal content. For instance, illegal content is defined broadly and covers information relating to illegal content, products, services, and activities (Recital 12). So, illegal content is defined as any

reference that does not comply with Union law or the law of a Member State (Article 2, g), and the spread of this type of posts should be avoided by the platforms and third parties (Recital 26). However, there are few provisions about general content moderation, including what is considered legal content. The term "content moderation" is only used in 3 (three) Recitals (39, 58, and 64) and in 6 (six) articles [2(p), 12(1), 13(1), 23(1)c, 26(2) and 27(1)a]. The definition of the term is set by article 2(p) as "activities undertaken by providers of intermediary services aimed at detecting, identifying and addressing illegal content or information incompatible with their terms and conditions, provided by recipients of the service, including measures taken that affect the availability, visibility and accessibility of that illegal content or that information, such as demotion, disabling of access to, or removal thereof, or the recipients' ability to provide that information, such as the termination or suspension of a recipient's account". By this definition, it is understood that digital service providers can moderate any publication based on its terms and conditions, including legal content. "Content" includes every piece of information that flows through a platform. We can consider that legal content is everything that is not under the definition of illegal content, which includes mentioning illegal content to show that it is harmful or even a personal opinion that can be misleading out of context. With that said, it must be understood that the author's intention is what makes a publication illegal. Thus, the draft fails to set provisions about the moderation of legal information, only giving a few commands about this topic, and also neglects to address the fact that the illegality of a post depends on its context and intention. The first gap is in defining rules about what can and what cannot be moderated by the own initiative of the platform. Article 12 of the DSA specifies that the terms and conditions should be clear and unambiguous and be made public by the platforms, but that does not prohibit the use of generic terms or sets primary ground of what should be covered by terms and conditions. However, the draft sets many possibilities for organizations to implement its terms and conditions (e.g., Recitals 25, 38, and 39). There are no solid provisions about transparency and disinformation since even in its terms and conditions, a platform has much room to define what it is going to consider harmful and against the platform's goals, which gives too much power to platforms. This type of power that directly affects many fundamental rights should not be given to either the State or platforms. It should be considered that the content moderation function given to digital platforms is not a burden for the business but rather an excess of power over one of the primary forms of communication today. In other words, the digital service providers can decide what will be promoted and be seen by many people and determine what will be excluded from the public discussions that a platform hosts. Even considering that the platforms a reprivate business models, it is well established that these platforms are essential for communication and democracy in our society. For this role played by the organizations, platforms tend to act 'state- like,' setting rules for the use of a democratic space. However, the private regulation created by the companies endangers consumers' fundamental rights such as data protection, privacy, and freedom of expression. The draft of the DSA follows the European tendency of self-regulation. As seen in the eCommerce Directive, the platforms are protected from liability for third-party content, while the organizations can define what content can be posted and what will be taken down. This form of regulation was broadly criticized, especially by the insecurity of the performance expected from companies in defining which content is harmful (Schulz, 2018). We must consider that the self- regulatory approach is insufficient to protect fundamental rights. Content moderation must follow the model of multidisciplinary governance followed by the governance of the internet. Initiatives with representatives from different sectors, such as the Santa Clara Principles, are recommended to guarantee this balanced governance. Only model or more extreme cases would be set either in Court or in another formal process with these measures. Furthermore, only illegal content should be excluded by the platforms' own initiative. With that in mind, content should be regulated with soft law initiatives, following the idea of content as compliance (Goanta, 2021), not providing too much power to any of the actors that are part of the ecosystem of regulating content. Also, the DSA leads to the adoption of the model 'takedown, ask (or complain) later', which has many flaws. Even if combined with the mentioned obligation of public and transparent terms and conditions, this form of regulation goes against the idea of transparency. Providing a statement of reasons after removing the content (Article 15) is not enough for avoiding censorship measures by the platforms. The user should be able to defend that its publication is legal before having it taken down, particularly when it does not match

the concept of illegal content. Without DSA, the platforms are already doing what is set by this new provision. Considering that generic terms are used in terms and conditions, appointing the incompatibility of the information with terms and conditions will not change the platforms' actions that are already being taken. This is combined with the fact that there are no provisions about a platform being obligated to implement its terms and conditions. So, a platform can decide how and if to enforce its explicit norms, giving users almost no power. Moreover, posts that do not engage tend to be taken down more often than publications that generate clicks. Therefore, sometimes harmful content is not taken down quickly because it generates users' engagement, but educational content that discusses the same matter is shut down fast. It should also be considered that terms and conditions are considered a pre-formulated standard contract, which reinforces the idea of the powerless user. Then, the user must agree with the terms and conditions under the risk of not accessing a place of utmost importance for communication.

1.3. Artificial Intelligence on content moderation – Another gap seen in the DSA is giving too much room for platforms to use artificial intelligence technologies for content moderation purposes. AI usage limits the comprehension of all the language games used in communication systems. To verify if a publication is legal, we must consider the context and the goal of that post, which is not possible for an AI technology. On many occasions, the dissemination of content is not focused on sharing that publication, but it aims to criticize the content or even to joke about it, and the technologies used by platforms will not be able to verify these more complex matters (Marin, 2021). So, making a post unavailable without these considerations affects the users' right to freedom of expression, keeping them out of public discussions and possibly targeting legal content. This is negative since any restrictions to access the internet are anti-democratic measures. The UN recognizes that access to the internet is essential for exercising fundamental rights. In that sense, it is necessary to understand that the exercise of democracy sometimes relies on anonymity to guarantee the citizen's safety or even on the spread of information considered illegal, but that is democratic (Doneda & Keller, 2021). AI technologies cannot foresee these aspects, and we must consider that there is no such thing as a value-neutral technology. Since the exemption from liability provided by the DSA relies on service neutrality, we can ask ourselves if the exemption should be applied when platforms are using AI technologies. So, the use of AI technologies for content moderation should be more regulated. Norms should be set in which exceptional situations this use should be allowed, followed by a human review or in situations that the company can prove the quality and accuracy of the decision. For that, the company should be able to provide and sample that those involved in the moderation are familiar with the culture, context, and language related to that post (Santa Clara Principles, 2021). This must be observed from the creation of AI mechanisms to the judgment of users' complaints. It is also important to provide forms for the user to prove that its content is legal and should not be excluded from the platform. For this reason, the 'takedown, ask later' approach should not be used by the platforms when handling legal content, mainly when relying on decisions made by AI, as mentioned before. A possible solution for these problems would be to consider that a platform could only make content unavailable if there were a judicial or administrative decision to support the service provider's action. This would add to the measures defined by the DSA that do not give much space for public actors. In that matter, we should consider that before the dissemination of platforms, the State was responsible for deciding what illegal content was. However, this model does not answer the rapid spread of information on the digital world since this decision can take a long time to be determined. So, this could be an answer for legal content, but other measures can be taken simultaneously. From that, remedies as the ones provided by Marin (2021) seem more compelling. The first solution proposed by the author is asking the user to say something before sharing specific content. This would give context to the publication, which could solve grey areas of using platforms, such as content sharing. However, this remedy does not solve many other problems and puts much responsibility on the user, which has to be clear and convincing in explaining context. For this reason, the other solution given by Marin (2021), which would be giving other users the space to challenge a publication, could solve many problems. This is in line with the ideas brought by Janal (2021) considering that this space generates debates and observes the right of response, prioritizing the quality of content over user engagement, which should be the focus of platforms. Conclusion: Considering all the above, the DSA seems to give reasonable answers to platforms on how to act when facing the spread of illegal content. The proposal sets a whole ecosystem for

the service providers, setting rapid actions to ban the harmful effects of illegal publications. However, the draft does not give clear instructions to the limits of moderation of legal content. With that, platforms have way too much power on setting rules on their terms and conditions, without any clear norm about mandatory actions for endorsing the terms. So, platforms can moderate content according to their interests, which nowadays are measured by the number of interactions. Therefore, the DSA should address the moderation of legal content, providing other measures beyond the publicity of terms and conditions. The draft, right now, does not set limits for the content moderation provided by platforms, which can lead to censorship actions of the organizations, mainly when relying on AI technologies. For this reason, this new regulatory frame should consider giving space for public authorities to decide on some cases regarding legal content and determine measures for platforms to focus on the quality of the content over users' engagement.

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Classification Of Methods of Expressing Fear in The Novel by RoaldDahl “Matilda”

Aliboyeva Nigina Alisher qizi

The teacher of Termez State University, “English language and literature” department

Annotation: This article analyzes the methods of expressing fear in the novel by Roald Dahl “Matilda” through comparing it with translation in Russian language.

Keywords: Lexical Units, Inaction, Common Feature, Imitation, Expressiveness, Translation, Abundance, Comparative Turns

Lexical ways of expressing fear in the novel by Roald Dahl most often fear is expressed through lexical units. This may be due to the fact that the fear experienced by the characters is expressed through the narrator. Lexical units expressing the fear of heroes, we divided into three main groups: - words and expressions that characterize the feeling of fear; - words and expressions that characterize the speech of the characters at the time of the emergence of fear; - words and expressions characterizing changes in color and facial expressions. Lexical units characterizing the feeling of fear the most numerous groups of lexical units expressing fear is represented by verbs. The intensity of the experienced emotions is conveyed in the text by adverbs (cautiously, nervously, exceedingly wary, fearfully). This group is divided into two subgroups in accordance with the forms of manifestation of fear in the characters of the work: • physical action (including involuntary reactions of the human body due to fear) or intention; • inaction (paralysis). Physical actions as a form of expression of fear appear in the episodes of the chapter of The Ghost, in which Matilda decided to scare her parents: • The mother shrieked, still quaking. • They all jumped. In the examples given below, the characters take actions on purpose: • The husband wiped his lips nervously with his napkin. In

this sentence, the action of the hero, which he performs out of fear, is characterized by the adverb of the mode of action. They all fled, slamming the door behind them. The following sentences refer to different chapters of the novel, but their common feature is the expression of the students' fear of the headmistress.

- I became so frightened of her I used to start shaking when she came into the room. "Stand over there!" the Trunchbull ordered, pointing. The boy stood to one side. He looked nervous. He knew very well he wasn't up there to be presented with a prize. He was watching the Headmistress with an exceedingly wary eye and he kept edging farther and farther away from her with little shuffles of his feet, rather as a rat might edge away from a terrier that is watching it from across the room.
- The boy moved cautiously. In the following sentences, fear is expressed by verbs and adjectives that characterize the shades of feeling and its intensity: Normally Miss Honey was terrified of the Headmistress.
- They're all scared to death of her.
- Matilda frozen in horror. The characteristics of fear in the above expressions and words have different shades: from anxiety, nervousness, uncertainty, hesitation to all-consuming horror (terrified, scared to death). The figurativeness of the expression scared to death shows the extreme degree of the hero's fright. It describes the condition of the students and Miss Honey. All these characters throughout the novel experience fear in the presence of the headmistress. Children are afraid of punishment and severity, reaching cruelty, and Miss Honey's fear is due to the family history that connects her and Miss Trunchbull (head of Miss Honey's Story). In the following situations (the episode on the playground in front of the school and the test lesson with Miss Trunchbull), the characters are paralyzed by fear, so they do nothing:
- The girl wearing the pigtails, Amanda Thripp, stood quite still, watching the advancing giant, and the expression on her face was one that you might find on the face of a person who is certain that the Day of Judgment had come for her at last. Paralyzed with fright, managed to stutter, 'My m-m-mummy likes them. She p-p-plaits them for me every morning.'

Speech is one of the most important characteristics of a character. It can be used to determine his personality, lifestyle and, in particular, his emotional state. Therefore, separate groups were identified lexical expressions that characterize speech and its features that manifest themselves at the time of the appearance of fear in a character. In the novel, verbs that introduce direct speech, features of expression (stuttering) and comparisons are indicators of the hero's fear:

- The boy murmured.
- The boy mumbled.
- The boy said, cautious. In this episode, the imitation of stuttering is an important verbal characteristic of the heroine's emotional state – the fear experienced by Miss Trunchbull.

Syntactic means of expressing fear. In the following sentence, there is a syntactic means of expressing the fear that the heroine inspires on students and others:

- A formidable figure she was too, in her belted smock and green breeches. Inversion – a violation of the traditional word order in a sentence or phrase, a component that has changed its place in a sentence or phrase takes on a special meaning in a text with inversion. Inversion is a stylistic device that in works of art helps to make the text more expressive and focus the reader's attention on interesting or necessary details in the characterization of the characters.

Stylistic means of expressing fear – The novel also presents stylistic means of expressing fear: hyperbole, grotesque and epithets. Hyperbole, reaching the grotesque, is very vividly represented by the description of the headmistress Miss Trunchbull herself:

- Miss Trunchbull, the Headmistress, was something else altogether. She was a gigantic holy terror, a fierce tyrannical monster who frightened the life out of the pupils and teachers alike. There was an aura of menace about her even at a distance, and when she came up close you could almost feel the dangerous heat radiating from her as from a red-hot rod of metal. The description also abounds with epithets that characterize and reinforce expressions of fear. The following sentence, describing Miss Trunchbull, also has a superlative adjectival epithet, which takes the heroine trait to the extreme:
- She was above all a most formidable female. In the following passage, one can observe hyperbole in the way the expression on the heroine's face is described, what emotions she experienced when she saw that Miss Trunchbull was approaching her. Fear is described as a strong, all-consuming feeling, like a "doomsday" that is near:
- The girl wearing the pigtails, Amanda Thripp, stood quite still, watching the advancing giant, and the expression on her face was one that you might find on the face of a person who is certain that the Day of Judgment had come for her at last. In the course of the study, by continuous sampling, 21 units were identified words, sentences, passages of text that reflect the fear of the characters. The expressions were considered by us from the position of the translation, how the expressions of the original and the translation are related. The expressions were divided into the following

groups according to the classification of translation transformations by L.S. Barkhudarov: permutations, additions, deletions, substitutions, as well as expressions translated without transformations. However, the distribution of expressions is rather arbitrary, because several transformations are usually applied in translation. In quantitative terms, the most numerous groups are replacements (10 units), followed by a group of translation transformations of the permutation type (4 units), an equal number of additions and expressions translated without changes (3 units each) were found in the text of the original and translation, in the texts there were just one example of an explicit omission. Let us present significant examples and comment on their transmission in translation, in quotations, expressions of fear are in italics. 1. Expressions translated without translation transformations. This category includes expressions that have been translated literally. His voice suddenly become soft and dangerous. “His voice suddenly became insinuating and menacing.” In this case, fear is expressed by adjectives characterizing the voice of the hero, Matilda's father. Adverb of manner suddenly acts to increase intimidation. The adjective soft in translation is insinuating, which is most consistent with the characteristics of the voice in Russian, perhaps this case can be considered as a lexical substitution. • The husband wiped his lips nervously with his napkin. - «Муж нервно вытер губы салфеткой». In this example, fear is expressed by the adverb of the course of action, the sentence is translated literally. In the following example, we are talking about the attitude of the students towards the terrible Miss Trunchbull, and the dominant emotion of the children is vividly reflected in the expression scared to death / до смерти боятся. Hyperbole enhances the expressiveness of the expression, gives it a certain amount of emphaticity and artistic expressiveness. • They're all scared to death of her. «Они все до смерти её боятся».

Additions - There are only 2 examples in this category. Most likely, this is due to the fact that in a work of art there is no need to explain the phenomena, the novel does not contain cultural realities unfamiliar to Russian readers, in other cases, additions may lead to distortions of the meaning of the original. In the following example, the Russian translation reveals the meaning of the expression turning from gray to white, because in Russian fear is reflected on the face, the expression of fear is indicated by a change in expression and complexion, so an addition was required in the Russian translation. If in English, the sentence is simple, but complicated by participial turnover; in the Russian translation, a complex sentence appears. • The boy exclaimed, turning from gray to white. / «Воскликнул мальчик, а его лицо из серого стало белым». • He looked nervous. / «Было видно, что он нервничает...» In this case, there is an addition in the translation, the phrase is complicated by an introductory sentence. • The girl wearing the pigtails, Amanda Thripp, stood quite still, watching the advancing giant, and the expression on her face was one that you might find on the face of a person who is certain that the Day of Judgment had come for her at last. «Девочка с косичками, Аманда Трипп, стояла, замерев и глядя на неумолимо приближавшуюся директрису с таким выражением лица, какое бывает, наверное, у человека, оказавшегося в чистом поле один на один с разъярённым быком, несущимся прямо на него. От ужаса Аманда не могла двинуться с места, будто её приклеили, глаза её были широко раскрыты от страха, она дрожала как осиновый лист, и, казалось, была уверена, что настал её смертный час». The passage presents an obvious addition in the Russian text. The reaction of the girl, Amanda, is revealed more fully and is described more vividly, perhaps the translator's goal in using this transformation was to add expressiveness and brightness to the description of the moment, which is typical for children's literature, and also to adapt the English text for the Russian reader, taking into account the difference between languages: if the English language is more compact, then the Russian language is more characteristic of broad descriptions. In the added translation, expressiveness is achieved with the help of a comparative turnover, as well as by describing the heroine's paralysis from fear, the heroine's gaze, her inability to move in front of the headmistress, and trembling, which is an involuntary reaction to fear, are also mentioned. The abundance of comparative turns (“as if it was glued”, “like an aspen leaf”) expressively conveys a strong experience of emotion. The list of used literature: 1) JOBE, R. Translation. In: HUNT, P. (Ed.). International companion encyclopedia of children’s literature. New York: Routledge, 1996. p. 519-529. 2) BASTIN, G. L. Adaptation. IN: Baker, M. & SALDANHA, G. Routledge encyclopedia of Translation Studies. London: Routledge, 2009. p. 3-5. 3) SHAVIT, Z. Translation of children’s literature. In: LATHEY, G. The translation of children’s literature: a reader. Clevedon: Multilingual Matters Ltd, 2006. pp. 25-40. 4)

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Content Moderation on The Dsa: Too Much Power for Those Who Are Already Powerful Enough

Isabela Maria Rosal Santos

Legal Researcher at CiTiP (Centre for IT & IP Law) at KU Leuven, Leuven, Belgium

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Keywords: Illegal Content, Content Moderation, DSA

1. Introduction– The Digital Services Act package modifies the regulatory frame for intermediary service providers and online platforms. The main goal of the package is to create a safer digital space, protect fundamental rights, and establish conditions for fair competition between different businesses. In that sense, aiming to protect fundamental rights, the Digital Services Act (DSA) proposal brings additional responsibilities for digital services providers concerning the transmission of illegal content. The battle for new bills about content moderation on digital platforms became more robust with the movement led by civil society to counter mass disinformation. The pressure was intensified in the context of the Covid- 19 pandemic, in which authorities disseminated news that could bring disastrous consequences for the population itself. From that, there was a global trend of States proposing new regulatory frames on this matter, but that was much broader than just regulating disinformation. The DSA proposal emerges in this scenario. Considering the critical role of online platforms in disseminating information nowadays, the draft brings many considerations about how platforms should behave when facing illegal content. However, even though the moderation of legal content is addressed in the proposal, it is not well covered. Thus, this paper intends to address the problems generated by the lack of provisions about legal content moderation. For that, we will discuss how there are no clear definitions relating to legal content, which gives space to platforms to moderate content based on its own terms and conditions. The paper aims to show that this self-regulatory approach is not enough to guarantee the users' fundamental rights, especially the freedom of expression. This will be followed by a discussion regarding the use of artificial intelligence (AI) to moderate content. We plan to show why this use of AI should be more regulated, considering that AI cannot evaluate subjective aspects of communication, such as context and culture. Finally, the paper will try to provide some solutions beyond the DSA for the problem related to the moderation of legal content.

1.2. Terms and conditions as a self-regulatory measure – With 106 Recitals and 74 Articles, the DSA sets many rules about handling illegal content. For instance, illegal content is defined broadly and covers information relating to illegal content, products, services, and activities (Recital 12). So, illegal content is defined as any reference that does not comply with Union law or the law of a Member State (Article 2, g),

and the spread of this type of posts should be avoided by the platforms and third parties (Recital 26). However, there are few provisions about general content moderation, including what is considered legal content. The term "content moderation" is only used in 3 (three) Recitals (39, 58, and 64) and in 6 (six) articles [2(p), 12(1), 13(1), 23(1)c, 26(2) and 27(1)a]. The definition of the term is set by article 2(p) as "activities undertaken by providers of intermediary services aimed at detecting, identifying and addressing illegal content or information incompatible with their terms and conditions, provided by recipients of the service, including measures taken that affect the availability, visibility and accessibility of that illegal content or that information, such as demotion, disabling of access to, or removal thereof, or the recipients' ability to provide that information, such as the termination or suspension of a recipient's account". By this definition, it is understood that digital service providers can moderate any publication based on its terms and conditions, including legal content. "Content" includes every piece of information that flows through a platform. We can consider that legal content is everything that is not under the definition of illegal content, which includes mentioning illegal content to show that it is harmful or even a personal opinion that can be misleading out of context. With that said, it must be understood that the author's intention is what makes a publication illegal. Thus, the draft fails to set provisions about the moderation of legal information, only giving a few commands about this topic, and also neglects to address the fact that the illegality of a post depends on its context and intention. The first gap is in defining rules about what can and what cannot be moderated by the own initiative of the platform. Article 12 of the DSA specifies that the terms and conditions should be clear and unambiguous and be made public by the platforms, but that does not prohibit the use of generic terms or sets primary ground of what should be covered by terms and conditions. However, the draft sets many possibilities for organizations to implement its terms and conditions (e.g., Recitals 25, 38, and 39). There are no solid provisions about transparency and disinformation since even in its terms and conditions, a platform has much room to define what it is going to consider harmful and against the platform's goals, which gives too much power to platforms. This type of power that directly affects many fundamental rights should not be given to either the State or platforms. It should be considered that the content moderation function given to digital platforms is not a burden for the business but rather an excess of power over one of the primary forms of communication today. In other words, the digital service providers can decide what will be promoted and be seen by many people and determine what will be excluded from the public discussions that a platform hosts. Even considering that the platforms are private business models, it is well established that these platforms are essential for communication and democracy in our society. For this role played by the organizations, platforms tend to act 'state- like,' setting rules for the use of a democratic space. However, the private regulation created by the companies endangers consumers' fundamental rights such as data protection, privacy, and freedom of expression. The draft of the DSA follows the European tendency of self-regulation. As seen in the eCommerce Directive, the platforms are protected from liability for third-party content, while the organizations can define what content can be posted and what will be taken down. This form of regulation was broadly criticized, especially by the insecurity of the performance expected from companies in defining which content is harmful (Schulz, 2018). We must consider that the self- regulatory approach is insufficient to protect fundamental rights. Content moderation must follow the model of multidisciplinary governance followed by the governance of the internet. Initiatives with representatives from different sectors, such as the Santa Clara Principles, are recommended to guarantee this balanced governance. Only model or more extreme cases would be set either in Court or in another formal process with these measures. Furthermore, only illegal content should be excluded by the platforms' own initiative. With that in mind, content should be regulated with soft law initiatives, following the idea of content as compliance (Goanta, 2021), not providing too much power to any of the actors that are part of the ecosystem of regulating content. Also, the DSA leads to the adoption of the model 'takedown, ask (or complain) later', which has many flaws. Even if combined with the mentioned obligation of public and transparent terms and conditions, this form of regulation goes against the idea of transparency. Providing a statement of reasons after removing the content (Article 15) is not enough for avoiding censorship measures by the platforms. The user should be able to defend that its publication is legal before having it taken down, particularly when it does not match the concept of illegal content. Without DSA, the platforms are already doing what is set by

this new provision. Considering that generic terms are used in terms and conditions, appointing the incompatibility of the information with terms and conditions will not change the platforms' actions that are already being taken. This is combined with the fact that there are no provisions about a platform being obligated to implement its terms and conditions. So, a platform can decide how and if to enforce its explicit norms, giving users almost no power. Moreover, posts that do not engage tend to be taken down more often than publications that generate clicks. Therefore, sometimes harmful content is not taken down quickly because it generates users' engagement, but educational content that discusses the same matter is shut down fast. It should also be considered that terms and conditions are considered a pre-formulated standard contract, which reinforces the idea of the powerless user. Then, the user must agree with the terms and conditions under the risk of not accessing a place of utmost importance for communication.

1.3. Artificial Intelligence on content moderation – Another gap seen in the DSA is giving too much room for platforms to use artificial intelligence technologies for content moderation purposes. AI usage limits the comprehension of all the language games used in communication systems. To verify if a publication is legal, we must consider the context and the goal of that post, which is not possible for an AI technology. On many occasions, the dissemination of content is not focused on sharing that publication, but it aims to criticize the content or even to joke about it, and the technologies used by platforms will not be able to verify these more complex matters (Marin, 2021). So, making a post unavailable without these considerations affects the users' right to freedom of expression, keeping them out of public discussions and possibly targeting legal content. This is negative since any restrictions to access the internet are anti-democratic measures. The UN recognizes that access to the internet is essential for exercising fundamental rights. In that sense, it is necessary to understand that the exercise of democracy sometimes relies on anonymity to guarantee the citizen's safety or even on the spread of information considered illegal, but that is democratic (Doneda & Keller, 2021). AI technologies cannot foresee these aspects, and we must consider that there is no such thing as a value-neutral technology. Since the exemption from liability provided by the DSA relies on service neutrality, we can ask ourselves if the exemption should be applied when platforms are using AI technologies. So, the use of AI technologies for content moderation should be more regulated. Norms should be set in which exceptional situations this use should be allowed, followed by a human review or in situations that the company can prove the quality and accuracy of the decision. For that, the company should be able to provide and sample that those involved in the moderation are familiar with the culture, context, and language related to that post (Santa Clara Principles, 2021). This must be observed from the creation of AI mechanisms to the judgment of users' complaints. It is also important to provide forms for the user to prove that its content is legal and should not be excluded from the platform. For this reason, the 'takedown, ask later' approach should not be used by the platforms when handling legal content, mainly when relying on decisions made by AI, as mentioned before. A possible solution for these problems would be to consider that a platform could only make content unavailable if there were a judicial or administrative decision to support the service provider's action. This would add to the measures defined by the DSA that do not give much space for public actors. In that matter, we should consider that before the dissemination of platforms, the State was responsible for deciding what was illegal content. However, this model does not answer the rapid spread of information on the digital world since this decision can take a long time to be determined. So, this could be an answer for legal content, but other measures can be taken simultaneously. From that, remedies as the ones provided by Marin (2021) seem more compelling. The first solution proposed by the author is asking the user to say something before sharing specific content. This would give context to the publication, which could solve grey areas of using platforms, such as content sharing. However, this remedy does not solve many other problems and puts much responsibility on the user, which has to be clear and convincing in explaining context. For this reason, the other solution given by Marin (2021), which would be giving other users the space to challenge a publication, could solve many problems. This is in line with the ideas brought by Janal (2021) considering that this space generates debates and observes the right of response, prioritizing the quality of content over user engagement, which should be the focus of platforms.

Conclusion – Considering all the above, the DSA seems to give reasonable answers to platforms on how to act when facing the spread of illegal content. The proposal sets a whole ecosystem for the service

providers, setting rapid actions to ban the harmful effects of illegal publications. However, the draft does not give clear instructions to the limits of moderation of legal content. With that, platforms have way too much power on setting rules on their terms and conditions, without any clear norm about mandatory actions for endorsing the terms. So, platforms can moderate content according to their interests, which nowadays are measured by the number of interactions. Therefore, the DSA should address the moderation of legal content, providing other measures beyond the publicity of terms and conditions. The draft, right now, does not set limits for the content moderation provided by platforms, which can lead to censorship actions of the organizations, mainly when relying on AI technologies. For this reason, this new regulatory frame should consider giving space for public authorities to decide on some cases regarding legal content and determine measures for platforms to focus on the quality of the content over users' engagement.

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The Portrayal of the Role of Women in the Republican Political Propaganda During the Spanish Civil War



Haolin Guo

History, Washington University in St. Louis, United States

Abstract: The liberation of women is a popular topic among many leftist and liberal groups, advocating for a variety of feminist idealism ranging from suffrage to participation in the workforce. During the civil war, the political propaganda of the Republican side used the image of women, showing their participation in the war efforts many times. This paper analyzes the posters aimed at women or using women's images and the publicity of anti-fascist women's associations during the Spanish Civil War. When demonstrating female's participation in militia or work in factories or rural areas, people use a masculine image; the portrayal of women became soft and aligned with traditional gender roles when it came to nursing and logistics. Although the war advanced gender equality, women were still considered as playing a secondary and subservient role in traditional family and social structure.

Keywords: Spanish Civil War, Political Propaganda, Women, Equality, Militia, Feminism

1. Introduction – In times of crisis, we need to use various propaganda tools to attract people's attention.

What I am talking about is not just political propaganda, but in the election campaign during the war, it is accompanied by the explosion of thoughts and expressions, which usually do not occur in the context of social and political "calm". This is similar to how in times of economic crisis or sales decline, companies will also increase activities to attract customers' attention. As for political propaganda, it is a very important weapon, for example, when attracting and persuading those who are not very clear about their voting intentions during the election, but it is also a way to publicize and report underlying problems in society, which may still be hidden for some people in society. They either do not have convenient ways to obtain political information, or they are not interested in events until they are noticed in some way. Therefore, during the Spanish Civil War, for a large part of society, publicity helped to inform people to a certain extent, using a variety of means, such as posters, pamphlets, postcards and radio messages. During the Nationalist's siege of Madrid, the Republican forces even used radio to call for the withdrawal of families, especially women and their children, and also to encourage men to join the Republican Army to protect the city from invaders. During the Spanish civil war and the post-war period, poster production was mainly pro-Republican (David). This was because of the fact that many authors came from the business field and copied the technology they used in the business field. To boost patriotic sentiment among the public, they mainly used radio stations to make political speeches, but they also made propaganda posters during the war and later, against the Franco dictatorship. Posters and leaflets not only helped to understand the politically-uneducated public to gain a better understanding of different political ideologies at that time, but also mobilized women in Spanish society by depicting the role of women in Spanish society at that time, the society's traditional expectation on the feminist group, and the inequality they had to face in a traditionalist society. The discourse on women was very different because of the ideological trend it produces. On the other hand, there is also the work done by Pilar Primo de Rivera and a special section on women (Esenwein). They portrayed women as valuable family members that could contribute significantly to the Republican's war efforts in propaganda. According to their statements, social services enabled many women to leave their own circles and understand and engage in different activities, such as sports. On the other hand, it is important to thoroughly examine the voices of feminists at that time. Most of them fought for freedom and demanded women's basic social and political rights. But here, we should also distinguish different types of speeches, from the instigators of anarchists to the most moderate among some socialists and communists. By examining the standpoint on feminist issues on both sides, it is reasonable to come to a conclusion that discrimination, though to different degree, existed throughout the entire Spanish society. It is undeniable that inequality and injustice against women have occurred and continued to occur after the war, even on the Republican's side because not only from the fascist camp, but also from many Republican departments, people try to put women in a secondary position, laugh at their role in the army, while in the meantime, making use of them for the war efforts. During the war, women launched a war in the rear, participated in the resistance movement, and continued to suffer from changes in family, family and work. Their army undertook political commitments, but they did not cut off the reins of families in rural, poor areas. Their ability as a precious labor force in factories, their working conditions, and wages were highly unstable. The analysis of the situation of women during the Spanish Civil War will be mainly based on two aspects: on the one hand, the poster of the Republic war aimed at women or using women's images to shape a progressive image and attract more supporters; on the other hand, the political propaganda of the Anti-fascist Women's Association, established in 1934, which was composed of anarchists, communists, socialists, republics, Basque Catholic republics and non-politicized women (Grutka). The first aspect mainly depicted women as active supporters of men on the battlefield: women can take over men's role in



factories and other crucial occupations. The propaganda by Anti-fascist Women's Association was much more radical, as women participated in every role that men were able to do, including soldiers, espionage workers, and even leadership roles, such as army officers and political leaders.

2. Women on posters of the Spanish Civil War – Spanish posters originated from advertisements for bullfights and employer gatherings, and they were originally produced in studios in Barcelona and Valencia. Then, there began to have factories and shops, which would use this method to advertise their products. The process of producing a poster was as follows: the poster producer draws, draws or writes his poster in the studio. Once it is finished, it is taken to the workshop. A literary cartoonist copies it on the printing plate, and then starts the real printing. The cartels were influenced by the vision, ideology and personal conditions of life as artists and as people when implementing his works. Therefore, at the beginning of the conflict, this advertising form was quickly applied to the motives of revolution and war, but eight months later, the poster lost its quality and dramatic effects, probably because the artists themselves suffered from the incarnation and defects of war as time progressed.

3. Characteristics and functions of War Symbols – The perfect tools for effective political propaganda in wartime were posters, newspapers and radio. On the poster, the image and slogan must be mixed together, because their main role was to convey what happened in the front line and at the home front to guide the actions of civilians. The problem they faced was that daily news reports did not cover all places, and posters were mainly used in big cities such as Madrid, Barcelona and Valencia. Therefore, radio has become a very important information weapon because it reaches a wide range of places and the enemies had no means to stop people from receiving information via radio. Therefore, despite the fact that communicating solely on sound was not as effective as using imagery, radio played an irreplaceable role during the Spanish Civil War. The following image is an advertisement for one of the many radios during the war to advocate on behalf of the Republicans. Another way to spread information during the civil war is through songs, poems and legends, about heroes and heroines on the front line, fighting and bombing, refugees. This method is easily accessible and memorable. An example of a Civil War song involving women is as shown in the following lyric of the song Free Women (Malim): Fists upraised, women of Iberia towards horizons pregnant with light on paths a fire on the ground face to the blue sky. Affirming the promise of life, we defy tradition we mold the warm clay of a new world born of pain. Let the past vanish into nothingness! What do we care for yesterday! We want to write a new the word WOMAN. Fists upraised, women of the world towards horizons pregnant with light on paths a fire onward, onward toward the light. Spanish cartelism experienced an explosion of creativity in the early days of the war. At first, it was the author of the commercial cartel who took over the baton and devoted himself to sending a propaganda message against fascism and defending the government of the democratically elected Republic. Some authors pointed out that there were two different aspects in the production of Republican posters involving women. On the one hand, the posters of official, trade union and political party organizations produced by its propaganda department, whose main role was to improve women's political awareness; this was why the image of working women was combined with that of revolutionary women commonly seen in leftist propaganda. On the other hand, there are posters made by Free Women, the only feminist organization in Spain in 1936; they combined the image of women in the rear with the slogan of social revolution and embody the goal of proletarian feminism.

4. Improving the social status of women through posters - The situation of women during the war was obvious on many posters at that time. From those who portray the image of the militia revolution to those who reflect the pain of the mother who fled the bombing, the poster gives people a very detailed picture, allowing people to see the role of women. Women gained the right to vote in 1931 in Spain, and as a consequence, political parties began to turn their election campaigns to new female voters. However, some people objected to this because people thought that women have no intellectual capability to understand political issues (Nash). In the poster shown below, in which three propaganda elements are mixed: on the one hand, women exercising their right to vote; on the other hand, the electoral propaganda of the Popular Front and finally the amnesty for the prisoners imprisoned in the political suppression that took place in October 1934. Although in this revolutionary era, women began to leave their small circle, a minute but disruptive image began to be used in republican posters. However, deep down, they continued to support women's submission to the patriarchal and traditionalist social system. This new model did not represent a new

woman emerging from a new sociopolitical context, but rather, an artificial image of women was created to cover the needs of women's support that arised, both in times of elections and in times of war (Nehta).

4.1 The Militia - The case of the militia women was a clear example of how propaganda can transform discourses and opinions in a short period of time. Anarchists were the first group that allowed and even encouraged women to actively join the struggle as militiamen. In addition, an important campaign was carried out in the newspaper Frente Libertario to enlist women in the war, launching slogans and plastering the streets with propaganda posters. But it is necessary to clarify that the motivations for going to the fighting fronts were not only political, since a very important part of them had other reasons, such as accompanying their relatives, children and friends and even to avenge a close relative's death. They fought on the Segovia front, where a women's battalion was created, but also in Catalonia from where they sent a female battalion to defend Mallorca, in Asturias female battalions can also be seen, and one of them became the chairman of a machine gun company (Preston). During the first months of the conflict, they were a symbol of the fight against fascism. They were represented with a modern image; they were young people dressed in their blue overalls proletarian work uniform and carrying a rifle. What was intended to achieve was a complete revolution of the established order, in which women were subordinated to patriarchal power and achieved the right to equal status. They not only fought on the fronts but were also in charge of haranguing the men to go out into the streets and enlist in the army. About the militia women, it should be noted that the division of tasks was also repeated at the front, seeing women relegated to performing tasks of their own, such as washing clothes, cooking and carrying out sanitary functions. Contrary to this idea was the testimony of a militiawoman named Fifi, who stated that she never had fear in the front in that she never feared the assault of any companion. She also explained that she was the one who cooked the food, but not because she was a woman, but because the men were much slower and they could not afford to waste time and go hungry. Although Antonia García, a communist and anti-fascist activist, affirmed that sexual harassment was frequent and she confirmed the fact that "men are communists, socialists or anarchists from the waist up." In this sense, the "eugenic message to women" spread by the anarchist Doctor Félix Marti was curious, in which stated that the withdrawal of women from the fronts could help reserve energy for the effort warlike; thus, the duty of women would be to facilitate continence, sexual discipline and harmony in erotic relationships. It seems that it was not only the fascist discourses that saw women as a kind of 'demon' lying in wait for the 'poor soldiers'. This concern was the target of a major awareness campaign, and there were numerous posters dealing with the issue of venereal diseases. As shown in the poster below, in which one can see a combatant with his head hanging and a very pale woman, in an affectionate attitude and whose skeletal hand surrounds the soldier's waist, representing illness and death.



In October 1936, Largo Caballero established a series of provisions to remove women from the front and move them to the home front, arguing as an excuse that the battlefield was not a suitable place for a woman and that they were not prepared to be part of a structured, well-organized army. In an instant, the militia women went from being glorified to being ridiculed. But it must be made very clear that not only had the fascists criticized these women because they did not fulfill the role assigned to them, but also some unions, parties and even women's organizations acknowledged the need to move women away from frontlines. This can be seen in 1937, when the communists managed to create a regular army, eliminating the militias and without even contemplating the presence of female soldiers in it.

4.2 Rear: Women's work in rural and urban areas - M. Andes said in 1936, "in the first few days of the

uprising, women realized that there was an urgent need to improve the enthusiasm of those who went into battle. They took up arms and joined the battle with the same or greater courage as men (...) The battlefield was covered with the blood of brave women, who joined the militia to oppose the enemy's attack (...) Women performed their duties (...) But the priority now is to return to the rear and work in industry, commerce and offices. The progress of the country should not be interrupted by the lack of male weapons to promote its economic development, which must be supported by women (...) On the home front, all the women are working. This should be our official position. Follow him, cheers! " In any armed conflict, the home front is a key factor, because there, economic and productive activities ensure housing, food, health care, weapons production... Those are all factors that significantly affect the course of war and can be crucial to winning a war. Propaganda is once again a tool that is used to educate people about important information and raise public awareness. Political propaganda in this field provided some very intriguing contradictions about the role of women: although posters and speeches called for the ever-increasing importance of role of women working in the home front, what was equally important was these speeches aimed at assuring men that jobs undertaken by women would return to men's hands after the end of armed conflict. In all war societies, female labor is used to make up for the casualties caused by men enlisting in the army. The slogan "men in front line, women behind" will be used by most political parties and women's associations. With the increase in the number of women in employment, people began to demand equal pay for equal work with men, recognize women's professional ability, the right to technical and vocational training, and the need to establish assistance networks to get women out of traditional family work. The messages used in the posters oriented to the work of women in the rearguard are curious. In the poster below, works on the home front are represented by those tasks considered as typically feminine, and those jobs women carried out both inside and outside of their homes. In a way, this poster can be considered progressive and feminist, but it did not completely break the chains on women imposed by the patriarchal society.



In poster 6, a worker is represented who is capable of moving the machinery gears alone, although, yes, under the supervision of a man. It recognizes the capability of women but still considers women to be inferior to men to some extent.



Poster 7 encourages women to overcome their work and represents her in different tasks. It also introduces the image of a woman with a sickle, which symbolizes women role as a workforce in the field.



The activities that were carried out in the home front were of a very diverse nature, although it was necessary to differentiate between the work that was carried out in urban and rural areas. In the cities, women took charge of nurseries and care centers for the children of combatants and women workers; blood hospitals were also created where women did health work and accompanied sick soldiers. Females in hospitals dedicated themselves to making clothes especially in the winter campaigns, when they worked diligently in the arms industry; there were tram conductors, purses and those in charge of supplying the troops. The so-called 'godmothers of war' who corresponded with the soldiers at the front became fashionable. This role, which was created by the women of the Republican Left and by the communists, was heavily criticized by Mujeres Libres because they saw it as a traditional and bourgeois symbol. Although initially, these tasks were of little importance, in March 1937, a decree was promulgated, establishing a salary for these activities. With regards to the work of women in rural areas, the truth was that the situation did not change much during the war period, since rural women were working in agriculture and livestock even before the conflict began, in addition to taking care of the family and domestic work. During the war, the role of women in the rural countryside did not change much at all. One of the few things that may seem surprising was images of women driving tractors. Shock Brigades were created which, normally on weekends, were in charge of helping with the work in the fields, promoting the farming of farmland, and also attempting to indoctrinate modern cultural values to the peasant women by teaching them general culture classes. In these two posters below, symbols were used to



glorify women's participation in the war. The sickle was a symbol of the union of the peasants, whose idea originated from the communists. The wheat represented the fertility of the land and the bright future that awaits once the victory of the revolution is achieved, and thirdly, the rifle extended above the soldier's arm symbolized the heroic armed revolt against the oppressor. Those symbols were traditionally associated with men, but it was believed that women were just as capable as men during the war (Roberta). Although women were productive both in the industries and in the fields, it was actually one of the most recurrent themes of the posters of the time. There are many posters referring to the health and educational work carried out by women on the front lines and in the rear. In the blood hospitals and in the homes set up for refugee children, the maternal image of the woman who cared for the wounded soldiers and the orphaned child appears, as if they were her own children and relatives. The problem that arose regarding the work of women in the rearguard was that after all the wars, women, after replacing men at work, had no choice but to give back the position to their husbands and brothers. What accompanied men's return was the traditional and castrating role of queens of the home.



4.3 Bombing and civilian flight - Posters and photo montages that referred to the bombings or the need to evacuate a city were normally represented with the image of a woman with a gesture torn by pain and with a child in her arms or holding her hand. It was not surprising that women were chosen as the object to carry out this type of campaign because they were supposedly the 'weaker sex' and it was more moving to see a woman in a similar situation. However, it should also be noted that in the cities, the number of women exceeded that of men, since many were at the front or had died in combat, and it was to women that a propaganda campaign had to be launched so that they would leave the cities. In the example below, people can see a group of women with their children hand in hand, walking through the snow, with the few goods they could collect before fleeing their homes. But the huge male hands appear, which represent the shelter and protection of the Delegate Board of Defense and the legitimate Government of the Republic. Women still appeared alongside male companions. It should be noted that in addition to Spanish and Catalan, posters were made in other languages. This circumstance can be explained by the need to inform the rest of the world of the situation in Spain at that time. In addition, the international brigadist as, such as Gerda Taro who fought in the Catalan Front, or Marion Merriman who belonged to the Lincoln Brigade, were a key element because, thanks to them, the need to unite in the fight against fascism was made possible by those who casted their social network across the rest of Europe. The Ministry of Propaganda made the following poster in three languages – Spanish, English, and French. With its slogan "What are you doing to prevent this?", the gray tones and the composition of the images were intended to stir the consciences of the viewers and encourage the enlistment in the republican ranks of foreigners. However, the Non-Intervention Committee signed by France and England in August 1936 and ratified by 27 other countries stopped support for the republican government — he only received help from the Soviet Union and Mexico. In addition to the support of the International Brigades, the International Red Aid, which had its headquarters in Paris and which channeled the help of trade unions, labor organizations and political parties of the international left, represented for the Spanish Republic an example of solidarity of the working class from all over the world, the world in its fight against fascism.



Other posters, such as the one shown below, were intended to encourage rearguard workers and the government to build more shelters to prevent situations like the one depicted from occurring (Samth). A young girl, dressed in a white outfit — a symbol of purity — stained with blood, falls dead on the cold gray ground, from the attack of the fascist weapons. The power of the gray bombs — 'adorned' with fascist symbols — contrasts with the delicacy and paleness of the girl who lies dead.



5. Women in the political propoganda of the Association of Anti-Fascist Women (AMA) - The Association of Antifascist Women, or AMA, was founded in 1934, and it was made up of communists, socialists, republicans, Basque Catholic republicans, and non-politicized women. Although it represented a multi-party

character, it was criticized above all by the anarchists, since the Communist Party exerted enormous influence over the association because both the leadership, as well as its programs and policies, had a clear communist orientation. In 1938 the Executive Committee recognized that the AMA's propaganda had neglected women who were not affiliated such as housewives, wage workers and intellectuals. So, messages began to be sent to 'capture' women belonging to these groups. Emilia Elías held the position of General Secretary of the National Committee of the AMA and specified the following points in her political program: Fight against fascism Form a national alliance of women. Fight for peace. Fight for the defense of the culture of women and the right of all children to have an adequate education. Fight for the right to freedom, to express oneself freely and to self-determination. Fight for Equal justice for all. Incorporate women into political and social life Liberate women from overwhelming motherhood. Although many points were established in this program in favour of women's equality, the AMA maintained that the Civil War was not the most appropriate time to promote a true revolutionary change regarding the situation of women in society at the time and based its actions in the fight against fascism and the defense of the legitimate government. Thus, fascism was portrayed as an enemy for the family, a symbol of slavery, and as a humiliation for women (Thamton). Only a small group dedicated themselves to the fight against women's problems and inequalities; however, they focused on the labor field, targeting issues such as salary discrimination and maternity leave. During the war, women began to occupy positions that had been reserved for men and men saw their partners as a threat to their future work. The unions and political parties had to intervene, but to reassure the men, it was stressed to them that it was a transitory situation due to the need for labor in the home front, not to defend a revolutionary change in the situation of women. Dolores Ibárruri Pasionaria, president of the AMA, represented a symbol of the tragedy of mothers in the Civil War and advocated the need for women to have a certain autonomy and independence as the basis for their emancipation. She even went so far as to point out that they had to live according to their husband and their children. However, she also devoted her efforts to reassuring male workers who felt fearful that women were 'usurping' their jobs, explaining that it was only a temporary situation and that when the war was over the women would give them their jobs back. With the outbreak of the war, Pasionaria carried out an important political propaganda campaign that increased her fame in Republican Spain; Nieves Torres was in the sewing workshop where Pasionaria worked in 1936 and explained that "on November 7, we all thought it was the end of Madrid. The only thing we could think of was that the fascists were going to enter the city. Then Dolores shouted: They will not pass! She said it to the soldiers, to the rearguard, to everyone, and everyone got up and said, no, no, they will not pass, we have to defend Madrid tooth and nail!" In Paris 1936, she adopted another of her most famous slogans of the war, "Better die on your feet than live on your knees." Pasionaria was named Honorary Commander of the Fifth Regiment and in her speech of thanks she harangued the troops the men — with the following words: "If (the fascists) triumph and (send you) to the concentration camps, you can imagine what your wives and mothers will tell you: weep like women, because you did not know how to fight like men" (Nash, 1976:137) At the Conference of Antifascist Women, held in Valencia in October 1937, a series of claims were made to improve the condition of women in general: the integration of women in the labor force, wage equality, the creation of a structure of canteens, nurseries and collective facilities for child care (Salim). Although all these measures sought more to achieve a true anti-fascist commitment to the work of women in the rear than to claim a change in their situation. The main source of conflict in this Conference was that the union participation of women and their militancy in the ranks of the Communist Party were privileged and that their main slogan was to promote work in the rearguard. The Second National Conference of Anti-Fascist Women was held in Valencia in October 1938. The advertising poster exposed the idea of plurality that the Conference should have, calling on women workers, peasant women, intellectuals, young women and women of other associations so that they present their problems, aspirations, and claims. In addition, what was sought with this meeting was that "in the midst of the war against the invader, we must show the whole world that we know how to make ourselves worthy of our brave fighters, that we want to put ourselves at the forefront of the fight, but that we want to win with our own effort". The fact that they had to show if they were 'worthy' was striking, but more striking was that they had to be for the 'brave fighters', is it that the work of women in the rear was not worthy and essential enough? In this Second

Conference, peasant women were encouraged to join industrial work. The need to raise their cultural and professional level and improve their sanitary conditions was exposed in order to reduce infant mortality in rural areas. What was not very clear is that had the peasant women got engaged in the industries, who would carry out the work in the traditional field? Much of the work of the Anti-Fascist Women's Association was related to the military. They dedicated themselves to washing the combatants' clothes, visiting the wounded in hospitals, handing out flags to the different regiments, and serving as war godmothers for the soldiers. All these activities represented a repetition of the roles and stereotypes that women had to face in their daily lives. In the opinion of Carmen Grimau, the most important characteristic of communist posters was that they represented women as a model figure with a clear Soviet inspiration because of women's discipline and dedication to the struggle, freedom from the slavery of bourgeois society and the circumstance that women occupied a privileged space. The image shown on the following poster made for the Western Sector of the Communist Party showed that the intention of the International Conference of Women was to fight against fascism and in favor of peace (Esenwein). A strong-complexioned woman dressed in work overalls is shown, determinedly raising a hammer, with the silhouette of factory chimneys in the background.



6. Conclusion - As verified throughout the work, the Republican posters of the Civil War that were directed at women or that used their image can be classified into two categories. On the one hand, those that refer to the militias, to the work of women in factories, or in those sectors in which men were more represented. In these cases, a masculinized image of women was frequently used. The woman usually appeared dressed in pants or overalls with very expressive features and a robust body. In addition, texts were used in which it was intended to provoke men by appealing to their manhood and virility. On the other hand, the posters that refer to the bombings, to the requests for help, even to women in the rear — nurses, seamstresses, caregivers, educators., etc (Thamton). In these cases, the image was softened and dramatized since the woman was supposedly weaker and more submissive. It was sought to provoke compassion and solidarity. It was very common for the image of a mother to appear with her son, precisely to get more attention. It was paradoxical that the work of women at the front was praised, and that, in a short time, the tables turned and the militia women ceased to be heroines (Thamton). Why, if at first these women were valued and respected, was it decided to withdraw them from the fronts? Why didn't they let them decide for themselves and adopt a paternalistic and dictatorial attitude? The question of unpreparedness did not seem very justified when seventeen-year-old boys whose experience in war could not be greater than that of these women were forced to enlist. The idea was maintained that the country cannot be stopped because the men — drivers of the economy gear — had their place at the front. So, as something exceptional, it would be women who would occupy the jobs left by men. What was not understood is that if the women showed that, although the male arms were lacking, the country could move forward, their work would be considered as something secondary and temporary, since the men would return to their jobs when the war ended, relegating the woman to the house. With Franco's victory, women were once again relegated to the traditional house works, such as caring for the house and children, and a few privileged women could work outside the home, albeit in activities that were considered feminine. Other than the Nationalists, a large part of the republican politicians maintained an equally fascist attitude towards women and did not believe that they had capacities beyond their domestic tasks. In addition, taking into account that the government itself and the unions allowed women who worked outside their homes to do so in worse conditions and with lower wages than men, it cannot be said that the idea of equality and solidarity that the Popular Front always used in its speeches was truly achieved. The

Association of Anti-Fascist Women maintained that fascism was the worst enemy of families, of homes, of women, that it would mean humiliation and a return to the patriarchal and authoritarian system had the Nationalists won, but had this really ever disappeared on the Republican's side? From what has been seen, it seems not. Although in some exceptional situations, women held positions of responsibility, fought at the front, demonstrated that they were capable of doing the hardest jobs, that they had political initiative and that they were interested in receiving educational and cultural training, apart from dedicating themselves to their domestic work and family, for many men, women were still second-class citizens.

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A Study on the Role of Medical Social Workers in Medical Colleges

Yatheesh Bharadwaj H S

Social Worker, Department of Community Medicine, JSS Medical College, India

Abstract: Medical Social Work is a powerful and essential branch of medicine for realizing a comprehensive and qualitative health care. A Medical Social Worker (MSW) also recognized as hospital social worker incorporates all activities related to ethical treatment, transparency in hospital administration, and implementation of social justice measures for poor and vulnerable section of patients. The present paper enumerates the roles and responsibilities of a Medical social worker in both hospitals and medical colleges. This paper also presents the possibilities of establishing a separate department for Medical social work, which would work as complementary to the department of community medicine. Introduction: Social work is a field of Social Sciences. It studies mainly on social problems and social intervention. The scope of social work is increasing day by day as it is difficult to give a single definition for social work. Social work is a profession primarily concerned with the remedy to psycho-social Problems and deficiencies which exists in the relationship between the individual and his/her social environment. This phenomenon always existed in society in one form or the other but achieved its scientific basis in the last decades of 19th century. (Deepak, 2012). Definition: Friedlander (1951) defined, "Social work is a professional service, based on scientific knowledge and skill in human relations, which assists individuals, alone or in Groups, to social and personal satisfaction and independence". Stroup (1960) defined social work as "an art of bringing various resources bear on individual, group and community needs by the application of a scientific method of helping the people to help themselves". Indian Conference of Social Work (1957) unanimously defined social work as "a welfare activity based on humanitarian philosophy, scientific knowledge and technical Skills for helping individuals, groups or community, to live rich and full life". Social Workers in Health care settings social workers in health care settings operate in a variety of environments and assume numerous roles in the design, delivery, and evaluation of care. Social workers facilitate linkages across organizational systems and professions to improve health care for both individuals and populations. (Teri Browne, 2019).

According to Handbook of health social work (Gehlert, S., & Browne T. A., 2012), The role of a medical social worker is to “restore balance in an individual’s personal, family and social life, in order to help that person, maintain or recover his/her health and strengthen his/her ability to adapt and reintegrate into society.” Medical Social Work has been a very productive field; it is the branch of social work which deals the problems of patients in health care Institutions. Medical Social Workers are deputed in hospitals, mental health clinics for addressing the problems relevant to clinical practice. They as an expert; recognise that illness and admitting to hospital may have a direct impact on the psychological, social, and emotional well-being of the individual and his/her family. Medical Social Workers are trained in counselling and psychotherapy to assist patients with health issues and problems with everyday life. (Acharya, 2018) The Medical Social Workers proposed a unique and valuable involvement in providing appropriate and targeted fruitful medical services to the patients/families, in order to meet the complex psychosocial needs in hospitals. The social workers who are working in hospital setting are carve in provide direct services aiming that to minimize the impacts of illness, disease and hospitalization and enhanced the family support. For a successful career in social work, every medical social worker must update their professional skills, knowledge and values. (Arul, 2017) Medical social workers are trained initially as social workers with an overall scope and focus on the entirety of humanity. Subsequently, they take up specialized roles as medical social workers after further training. This gives them an Understanding of the dynamics of healthcare, making it easy for them to function within healthcare. Now, social workers understand that illnesses have different meanings to the individual, family and the community. Hence, being a member of health care team, the social worker tries to give equal importance to the patients, their families, hospital environment as well as administration and community affairs. Social workers maintain a dual focus in both assisting with and improving human wellbeing; and address. Social work assessments range from targeted and brief specific-needs analyses, through to comprehensive psychosocial and risk assessments of the full range of social and psychological needs, strengths and stressors. These assessments underpin needs-based and evidence-informed inter-interventions that address the social and emotional issues that are impacting on the patient and their family/career’s health, wellbeing, adjustment and recovery. Social workers are essential members of multidisciplinary hospital teams. Working with doctors, nurses, and other allied health professionals, social workers can educate healthcare teams to the social and emotional aspects and impacts of a patient’s condition. This information can significantly influence the patient’s care plan to be more reflective of their needs. (Soumen Acharya, 2018). History of Medical social work in India Dr. Clifford Manshardt an American missionary in 1936 started formal training in social work in India through Dorabji Tata Graduate School of Social Work. The first medical social worker was appointed in 1946 in J.J. Hospital, Bombay. Bhole Committee: At the time of independence, the infant mortality, maternal mortality and total death rates were quite high in the country. The average life span was only 32.4 years for males and 31.7 years for females. Malaria, tuberculosis, leprosy, under nutrition and malnutrition were major public health hazards. Health care infrastructure and manpower were far below the requirements. Public hospitals were located in urban areas. People living in villages had no choice but to rely on private medical practitioners and quacks. (Sinha, 1980: 77). The government of India appointed Bhole committee in 1943 to examine the existing health conditions and organisations in the country and to make recommendations for future development. In 1946, the committee along with many other recommendations in its report, recommended appointment of trained hospital social workers in the following words: “we have little doubt the general efficiency of all the large hospitals in India will be greatly influenced by appointing trained hospital social workers on their staff as has been the experience recently in Great Britain and America”. Functions of hospital social workers as enumerated by Bhole Committee are: • Inquiry into the environmental factors which may impact physical condition of patient • Making healthcare team aware of it • Educate and guide patient and family to follow the treatment regimen in a simple and tangible manner • Help patient and family to overcome obstacles in the optimum treatment outcome; • Organize supplemental care of patients; • Awareness and education of patient regarding environment/condition causing the illness and also undertake health promotion and disease prevention activities; • Assessment of patient’s resources to meet the treatment and checking the abuse of hospitals. Following the recommendations of Bhole Committee, Tata Institute of Social Sciences, Mumbai started imparting training

in Medical and Psychiatric Social Work. Thereafter, few institutions like NIMHANS, CIP, and RINPAS etc. made the efforts to start the Medical and Psychiatric Social Work. This led to the development of hospital social work in the country and hospitals started appointing medical and psychiatric social workers. (Kumar. Mukesh, 2019) MCI guidelines and Medical Social Work: The guidelines of Medical Council of India clearly enumerate the requirement of 2 medical social workers in rural health training center and urban health training center respectively. In addition, 2 psychiatric social workers have to be there in department of psychiatry. A social work has to be there in OBG department. The guidelines also Enumerates the importance of medical social workers and Rehabilitation social workers in department of rehabilitation. The need to work as equal partners with the multi-disciplinary team to take care of the patients. MCI replaced by NMC NitiAayog, the think tank of the Government of India, had recommended the replacement of MCI with NMC. The bill was ratified by most of the states and also passed in the parliament and approved by the president on 8 august 2019. On 25 September 2020, MCI was officially dissolved and NMC was officially established on the same day. However, there is no changes made with respect to the Appointment of Medical and psychiatric social workers in medical colleges. Role of Medical Social Workers in UHTC/RHTC Technical and Operational guidelines rural and urban Health training centers, attached with Community Medicine, Department of Medical Colleges as per the Guidelines of Medical Council of India, published by Indian association of preventive and Social medicine (2018), enumerates the roles and responsibilities of Medical Social Workers as follows-

- Prepare health and social profile of community in UHTC/RHTC area
- Family folder preparation and updates in UHTC/RHTC areas
- Health communication/literacy need assessment
- Identifying social health determinants and organizing various activities addressing them
- Developing(planning/executing) communication strategies Organizing advocacy meeting with important stakeholders of the community, for improving community health.
- Field investigators for health survey in community research projects by the community Medicine department Planning & organizing various health education sessions in community for special Groups or institute.
- Facilitators for UG/PG field visits in the community for teaching/ training and Examinations.
- Facilitation of community mobilization by supporting community group like Self-Help Groups (SHGs), Mahila Aarogya Samiti (MAS), Youth Mandal, NSS, urban/village Health & Sanitation Committee.
- Facilitate the updates of various health services in the community provided under National/State health programmers.
- Facilitate the linkage of the eligible beneficiaries with various social welfare/security Schemes.
- Developing partnership linkages with various voluntary agencies, which can contribute in enhancing community health. Any activities, which deems to be of the capacity of MSW and assigned by Superiors.

Another very important role of a Medical Social Worker is the bridge of communication between medical students- both Undergraduates and Postgraduates and the patients. Medical Social Worker- A liaison between Hospital and Community The principal work of the MSW is to perform home visits and to explore the personal, economic and social causes of illness with a view to supplement the medical history (Nottingham C, 2007). So, has been identified as the key link to establish a rapport between the patients and the clinicians, especially in sensitive conditions like sexually transmitted diseases or leprosy, which are usually associated with social stigma and ostracism (Saurabh, 2014). From the therapeutic point of view, MSW assists the treating physician in giving customized recommendations applicable to the socio-cultural milieu (viz. customs, habits, values and behaviour) of the patients, so as to expedite the process of disease control in a comprehensive manner. (Srivastava PS, 2013) Studies have shown a significant role of MSWs in different individual and public health indicators, such as improvement in the Quality of life of patients suffering from advanced cancer or Terminal stages of the disease; in decreasing the suicide rates. (Saurabh, 2014) Department of Medical Social Work The field of Medical social work has the potential to become a well-established Department which would work in complementary to the Department of Community Medicine. Currently there are 612 medical colleges in India and 63 medical colleges are there in Karnataka, among which only a few medical colleges have established a separate department, though complementing to the department of Community medicine. The department of Medical social work would have a wide range of activities to get involved. In the Hospital setting, Department of Medical social work would have a key role in addressing the grievances of the patients from the time of admission to discharge. The team would use patient satisfaction surveys for this end, analyses the feedback forms, and presents the findings in the redressal meeting held frequently. MSW

team would take an active involvement in understanding a patient's social, economic, and family issues. Further, Department of MSW would take a lead role to organise and to coordinate medical camps in village areas, urban areas and tribal areas, in collaboration with other Departments, also it would organize charity fares, and health days in hospital or in public places. These events would bring a lot of benefits to the public as far as their health is concerned. This Department would give internship placements to the MSW students of registered colleges in India and abroad. Conclusion: Medical Social Work is a powerful and essential branch of medicine for realizing a comprehensive and qualitative health care. A Medical Social Worker (MSW) also recognized as hospital social worker incorporates all activities related to ethical treatment, transparency in hospital administration, and implementation of social justice measures for poor and vulnerable section of patients. The major roles of a Medical Social Worker include counseling, care planning, resource mobilization, assessment, advocacy, legal assistance etc. in health care setting. In medical colleges, in addition to the above-mentioned roles a social worker has to play the roles of Health educator, Communicator, organizer, field investigator, planner, researcher. In addition, he/she acts as a bridge between the community and the medical college. If department of Medical social work gets started in all medical colleges, then efficiency of the Medical social workers increases. It would work complementary with the Department of Community Medicine. For a successful career in social work, every medical social worker must update their professional skills, knowledge and value. Needs and concerns and Recommendations

- ☐ A strong professional association of Medical social workers is to be established at National level, state level and district level. This is the initial step in the professional development of medical social workers. This would be a good platform for discussing the needs and concerns of Medical social workers. It would also increase efficiency of work.
- ☐ The Medical Social workers can work as a multi-disciplinary team member in many departments of hospitals like Emergency care department, Intensive care which includes neonatal, Pediatrics, OBG, oncology department, Neurology department, Cardiac, Burns ward, Geriatric Services ward, STD, Mental health department, Transplantation, Palliative care unit.
- ☐ Though Social workers play a pivotal role in rehabilitation process, they are ignored in RCI. At present, to get a Rehabilitation council of India license (RCI) License, A medical social worker has to have at least five years of Experience in the rehabilitation field. Unlike other professionals such as speech therapist, occupational therapist, audiologist, recreational therapist, clinical psychologist who don't have such criteria. Thus, necessary measure to be taken by the government in this regard.
- ☐ Sensitization sessions are to be conducted to medical students regarding the importance of medical social work.

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Riding Heart to Heart: Psychology Behind Enhanced Riding a Bonded Partnership

Rasagna Reddy

Faculty of Allied Health Sciences, Chettinad Academy of Research and Education, Chennai, India

Abstract: This article summarizes the effects a rider has on the horse and how it would affect their performance as a whole. It also talks about the causes of injury and the reason behind it which can be corrected with just a basic understanding of communication between the horse and the rider. This article helps in understanding the need for further research that needs to be done on the psychological factors affecting the horse and the rider and also to research how the rider can communicate in better ways with the horse for performance enhancement. Various journals such as Journal of sports and exercise Psychology, Journal of veterinary science, New Perspectives on Equine Assisted Interventions, Journal of veterinary behavior and Anthrozoös, were referred to for this review. 62 articles were selected at the initial stage of screening out of which 31 articles were selected for this article. It can be understood from these articles that there is a high amount of correlation between the effects the rider has on the horse whether positive or negative influence. According to these studies, it can be understood that with more practice and time the communication between the horse and the rider will be improved which in turn would improve the performance as a whole helping in performance enhancement in equitation and the partnership between the horse and rider.

Keywords: Human-horse relationship, Horse- human interaction, Psychology of rider, injury in riding, advantages of riding, Therapeutic riding, Equitation

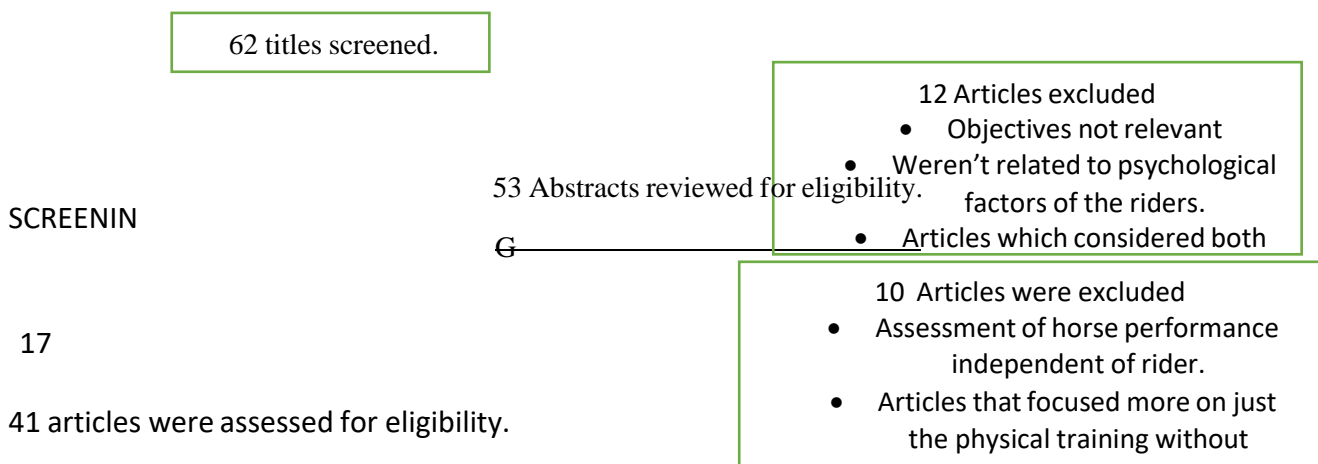
Introduction: Affects the rider has on the horse while riding in other sports, an athlete can perform to their optimal level if their physical and mental ability allows them to do so. Any decision an athlete makes or any step they take depends on their perspectives and training. But when it comes to a sport like equitation, it doesn't just depend on what an individual does but it's always a relationship between the horse and the rider. Horses are very sensitive towards the mental state of their rider mounted or while beside the rider and also the slightest change of mind or aid was given by the rider. In such a case the communication between them has to be harnessed so well as it affects the performance since the horse can detect both positive and negative signs of the rider such as the positive being self-efficacy, relaxed and good emotional state whereas negative is being anxious along with fear of performance and self-doubt which would reduce the performance of the horse as its partner is signaling something negative causing fear in the horse (Keeling, 2009). So, the psychological state of a rider is very important as the horse is very sensitive to it and can understand its rider even without any external action or cue. Psychological skills such as relaxation (the equestrian has to be calm before the competition because raise in their heart rate affects the horse's state of mind), attentional focus (a beginner would focus more on the position and diagonal whereas an advanced rider for show jumping or dressage would focus more on the map of the arena), following a routine in doing things would keep both the rider and the horse relaxed at the time of competition as they both are familiar with the process such as having a certain set time of practice or routine steps of warm-up, self-talk and self-efficacy which help the athlete in knowing ways to gain confidence which would help in better performance which would, in turn, enhance self- efficacy to further perform better in other competitions (Wixcey, H. 2015, Beauchamp, 2005) hence these psychological skills are important for enhanced performance (C.Smith, H. 2021). Almost all the riders agree to the fact that the horses react and have a change in their behaviour as well as performance based on the mood state the rider is in while riding (Pretty, G. 2001). Also, high levels of correlation were seen between the personality of the rider and the

behavior of the horse while performing in the show (Morgan et al. 2000). According to the study done by (Chamove et al., 2002), it was known that the mental state and attitude of the rider or handler around the horse affects the way the response of the horse since a more relaxed rider or person with a positive attitude keeps the horse relaxed when compared to a person with negative thought process increased the heart rate of the horse when they stroked them (Hama et al., 1996). Injury in horse riding: The horse can sense nervousness and fear not only of the rider but also about the crowd that's around the arena which might, in turn, make a nervous horse putting both the participant and the horse in danger of injury (Silver, J, 2002). It is known that the risk of injury for riders and other people who are around horses have 20 times higher chances of injury than motorbike accidents causing injury (Silver, J, 2002). A lot of factors were comprehensively indicated as the cause of injury such as age, experience, the health of the horse where fear of the horse was the highest-rated. But the actual cause of the increased risk of injury for both the rider and horse is improper understanding about the horse and training of the rider (Hawson, 2010 So, understanding the horse behaviour and training accordingly was highly recommended to prevent injury since horses that are not comfortable tend to be more aggressive towards humans (Popescu, S et al.,2013). Horse riding is known to be one of the most dangerous sports, (Ueek et al., 2004) which is mainly caused due by miscommunication of aids or relation between the rider and the horse. It is not only the horse that needs to be free from distraction but also the rider needs to have high concentration levels to understand the cues given by the horse and react quickly according to it to avoid miscommunication between the rider and the horse which might affect the performance of the duo leading to lower levels of confidence further increasing the chances of self-doubt and injury as the rider might not be mentally strong. There are many studies done on how the confidence of the horse would affect its behaviour but there are very few studies done on how human behaviour affects the horse and the way it performs or responds to the rider (Arnold S. Chamove, 2002) (HAMA, 1996), (Weeks, 1996) which paves the way to know the impact the rider has on the horse's behaviour. Since horses are prey animals, they have higher levels of flight instinct when confronted with the slightest sign of danger by the leader which is a social communication way needed for their survival (McGreevy, 2004) (Goodwin, 2005). Horses use their body as an aid for communication, they are experts at understanding as well as using their body to communicate in return (Brandt 2004) which is why they react as quickly as possible to their rider's heartbeat, muscle movements and body positions or aids given by the rider's body. There are certain ways in which horses communicate to the riders on how they are currently feeling which if understood can lead to avoidance of injury for both rider and horse as well as would help communicate better. The ear position of the horse is one of the most well-known signs of a horse's emotional state. If the ears are turned towards the front, it implies interest and happiness of the horse whereas if they are turned backwards, it indicates a disturbed or agitated state. A horse that is in a calm state and ready to follow its rider has its ears towards the sides (Wipper2000). The position of the rider is very important as the horse is very sensitive to the way the rider sits on the saddle as each position communicates to the horse what it needs to. When the rider is in an asymmetry position that is the shoulder, hip and heel not being in line or the muscular activity which leads to spinal instability which mostly happens for novice riders there are greater chances for injury to occur (Kraft et al., 2007). There is a need for a deeper understanding and increased amount of research done to know how the performance of the rider and the horse is affected by the psychological factors (Wolfram and Micklewright, 2009, 2010, 2010b, 2011, 2011b) which would help in creating a better understanding and enhanced performance. Advantages of horse riding: Therapeutic – In general animals such as dogs and cats are known as live antidepressants which make humans feel happy and relieve stress (Coren, 2010). Likewise, the partnership that's achieved between the horse and rider makes the rider feel more relaxed, cope with stress, anxiety, learn to manage their emotions and feel happy as they feel they can turn off the outside world for a while when they ride and feel happy about it. It also helps the rider keep calm and learn to be patient as they realize things don't always go as planned with riding and continued effort only can help them achieve what they desire (Lee Davis, Maurstad, & Dean, 2014). Apart from riding giving just simple pleasure and ways of coping it has even helped people with clinical disorders such as ADHD and depression to feel better. People have reported that only after riding do they feel a sense of calm where their mind seems relaxed which wasn't achieved with any kind of medication (Lee Davis, Maurstad, & Dean,

2014) Social: Horse riding helps in improving the social factors as well where people feel they have a companion which would make them feel dependable, they can vent out without being judged and receive support and feel loved (Fine and Beck 2010; Wells 2009). Not only this but also being part of riding or such clubs would encourage riders to interact and share with other riders who have the same passion which would further increase the social wellbeing of the person (Lee Davis, Maurstad, & Dean, 2014). Riding also helps in the developmental part of the riders where they would have improved body balance, concentration and psycho-motor abilities (Stergiou, 2017). Method: Search strategy – Various journals such as Journal of sports and exercise Psychology, Journal of veterinary science, New Perspectives on Equine Assisted Interventions, Journal of veterinary behavior and Anthrozoös, were searched for articles on the effects the riders have on horses as well as the psychological factors that affect the partnership of rider and the horse. Keywords such as Human-horse relationship, Horse-human interaction, Psychology of rider, injury in riding, advantages of riding, Therapeutic riding, Equitation were used. The collected data from the mentioned journals were read through and relevant data was considered for further study. Inclusion/Exclusion Criteria: This article consists of: a) Research, review and viewpoint articles, b) Articles that give data for studies done on the effect a rider has on the horse, c) Articles that give information on how the rider affects the way a horse performs d) Studies include novice and advanced riders, d) Studies include all forms of riding such as Dressage, Show- jumping and leisure, e) Meta- analysis, Quantitative and qualitative studies were considered for this article. Studies were not considered in this review if; a) It included non-equestrians, b) Studies were done only the horse or human behavior without adding the relationship between them in the study.

Study Selection:

IDENTIFICATION



states on the horse using a 30 item POMS questionnaire which was answered a few minutes before entering the ring. Riders were split based on their experience in dressage into 13 novices and 13 advanced level riders as per the British Dressage. It showed that advanced level riders showed a lesser level of confusion when compared to the novice riders and the effect size was also large which in turn acted as a moderator for their performance (Wolframm, 2010). A study was conducted where 186 athletes participated in an online survey to understand how psychological skills were used in the training of equestrians. Results of this study showed that even though goal setting and confidence improvement were used the most ($P = 0.017$) and relaxation was reported to be used the least ($P = 0.017$) in comparison to other psychological skills they didn't show much difference between the usage of the two ($P = 0.52$). It was understood from this study that different psychological skills were used to train equestrians based on their experience level and also depending on the stage of the competition. This proved their hypothesis that trainers were not using much of these psychological skills in their training incorrect as the majority of the coaches used PST while training (Smith, 2021). A study to assess the mental skills used by equestrians before the event was

done using a psychological inventory for Equestrians which was developed in two phases. A sports psychology inventory was developed to assess the mental skills of equestrians which consisted of 32 items. There were 668 respondents for this inventory which gave results proving that advanced level riders showed higher mental skills when compared to novice level riders (Beck, 2011). A study was done on 40 students to assess how the horses react towards the humans based on their attitude and behavior using an experiment where all the samples had to walk the same mare around a set course. Both the horse and the human were assessed with a set of tests and observations where the humans were given a questionnaire at first to test their attitude and confidence which improves with experience and then they were assessed by behavioral observation just by looking at the horse's behavior towards the human, the hand position and lead tension with which the human is leading the horse. Whereas the horse was assessed by observation of how it reacted towards each human by its ear movement, ear and head position and if the horse showed any resistance while being led through the arena. From the results of the questionnaire, it was seen that the ear movement ($r=-0.68$) of the horse was reduced when it was led by humans who had a positive, strong attitude and less lead tension ($r=0.32$). The only variable that showed significance out of the variables of human behavior ($\beta=0.68$, $p<0.001$) was the attitude humans had towards the horse which showed reduced resistance (0.83), lowered the head (-0.50) and had their ears facing forward (-0.59) (Arnold S. Chamove, 2002). An investigation was done to study how the nervousness of humans affected the horse where 27 riders and 37 horses were a part of an experiment and the heart rate of both the riders and horses were calculated simultaneously. When the rider went from one point to another on a normal ride both the heart rates were normal and later the rider was informed that an umbrella would open at one point and were asked to ride but the umbrella was not opened as said. This resulted in an increased heart rate of the rider which simultaneously increased the heart rate of the horse which was caused just due to the thought of the rider that the horse would fear the situation even though nothing happened. Physically the rider was more prone to shorten the reins just before the spot where they were informed of the umbrella opening which only got the horse alert and prepared for any sudden occurrence of danger which eventually increased its heart rate just like the riders which showed how the riders nervousness affects the horse (Keeling, 2009). Discussion Equestrian sports mainly depend upon the relationship between the horse and the rider as well as the capacity of the rider to manage their psychological factors such as emotions as well as thoughts just enough that it wouldn't affect the horse. With time and practice riders usually are prone to developing management of their psychological factors that would help them in management of emotions and other thoughts as they would be aware at that stage that their mindset or thoughts would affect the horse and performance as a whole more than it does to them. Riders need to understand the importance of communication and how sensitive the horses are towards what they think and towards the slightest postural changes. This is a completely different sport in comparison to all the others only because it involves the horse-rider partnership equally where even if one doesn't perform well then go down together. In Equestrian, a performance cannot be judged only based on the skills a rider has or just by how good the horse has been trained, despite both the rider and horse being good individually, good performance or in that matter just performance is possible only if the quality of the partnership is good. Since, there is great emphasis on forming the partnership riders need to first understand their horse, making sure the horse trusts the rider and so does the rider which would help build the confidence and bonding in the partnership. The rider would usually understand what the horse is trying to communicate with each sound or body movement with time and experience for example they would know when their horse is doing a happy ride and when it would buck just by looking at its ears, head position and the tail swishing. The rider needs to be aware of these signs as well as the horse's emotional state and readiness to ride. All these signs can be understood by the rider only with time and interest they take in forming the partnership which is challenging because each horse is different, moves differently and fears different things. So, the rider needs to take time to know the horse well and also allow the horse to be confident in their rider which would prevent falls and injury and increase awareness of the rider of what they can expect from their horse. This can only be achieved with a lot of time, effort, Sensitivity towards the horse movements and patience and can never be forced. In case this bonding doesn't happen both the rider and the horse are prone to injuries. Knowing the horses use their body as a way to communicate the rider needs to thoroughly understand that even the

slightest movement of theirs would be taken as a signal or communication by the horse they ride and it would eventually give what is asked by the rider consciously or unconsciously by using their body as a communication aid. Apart from the physical aids, a rider's psychological factors and thoughts play a very important role in the performance as it is known that a rider's mind and heart rate directly affect the horse's mind and heart rate. Psychological skills training for riders has helped them to build confidence that they would succeed. It is a need for the rider to not just think but have in mind that they can perform the task in hand only when the horse would wish to do the same. Only when the rider has fixed in their mind that they have the ability to jump over the fence the horse would gain confidence to do so. If the rider is going to have fear and lack of confidence then it's next to impossible for the horse to do a task which it could have done with a confident rider. Since horses are known to be very quick at recognizing what the rider's mind says it's essential for the rider to be positive, confident and never nervous or fearful since the horse would reflect the same while riding. So, even if the rider and the horse are the best individually, only if there is effective communication and a good relationship between both the human and animal sporting partner only then there would be great performance in the arena. It's always said that the best horse and rider is when they can ride around the ring without any sign of the aids given by the rider to the horse or without any signs of communication seen between them while riding. They seem to be moving together as one so smoothly and effortlessly which is developed through many sessions of practice and understanding of each other to form the perfect horse- human relationship. This would lead the rider and horse to ride gracefully.

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Victims or Terrorists? A Critical Analysis of Western Media Discourse in the Depiction of Iraqi Refugees



Doaa Al-dihaymawee

Department of English Language, College of Education, The Islamic University, Najaf, Iraq

Abstract: Throughout a long and troubled past Iraq has faced many dogmatic, circumspect, and social plights. Serious problems arising as a cause of these plights have caused many of the population to seek sanctuary and protection in other countries. As a result of this, the increase of refugees now inhabiting Eastern and Western countries becomes a focal point of the media. The way these refugees are depicted and perceived by the public as terrorists or victims in the host and non-host countries is heavily influenced by media reports and as such, they have a crucial role to play. The aim of this paper is to highlight the most significant linguistic choices coupled with the ideological point of view of the participants. To achieve this, the researcher analyses British Broadcasting Corporation (BBC) news reports employing critical discourse analysis. Accordingly, the researcher employs Wodak's (2001; 2009) discourse-historical approach and van

Leeuwen's (2008) sociological categories of actor representation approach.

Keywords: BBC Online News Reports, Critical Discourse Analysis, Refugees, Representation, And Ideology

1. Introduction: Media provide people with news about what is happening in the world (Barker, 2012, p.3). The significance of media in the contemporary world is indisputable. This is in line with O'Keeffe's (2006, p.1) view that media can be conventionally known as a broad term to show how reality is printed or broadcasted to a large number of people from television to newspapers. Accordingly, Malkawi (2012, p. 22) defines media as "a window through which we can view the world and live the events as real. It has the power to influence readers by all means since it is an effective mechanism for affecting individual perceptions of reality." Thus, the majority of the world populations are recently affected by media discourse (Macdonald, 2003, p.1; Talbot, 2007, p.3). Also, media studies have a great interest in cultural studies, conversation analysis, linguistic anthropology, psychology, cultural geography, sociolinguistics, sociology, cognition, pragmatics and tourism studies. However, media discourse is considered as one of the salient genres of discourse that has been studied from critical discourse perspective to reveal the entrenched ideology and power within its linguistic structures. Thus, "media discourse is a multidisciplinary field" (Talbat, 2007, p.3). At the time of political tribulations, it is apparent that media play a crucial role in the representation of minority groups and constructing different ideological positions (Becker, 2007, p.161). These groups are the prominent core in media news reports because the number of refugees globally has grown at the beginning of the 21st century. As an unstable country, Iraq passed with several difficult events which accentuate to show that Iraqis are more frequently perceived as a problem. The United Nations High Commissioner for Refugees (UNHCR) stated that 4.5 million Iraqi displaced both before and after US invasion 2003, 2.2 million crossing the border while 2.3 million are internally displaced. In 2007, UNHCR declared that the Iraqis are the biggest population move in the Middle East since the displacement of Palestinians in 1948, following the establishment of Israel (O'Donnell & Newland, 2008, p.1, 3). Thus, the influx of Iraqi refugees to other countries has attracted the attention of British media news reports. Many researchers such as Baker et al (2008), Kandil (2009), KhosraviNik (2009; 2010), Žižková (2012), YaYlaci (2015), Abid (2015), and Darweesh (2016) have studied media discourse in relation to the portrayal of refugees. With the continuous influx of refugees worldwide and particularly Iraqi refugees and in consent with Yanar and Tütüniş' (2016, p.3) emphasis that the interconnected role of language and media is needed to be studied and focused on, the researchers are motivated to critically study the media discourse about the Iraqi refugees. Accordingly, this research aims at representing the Iraqi refugees in media news reports from critical discourse analysis perspective. The researchers address the following objectives: 1. Investigating the topics that are associated with the representation of the Iraqi refugees in the selected news reports. 2. Examining the strategies and categories that are used to represent Iraqi refugees in the selected news reports? 3. Revealing the ideology of the participants.

2. Literature Review:

2.1 Critical Discourse Analysis - A critical approach to the study of discourse was developed in 1979 by a group of linguists and literary theorists such as Gunther Kress, Robert Hodge, Roger Fowler, and Tony Trew. This approach is called Critical Linguistics (henceforth CL). It is based on the concepts of Halliday's theory of Systemic-Functional Linguistics (SFL). SFL is a linguistic theory that associates language with aspects of social life (Fairclough, 2003, p.5). Accordingly, CL sought to show how language and grammar can be utilised as ideological instruments for the categorisation and classification of the world (Machin & Mayr, 2012, p.2). Critical linguistics has been criticised because it lacks the link between language, power, and ideology (Fairclough, 1992 as cited in Machin & Mayr, 2012, p.4). That is, practitioners of CL attempted to synthesise language studies and social theory without discussing social theory and the concepts of ideology and power. Thus, this link could be better captured by the critical discourse analysts who seek to develop methods and approaches to describe the practices and conventions in texts that uncover political and ideological speculation (Machin & Mayr, 2012, p.4). Hence, the theory of critical discourse analysis (henceforth CDA) emerged in the early 1990s. CDA is seen as an approach that contains different methods and perspectives for studying the connection between discourse and social context (Weiss & Wodak, 2003, p.38). This indicates that there are different approaches such as Fairclough's dialectical-relational approach, van Dijk's socio-cognitive approach, and Wodak's discourse-historical approach. They represent instances of

theoretically and analytically miscellaneous approaches in the analysis of discourse (van Dijk, 2001, p. 176). However, CDA does not have a unitary theoretical framework (van Dijk, 2015, p.468). Thus, CDA has evolved as an interdisciplinary branch of linguistics, composed of a range of approaches with the basic ideological assumptions and orientation that constitutes social relations. Interestingly, the term critical is central in both CDA, and Critical linguistics (Machin & Mayr, 2012, p.5). It can be traced back to the work of the Frankfurt School and Jurgen Habermas and their Critical Theory (Wodak & Meyer, 2001, p.2). The Critical Theory is extremely important in understanding the notions of ideology and critical (Wodak & Meyer, 2001, p.10). In addition, the aim of Critical Theory is to improve the perception on society by connecting the main social science, involving sociology, history, economics, political sciences, psychology and anthropology (Wodak & Meyer, 2001, p.6).

3. Theoretical Framework The researchers have chosen two approaches relevant to the objectives and scope of this research; they are: Wodak's (2001; 2009) Discourse-Historical approach (DHA) and van Leeuwen's (1996; 2008) Sociological Categories of Actor Representation. The discourse-historical approach (DHA) is a hermeneutic and interpretative approach in studying discourse (Reisigl & Wodak, 2001; Wodak et al., 2009). Due to the fact that this approach mixes cognition, linguistics and history, the DHA is generally referred to as a triangulator approach. This requires that various conceptual and methodological viewpoints from a number of different disciplines are adopted to examine discursive phenomena. For instance, historical, socio-political and linguistic perspectives are all combined when studying the development of national identity (Wodak et al., 2009). DHA is intended to be a different type of CDA in which triangulation at contextual and linguistic levels can be realized. On the linguistic level, DHA examines three specific aspects that appear in language: (1) the specific contents or topics of a specific discourse, (2) discursive strategies, and (3), linguistic means (as types) and the specific, context-dependent linguistic realizations (as tokens). Wodak's discourse-historical approach does not focus on specific linguistic items, but to provide a social, political, and historical critique and any necessary information as a background to be used later in the interpretation. Thus, Wodak's (2001; 2009) DHA is significant to provide the salient macro-topics (topoi) which can be amalgamated with the arguments along with the linguistic and non-linguistic levels of analysis. This is done through the depiction of the referential, predicational, argumentation, perspectivization and intensification/mitigation strategies that are associated with the representation of the social actors. Wodak (2009) mentions these five kinds of discursive strategies for the study of in-group and out-group. Discursive strategy stands to systematic habits of using language and can be used to apply certain aims: political, social, linguistic or psychological. Accordingly, discursive strategies are concerned with the notion of ideology that is "positive self-representation" and "negative other-representation" and they are established on the structure of "Us" and "Them" (Wodak, 2009). On the other hand, van Leeuwen's (2008) approach draws up a socio-semantic inventory of the ways in which social actors can be represented and established the sociological and critical relevance of certain categories. According to van Leeuwen (1993), the socio-semantic network of social actors is divided into two main branches: exclusion and inclusion. Van Leeuwen (2008) contends that "representations include or exclude social actors to suit their interests and purposes in relation to the readers for whom they are intended" (p. 28). Inclusion occurs when the social actor is expressed and recognized in the context. Exclusion occurs when neither the participants nor the activities are found in the context of the social practice. From these two categories, van Leeuwen establishes a number of subcategories. Some of these categories deal with the variation in language use (Bortoluzzi, 2010, p. 515). Thus, exclusion is divided into Background and Suppression whereas inclusion is divided into four types: Activation, Passivation, Personalization, and Personalization. Van Leeuwen also presents three elements within the same level although they are not types of inclusion; however, they are form of activation of social actors. Thus, these elements are possessivation, circumstantialisation, and participation. Van Leeuwen's (2008) approach functions in this research on the micro (local) linguistic level and it is integrated within Wodak's DHA referential and predicational strategies. Thus, the representation of the social actors in this study is to be accounted for by these socio-semantic categories with their linguistic realizations. Thus, the key concepts of the adopted approaches of CDA can be elucidated which constitute the theoretical framework of the research. The researchers employ two levels of analysis in this study: linguistic and ideological. The first level of analysis focuses on macro and micro levels of analysis. On

one hand, the macro level concentrates on the analysis of discourse topics whereas micro level deals with four strategies; each strategy has different linguistic forms. On the other hand, ideological analysis occurs to explore the ideologies professed in the selected texts. Besides, the essential constituent of Wodak's (2001; 2009) approach is the historical and socio-political contexts that are integrated in the analysis of the selected texts. Van Leeuwen's approach (1996; 2008) functions on a local intra-linguistic level and can be integrated within Wodak's referential, predicational, argumentation, perspectivisation, and intensification/mitigation strategies. The most significant categories that are applied in this study are: genericisation, specification, individualization, aggregation.

4. Methodology and Data Analysis From the internet, three transcripts of the selected news report in this research can readily be accessed from the British Broadcasting Corporation (BBC) website. It is selected because it represents different political situations in Iraq that led to the influx of Iraqi refugees. BBC is selected because it is one of the most prosperous media in the world. In addition, BBC's news services are international, admired and trusted (Hall, 2015, pp. 5-7). Furthermore, BBC is the world's largest broadcasting organisation as it spends about £4,602 million between 2010-2011 and it employs 3,500 people (Mellanen, 2012, pp. 27-28). The following is the analysis of the selected news report. Text One: World 'ignoring Iraqi refugees' Contextualised the text: More than four years after the US-led invasion of Iraq, stability and peace remain out of reach for the people of Iraq. The extreme violence and instability propelling people to flee Iraq has resulted in the largest population movement in the Middle East. The increasingly desperate humanitarian situation of Iraqis who have been displaced inside and outside their country has been largely ignored by the rest of the world, including states whose military involvement in Iraq has played a part in creating the situation from which millions of people have fled. The situation in Iraq remains extremely precarious for civilians, with additional thousands have fled to other countries because of persecution and violence. The majority of Iraq refugees are Shia and Sunni Muslims because of the sectarian war which threatens the stability of Iraq. Most of those refugees have fled to neighboring countries such as Jordan, Syria and Lebanon which are considered as the top refugees-receiving countries with more than 1, 9 million displaced and over 1, 2 million Iraqi refugees in Syria and about 800,000 in Jordan (Al-Qarawee, 2014, p. 1-3). The impact of such mass movement has resulted in an increasingly critical situation for host communities, notably Syria and Jordan, which can no longer be ignored. Unwelcome measures are now being taken by these neighboring states to restrict the entry of Iraqi refugees as they become overwhelmed by a humanitarian crisis to which the world has thus far failed adequately to respond. These countries are not signatories to the 1951 UN Convention relating to the Status of refugees, thus, the Iraqi refugees in these countries have limited means of legal protection and they are continually subject to changing requirements for entry and stay. These made many Iraqi civilians seek humanitarian assistance in the countries to which they flee and require health services in the countries in which they resettled. Topics and Argumentation The Iraqi refugees are associated with the topos of victimisation because of their anguish and tribulations of lacking the humanitarian aids from the international community as shown in the following extracts: 1. UNHCR spokesman Peter Kessler said: "There has been an abject denial of the impact, the humanitarian impact, of the war, the huge displacement within Iraq of up to 1.9 million people who are homeless because of the war, and those people who are homeless and never got back to the homes after Saddam Hussein was overthrown." 2. Many need food and healthcare, some need counselling because of the violence they have experienced or witnessed, while others need jobs. 3. On top of that, almost two million more people are displaced inside Iraq - people who have fled their homes to escape the violence. 4. Most of the people killed in Iraq's violence are men. Because this news report deals with both refugees and internally displaced persons (the movement of Arab Iraqis such as Sunnis and Shias to the autonomous Kurdish area), however, the Iraqi refugees who are described in this article are generalised via using the mass noun people which stands to the Iraqi refugees. The category of individualization is also highlighted with reference to the non-Iraqi actor as Peter Kessler who is the UNHCR spokesman emphasising the main impact of war which is displacement. The article contains a single assimilation represented by the noun phrase those people which refers to a group of displaced people escaping from Saddam Hussein's persecution and never returned to Iraq after the US invasion of Iraq in 2003. Concerning aggregation, the participants are statistically treated as shown in (1 and 3). In fact, recent

estimates prove that the flow of Iraqi refugees constitutes the highest refuge crisis worldwide with the number of internally displaced people reached to 2 million and more than 1.2 million refugees outside Iraq. The influence of such mass movement gives an increasingly climacteric situation for host communities, particularly Syria and Jordan that no longer can be ignored. Thus, the reporter invokes the accurate number of Iraqi refugees depending on UNHCR reports about the Iraq refugees at that time to express the credibility of the news given. Moreover, another linguistic means used to express aggression is the utilisation of definite or indefinite quantifiers that act as numbering or as cores of nominal groups. Thus, the quantifiers of many, almost and some are used. In this case, the measures are quantified, even if not in exact numbers. Aggregation is very commonly used in this article to quantify and strengthen the nature of the representation of the Iraqi refugees. The above extracts highlight the political context in Iraq after Hussein was overthrown and the impact of this as a consequence on the social and religious aspects. As a result, millions of people displaced, thousands of men die, thousands of women become widows, and the children become orphans. Another strategy used is nomination as explained in the followings: 5. "There's a need for governments to come in and address the health, the education, all the needs," Mr Kessler said. 6. Their deaths leave households headed by women who struggle to survive the loss of the main breadwinner, says the BBC's Jill McGivering. The reporter uses both formal nomination and honorification in terms of activity and occupation. The social actor in this article is represented through the use of proper nouns and formal nomination such as UNHCR spokesman Peter Kessler, Mr. Kessler, and the BBC's Jill McGivering in the above extracts respectively. Obviously, the reporter uses the formal nomination with honorification of a person through mentioning his occupation as a UNHCR spokesman and then the representation of the same social actor is done with a reference for his surname as his full name has already mentioned for the readers in (5). In (6), the reporter also amalgamates the use of formal nomination and honorification to represent the reporter of BBC Jill McGivering as. However, the reference to the institution and the reporters shows a significant validity and reliability of the information given in representing reality, and a positive representation for their institution's offer in helping and depicting the Iraqi refugee crisis to the worldwide. From ideological perspective, a positive representation is given for all offers that have been done by UNHCR and by the host countries as well in helping the Iraqi refugees. As it is well-known that both Syria and Jordan are relatively unfortunate countries, (if one compares them with other neighboring countries to Iraq such as Kuwait and Saudi Arabia), and suffer a lot as far as availability of job opportunities, but they still managed to help the Iraqi refugees to a great extent. Metaphor 7. The UN faces an enormous task in helping countries such as Jordan and Syria cope with the huge influx of Iraqi refugees, a spokesman said. 8. That number, too, is steadily growing, the UN says, with some provinces feeling overwhelmed and attempting to close their boundaries to refugees from other areas. The reporter uses a flood metaphor – huge influx of Iraqi refugees – and supports his argument with tops of victimization. Such a type of metaphor is commonly used in the context of refuge. Metaphors such as influx and flow are used by sympathetic press to express the large-scale terror. The use of flood metaphor is purposefully employed in this article to show the negatively-evaluated reaction of the international community towards the huge number of Iraqi refugees and to describe people who have been displaced from their homes, often after going through unimaginable hardship. Nevertheless, the words that the reporter selects have direct and extensive political divergence on whether a country will aid those who have fled dreadful conditions in search of protection for themselves and families. Therefore, the outcome of such a language show that refugees become statistics, not people. Quotation Patterns 9. UNHCR spokesman Peter Kessler said: "There has been an abject denial of the impact, the humanitarian impact, of the war, the huge displacement within Iraq of up to 1.9 million people who are homeless because of the war, and those people who are homeless and never got back to the homes after Saddam Hussein was overthrown." 10. "There's a need for governments to come in and address the health, the education, all the needs," Mr. Kessler said. Both quotations stated above have the same reporting phrase with the verb said as the sayer who is the UNHCR spokesman Peter Kessler to. However, the reporter quotes the UNHCR spokesman's statement about the humanitarian impact of American invasion 2003 on Iraqis and its consequences of the sectarian war and violence which pushed about 1.9 million Iraqis to be displaced and became homeless. Meanwhile, the second quotation for the same speaker representing his view about this crisis as he believes that the only solution for such

problem is through cooperation between different governments in order to address all the refugees' needs. As usual, political news reports are often backed with statements that are quoted from the interviewee (s) in the form of reactions or opinions about the event. Therefore, the BBC writer has selected the above-mentioned excerpts to match the event that is in progress and to show that the Iraqis are experienced hardship and they need an aid to resume their lives. These quotations are mostly used to report the abject denial towards the crisis of the Iraqi refugees and the consequences of this crisis as those people are in need for assistance, healthcare and education respectively and thus emphasizing a bad action of the out-group members (the international community).

Conclusions: The findings of first question show that the most prevalent topoi found in the selected text is: victimization, danger, threat and terrorism. The Iraqi refugees are represented as victims but for different agents (Iraqi's government, the Shia and Sunni militias' persecution). In 2007, the Shia and Sunni militias had the leadership and they victimize the Iraqis via forcing people to live according to their sectarian areas, this forces a huge number of Iraqis to be displaced or sought safety abroad. As far as aggregation is concerned, numbers are highly used as the reporters intend to give extremely precise information in the news to the reader. However, the most essential number that is mentioned 1.2 m Iraqi refugees in Syrian and 800,000 in Jordan. Metaphor is also utilized to represent the social actors. the metaphor of water is mentioned as in extracts "with the huge influx of Iraqi refugees" which stand for the huge numbers of refugees. As far as the Iraqi refugee in Jordan and Syria is concerned. The reporter uses quotation marks only in delivering the important speeches of public and political figures such as the UNHCR's spokesman speeches. Moreover, reported speech and free direct speech are used majorly in delivering additional information that support what has already stated in the quotation marks. The ideological analysis can be contemplated at both macro and micro levels of analysis simultaneously. This is done through the adoption of Wodak's dichotomy of in-group and out-group representation. The out-group is represented by the Shia and Sunni militia and al- Qaeda supporters. The in-group is represented by the Iraqi refugees, and the governments and institutions that help them and consider them as in-group such as Syria, Jordan, and UNHCR. Nevertheless, there is a positive representation for Syria, Jordan, and UNHCR for their continuous help for the Iraqi refugees. This shows that BBC news report represent Iraqi refugees neutrally.

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Effect of Inter-Firm Control on Role Conflict and Ambiguity of Boundary Spanners: The Duality of Intra and Inter-Firm Control

Keisuke Oura

College of Business Administration, Ritsumeikan University, Osaka, Japan

Abstract: Many prior studies examine the antecedents of inter-firm governance extensiveness, i.e., contractual extensiveness or inter-firm control practices, from controller perspective; however, it remains untouched and unresolved to consider the inter-firm control practices from a perspective of controlled entity. To shed light on this issue, we focus on the individual who are subjected to the inter-firm control practices implemented by the counter party. This study investigates 1) whether the extent of the inter-firm control practices is determined by transactional risks, power, and dependence, and 2) how inter-firm control practices influence role conflict and ambiguity perceived by the supplier boundary spanners. Based on a survey of continuous transactional relationships in Japan, it develops a structural model to examine the hypotheses. We find that formal(informal)inter-firm control practices increase (mitigate) role conflict and reduce role ambiguity. Furthermore, boundary spanners are likely to have more stressors, in case of simultaneous exposure to both intra- and inter-firm controls.

Keywords: Management Control, Inter-Firm Control, Inter-Firm Relationships, Boundary Spanners, Role Conflict, Role Ambiguity, Role Stress, Buyer–Supplier Relationships Working in Progress Please Do Not Quote or Cite

Introduction: The strategic importance of building and managing effective and cooperative transactional relationships has increased for many firms. In the last two decades, management accounting studies have noted the importance of managing interdependent transactional relationships between buyers and suppliers (Caglio & Ditillo, 2008; Dekker, 2016; Håkansson & Lind, 2006). In response to seminal works in the 90s by scholars such as Hopwood (1996) and Otley (1994), management accounting research has incorporated inter- firm relationships. Such effort has contributed significant insights into issues hitherto not captured in traditional management accounting frameworks. Many inter-firm management control studies actively consider not only new institutional economics (e.g., transaction cost theory) but strategic

and organizational theories (Dekker, 2016). Control problems have long been central to management accounting research on inter-firm transactional relationships. Firms must govern inter-firm transactional relationships to achieve their goals and address concerns from interdependencies between buyers and suppliers. Inter-firm transactional governance and related management practices help buyers and suppliers to overcome their transactional problems and recognise and achieve goals and maintain cooperative relationships (Anderson & Dekker, 2005; Dekker, 2004; Dekker et al., 2016; Dekker et al., 2019; Håkansson & Lind, 2004; Ittner et al., 1999; Schloetzer, 2012). Inter-firm management practices may help elicit transactional partners' desired behaviors and ensure consistent goals to address control problems (Dekker, 2004). Although achieving goal congruence is ideal for constituent entities of a value chain, it involves buyer–supplier challenges because transactional relationships may expose firms to significant transactional risks. Studies such as Anderson and Dekker (2005) describe the failure to achieve desirable goals given contractual misalignment and challenging transactional partner coordination. Transaction cost economics studies predict an inherent possibility of opportunistic behaviors by external partners and transactional idiosyncratic risk (Hoh & Tang, 2021; Shelanski & Klein, 1995; Machter & Richman, 2008; Williamson, 1985). Furthermore, Dekker (2004) and Dekker & Van den Abbeele (2010) imply that difficulty of achieving goal congruence in transactional relationships is one of the reasons why inter-firm control practices are necessary in terms of organizational theory and organizational capability. Inter-firm management & control studies address the transactional risk characteristics as determinants of inter-firm control choice (Anderson & Dekker, 2005; Anderson, Dekker, et al., 2017; Dekker, 2004; Gulati & Singh, 1998; Sedatole et al., 2012). They focus on contracts as an ex-ante mechanism used in fundamental governance structures to minimize the risks and control inter-firm transactional relationships. Early empirical studies like Anderson and Dekker (2005) and Dekker (2008) focus on contracts for each transaction for IT products and services. They show that the transactional characteristics associated with hazards significantly relate to contract extensiveness. Subsequent studies probe the relation between inter-transaction characteristic relations and inter-firm control mechanisms (Dekker et al., 2013; Dekker & Van den Abbeele, 2010; Ding et al., 2013; Krishnan & Mani, 2020; Reusen & Stouthuysen, 2017). Inter-firm control practices in the execution phase are the systematic activities that influence transactional partner to achieve goal and behavioral congruence and manage several concerns from interdependencies in transactional relationships. After signing a transactional contract, ex-post interactions between buyers and suppliers occur based on market or bureaucratic techniques of performance measurement and/or social values, norms, and trust (Dekker, 2004; van der Meer-Kooistra & Vosselman, 2000). Firms needs to adapt performance management practices to objectives and environmental conditions (Dekker et al., 2016; Dekker et al., 2013; Mahama, 2006; Reusen & Stouthuysen, 2017; Schloetzer, 2012). Specifically, inter-firm control practices, such as outcome, behavioural, and social controls, have attracted significant attention, and contextual factors have been examined as determinants of inter-firm controls (Reusen & Stouthuysen, 2017; Reusen et al., 2020). However, despite the insightful contributions in the relevant literature, several gaps remain. This study addresses two such unresolved issues. First, the prior quantitative literature examines the antecedents of inter-firm governance mechanisms either explicitly or implicitly from the perspective of those who take the initiative in a transaction, i.e., those who control it. In contrast, empirical studies are lacking in terms of the controlled side. For instance, in transactional buyer–supplier relationships, control extensiveness can be considered as governance extensiveness, that is, the scope of contractual agreements and the number of contractual and non-contractual items, as per Anderson and Dekker (2005) and Dekker (2008). Reusen and Stouthuysen (2017) use the management control system (MCS) extensiveness concept; that is, how extensively management control practices are implemented in buyer–supplier relationships¹. In supply chain practices a variety of controls, such as output control, behavior control, and social control are widely practiced in the interaction between buyers and suppliers and the extent of its practices depends on the transactional characteristics like transactional environment, partners, and so on. (Dekker, 2004; Dekker et al., 2013; Reusen & Stouthuysen, 2017; Reusen et al., 2020). This study bridges this gap to examine whether controlled-side perceptions of its intensiveness are related to transactional risk characteristics. This point is significant because, in addition to re-examining the existing studies, it also introduces the literature a perspective on the intensiveness of controls. Intensiveness primarily relates to the control

practice intensity levels among transactional partners. For instance, control intensiveness refers to goal and target level attainability and the rigour in pursuing a partner's targets. This Intensiveness concept resembles the discussion of budget tightness and budgetary slack, which have long been considered its importance among management accounting scholars (Dunk, 1993; Hopwood, 1972; Merchant, 1985; Otley, 1978; Van der Stede, 2001). To take this view of intensiveness, it is necessary to clarify the subject and object of control, i.e., the one who controls and the one who is controlled. Whereas traditional management accounting studies within organizations have been accumulated on both those who control and those who are controlled as well, existing research in inter-firm management accounting area has not necessarily been based on such an assumption so far with few exception². Rather, it has been novel to keep an eye on collaborative or cooperative relationships based on trust to contribute the literature rather than traditional accountability relationships. On the other hand, it may be necessary to go back to traditional thinking and further deepen the control concept in the inter-firm management control literature. Both the perspective from those in control and those being controlled are critical to establish useful inter-firm governance mechanisms; they influence how inter-firm practices work to align partners' incentives and control the direction and degree of their efforts toward collaborative relationships. Even though these are fundamental properties of control practices, prior studies primarily focus on the aspect of inter-firm control how governance mechanisms can be designed to control transaction risk, largely ignoring how its governance mechanisms are perceived. Further, the existing management control literature does not clearly specify how control intensiveness functions in inter-firm management practices. Thus, this study explicitly addresses the inter-firm management practices by external firms which focal firms are subject to and examine how the intensiveness perception of the practices is related to the determinants and consequences. Introducing intensiveness concept has the potential to enlarge the research field of and enriches the knowledge body of inter-firm management accounting research. The second gap is related to boundary spanners, which bridge organizational boundaries and serve as a contact point for inter-firm transactions (Aldrich & Herker, 1977; Dekker et al., 2019). A boundary spanner is a person in charge of contact with transactional partners and facilitates the flow of information in inter-firm transactional relationships and should be key to coordinating operations and managing the information flow in transactions. (Takeishi, 2001). The important role of boundary spanners is to align the interests and resolve the conflicts among transactional parties, for example by communicating the firm's policies beyond the organization, reconciling conflicting interests with the counter party and facilitating consensus building. desired outcomes will be delivered by the supplier. This is because the information captured by buyers works as signals However, most quantitative empirical studies in the inter-firm management accounting literature employ a macro-structural perspective; few consider a micro-level perspective. Qualitatively studies discuss the interaction of intra- and inter-firm management control (Carlsson-Wall et al., 2011; Håkansson & Lind, 2004; Thrane & Hald, 2006). Particularly, Håkansson and Lind (2004) show the corporate practices of intra- and inter-firm plural management controls using the concept of overlapping accountability. They find that hierarchical coordination using accounting methods, such as responsibility accounting, overlap such that MCSs within the two units include the goals of their transactional partner. They suggest that boundary spanners can create a bridge between a firm's internal and external worlds. Although Dekker (2016) calls for studies on boundary spanners, yet few quantitative accounting studies address boundary spanners to explore accounting and control issues and incorporate intra- and inter-firm relationships. Accordingly, this study focuses on boundary spanners at the individual level in continuous inter-firm transactional settings and investigates how inter-firm management practices affect the perceived role conflict and ambiguity of a supplier's boundary spanners. Along with the first gap, offering a perspective of control intensiveness allows for analyzing how control intensity influences the psychological or behavioral matters of supplier's boundary spanners in buyer-supplier transactional relationships. Hence, this study intends to capture the effect of overlapping management control on supplier boundary spanners, which interact with intra- and inter-firm control practices. It does this to consider the role of boundary spanners in the context of inter-firm control practices, specifically from the supplier position. Supplier boundary spanners are often required to respond to and coordinate with buyers on requirements, such as price, level of quality, specifications, and delivery date. They are also required to fulfil accounting

responsibilities, such as the budgetary targets of departments, within firms. That is, they are often subject to overlapping intra- and inter-firm management controls, potentially inducing them to feel caught in a double bind, thus creating role conflict and ambiguity. Therefore, the research objectives in this study are as follows. First, the study hypothesizes and examines the influencing factors that determine the degree of inter-firm management practiced by buyers toward suppliers. Second, it investigates the impact of its practices on stressors, such as role conflict and ambiguity perceived by boundary spanners on the supplier side. Accordingly, the study addresses the issue of the duality of intra- and inter-firm control; that is, the fact that supplier- side boundary spanners are exposed to the overlapping influence of intra- and inter-organizational controls. Several qualitative studies describe a similar phenomenon (Carlsson-Wall et al., 2011; Håkansson & Lind, 2004; Thrane & Hald, 2006). Prior studies imply that vital inter-firm transactions and intra-firm activities should be understood as a series of management processes. While several studies adopt intra- and inter-firm approaches, few quantitative studies provide integrated research findings, except for Dekker et al. (2016) and Dekker et al. (2018). This study adopts the aforementioned approaches to provide insights into the inter-firm control literature and shed new light on the duality of intra- and inter-firm control. To test our hypotheses, we use survey data obtained from 384 respondents of Japanese manufacturing firms listed in Tokyo Stock Exchange, who is in charge of the inter-firm transactions in their sales department. The result shows that transactional risk related characteristics are the determinants of inter-firm control intensiveness perceived by supplier side boundary spanners, as well as inter-firm control extensiveness in prior studies. Furthermore, in the latter half, we find the different types of inter-firm control have impacts on the different psychological stressors. Formal control is considered to enhance perceived role conflict, whereas to weaken role ambiguity. The informal type of control be to have the opposite tendency. Furthermore, we find that this is more significant in departments that used customer-specific profit indicators on a recurring basis than in departments that do not. The rest of the paper is organized as follows: The next section provides the background to the study, definition of the core constructs, and its classification of inter-firm controls and role stress factors followed by the literature review and the development of hypotheses. Section 3 is about the data sampling and analysis method. Sections 4 and 5 follow with results, discussion and conclusion

2. Theoretical background and hypotheses development

2.1. Conceptual framework

This study focuses on the relation between inter-firm control practices and their antecedents and consequences from supplier side. This section develops the hypotheses reviewing the studies on inter-firm control throughout the supply chain. We categorize inter-firm control practices into two ways; formal control and informal control. Formal control refers to a series of processes in which targets are set in advance and subsequently the achievement of these targets is reviewed. The idea is based on the traditional management control perspective of eliciting efforts of agents being controlled and aligning them with the overall goals of the controller through planning and control. On the other hand, informal control considers more interactive, enabling, and flexible way of activities like information sharing and/or joint problem solving based on trust between buyers and suppliers (Dekker, 2004) ³. [Insert Fig. 1 here] Fig. 1 illustrates the overall structural model and research hypotheses. The study framework comprises two steps. The first step examines the associations between the perceived intensiveness of two types of inter-firm control practices and their antecedents. The second step of the framework examines the impact of two types of inter-firm control practices on role conflict and ambiguity, as perceived by boundary spanners. Furthermore, Fig.1 shows that the intra-firm control moderates the effect of inter-firm control practices on role conflict and ambiguity, referred to as the duality of intra- and inter-firm control.

2.2.1. Formal and informal control practices in inter-firm relations

2.2.1.1 Formal control practices in inter-firm relations. Formal control practices in inter-firm relations refer to a control style based on the traditional management planning and control system perspectives, like outcome and behavioural control in buyer and supplier relation (Dekker, 2004; Reusen et al.2020). The performance measurement and evaluation practices often considered in prior studies primarily comprise formal inter-firm control practices (Cooper & Slagmulder, 1999; Cooper & Yoshikawa, 1994; Gietzmann, 1996; Ittner et al., 1999; Mahama, 2006). The supply chain practices in Dekker et al. (2013), such as goal

setting, flexible planning, and operational reviews, are considered to be similar control practices as well. From a view of the buyers, they evaluate supplier's output (cost, quality, delivery, and so on), using pre-set performance target level and review the result to be achieved, or to compare with the other supplier's results. (i.e., monitoring and reviewing partners' outcomes and behaviours needed to achieve goals). They require suppliers to rework, modify their future behaviour, etc., and if necessary, change order quantities or switch suppliers. A closer look at the practices between Japanese buyers and suppliers provides more evidence of this traditional planning and control view. For example, buyers set cost targets for suppliers, and buyers and suppliers address issues together to achieve targets in a close relationship⁴ (Cooper & Slagmulder, 1999; Cooper & Yoshikawa, 1994). Japanese buyers and suppliers in the automotive industry have been often described as having a close and obligational relationship (Sako, 1992; Sako & Helper, 1998), but it is also reasonable to assume that buyers have superior power over suppliers and have them controlled in a various way. The literature implies that the relative power of buyers over suppliers induces suppliers to accept targets set by and performance reviews conducted by buyers (Cooper & Slagmulder, 1999; Cusumano & Takeishi, 1991). They may also request suppliers' cost information and use this information to set target costs with their suppliers (Cooper & Yoshikawa, 1994). Moreover, buyers in the automobile industry reference vast information on supplier production capacity, cost of major items, manufacturing process, quality control systems, and inventory level. Cusumano and Takeishi (1991) and Hirano (1998) note that automobile makers often collect information from suppliers when setting target costs, and buyers may request that suppliers provide data on costs incurred, quality control, and delivery systems implemented in their firms.⁵ Details of suppliers' obligations are not included in contracts; they are verbally communicated through supply chain practices or specified in the manuals or standards with which suppliers must comply (Hirano, 1998; Sako, 1992). For such power-dominated buyers, formal control practices are a powerful style option. The fact that a formal control style can be adopted pre-supposes the existence of power.

2.2.1.2 Informal control practices in inter-firm relations.

Alternative inter-firm control practices are informal ways of control. Trust is often argued as one of a critical informal control mechanism⁶. Unlike a formal control system, informal control practices refer to buyer-supplier continuous interactions, such as collective action, to achieve collective benefits (Liu et al., 2017; Mahama, 2006). To share norms and values between buyer and supplier, informal control practices take the form of activities such as information sharing, joint decision-making and joint problem solving (Dekker, 2004). Specifically, from a buyer side, informal control has the function to influence the suppliers' behaviour to attract the interest of them or to maximize the joint results pie with them by providing useful information or supporting the suppliers. Thus, informal control practices are useful to build partnerships, support suppliers, and help in coordination without exerting advantageous power. For example, an early case study of Nissan UK indicates that it was routine for suppliers to share cost information, and Nissan and its suppliers collaborated without abusing the shared cost information (Carr & Ng, 1995). Collaborative buyer-supplier relationships are often characterised by inter-firm non-contractual close and frequent interactions. The studies suggest that inter-firm collaborative interactions are another type of inter-firm control practice, different from the formal control style. Tomkins (2001) distinguishes the information needed for building trust in the actions of one's partners (Type 1 information) and the information needed to plan and decide collaborative futures and the importance of information for 'mastery of event' in the collaborative process (Type 2 information) (pp. 171–172). For efficient collaborative inter-firm interactions, refraining from the exercise of power is a significant cogent factor that influences the design of inter-firm control practices (Donada & Nogatchewsky, 2006), along with endogenous factors such as prior experience and competence or goodwill trust (Dekker, 2008; Dekker et al., 2013). Many studies note that these actions are based on buyer-supplier mutual trust (Anderson et al., 2017; Kajüter & Kulmala, 2005; Van der Meer-Kooistra & Vosselman, 2000); thus, a firm may be vulnerable amid collaborative inter-firm control practices. That is, when useful or important information is shared, there can be a relational risk associated with divulging information (Tomkins, 2001). Similarly, Dekker et al. (2016) and Dekker (2004) consider trust as an important social control component of inter-firm control practices. Informal control practices aim at strategic and behavioural alignment between buyers and suppliers in more flexible and interactive manners. It also aims to maximise joint profits by reducing transactional inefficiencies through closer relationships on

the basis of trust. 2.2.3. Antecedents of inter-firm control practices Formal and informal control practices should function effectively as mechanisms for addressing risks inherent to the transaction and for aligning the efforts of buyers and suppliers. For a firm on one side, it is ideal to adopt control mechanisms that allow the other firm to generate desired behaviours and outcomes for oneself. However, unlike hierarchical control based on authority systems within a firm, inter-firm transactions are volatile market-based relations with no formal authority. Therefore, considering the transactional risks or power of the relative firms and the impact on other transaction networks, firms need to pour their effort to design optimal governance mechanisms. We shed light on the determinants of how buyers design and implement inter-firm controls focusing on transactional risk and power asymmetry.

2.2.3.1 Inter-firm controls for coping with risk Prior studies address two issues as control problems in transactional relationships: appropriate concerns and coordination requirements (Dekker, 2004; Gulati & Singh, 1998; Tomkins, 2001). Inter-firm controls help to manage the appropriation concerns from opportunistic behaviour and the coordination requirements from the interdependencies between buyers and suppliers (Dekker, 2004; Gulati & Singh, 1998; Tomkins, 2001). These two issues have long been discussed as the critical determinants of inter-firm governance structure. The literature also shows that as antecedents to inter-firm governance and its control practices, transaction characteristics are considered sources of these two types of risk in transactional relationships (Anderson & Dekker, 2005; Dekker et al., 2013; Dekker et al., 2019; Ding et al., 2013; Krishnan et al., 2011; Krishnan & Mani, 2020). The necessity for inter-firm control mechanisms increases because of the transaction cost economics factors inherent in transactions, such as transaction size, market and technological uncertainty, and asset specificity, and organisational theory factors, such as task complexity (or interdependence) and dependence (Anderson & Dekker, 2005; Dekker, 2008; Dekker et al., 2013; Ding et al., 2013). Many studies consider 'inter-firm controls' as governance mechanisms that help firms address such risks, manage interdependent relations between organizations, and co-create value and examine the effects of transaction characteristics as determinants of inter-firm control; this includes contractual governance design and supply chain practices (Anderson & Dekker, 2005; Dekker, 2004; Krishnan et al., 2011; Sedatole et al., 2012; Van der Meer-Kooistra & Vosselman, 2000). Employing the controlled-side perspective, when buyers exercise increased control to reduce transactional risks, the suppliers as recipients will need to be motivated to achieve the desired results for the buyer. Control practices will not work well as a risk mitigation mechanism, if the level of control practices is easier as the suppliers can neglect. In formal control practices, buyers pre-setting target levels to suppliers on cost, quality, delivery times, etc., and holding suppliers strongly accountable for them, may help to increase the probability that the buyers of supplier action, reduces uncertainty in supplier behavior (e.g., opportunistic behavior), and facilitates coordination of tasks. In other words, it is expected that inter-firm formal control be practiced more strongly in situations of high transactional risk, such as appropriation concerns and coordination requirements. Meanwhile, informal control practices have the functions to influence the supplier behavior's and align both firms' goals and behaviors. Information sharing will help to increase behavioral transparency, reduce uncertainty in buyer-supplier and ensure credibility. Therefore, informal control is also likely to be effective in situations of high transactional risk, such as appropriation concerns and coordination requirements, as well as formal control. Both formal and informal control practices by buyers help to encourage the suppliers to realize the goal congruence by collecting and/or providing information, including financial and non-financial information. The difference is that formal control practices increase the predictability of supplier behavior through evaluating their trustworthiness by the information soaked up from suppliers, and informal control practices through providing useful information to suppliers based on mutual trust. Thus, both formal and informal control will be practised more intensively in situations of high transactional risk⁷, such as appropriation concerns and coordination requirements, leading to the following hypothesis. H1: Formal and informal control practices are positively associated with the transactional characteristics of a) size, b) technological uncertainty, and c) part complexity.

2.2.3.2 competitive environment as a source of power asymmetry Organizational control is generally based on formal authority and resource allocation within firm, whereas formal authority relationships are barely established in inter-firm transactions. Instead, one of the factors that makes inter-firm control effective is

power. Even if a buyer attempts to exert intense control over a supplier, the supplier may, in turn, refuse to do so. For control to be effective in a transactional relationship, more or less power needs to be considered. Power asymmetry between buyers and suppliers results from the competitive environment of the markets from which buyers procure materials and components, i.e., the structure of supply networks. In buyer and supplier relation where there are a large number of potential suppliers, buyers can have a relative power advantage compared to markets where they are not. Then, increased relative power advantage of buyers makes it easier adopt more intensive formal control toward supplier. As Anderson & Dekker (2005) find that in outsourcing contracts increased competition in the supplier's market is associated with more effort in defining and specifying the product and price and less effort in assign rights and after-sales services, and also with the buyers' supply chain management practices like target setting, operational reviews, information sharing, and joint problem solving (Dekker et al.,2013), the player with relative power advantage has the initiative in the enforcement of formal control. Furthermore, competition allows buyers to compare the outputs of suppliers and evaluate relative performance. By assessing the supplier relative performance to possible alternatives, buyers can obtain benchmark information on appropriate levels of cost, quality and delivery time. Accumulated knowledge can then be expected to refine controls across organizational boundaries. This reduces noise ⁸ about suppliers' outputs and behavior and mitigates the possibility for opportunistic behaviour, such as suppliers distorting performance information. On the other hand, in a highly competitive environment, the use of informal control practices, i.e., providing useful information to the suppliers and/or joint problem solving with the suppliers, would be less favored. This is because the risk of information leakage increases with the number of potential suppliers. In addition, as co-operative use would be expected to involve more transaction costs, it would be desirable to establish closer relationships with a smaller number of suppliers. H2a: Formal control practices are positively associated with competition among suppliers. H2b: Informal control practices are negatively associated with competition among suppliers.

2.2.3.3 asset specificity and dependence as a source of power asymmetry.

Dependence in social exchange relationships is also a source of power (Emerson, 1962; Pfeffer & Salancik, 1978). Power disparities also arise when holding asset specificity and when relying on transaction volumes. Once a supplier invests the asset specific to a certain buyer ⁹, the supplier is forced to become more dependent on this buyer, and power disparities arise. Power-dominant buyers are more likely to adopt more intense control instruments to suppliers for the same reasons as above. However, using more powerful control methods against a more dependent partner may create another concern; hold-up problems and under-investment. These need to be taken into account when designing inter-firm control. Once the relationship is fixed by supplier's investing the specific asset, the buyer may monopolize its excess profits from its monopoly position. If the investment is for a general-purpose use, it may be possible to recover the investment from transactions with other counterparties, but this may not be the case for specialized investments. The possibility of ex post opportunistic behavior by the counterparty therefore raises the issue of underinvestment. In such situations, while it is possible to increase formal control based on power, excessive use of power can lead to transactional inefficiencies and, even worse, destroy trust between buyers and suppliers. Without trust that the buyer is committed to the supplier, the supplier is not willing to increase their dependence on the buyer, and will refrain from making relationship-specific investments in specialized technology, equipment, research and development tailored to the buyer's production line. Thus, where suppliers are increasingly dependent on buyers, informal controls that refrain from using power are more suitable than formal controls that use power. Informal control specifically refers to providing useful information to suppliers and joint problem-solving with them. Building close relationships based on information sharing leads to buyers expressing their willingness to commit to the relationship with the supplier. This is because information provided by buyers, e.g., future product development plans or investment projects, is considered to be private information of the buyer and information that they do not want to divulge to external companies. On the other hand, the sharing of this information through informal controls has the advantage of increasing the efficiency of transactions throughout the supply chain based on reciprocal trust., H3a: Formal control practices are positively associated with supplier dependence; a) asset specificity and b) dependence in transaction volume. H3b: Informal control practices are negatively associated with supplier dependence; a) asset specificity and b) dependence in transaction

volume. 2.3. Boundary spanners in inter-firm control practices the unit of analysis of inter-firm control practices lies at the firm level, while the boundary spanner exists at the individual level (Dekker et al., 2019). Researchers should pay careful attention to the differences in the levels of the analysis units. When analyzing collaborative relationships and opportunistic behaviors in buyer–supplier relationships, compared with a single-level analysis, a multi-level analysis (i.e., individuals and firms) is considered more effective for elucidating the actual situation (Tangpong et al., 2010). Accordingly, this study examines the relationship between inter-firm control at the firm level and boundary spanners at the individual level. Many studies note the importance of boundary spanners in collaborative relationships between organizations (Aldrich & Herker, 1977; Cai et al., 2017; Hald, 2012; Thompson, 1967; Zaheer et al., 1998; Zhang et al., 2011). Even though Dekker (2016) helps scholars interested in inter-firm control to become aware of the role of boundary spanners, few quantitative analyses the relationship between boundary spanners and inter-firm controls (except for Dekker et al., 2019). The relationship between control and stress has long been investigated in accounting research. Budgetary tightness of budget evaluative style affects job-related tension (Hopwood, 1972). Difficulty or tightness in budgetary targets increases job tension and induces stress (Hopwood, 1972; Kennis, 1979; Otley, 1978; Shields et al., 2000). Thus, clear budgetary targets alleviate stress as role ambiguity diminishes (Kennis, 1979). H4a: Role conflict is positively associated with formal control practices. H4b: Role conflict is negatively associated with informal control practices. H5a: Role ambiguity is negatively associated with formal control practices. H5b: Role ambiguity is positively associated with informal control practices. Several field studies provide clues on the role of boundary spanners responsible for inter-firm transactions that are subject to intra- and inter-firm controls (Carlsson-Wall et al., 2011; Håkansson & Lind, 2004). Håkansson and Lind (2004) find that multiple control mechanisms are used in elaborate ways in inter-firm collaboration, and the responsibilities of boundary spanners (i.e., key account managers) overlap with their partner’s key performance indicators. Suppliers’ boundary spanners must address various buyer requirements, such as price, quality, and functional specification (Cooper & Slagmulder, 1999; Cooper & Yoshikawa, 1994; Gietzmann, 1996). They must also fulfil accounting responsibilities within the supplier’s organization. That is, as in Håkansson and Lind (2004), supplier boundary spanners are subject to overlapping management intra- and inter-organizational controls. Boundary spanners mediate between buyers and suppliers, playing a vital role in inter-firm transactions. Acquiring the transaction related knowledges of technology, market environment and the other organizational aspects would be an important success factor in a transaction (Takeishi, 2001). Though competent boundary spanners can produce positive outcomes from inter-firm collaboration (Zhang et al., 2011; Zhang et al., 2015), the task entails significant psychological burdens (Ambrose et al., 2014; Cai et al., 2017; Liu et al., 2014). Boundary spanners may have multiple contradictory roles: 1) they should be strategic members of their organization, 2) they are responsible for organizational management, and 3) they must support customers and be customer-oriented (Pardo et al., 2019). Hence, boundary spanners often face stress factors, such as role conflict and ambiguity (Dong et al., 2016; Liu et al., 2014). Role conflict is the mismatch between two or more role expectations, where one’s will diverge from expected roles; Role ambiguity is a state of a lack of role expectations and inadequate means for role performance, with no clear role outcome information (Kahn et al., 1964). As Maas and Matějka (2009) highlight, dual responsibilities in organizations increase role conflicts and ambiguity, inducing misreported accounting data, which, subject to dual control, may cause psychological incongruity. Suppliers’ boundary spanners experience dual control from intra-firm management control (i.e., budgetary control in their department) and inter-firm control practices (i.e., goal setting and a review by buyers). When this dual control places the boundary spanner in a dilemma or induces double binding situations, it may increase role conflict and ambiguity, inducing psychological stress. Hence, the next hypotheses follow. H6a: The relation between role conflict and formal/informal control practices is strengthened by intra-firm control. H6b: The relation between role ambiguity and formal/informal control practices is strengthened by intra-firm control. 3. Sampling and data collection: To test these hypotheses, we conducted a questionnaire survey among sales managers of inter-firm transactions; they were considered as boundary spanners in Japanese manufacturing firms. Samples were selected from manufacturing industry firms listed on the Tokyo Stock Exchange under the following industry classification by Japan Exchange Group; TOPIX Sector Indices: textiles and apparel, pulp and

paper, chemicals, rubber products, glass and ceramic products, iron and steel, nonferrous metals, metal products, machinery, electric appliances, and transportation equipment. The sample was restricted to listed firms to focus on the target population, which comprises socially responsive firms to identify an appropriate sample of the target population in questionnaire surveys. First, we defined the target population as sales managers in divisions that conduct inter-firm transactions in the aforementioned categories, which were chosen to eliminate manufacturing industries mainly involved in business-to-customer (B2C) transactions. Thus, manufacturing industries listed on the industry classification under the foods, pharmaceuticals, and precision instruments categories were excluded from the sample for mainly engaging in B2C business. Second, we extracted the business units comprehensively and examined those that could be considered business-to-business transactions. We identified business divisions that conduct inter-firm transactions and their sales departments using Nikkei Media Marketing Inc. and respective company websites. Questionnaires were sent to each firm's divisional directors requesting responses from sales managers that directly interact with buyers. If the sales department was within a different division, it was sent directly to that department. When several sales departments were geographically scattered, those in large cities such as Tokyo, Osaka, and Nagoya, or head office locations were selected preferentially. Questionnaires were distributed to 614 firms (2,047 divisions). The questionnaire design and implementation followed Dillman (2000), and items in the questionnaire were pre-tested with several practitioners. A cover letter and pre-stamped envelope were attached to the questionnaire, and a reminder was posted just before the deadline. Of the 2,047 questionnaires mailed, 31 were undeliverable because of unknown addresses; 384 divisions of 241 firms returned questionnaires (18.8% response rate). Table 1 shows the response rate by industry and Table 2, the sample overview¹⁰. The response rate was independent of the industry category. Each variable average showed no significant early and late respondent difference; therefore, the risk of non-response bias was considered low. Further, with no major company-level effects for major variables, the 384 observations were pooled and treated as independent. [Insert Tables 1 and 2 about here] Respondents to the questionnaire were sales managers who served as buyer contact points within their divisions. They were asked to choose the most strategically important customer for the respondents' division as a buyer firm and respond by imagining operations involving interactions with that firm. When respondents transacted with multiple customers, they were asked to choose the one with the highest sales share, recognized as strategically most important. Therefore, the unit of analysis reflects a dyadic relationship, assumed to be a continuous business relationship from the supplier perspective, and is not at the level of transaction units. That is, the study addresses what kind of control practices are implemented from buyers to suppliers under a recurring and continuous transactional relationship. Hence, it does not ascertain if inter-firm control is in a one-shot transactional relationship or a continuous one but ascertains the variations of control in a continuous relationship. Accordingly, respondents were asked to assume a single strategically important client company. Table 3 reports the industries to which the chosen main clients belonged; the largest number of clients belonged to the transportation equipment industry, followed by the electric appliances, chemical, and construction industries. They are the main industries of fundamental manufacturing businesses in Japan. Therefore, the survey data is an appropriate sample of inter-firm transactions in the manufacturing industry of Japan. [Insert Table 3 about here]

4. Variable measurement

4.1. Variables

4.1.1. Formal control: tight and detailed control to achieve targets Formal control is the intensiveness degree in planning and control from buyers to suppliers. A study of the Japanese automobile industry reveals that buyers set targets that focus primarily on cost, quality, and delivery to suppliers. Cooper and Slagmulder (1999), Cooper and Yoshikawa (1994), and Hirano (1998) show that buyers involve to determine the level of target costs which suppliers are expected to achieve. These practises have been inducing a chain of cost management systems within the several industries in Japan (Cooper & Slagmulder, 1999). Gieztmann (1996) also reveals the usage of a rank-order tournament systems incentivizes the information sharing under request detailed cost data and cost reductions from buyers in European countries. Table 4 provides empirical evidence of the items for which buyers set supplier targets in our survey. This study

developed these items following Cusumano and Takeishi (1991) and Hirano (1998), who bring to light the target-setting practices in the Japanese automotive industry. Respondents were asked whether the main buyer set any targets or specific levels of achievement for each item in advance, whether in written or oral form. Empirical evidence suggests that buyers often set targets for price, quality, and delivery deadlines. Further, despite the small proportion, the data showed that targets are also set for marginal profits and product costs incurred on the supplier's side, such as gross profit for each product and the costs of each major item and process. [Insert Table 4 about here] There are no dominant scales in the prior literature for measuring inter-firm control intensiveness variables from supplier side in an inter-firm setting. We measured the construct of formal control practices by defining it as comprising the 'tightness' of the target difficulty and 'detail' explanation requirements from buyers with regard to achieving those targets. To this end, we referred to the extant literature on control tightness in an intra-firm setting and developed a scale. The study referred to instruments for budgetary slack (Dunk 1993) and budgetary emphasis (van der Stede 2001) in budgetary control tightness studies and revised the questionnaire items suitable for the context of inter-firm transactional relationships. Panel A of Table 5 shows the descriptive statistics (see the Appendix for the exact wording of the survey questions). Formal control was measured using a five-point Likert scale from 1 (completely different) to 5 (completely true) for the most applicable action taken to meet the focal buyer's requirements and its levels of difficulties¹¹. [Insert Table 5 about here]

4.1.2. Informal control: Information sharing and joint problem-solving Informal inter-firm control is the extent of interactive and cooperative behaviors in buyer-supplier relationships. Dekker et al. (2013) show that the supply chain practices of Japanese buyers include information sharing, supplier support, joint problem-solving, etc., indicating cooperative interactions throughout the supply chain. Similarly, several other studies also show cooperative buyer-supplier behaviors and interaction (Mahama, 2006;). This study developed a scale to measure the construct of collaborative inter-firm control by defining it as comprising the degree of information sharing and joint problem-solving. The scale was adapted from Mahama (2006) to fit the Japanese transactional context. Informal control was measured using a five-point Likert scale from 1 (completely different) to 5 (completely true) for the usefulness of information and communication provided by the focal buyer. Panel A of Table 5 shows the descriptive statistics (see Appendix for the exact wording of the survey questions). After performing exploratory factor analysis (EFA) to evaluate the factor structure, confirmatory factor analysis (CFA) was conducted to identify each factor and calculate the scores. The construct of inter-firm control practices was created in two stages, and the model was established using second-order CFA. Based on the EFA results, we excluded one item—Requests from the buyer are not difficult to meet—in Table 5, Panel A and Tables in Appendix.

4.1.3. Role conflict and ambiguity: For role conflict and ambiguity, we employed reflective scales of Rizzo et al.'s (1970) scale used in many prior studies (Jacson & Schuler, 1985; Tubre & Collins, 2000). Although role conflict and ambiguity scale by Rizzo et al. (1970) has been relied on and well-known in the literature, the construct reliability are unstable and the empirical analyses result inconsistency (Bedford et al., 2022; Burkert, et al., 2011; Maas & Matějka, 2009). This survey measured four items for role conflict and three item for role ambiguity considering carefully the meaning of the scales to ensure that it was in line with inter-firm transactions¹². Thus, the role conflict scale usually comprises eight statements, but this survey measured only five to reduce the burden on respondents. Although six statements are usually used to measure role ambiguity, we measured only three statements for the same reason. The CFA results show that they load onto two factors, as expected. Yet, one item [conf005] was excluded from the role conflict scale to ensure model fit. Each variable was analysed using CFA factor scores. Regarding role ambiguity, all the items were reverse-coded. The mean value for role conflict is near the scale midpoint, and each of the measured values have a reasonable variance. Role ambiguity is slightly biased toward higher scores on the scale. However, it was judged not to be an extreme ceiling effect; therefore, they were not excluded from the analysis.

4.1.4. Antecedents of inter-firm control: The study established technological uncertainty, part complexity, asset specificity, supplier dependence, and size as transactional characteristics of determining the extent of inter-firm control. As the unit of analysis is suppliers' boundary spanners, technological uncertainty, asset specificity, task complexity, and competition were gauged based on their ongoing task levels. Uncertainty

variable refers to technological uncertainty and we rely on Jaworski and Kohli (1993) and Dekker et al. (2013) to measure technological uncertainty using four items listed in the Appendix. Respondents were asked to respond on the technical characteristics of the products they deliver to their supposed customers (1= completely different, 5 = completely true). These indicators reflect technological changeability of the product, therefore, the higher the number, the greater the technical uncertainty, i.e., the higher the transactional risk for the buyer side. Part complexity is measured by single indicator of the five categorical variables that are most applicable as characteristics of transacted part (a product delivered to the focal buyer). Respondents were asked to choose one of the following items; 1 = Standard products, 2 = Customizing standard products to meet client requirements, 3 = Custom-made products manufactured according to client drawings, 4 = Custom-made products we designed and manufactured based on client requirements, 5 = Custom-made products designed and manufactured with clients from the stage where they determined main specifications. The higher the number, the more the part complexity, so that it increases not only the requirements of coordinating tasks, but also the degree of black boxing of transacted products for buyer's side. Competition variable is referred to the degree of competition in the supply market including the extent of their own competitors and potential competitors. These items are modified to make it easier to answer from the supplier's perspective, referring to items by Anderson & Dekker (2005) and Dekker et al. (2013) that ask how many potential competitors can offer a similar or alternative product, and number of alternative products in the market. Asset specificity variable is referred to the extent to which the respondent supplier has been investing the asset specific to the focal buyer, relying on the idiosyncratic investment items by Jap (1999). As the proxy of asset specificity, respondents were asked the degree of ex-post impactedness assuming the case that the current relationship with the focal buyer were to end (1= completely different, 5 = completely true). Asset specificity denotes not only physical assets, but also intangible assets such as intellectual property, knowledge, and skills, etc. Supplier dependence variable is referred to how the respondent supplier is relying on the focal buyer in terms of sales. Respondents rate their dependence on the focal buyer based on the department's proportion of their total sales (1= extremely low dependence, 5 =extremely high dependence). Size refers to the business volume and measured by the annual sales of the department to which the respondent belongs. Respondents are asked approximate annual sales volume rounded down to the nearest thousand Yen. We employ the log-transformed value of it as Size variable.

4.2. Descriptive statistics and correlation matrix: The descriptive statistics and results of the measurement model estimates for each variable is presented in Panel A of Table 5. All constructs were tested using the measurement model, and their reliability and validity were confirmed using Cronbach's α , average variance extracted (AVE), and composite reliability (CR). All items were subjected to CFA. We assumed a second-order construct of inter-firm control, and the second-order factors are Formal and Informal Control. Panel B of Table 5 shows the path coefficients between the factors in the second-order CFA. All the first-order factors load significantly on each second-order factor; that is, Tight Control and Detailed Control factors load on formal control practices, and information Sharing and Joint Problem-solving factors load on informal control practices. The expected error variance of a single indicator was identified, following Jöreskog and Sorbom (1993), to correct the measurement error for the single indicator constructs. For the single indicator Size variable, which is business transactional volume measured by log-transforming the departmental sales, we fixed the error variance at 0.1 times the estimated total variance. For Part Complexity and Dependence, which are measured by 5 points-likert scale, the error variances were fixed at 0.15 times the estimated total variance. The validation scores of the measurement model are adequate. The Cronbach's α , AVE, and CR values for each variable indicate sufficient construct reliability and validity. The CFA model-fit statistics are also adequate, with a 0.036 root mean squared error of approximation (RMSEA) and 0.037(Robust RMSEA). The 90% confidence interval ranges from 0.030 to 0.043, with a standardised root mean residual of 0.050(SRMR), comparative fit index (CFI), 0.950 and Robust CFI 0.939; and Tucker-Levis index (TLI) 0.953 and Robust TLI 0.943. The 565.66 chi- squared value (df = 385, $p < 0.001$), indicating no good fitness, is likely from the large sample size. All factor and standardised loadings are statistically significant and at adequate levels. The construct validity and measurement model fit are acceptable. Table 6 shows the Pearson correlation matrix. The dependent variables of the structural model

(role conflict and ambiguity) have a weak positive correlation. From Table 6, role conflict positively correlates with formal control and its components (tightness and detail) but negatively correlates with informal control and its components (information sharing and joint problem-solving). The analysis shows a highly positive correlation between formal control and its components, and between informal control practices and its components as well. Further, the moderate positive construct correlations among the two inter-firm control dimensions indicate that formal and informal control practices are not exclusive but complementary. [Insert Table 6 about here]

5. Estimation results - The study employed structural equation modelling (SEM) with robust maximum likelihood estimation to test the hypotheses. Tables 7 and 8 summarise the SEM estimation results. Given the adoption of the interactive effect in hypothesis 6a and 6b, we executed two SEMs. The first SEM examines the influences of antecedents on formal and informal inter-firm controls, and the direct effects of these inter-firm controls on role stressor; role conflict and role ambiguity (Model 1). The second SEM adds the interaction effect of intra-firm control, using multiple-group structural equation modelling (Model 2 and 3). [Insert Tables 7 about here] Tables 7 present the estimation results of Model 1. The fit indices for Model 1 indicate adequate levels of acceptance. RMSEA is 0.037 with a 90% confidence interval from 0.031 to 0.043 and Robust RMSEA 0.038 with a 90% confidence interval from 0.032 to 0.044. Moreover, SRMR is 0.056; CFI, 0.944, Robust CFI, 0.948; and TLI, 0.935, Robust TLI, 0.939 (see Table 7). Also, a chi-squared value of 597.68 (df = 397, $p < 0.001$) is not indicating good fitness, like mentioned above, due to the large sample size.

5.1. Determinant of Inter-Firm Controls: Panel A of Table 7 shows the results for H1 H2a/b and H3a/b. As predicted in H1, Uncertainty is positively associated with the degree of Formal Control practices ($\beta = 0.316$, $p < 0.001$) and Informal Control practices ($\beta = 0.202$, $p < 0.05$). Part Complexity is also positively associated with the degree of Formal Control practices ($\beta = 0.131$, $p < 0.001$) and Informal Control practices ($\beta = 0.081$, $p < 0.05$). We find no statistically significant association between Size and the two types of inter-firm control practices. As predicted in H1, two out of three antecedent variables have significantly positive associations with formal and informal inter-firm control practices. Thus, these results provide partial support for H1. These antecedents reflect the transactional risk as the sources of 'appropriation concerns' and 'coordination requirements' as Dekker (2004) and Tomkins (2001) identify. It has been noted that in situations of high transaction risk in the supply market, inter-firm governance mechanisms have tendency to strengthen to mitigate the risk. The findings here reinforce the insights of prior studies, providing the situation of increasing transactional risk the results indicate that suppliers perceive that they have difficulty in complying with formal controls from buyers. Similarly, for informal controls, buyers provide useful information at times of high risk. This implies that buyers' control activities over suppliers, which are adapted to the transaction risk, effectively influence suppliers' behavior. Next, as predicted in H2a, Competition is positively associated with the degree of Formal Control practices ($\beta = 0.078$, $p < 0.05$) and not with Informal Control practices, which predicted a negative correlation in H2b. This partial support for H2a/b in total can be interpreted that in markets where competition between suppliers is severe, buyers are more likely to apply formal controls. In other words, their relative power advantage reinforces suppliers to accept difficult-to-achieve targets or to demand detailed reports. Conversely, in markets where there is no competition, such formal control based on goal setting and its review by the buyer is less likely to be adopted. For example, formal inter-firm control practices would make no sense for a component manufacturer that dominates the supply market. In H3a/b, Asset Specificity is positively associated with Formal Control ($\beta = 0.110$, $p < 0.05$) and Informal Control ($\beta = 0.08$, $p < 0.10$). While Supplier Dependence has no significant association with Formal Control and is positively associated with Informal Control ($\beta = 0.110$, $p < 0.01$). As for Formal Control, it is suggested that this may be an effect of power dominant. Similar to the aforementioned, it is also possible to interpret this as buyers being afraid of supplier underinvestment when supplier dependence is high, but a positive and significant relationship with Formal Control is found for Asset Specificity, while no significant relationship was found for Dependence. For Informal Control, the results are in line with the hypotheses, a high degree of supplier dependence; Asset Specificity and Dependence, reasonably promotes informal control adapting cooperative behaviors, such as information sharing and/or joint problem-solving. In particular, when increasing supplier dependence, buyers develop

more close relationships, facilitating the exchange of useful information and joint problem solving. Although this analysis does not allow us to know the reasons why suppliers increase their dependence, informal control practices by buyers may work well enough to increase mutual trust and supplier commitment to the relationship. In total, these results accord with prior studies and suggest that transaction characteristics (often posited as appropriation concerns and coordination requirements) are sources of transactional risk and increase the degree of inter-firm control practices (Dekker, 2004). Given that increased power asymmetry implies buyers to allow to use more powerful formal control, whereas the supplier dependence, even if it does enlarge the power gap, has association with the degree of informal inter-firm control practices clearer. The results can be interpreted as follows. First, increased transactional dependence strengthens inter-firm relationships, increasing the availability of collaborative manner of informal control. Second, regarding risk factors, inter-firm collaboration providing useful information increases information leakage concerns. A condition for avoiding related risks is to choose a trustworthy supplier and/or a supplier who is less likely to deal with other buyers. Buyers usually provide information to lower-capacity suppliers. Increasing a supplier's transactional dependence may, thus, help buyers avoid risks, increasing the availability of collaborative way of control.

5.2. Effect on Role Conflict and Role Ambiguity: Panel B of Tables 7 shows the results for H4a/b and H5a/b. The Model 1 excluded the influence of intra-firm control intensiveness; therefore, we can only examine the direct effect of inter-firm control practices on role conflict and role ambiguity perceived by supplier boundary spanners. First, Panel B of Table 7 indicates that Formal Control is positively associated with the degree of Role Conflict ($\beta = 0.478, p < 0.01$), whereas Informal Control exerts a negative association ($\beta = -0.531, p < 0.001$). From Table 6, formal and informal control practices have a positive moderate correlation ($r = 0.60, p < 0.01$) and are complementary rather than exclusive. With the degree of Role Ambiguity, Formal Control is negatively associated ($\beta = -0.316, p < 0.01$), whereas Informal Control is unrelated. Thus, these result support H4a, H4b, and H5a, but not H5b. [Insert Tables 8 about here] Tables 8 present the estimation results of multiple-group structural equation modelling (Model 2 and 3). Multiple-group model posits to examine interaction effect that intra-firm control structure strengthens or moderates the effects of inter-firm control practices on role conflict and role ambiguity. In Model 2 and 3, we divide total samples into two groups; a PC (Profit Center) refers to a group using customer-specific profit indicators within the department on a recurring basis ($N=220$), while NPC (Non-Profit Center) refers to a group not using it ($N=164$). Specifically, Model 2 is the constrained model that has the equal factor loadings, and intercepts throughout the model, and also has the partially equal coefficients between the antecedent variables and two inter-firm controls; formal/informal control practices. Model 3 is unconstrained model. The levels of fit indices for Model 2 and 3 are almost similar, the difference of fit between their models are not enough to determine which is better, and both indicate acceptable levels of model fitness. Although only the chi-squared value is not indicating good fitness, like Model 1, due to the large sample size. Model 2 presents that the influence of antecedent variables on two inter-firm control practices are no difference with Model 1. This highlights the difference between PC and NPC group about the effect of inter-firm control practices on role conflict and role ambiguity. Comparing PC and NPC group in Model 2, the result of PC group has same tendency as the result in Model 1. Formal Control is positively associated with the degree of Role Conflict ($\beta = 0.496, p < 0.01$) and negatively associated with the degree of Role Ambiguity ($\beta = -0.357, p < 0.01$), whereas Informal Control has a negative association ($\beta = -0.607, p < 0.001$) in the PC group. Within the NPC group, there is no statistically significant relation between inter-firm control practices on role conflict and role ambiguity. Model 3 of unconstrained model, which separately estimates each group coefficient parameters between the antecedent variables and two inter-firm controls, this is why the result shows different estimates and significance levels by PC and NPC group. The estimated parameters of antecedent variables regressed on inter-firm controls are different, but the trends do not differ substantially from those of Models 1 and 2. More importantly, the estimated effects of inter-firm control practices on role conflict and role ambiguity are same as Model 1 and 2. In the PC group, formal control practices apparently increase role conflict and mitigates role ambiguity. And informal control practices have an effect in alleviating role conflict. In contrast, these effects do not occur in the NPC group. This means that as predicted in H6a/b, intra-firm control strengthens or moderates the relation between role

conflict/ambiguity and formal/informal control practices. The estimation results demonstrate the accelerating or moderating effects of intra-firm controls, that is the structure of accountability the supplier boundary spanners hold enhances or attenuates the relationship between inter-firm control practices and role stress. This result also means a supplier's boundary spanner is subject to the dual intra- and inter-firm management control practices; requiring to fulfil the accountabilities within the firm and to respond to the control practices by beyond the firm.

6. Discussion and Conclusion; This study develops and analyses a structural model of the antecedents and consequences of inter-firm control practices. First, we examined how the antecedents determine the extent of inter-firm control practices by buyers toward suppliers. Second, the study revealed how intra- and inter-firm control practices affect the role conflict and role ambiguity perceived by the supplier's boundary spanners. This is motivated by the fact that many quantitative prior studies have examined the determinants of inter-firm governance mechanisms explicitly or implicitly from controller-side perspective, our aim was to investigate the research question above from controlled-side perspective, namely supplier side perspective. Furthermore, there has been limited accounting research investigating the perception of the individual boundary spanner in inter-firm transactional setting. In this study, taking controlled-side perspective allows us to analyse the extent of the intensiveness of inter-firm control practices, by letting the supplier boundary spanners evaluate how they perceive the intensity of control practiced by buyers and also how inter-firm control intensiveness affect their stressor; that is role conflict and role ambiguity. Thus, we conducted a survey analysis using two categories of inter-firm control practices: formal and informal control practices. The survey results indicated that the intensiveness of both types of inter-firm control practices determined by the degree of the transactional characteristics of intrinsic risk as well as prior studies. The previous literature has suggested that inter-firm governance mechanism is likely to increase to cope with or mitigate the risks in transaction. Our findings reveal that when transactional risks are increasing, the control practices that would be reinforced by buyer are intensive enough to influence the behavior of suppliers. This implies that inter-firm control practices suppliers by buyers may reduce transaction risk through enhancing predictability of behavior of supplier, by incentivizing suppliers to align with buyers' objectives. In addition to transaction risk, power asymmetry was found to have explanatory power as a determinant of inter-firm control practices. The results supported H2a, power-dominant buyer is likely to enhance the formal control practices, whereas H2b regarding the relation between competition and informal control, was not supported. This implies buyer power advantage seems to be the reason for enhancing formal control practices, but not the reason for reducing the informal control practices. This is interesting when considered in conjunction with the results of H3a/b. Regarding H3a/b, the results suggest that power disparity due to supplier dependence may enhance formal control as well, but more than this, it may facilitate the use of informal control. In other word, the reason to exert the power advantage and the reason to refrain from power advantage should be different. This can be a significant factor to determine the use of informal control; information sharing and joint problem-solving practices. Why do buyers engage in collaborating or helping behaviors towards certain suppliers? Many existing studies seem to have answered this question by focusing on "trust" as a source of these co-operative behaviors. However, it has also been noted that the debate on trust is also problematic. In social exchange relation, trust is certainly essential but an elusive concept. The results suggest that supplier dependence on the relationship, i.e., demonstrating commitment, could be one of the reasons for gaining buyer support. This is one reciprocal relationship and one form of trust, but as mentioned, trust based on supplier dependence or supplier asset specificity seems to be a deterrence-based trust (Hagen & Choe, 1998). H4 to H6 are regarding the second research objective to examine whether formal and informal control practices affect role conflict and reduced role ambiguity. Our results consistently indicate that formal control practices increase role conflict of supplier boundary spanners and mitigates role ambiguity of them, and informal control practices have an alleviating effect on role conflict. Furthermore, as predicted in H6, the current result supported our hypothesis that intra-firm control has an interaction effect on the association between inter-firm control practices and role conflict / ambiguity. Our finding reveals how mixture of inter- and intra-firm control are enhances or attenuates role conflict and role ambiguity. The survey results provide empirical evidence that Japanese suppliers are subject to buyer target settings and detailed control

activities. Meanwhile, they must fulfil accounting responsibilities, such as budgetary targets of intra-firm departments. In such situations, intra- and inter-firm controls may lead supplier boundary spanners into a double bind, causing role conflict and ambiguity. This study presents new insights into the consequences of inter-firm control practices from the perspective of boundary spanners, who often must respond to and coordinate with buyers on various requirements. In conclusion, this study has three theoretical implications. First, it contributes to the intra- and inter-firm management control literature by suggesting the duality of intra- and inter-firm control concepts, where supplier boundary spanners are subject to overlapping plural management controls within and between firms. Thus, it provides novel insights into qualitative and quantitative studies that incorporate the interaction between intra-firm MCSs and inter-firm transactions. This study analyses suppliers' sales managers in charge of intra-firm departmental accounting targets, which reflects the basic concept of responsibility accounting in a traditional MCS. It takes the first, albeit small step toward highlighting the duality of intra- and inter-firm control structures. Second, the findings extend prior studies and confirm the tendency to intensify inter-firm transactional governance by increasing control practice intensiveness by the controlled-side approach. Furthermore, it presents and develops a new alternative measurement scale for inter-firm control practices. Several quantitative operationalizations of inter-firm control have been used in prior research; however, their scales do not reflect real-world diversity, as they are limited in extensiveness or the contractual perspective. Thus, we developed two inter-firm control categories—diagnostic and collaborative-style control practices—from prior studies. The classification is based on the use of control information, as opposed to classification based on control purpose or form, such as outcome, behavioral, and social control. Hence, it is possible to capture more clearly the differential effects on boundary spanners' psychological stress at the individual level. Third, we address two types of psychological stress faced by boundary spanners: role conflict and ambiguity. Previous management accounting studies argue that intra-firm budgetary control increases role stress (job-related tension) from role conflict and ambiguity. This study sheds light on boundary spanners in transactional relations and the intensiveness of control practices with a cognitive psychological impact beyond organizational boundaries. It provides empirical evidence of determinants of inter-firm control intensiveness, while prior studies quantitatively examine its antecedents via extensiveness. Further, formal and informal inter-firm controls have contrasting effects on role conflict and ambiguity. Beyond the theoretical contributions, social and practical implications emerge from the findings. For instance, it has long been noted that buyer–supplier relationships in Japan are based on mutual trust (Sako, 1992); however, there is fragmentary evidence of the long-term continuity and closeness of business relationships. Nonetheless, this situation does not necessarily mean that the relationship is stress-free and smooth, suggesting that there is stiff competition on the supplier side to respond to buyers' control. Nevertheless, this study has some limitations. First, data were obtained from suppliers' responses, ignoring data from the buyer's perspective, and we did not present evidence from either side. Second, despite clarifying the effects of inter-firm control on role stress, the effect of role stress on outcomes was not assessed. Several prior studies note that role stress impacts organizational outcomes negatively; however, further confirmatory research is required. Third, buyer–supplier interactions are embedded within a complex intertwined transactional network structure. Even so, the analysis only considered the dyad relationship with an important buyer in a broad network, ignoring the effect of the network. Thus, though this study furnishes new insights into inter-firm control research, it warrants further research for progress in this field.

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Related Factors Affecting the Video Game Products Produced by Profitable International Businesses: A Case Study of Addicted Chinese Students Who Study Abroad

Komm Pechinthorn

International College, Rajamangala University of Technology Krungthep, Bangkok, Thailand

Abstract: Video game has become a popular leisure activity in many parts of the world even before the epidemic of Covid 19. There are increasing number of empirical studies examine the small minority that appears to develop problems as a result of excessive gaming. However, all parties should understand the potential dangers of excessive video gaming. This study is aimed to identify the related simple factors for the addiction of video game. Questionnaires on GPA, Age, Monthly Income, Gender the time spent on games (over 5 hour each day) and other information were collected from 68 individuals. After multiple regression analysis, researcher found out that GPA, Age, Monthly Income and Gender of the selected group all have effects on video addiction.

Keyword: Video Game Addiction, Excessive Video Gaming, International Business, Chinese Students

Introduction. In recent years with broad and advanced internet technology, online video game has swiftly become profitable international business in the world. Major international business companies such as Microsoft Corporation from the United States and Tencent Corporation from China have been able to capture the market share of this sectors with competitions such as Activision Blizzard, Sony Computer Entertainment and even Apple coming from behind. Since those international businesses start selling those products, video game addiction has become another problem to human beings. Especially, the world has witnessed the epidemic of covid 19 leading to lockdown. For this reason, video game players have been forced to stay home during work and school hours. Brunborg et al. (2015) defined the video game addiction topic as when group of people have the persistent inability to control excessive gaming habits with emotional and associated social problems. This leads to more researches of video game addiction effects in many sectors. Many researches in medical and business field have found many negative side effects and risk in video game addiction such as narcissistic personality traits and aggression (Kim et al., 2017). A number of negative psychological health consequences have been reported in association to video game addiction (Choo et al., 2010). Therefore, this topic cannot be diminished in the world today and may spread due to better and higher speed internet connection in many countries. The objective of this research is for the international business online game companies to understand the factors affecting of the current Chinese students who are studying abroad in Thailand. More importantly, the second objective is for the teachers, instructors, education management and university to clearly understand the problem with video game addiction for the selected group of students in order to prevent them from failing out of the public university at bachelor degree. Review From the consequences of less sleep, less leisure activities and increased thoughts of committing suicide, most common form of the respondents are lower grade and GPA (Rehbein et al., 2010). The data show from the research of Rehbein and Baier (2013) that Children at the age of 15 years old are addicted on videogame with some are already addicted as early as age of 10. These young people are also associated with low academic school well- being and usually come from single-parent families. Mentzoni et al., (2011) agree with factor concerning age and mentioned a research study that strong predictor for video game problem was young age. However, Kim et al., (2017) argued that video

game addiction does not only occur in people with young ages as they conducted research of more than 1,400 respondents from the minimum age of 18 up to 74 years old. Their findings showed depressive disorder and dysthymia are significantly associated with video game addiction. Kim et al., (2017) pointed out that adult with video game addictions for adults are mostly for the single respondents with unemployment. Video game addiction researches are widely conducted throughout the world. In Saudi Arabia, the number of addicted people has been increased and the risk for negative impacts is higher. The effects are psychological distress such as interpersonal relationship, academic performance and family problem (Saqib et al., 2017). In addition, findings by Wittek et al., (2015) who conducted research stated that being of young born in Asia, Africa, Central American and South America presented low score on conscientiousness but high score on neuroticism. Hence, birthplace factor can be important as well. International businesses are splashing the substantial profits on making video games for young people regardless of existing negative effects on their products. According to research published by Lo et al. (2005), Cole & Griffiths (2007) the negative effects from misusing the video game can potentially lead to many things such as dependence upon the game over real social interaction, lack of sleep and significantly decrease in academic performance. For students, educational and academic performances are often measured when mentioning about video game addiction. However, Rehbein & Baier (2013) argued that videogame addiction is independent of educational performance from their findings. Elliot et al (2012) conducted research on gambling, action adventure and shooter games where his respondents described the way they play their games and self-reported the characters of playing longer than intended by ranging from moderate to extreme level. Addictive in video game for those respondents do have tendency to the future mental health problem. Moreover, many video game addiction researches have a strong link with gender of the respondents based on Homer et al., (2012) this factor has repeatedly shown that sex and also age are correlated with video game addiction. Sachdeva & Verma (2015) reported the findings of 2 males who was diagnosed with video game addiction. The two negative effects were severely compromised self-care and grossly disorganized behavior. These symptoms can be costly and consumed more than 6 months to recover from the pharmacological and non-pharmacological therapies.

Methodology Research Hypothesis: H0: GPA, Age, Monthly Income and Gender does not have any impact on hours of playing game per day on video game addiction. H1: GPA has impact on hours of playing game per day on addiction. H2: Age has impact on hours of playing game per day on video game addiction. H3: Monthly income has impact on hours of playing game per day on video game addiction. H4: Gender has impact on hours of playing game per day on video game addiction. Research population – The research population in this research focus only on Chinese students in the university at the age between 18-24 years old from freshmen to senior year. This selected target does not particularly show any negative behaviors such as aggressiveness, depressive disorder and but constantly play and could be addicted on playing videogame. As many as 80 students have filled in the questionnaires with data necessary for this research, only 68 of them are complete or calculation. Obtaining 68 from over 400 Chinese students in the International College of Rajamangala University of Technology Krungthep are considered adequate.

Research Tool: Research Tool of a paper questionnaires used and distributed inside classrooms full of students during the week as to fit the schedule of the Chinese students. Data from population with addicted video game problem can be identified by means of a questionnaire (Porter et al., 2010). This included the demographic characteristics of respondents such as GPA, age, income from parents in Chinese Yuan currency and gender. More information such as year in university, major and hours of playing video game per day are collected to understand more about the respondents. Data Analysis: The complete collected data was analyzed by using Minitab (Version 18) with the function of multiple regression. In this research, the significant value is 0.05 for all hypotheses. The research applies the fit regression by using hours of playing video game as “Responses” and GPA, age, income as “Continuous predictors”. “Categorical Predictor”. **Result: Table 1:** Regression Analysis: Hour of playing video games versus GPA, Age, Monthly Income, Gender

Source	DF	Adj SS	AdjMS	F-Value	P-Value
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Regression	4	69.2263	17.3066	55.30	0.000
GPA	1	24.6777	24.6777	78.86	0.000
Age	1	4.4991	4.4991	14.38	0.000
Monthly Income	1	1.0569	1.0569	3.38	0.049
Gender	1	53.6458	53.6458	171.43	0.000
Error	63	19.7149	0.3129		
Lack-of-Fit	9	19.7149	2.1905	*	*
Pure Error	54	0.0000	0.0000		
Total	67	88.9412			

The results showed on table 1 that 4 out of 4 hypotheses were supported and rejected. If the P-value of variables is less than the significant level at 0.05, it automatically rejects the null hypothesis. For, hypothesis 1 proposed a positive relationship between GPA and hours of playing video game which led to video game addiction (F-value = 78.86; P-value= 0.000). Hypothesis 2 proposed a positive relationship between Age and hours of playing video game (F-value = 14.38; P-value= 0.000). Hypothesis 3 also proposed a positive relationship between Monthly income and hours of playing video game (F-value = 3.38; P-value= 0.049) and last, hypothesis 4, proposing a positive relationship between Gender and hours of playing video game (F-value = 171.43; P-value= 0.000). All the P-values of GPA, Age and Gender are at 0.000. Therefore, they reject the null hypothesis and can be explain as GPA, Age and Gender of the students have impact on how many hours of playing video game per day. In fact, the hypothesis 3 has the highest value at 0.049 which is nearest to 0.05 but it rejects the null hypothesis as well.

Table: 2 The R square

R-sq	R-sq(adj)	R-sq(pred)
77.83%	76.43%	73.61%

R-squared is a statistical measure that represents the proportion of the variance for a dependent variable that's explained by an independent variable or variables in a regression model. In case of R² of .99 or 99%, it can explain almost all that can be explained. The predicted R-squared is determine how well a regression model makes predictions. Table xx show value of R square of 77.83% and R square adjust of 76.43%. Moreover, this model is able to to explain the accuary of 73.61%, which is considered high. Table: 3 Regression Calculation Model

Gender			
Male	Hours	=	2.33 – 1.681 GPA + 0.2470 Age + 0.000100 Monthly Income
Female	Hours	=	0.49 - 1.681 GPA + 0.2470 Age + 0.000100 Monthly Income

The calculation model is presented above as a formula to calculate and estimate the number of hours the respondents actually spend time on video game. Conclusion Chapter 5: Due to the fact that Thai government and Universities have higher support the Internet system, university students are becoming more addicted to video which can have common negative impacts such as depression, anxiety, stress and more (Varma and Cheasakul, 2010). By spending a predominant time of each day video gaming, excessive video gamers are at high risk of having lower educational and career attainment, problems with interaction of their peers, and lower social skills ([Mihara and Higuchi, 2017](#)). For the higher GPA of the students, the less hours of video game playing. In contrast, the older they are, the number of hours increases. This led to next variable, Monthly Income. The more amount of Chinese Yaun they receive from their parents, the

higher number of hours of video game playing. Moreover, the results of gender were identical the following those researches of Wittek et al. (2015) stating the addicted person is being of male gender and young in age, living alone and Mihara and Higuchi (2017) as gender is main factor for videogame addiction. This research has yet again proven gender to be a factor with high consumption of these international businesses' products. Men are way more problematic than women which is similar to many research findings of Brunborg et al (2013) and Ferguson et al (2011). In order to prevent future social problems, government, educational institution, minister of education and even international businesses should be highly concerned rather than gaining market share and meeting dollar value.

5.1 Research limitation and suggestion: Video game imported to one country should be reviewed and screened the violent level by the governmental unit with large population of young teenagers and foreigners (Saqib at al., 2017). More variables should be included to find out more about this research topic.

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Painting Art and Sustainability: Theoretical, Practical and Empirical Relationship

Driss El Kadiri Boutchich

Economics, Higher School of Technology, Mohammed First University, Oujda, Morocco

Abstract: This work aims to establish the relationship between the art of painting and sustainable development. Painting art is measured by a composite index aggregating the quantity and quality represented by the price (it is judged that a quality work is appreciated by its price). As for sustainable development, it is represented by a composite index comprising three variables which are climate change performance index (ecological dimension), wage index (social dimension) and GDP (economic dimension). The two composite indexes were determined using adjusted data envelopment, which we developed from standard DEA. The method is applied on data from 2007-2021 over the world, only available on Statista website for painting art. The other data comes from the websites related to the indicators in question. Results of this work are obtained through two methods: correlation analysis and neural network. Correlation method highlighted perfect correlation between painting art and sustainability. As for the neural network, it showed the absence of over-fitting that could affect its results; also, the latter gives good predictions, given that holdout sample value is high. Furthermore, the neural network showed that quality of painting has the higher impact on sustainability with a normalized importance of 100%. It moreover revealed, via the pseudo-probabilities, that the most positively impacted variable of sustainability by painting art is the social variable (0.90). It is followed by the ecological variable (0.58). Finally, the professional painter will highlight the relationship between painting art and sustainability palpably through his various artistic works.

Keywords: Art Painting, Sustainability, Adjusted Data Envelopment Analysis Neural Network, Professional Interpretation of Art Work Related to the Sustainability

Some Results (Table 1 and Table2 are respectively dedicated to Data and Composite indexes calculation) Correlation Analysis

Table 3: Correlation between Composites Indexes

		Composite Indexfor Painting Art	Composite Indexfor Sustainability
Composite Index for Painting Art	Pearson Correlation	1	,989*
	Sig. (bilateral)		,000
	N	15	15
Composite Index for Sustainability	Pearson correlation	,989*	1
	Sig. (bilateral)	,000	
	N	15	15

Over- Fitting and Quality of the Neural Network Model Table 4: Overall Percent Correct

Sample	Overall Percent Correct
Training	90,5%
Testing	88,9%
Holdout	86,7%

Independent Variable Importance Table 5: Independent Variable Importance

	Importance	Normalized Importance

Quantity of Art Painting	,342	51,9%
Quality of Art Painting	,658	100,0%

Pseudo-probabilities of the dependent variables Table 5: Mean pseudo-probability of dependent variables

Ecological Dimension		Social Dimension		Economic Dimension	
Positive Evolution	Negative Evolution	Positive Evolution	Negative Evolution	Positive Evolution	Negative Evolution
0,58	0,42	0,90	0,10	0,47	0,53

N.B.: The quantitative data are converted into qualitative data in terms of two modalities (positive evolution from one year to the next year; negative evolution from one year to the next year) in order to compute the pseudo-probabilities for the dependent variables.

China's Foreign Policies and Influences in Africa regarding the development of Women Entrepreneurship: The Case of Ghana

Abena Gyamfuah

Department of Urban Roads, Ministry of Roads and Highways, Accra, Ghana

Abstract: After the days of independence China's Foreign Policies and Influences on Africa gradually intensified to the early 2000s. The Forum for China and Africa Cooperation was established in the year 2000 (Shelton,2005). Besides, China's Foreign Direct Investment (FDI) in Africa grew up to \$ 1 Billion in 2006 to increase infrastructure development in countries like Nigeria, Mozambique, and Angola (Ngomba,2007). China has also undertaken major Peace Missions' operations in Liberia, and has also helped in providing Agricultural Expert, Medical Supports, Road and Railway construction in many African countries (Zafar,2007). Moreover, according to McKinsey & Co., as of 2015, Chinese loans represented about a third of new debt being taken on by African governments (McKinsey & Co. 2015). Again, from 2001 to 2011, China provided \$75 billion in aid to Africa, of which about 20 percent of the \$404 billion total that the Organization for Economic Cooperation and Development's Development Assistance Committee calculated for the period (Pham, P. et al,2018). However, with regard to China's Foreign Policies and Influences on African little or no attention is given towards Women Entrepreneurship. This sounds more worrying as women form the greater percentage of African and the world's population (World Bank, 2017). In addition, there are some academic assertions that China is only interested in Africa's resources and has no intentions to develop entrepreneurship in Africa (Sautman,2006:8). Also, with reference to protecting local entrepreneurs in Africa, some Africans and other critiques pointed that anti-Chinese sentiments have grown in Ghana, Zambia, and South Africa because of undercutting Textile Industries, Human Right Violation, and Circulating Labour abuses, (Wines 2007; French and Polgreen 2007a; Ngomba 2007). These assertions do not show China's commitment to Entrepreneurship and mostly nothing geared towards Women Entrepreneurship and Empowerment. On the contrary, Women Entrepreneurships forms part of the Worlds' Women Empowerment initiatives which is being preached by the Western Countries. For instance, "the Organisation for Economic Co-operation and Development (OECD,2014), reported that, in the last few decades, support for Women Entrepreneurship has been present on international political agenda". The agenda has been on two ways; those who are concerned with the global political empowerment of women (Cliton,2011), and those who are concern with the Socio- economic empowerment of women through entrepreneurial activities (L Scott,2016; Kabeer,2009). Most importantly, China's relationship with African has been an old friendship since the days of the struggling for

independence. Around the 90s China's Economic Cooperation with African countries intensified and took various forms towards African's Development (Sautman,2006). Moreover, in recent times, Africa have seen the influences of China's involvement and Foreign Policies in its continent in various forms. The questions that therefore come to mind in the academia is "is the Smiling Dragon not interested in the well-being and development of Women Entrepreneurship in Africa? Or will China use its Foreign Policies and Influences in Africa to empower African women politically, and economically? and is there a meeting point in the future where China's Foreign Policies on African will be totally geared toward Women Entrepreneurship and Empowerment

Research Objectives: The main aim of the study is to examine China's Foreign Policies and Influences in Africa with regards to the development of Women Entrepreneurship. Specific Objective To ascertain whether Foreign Policies between China and Ghana are mutually beneficial to Women Entrepreneurship To examine how Chinese Foreign Policies and Influences can energize and initiate entrepreneurial attitudes among Women in Ghana. To find out whether the Chinese Import Businesses in Ghana improve or distract the Entrepreneurial attitudes of women in Ghana. To examine the working conditions of Ghanaian women employed by Chinese employers in Ghana. To examine the obstacles in China's Foreign policies with regards to Women Entrepreneurship in Ghana. Significance of the study There are academic papers that can be found on the field of China's Foreign policies towards Africa, (Xu Jiming, 2000; Grundel, Holger, 2006). Other writers looked at the soft power of China in Africa (FOCAC, 2003; French, H.,2004). There are also quite number of journals on Entrepreneurship in Africa (Abor, J.& N. Biekpe, 2006; Edward Lowe. 2018). There is however, little to discuss on China's Foreign Policy on African with regards to Women Entrepreneurship. Moreover, around the globe, the Empowerment, and Socio- Economic Development of women has been a major concern for most governments and Policy Makers. Giving that, the developments of nations cannot be realized without taking into consideration the Socio- Economic well-being of women (Sangolagi and Alagawadi,2016). It is therefore, imperative and of a necessity that scientific research of this kind be conducted to find out the influences of China's Foreign Policies on Africa and how it impacts on Women Entrepreneurship in a Country like Ghana with female population of 50.2% (world Bank data collection,2016). The study will therefore serve a base document for both the government of China and Ghana to develop proper economic policies and initiatives that will support women development and increase the general wellbeing of the people. The study will also serve as an academic secondary source of data for any researcher who will like to conduct similar research in other parts of Africa and Asia. The Conceptual Framework: The conceptual framework will basically look at three main parts. The first part of the literature will look at the role of China in Africa with regards to its Foreign Policies such as Loans, Development Aids, Debt Forgiveness, Trade and Investment, Migration, Labour and Tourism, Peace and Security, etc. The second part will also look into the Entrepreneurial Ecosystem in African with focus on Ghana. The study will focus much on the 6 Domains of Entrepreneurship Ecosystem proposed by Daniel Isebeg, (2009). The 6 Domains of Entrepreneurship deal with (1). Policy (Government and Leadership), (2). Financial Capital, (3). Culture (Social Norms, and Success stories), (4). Support (Infrastructure, Non-Governmental Institutions, Professional supports) (5). Human Capital (Labour, Educational Institutions) and (6). Market (Early Customers, Networks). This will help in discussing in details Women Entrepreneurship Development in Ghana, and the Chinese Business Development Project in Africa. The study will also focus on the Corporate Social Responsibility (CSR) of Chinese Entrepreneurs or Companies in Africa. The final part will look at the link between Entrepreneurship Development and Social Economic Development of Africa. By this the study will use two main methods to measure the Economic Development of Women. First, the Human Development Index (HDI) Proposed by the United Nations in 1990. The HDI basically looks at (1) Longevity or Living a long life (LEI), (2) Knowledgeable on Educational Attainment Index (EAI) this will include the Adult Literacy Rate (ALR) and Gross Enrolment Ratio (GER) of Children of these women, and (3) the Real GDP Per Capita or Standard of living (SLI). The three indices can be expressed in a function as $HDI = (1/3) (LEI + EAI + SLI)$. The second method or model for measuring the Standard of Living will be the Quality-of-Life Index (QLI). However, because of the Statistical and Conceptual difficulties in measuring all factors in the Quality-of-Life Index (QLI), the study will limit its scope to factors such as National and Per Capital Income of women, Consumption, Health, Output, and the Environment. These Social Factors will be put

together to measure the Quality of Life of women. It will highlight on the role of government in empowering women through Entrepreneurship. Figure1. The relationship Among China's Foreign Policies, Women Entrepreneurship and Economic Development of Ghana. The model above shows the relationship that exist among China's Foreign Policies and Influences on Africa toward Women Entrepreneurship and the Socio-Economic Development of the people. As being illustrated above, the study proposed that; when the foreign policies are geared toward Women Entrepreneurship, this will lead to Women Empowerment, Human Resource Development, Capacity Building etc. Based on the model above, the following hypothesis can be developed and tested. H1. There is positive relationship between Women Entrepreneurship and Socio-Economic Development. H2. Women Entrepreneurship Development leads to National Development. H3. National Development leads to Socio-Economic Well-being of the people. H4. There is a positive link between China's Foreign Policies and Capacity Building in Africa. H5. China's Foreign Policy will lead to Poverty Alleviation among women through Entrepreneurship.

Methodology – The proposed research is an Exploratory Study employing both Qualitative and Quantitative Methods of Data Collection and Analysis. The Qualitative Methods will help answer the “why and how” question regarding the objective of the research. It will make use of both Primary and Secondary Sources of Data. The Secondary Sources of Data will basically consist of Articles, and Data from archives of various government institutions. The Primary Sources of Date will involve the use of Questionnaire, Focus group, and Semi- Structured Interviews. The Non-Probability Sampling of Convenience Sampling Method and the Probability Sampling Method of Simple Random Sampling will be used to reach the respondents for the study. Data Presentation and Analysis will be carried out in Models, Graphs, Illustrations, and by the use of Statistical Software like SPSS and Stata. Before the research will be conducted, a Feasibility Study will be done for the model to test whether or not the Quantitative variables meet the parameters for the objective of the study. Also, an Interview Sample will be conducted to test the Qualitative Variables whether they are applicable to the study objectives. This will be carried out as a small Survey of 50 respondents in Accra, Ghana by testing the research instruments to the few experts in the field to assess whether or not the questions cohort with the study. Therefore, the Survey will help test the feasibility of the study, its models, and the Socio-Economic Development indicators whether to adapt or modify the variables in the study. Research Plan and Timeline.

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Applying the Multiple Streams Framework in Westminster Systems: A Comparative Case Study of Pay for Performance in Primary Health Care in England and New Zealand



Verna Smith

School of Government, Victoria University of Wellington, Wellington, New Zealand

Abstract: The Multiple Streams Framework has been criticized for insufficient recognition of the strong institutional drivers of policy making in Westminster-type jurisdictions, limiting its relevance for explaining policymaking in these jurisdictions. However, a new method for studying the application of this popular Framework to case studies of policy making episodes has been developed, using ten hypotheses to test the Framework's predictive power. In the research reported here, the new method has been applied to two episodes of health policymaking in two centralized Westminster jurisdictions with closely matched political, policy making and health systems, England and New Zealand. The process and outcomes of each policymaking episode and the relevance of the Multiple Streams Framework for explaining each of these, using the new method, presented. While the hypotheses are found to be valid for much of the policymaking process and outcomes in the English policymaking episode, this is not the case for the New Zealand one. The findings show that, particularly in the processes which occur during implementation of policy decisions, there is a need for greater recognition of the strong influence of institutional factors in the Multiple Streams Framework, particularly in regard to policymaking in centralized Westminster jurisdictions. Verna Smith Victoria University of Wellington Applying the Multiple Streams Framework in Westminster systems: A comparative case study of pay-for- performance policymaking in primary health care in England and New Zealand.

Introduction: The Multiple Streams Framework (the MS Framework) of John Kingdon (Kingdon 2010) is one of the most popular multi- theoretic explanations of policy change yet has attracted much critical commentary for its neglect of institutional dynamics in policymaking processes (Mucciaroni 1992, Zahariadis 1995, Beland 2005, Zohlnhöfer 2015, Spohr 2016, Zohlnhöfer 2016a). Scholars have also contended that it is overly indeterminate, thus preventing the development of testable hypotheses (Mucciaroni 1992, Sabatier 2007). Efforts to heighten its empirical impact and leverage it theoretically are gathering pace (Jones 2015, Cairney 2016), particularly since it seems to have increased relevance for policymaking in the advanced democracies in recent years (Herweg 2015, Weible and Sabatier 2018). This article seeks to contribute to these efforts by testing some of the key hypotheses in the MS Framework in two Westminster settings involving similar health policymaking initiatives. The hypotheses considered in this article are those relating to agenda setting and decision-making with particular respect to the role of political entrepreneurs in these Westminster systems. A framework developed by Zohlnhöfer et al (Zohlnhofer 2022) has been used as a basis for analysis. In this article I will share the findings of an

empirical study of two closely matched episodes of health policymaking, the introduction of a national pay-for-performance scheme for general practitioners, in two similar countries, which had differing policy outcomes. A most similar systems study design was used to explore the two case studies. The research has found that the differences in process and outcomes of policymaking in the two cases can be attributed to certain features of institutional difference within the health systems of the two countries. In testing the utility of the MS Framework in both of these two relatively well-matched systems, the similar findings strengthen, through replication, the degree of confidence that these possible reasons for difference are not due to chance (Smith 2018 p.131). The Multiple Streams Framework: deriving and confirming its hypotheses

John Kingdon painted a beguiling picture of non-incremental policymaking as serendipitous and entrepreneurial rather than planned and rational in his classic research into health and transport policymaking processes in the United States, *Agendas, Alternatives and Public Policies* (Kingdon 2010). His MS Framework is arguably one of the most popular and widely recognised of the approaches used by scholars to understand policymaking theory and practice today (Jones 2015). To recap, Kingdon asserted that discontinuous and non-incremental policymaking was most likely to happen when three streams in the policymaking arena, namely problems, political factors and policies are, at critical junctures called policy windows, connected through the efforts of exogenous policy entrepreneurs. These efforts coalesce in the placing of a policy problem and its solution onto the agenda of decisionmakers. These entrepreneurs must seize an opportunity to act in a brief and perhaps unpredicted policy window, to knit problems and policies together and harness political will to get an authoritative decision to act. Kingdon also said that three additional conditions were also present: the existence of ambiguity of preferences amongst participants, fluid participation of people in the policymaking process and unclear technology for making changes to the current situation (Zahariadis 2007 p.27). When there is also temporal constraint on decisionmakers, the chances of rational, measured, incremental policymaking are further reduced and dramatic non-incremental change is most likely. Kingdon is strangely silent on the significance of institutional topography in facilitating or frustrating non-incremental policymaking and this has led to concerns that the Framework is too US-centric and overlooks important features of non-incremental policymaking in, for instance, Westminster jurisdictions. Since the first publication of his work in 1984, Kingdon's MS Framework has been widely reviewed and augmented. Zahariadis (Zahariadis 2007) has made a major contribution to our understanding of the details of the MS Framework through his organisation and documentation of the five key structural elements (problems, politics, policies, policy window and policy entrepreneurs) and sets of sub-elements which are key features or inputs to these elements. For instance, the items in the Problems stream may be more or less likely to rise to prominence through the existence of Indicators, Focusing Events, Feedback and/or the Load of other problems. The Politics stream will be affected by party ideology, the national mood and the balance of interests at any one time. Ideas in the Policy stream may be more or less attractive depending on their value acceptability, their technical feasibility, the adequacy of resources to implement them and the level of integration of networks supporting them. The MS Framework has been criticized for its overly indeterminate character which frustrates attempts by scholars to test its key hypotheses, especially for predicting policymaking in more centralized jurisdictions with fewer veto points (Mucciaroni 1992, Sabatier 2007, Zohlnhöfer 2016a). These jurisdictions are associated with patterns of planned, top-down processes which achieve non-incremental change. Their political institutions have structural characteristics and decision-making processes which are largely resilient to the activities of individuals or chance upsets which are the primary drivers of Kingdon's MS Framework. Zahariadis has recently commented that the MS Framework does not make fully explicit the institutional topography, variation in entrepreneurial activity and policy outcomes which help us to understand and explain policymaking activity in highly centralized Westminster jurisdictions (Zahariadis 2018). Efforts to adapt the MS Framework to show how institutions are important at the decision-making stage have been undertaken by academics recently. For instance, Zohlnhofer (Zohlnhöfer 2016b) advocates using the MS Framework in multiple types of jurisdictions, given that policymaking in parliamentary democracies is becoming less centralized and rationally driven (Zohlnhöfer 2016a). Spohr has attempted to merge elements of a single theory institutionalist approach with the MS Framework to explain change in the United Kingdom and Sweden (Spohr 2016). It is important to know how and why policymaking processes operate to cause

change or show variable results in these particular types of jurisdictions. This ultimately builds knowledge which policymakers can then use to achieve success in their endeavors. Diagnosing the strengths and weakness of Kingdon's MS Framework for centralized jurisdictions is of pressing importance as, if its utility can be dismissed, scholars can move on to develop and test the next theory. If not, it needs to be fully explored, tested and its application to these particular types of jurisdictions rendered into useful advice and guidance to policymakers. As the MS Framework becomes ever more popular (it has been applied in over 20 different policy areas and in over 65 countries) pressure to explore and confirm its explanatory powers has grown. Zohlnhöfer et al (Zohlnhofer 2022 pp. 27-28) have set out an approach to study the MS Framework by testing its key hypotheses and operationalizing its key individual concepts in the agenda-setting stage which can also be applied to decision- coupling. Drawing on these insights, the research questions to be answered here in each case study are; 1. Why did pay-for-performance policies get adopted? 2. What factors made it more probable that policy implementation would be successful? 3. What caused the open policy window? The hypotheses being tested are: 1. Agenda change is more likely if; a. a policy window opens b. The streams are ready for coupling c. A policy entrepreneur promotes the agenda change 2. A problem broker is more likely to be successful in framing a condition as a problem: a. the more an indicator changes to the negative b. The more harmful a focusing event is c. The more definite a government programme does not work as expected 3. Policy proposals that fit the general ideology of a government or majority in legislature have a better chance of gaining agenda status 4. The policy window opens in the problem stream due to a. Change of indicators b. Focusing events c. Feedback 5. The more a condition puts the policy makers re-election at risk, the more likely it is to open a policy window in the problem stream 6. The policy window opens in the political stream due to a. Changes in legislature b. election of a new government c. a change in the national mood. In this framework the dependent variables are the selection of alternatives, agenda change, the implementation output, the activities of policy entrepreneurs and occurrence of policy windows. Institutional perspectives in comparative policy research: The comparative approach can give greater methodological assurance that the differences between two or more case studies did not occur by chance if it can be shown that two systems are alike in all respects but one or two variables. (Przeworski 1970, Castles 1991, Freeman 2000). Przeworski and Teune set out two common research designs based upon comparative social system analysis: the 'most similar' or 'concomitant variation' strategies and 'most different' strategies. According to the logic of the 'most similar' strategy selected for this research, if some important differences are found among these otherwise similar systems then "the number of factors attributed to these differences will be sufficiently small to warrant explanation in terms of those differences alone...Common systemic characteristics are conceived as controlled for and inter-systemic differences are viewed as explanatory variables."(Przeworski 1970 pp.32-33). Scharpf has explored the utility of institutional perspectives in comparative policy research by "focusing the comparison on a subset of cases in which it is possible to hold other contingent conditions sufficiently constant to allow the influence of institutional variations to be identified with some confidence". In this way he suggests that a body of "generalizable knowledge about the causal relationships between types of policy challenges, types of institutional structures and actor orientations" can be built (Scharpf 2000 p.785). Scharpf suggests this can be done at the national level and cites Britain between 1978 and 1979 and New Zealand between 1983 and 1984, where similar radical policy changes based on New Public Management ideas, occurred in both countries, as suitable for such a study. Sager (Sager 2013) has utilized Qualitative Comparative Analysis in a systematic comparison of the adoption of policy programs in Swiss cantons. This study found there was a need to include institutional factors in the garbage can model (Cohen 1972) which underpins the MS Framework and that, in their study of health policy, organized interests (or networks) were key to successful policy programme implementation (Sager 2013 p.17). Methodological approach in the research reported here, the selection of comparative cases of policymaking was important. Next the design of research methods and the application of these equally to both cases was necessary. Then a transparent and auditable comparative analysis had to be completed. These steps are described below. Selection of cases to design an effective strategy for a most similar systems research approach required holding constant as many of the variables related to the two case studies as possible. This meant that the selection of cases of policymaking for study was a critical matter for

decision in the design of this research. The first choice was the two countries to be compared. England and New Zealand are two countries with strong similarities in their institutional structure. Both are majoritarian, unitary and highly centralized Westminster political systems with adversarial features and each confers great autonomy on its Executive. New Zealand's system has been assessed as «maverick» following the adoption of proportional representation in 1997 however in both countries political parties develop policy programmes prior to elections and are usually able to implement their manifestos without constraint by the legislature once elected (Patapan 2005). The choice of policy arena was the next key decision. England and New Zealand have similar tax-payer funded national health systems established between 1948 and 1938 respectively with similar roles for general practitioners as gatekeepers to secondary and tertiary health care. In one critical departure from the original intended policy outcome, by 1949 New Zealand had abandoned its preferred contractual arrangements for funding general practice care and adopted a fees reimbursement model, permitting general practitioners to begin charging a small additional sum to patients directly for primary health care consultations. This led to the formation of a substantial private market within the New Zealand general practice sub system and over time reduced opportunities for public influence upon this sub-system. This situation never developed in England, where general practice care has remained free to patients and a singular governance and ownership structure has developed for general practice services which were fully funded by the state. A highly corporatist relationship between the general practice community and the state exists in England. The period under study is policymaking between 2001-2007 in both countries. There were similar problems of quality variation in primary care practice in both countries, associated with an increase in costs of health care and with a disproportionate effect on deprived communities. There was also at that time considerable pressure from doctors to improve their working conditions and levels of income in England. The general practice interest group or network was of a similar character in both countries, with a representative Medical Association for general practitioners, however in England the British Medical Association (BMA) had bargaining rights for all general practitioners in the annual contract negotiations with the state. Doctors attracted high levels of trust from patients and the population generally and were a powerful force to be reckoned with when they had opposed policy change in the past. They shared a strong preference for professional autonomy and self-regulation and this had been conferred on them by both countries. The nature of the ideological persuasion of the governing political parties was also an important factor to hold constant. In both countries, centrist social democratic parties had recently been elected or re-elected after a long period out of office and had made clear manifesto commitments to improve health services in their election campaigns. Their successful election provided a policy window in both countries, contemporaneously, for widespread structural reform of their health systems. The same idea, pay-for-performance for general practitioners, was selected by politicians in both countries and intended to incentivize improved levels of best practice. Both countries had experimented with encouraging innovation within their primary care systems at the regional level, including with pay-for-performance, in previous eras of reform however this was the first time that this idea had been selected in both countries for national implementation. For the research, it was also important that there had been outcome evaluation of both schemes already published in order for the impact of the policymaking processes to be assessed and compared. To consider socio-economic circumstances, in both countries in 2000 the economy was buoyant and both had committed significant new money to spend on health services to improve their performance. Unit of analysis in a process of purposeful selection, the unit of analysis for the research was the design and implementation of a national pay-for-performance scheme within general practice in each country, each of which occurred over a three to five-year period between the years of 2001-2007. The research considered the process of agenda setting, alternative selection and implementation in both countries. As will be seen from the analysis, the two systems are similar in most ways but differ in a crucial element: the institutional framework for the funding and ownership of general practice services. Matching methods in both cases: Other aspects of the conduct of the research were matched too. Firstly, a comprehensive review of the grey literature relating to each policymaking episode was completed. This included documentation relating to the problem identification, policymaking process and decision-making stages, including Cabinet papers and published guidelines for each of the pay-for-performance schemes. In both

countries considerable descriptive and evaluative academic literature had been published following implementation of the pay-for-performance schemes and this was also read and summarized. Qualitative interviews were then conducted using the same interview schedule and comparable selections of proximate policymakers in each country, including the Ministers responsible for health policy, the civil servants charged with developing and implementing it, representatives of organized general practice engaged in the process and other participants in the policy design process. Techniques for elite interviewing drawing on Fontana and Frey's guidance (Fontana 2005) were utilized in one-hour semi-structured interviews with 12 proximate policymakers in each country and these delivered rich descriptive evidence of the process of policy making through the eyes of these key participants. The same interviewer conducted and transcribed all interviews and completed the write up of the data corpus for both case studies. This researcher also completed the process of returning the transcripts to interviewees for comment and providing the final write up of the data corpus for participants to comment upon. Each data corpus was organized using the same approach of presenting a background section followed by sections on Who Was Involved, What Was Done, How It Was Done, and Implementation. A review was then provided of Barriers and Enablers of the policymaking process with similar subheadings. For each case study a historical note of the development of the general practice component of the national health service and the pattern of subsequent reform, derived from the published literature, was described and compared. Finally, using Kingdon's own predictions with respect to conditions for non-incremental change and Zahariadis' elements and sub-elements of the MS Framework, each case study was reviewed for consistency with this policymaking framework. In addition, the case studies were tested for conditions of ambiguity of preference, fluid participation and unclear technology and the participation of policy entrepreneurs as criteria for non-incremental policy change. Pattern matching The comparative analysis undertaken required a process of 'pattern matching' of independent and dependent variables to seek 'literal' replication (the same result in each case) or 'theoretical replication', where contrasting results are achieved for predictable reasons, that is if the same result failed to occur in a second case, due to predictably different circumstances (Yin 2009 p.140). The pattern matching technique used to demonstrate results was that of rival explanation (or pattern matching for independent variables). In this approach, alternative reasons for the results are sought and the analysis is required to demonstrate which reason predicts the outcome most accurately. Explanation-building in a multiple-case study seeks to build a general explanation that fits all cases although the cases themselves will vary in their details. This research used an iterative process of explanation building. The study of the English case was undertaken first and revealed the importance of activities of problem brokers, the political entrepreneurs and their ideological preferences and of institutional drivers of alternative selection and actual agenda change. This process was repeated for the New Zealand case study, where these phenomena were not similarly observed. Entertaining plausible or rival explanations and showing how they cannot be supported is an objective of this approach. England: a policy window, political entrepreneurs and the process of agenda change In England a close and mutually dependent relationship between the Department of Health and the general practice profession existed, with annual negotiations between the doctors' union, the British Medical Association (BMA) and the Department of Health (DoH) over the terms and conditions of the contract for service signed by every general practitioner in the country. By 2000 though, frustration at the high demand and poor terms and conditions within general practice had the profession in open rebellion. Prime Minister Tony Blair recalled that in 1998 the BMA had "attacked us for the first time" (Blair 2010 p.215). During the re-election campaign of the Blair government, worse was to follow. The BMA voted to take strike action unless a substantial uplift in pay was granted. This was a disturbing development for the incumbent political party and was a focusing event with considerable electoral salience. A participant recalls that "There was I think considerable anger about the tactic and the timing of that ballot [with Ministers] railing against the BMA's interference" (Smith 2015 p.101) There was a genuine chance that failure to resolve this matter quickly could put re-election of Blair's government at risk, occurring as it did in the middle of the election campaign. A participant interviewed for this research recalls that "the Prime Minister was in the middle of the election campaign when the BMA put out their statement ...and [with a small group of others the Prime Minister] talked about it..." The participant recalls that the Prime Minister, his Secretary of State and his

health adviser between them agreed that an uplift in pay was inevitable but should be conditional upon achieving significant improvements in quality through a pay-for-performance scheme. The threat to strike opened the window in the problem stream regarding the adequacy of general practitioners' income but it was the political entrepreneurs, the Prime Minister and his recently appointed "modernizing" Secretary of State for Health, who determined the policy solution to be pay-for-performance. Blair spoke in his memoirs of his belief in the need for his government to "introduce systems where the money spent was linked to performance" (Blair 2010). This was certainly a theme in the NHS Plan published in 2000 in which "partnerships, performance, professions, patient care and prevention" were set out as key deliverables (Secretary of State for Health 2000). In his authorised biography Blair is reported as hoping that reforms would include "using incentives to kick-start the modernization...to increase the quality of health care" (Seldon 2007). Of the Secretary of State Blair said that he "was fully simpatico with the direction of change". (Smith 2018 p.34-5). In his speech to the Labour Party Conference in 2001 Blair reiterated that "Without reform, more money and pay won't succeed" (Seldon 2007 p.69) Coinciding as it did with the election of a new government, this episode validates the hypotheses that agenda change becomes more likely when the policy window is open, the streams are ready for coupling and a policy entrepreneur, in this case Blair as a political entrepreneur, in collaboration with his Secretary of State, promotes the agenda change. Considering the problem stream more closely it is clear that the problem broker in this case is the BMA, which successfully framed the condition of inadequate income as a problem, highlighted the continued negative indicator changes, including declining recruitment of general practitioners especially in low-income areas and observing increasing unexplained variation in quality standards. The BMA effectively created the harmful focusing event which enabled the problem and policy streams to be coupled and set the scene for agenda change. Once negotiations for the design of the pay-for-performance scheme began, there was rapid acceptance that the bigger the scheme the better. A closely controlled negotiation between a handpicked team for the Secretary of State for Health and the elected representatives of the BMA general practice profession then followed. Here the role of the Junior Minister, John Hutton, who led the negotiations, became key. "The previous government had tried and failed and then imposed an agreement on the BMA. I can understand why...I was very reluctant to get to that point...I wanted consensus...that would stand the test of time ...this is a very well-developed interest group, the BMA, a very powerful group, so imposed agreement can never survive" (Smith 2018 p. 41) The two teams were dominated by serving general practitioners. The BMA representatives and Departmental teams were both schooled in principle-based negotiation techniques. These two innovations (a carefully selected Departmental team and the use by that team of principle- based negotiation techniques) lent a highly constructive atmosphere to the negotiations not often seen in previous negotiations (Smith 2021). The determination of the Secretary of state for inclusion in the Departmental team of general practitioners who were highly experienced in and committed to pay-for- performance forced the process along that channel and brushed opposition aside. One member of the government team with considerable experience of a pay-for-performance scheme in his locality felt he had been personally vetted by the Secretary of State who invited him to meet and challenged him strongly on his attitudes to general practice before approving his role in the team (Smith 2015 p.91). The mutually agreed decision to make up to a third of GP income dependent on achievement of the new targets produced a substantial scheme covering 146 indicators of quality, called the Quality and Outcomes Framework (QOF). To add to the incentives, a newly developed data management system was quickly designed in which practices could share de-identified patient treatment data from their own practice management systems to provide evidence about their performance against targets in real time to add motivation to their efforts. Although the scheme was voluntary, general practitioners hastened to participate and there was near completely take up of the scheme. In the first year 95% of targets were achieved and general practices received very large increases in remuneration as a result. Morale improved quickly and for a while, recruitment into the general practice field exceeded recruitment into the fields of medical specialism. Early studies of impact were mixed but positive findings included that general practices in poorer areas lifted quality more rapidly than in better off areas in the first few years after implementation (McDonald 2010), that reductions in ambulatory sensitive admissions as a result of the scheme were demonstrated in chronic conditions including coronary heart disease, hypertension,

congestive heart failure, diabetes and chronic obstructive pulmonary disease) (Dixon 2010) and that the cost benefit analysis of the scheme was positive. Unforeseen benefits were the generation of a rich national shared database of patient health status and treatment information for health research. Politicians were concerned about the large and unbudgeted rewards for achievement under the QOF, which required redirection of funding from elsewhere in the NHS to meet general practice expenditure. Over subsequent years and negotiations, the generosity of the scheme was wound back and the development and retirement of indicators centralized through the National Institute of Clinical Excellence (NICE) rather developed within the negotiation's teams. However, the scheme has continued to deliver up to 15% of practice income and has won widespread acceptance amongst general practitioners who, while seeking changes, do not wish to see it removed (NHS England 2018). Reviewing the hypotheses in the light of this empirical evidence of the genesis and implementation of the pay-for-performance scheme we can see that hypotheses 1 a, b, c, 2 and b, 3, 4 a, b, c, and 5 are validated. There was an open policy window associated with the election campaign (1 a) and the policy, problem and political streams were ready for Ministers to couple the idea of pay-for-performance to the need for improved national standards of general practice performance (1 b). The Prime Minister and the Secretary of State for Health were the leading policy entrepreneurs promoting the policy change (1 c). The indicators for general practitioner dissatisfaction with the terms and conditions of their work were demonstrably changing to the negative (2 c) and the focusing event of their threat to strike was perceived as deeply harmful by Ministers (2 b). The feedback from the general practitioner survey was clear about the need for change (2 c). Both the prime Minister and the Secretary of State were enthusiastic advocates within their party for pay-for-performance and the party itself was perceived as sympathetic to new public management approaches to policy problems (3). The policy window opened in the problem stream because of the change in general practitioner's level of job satisfaction (4 a) and this led to the focusing event of the threat to strike (4 b), supported by the feedback from the survey of general practitioner attitudes to their work (4 c). Ministers saw the situation as threatening their re-election and this opened the policy window for the national pay-for-performance scheme overnight in the problem stream (5).

New Zealand: a policy window, political entrepreneurs and the process of agenda change New Zealand's National Health System was implemented in 1938, ten years before the implementation of the NHS in England. After fraught disputes between the BMA and the New Zealand government in which general practitioners refused to sign a contract for services with the state, state funding of general practice services was commenced via a fee for service subsidy, supplemented by patient co-payments. Over time the share of costs of general practice services met by state funding declined and co-payment expected of patients rose steadily. Over time too private insurers and other state funders were also drawn into the funding framework. There was no formal bargaining process between the profession and the state to resolve disputes about levels of state finding. By 2000 most New Zealanders were meeting the full cost of their general practice consultations from their own pocket and affordability had become a serious problem. So too were increasingly alarming gaps in life expectancy between indigenous and poorer New Zealanders and the general population and the growing health burden of chronic conditions. While these where indicators were deeply troubling to the newly elected government, they were addressed by the larger programme of health reforms, including improved subsidies for general practice care, which had been promised in their election manifesto rather than explicitly by the pay-for-performance programme. The newly elected Labor government in 1999 restructured the health system as promised, amongst other things requiring all New Zealanders to register with a Primary Health Organisation (PHO) for services and requiring all general practitioners to be funded under contract and on a capitated basis rather than fee for service by these organizations. In this case study the policy window opened when, as a consequence of these wider structural reforms, the need arose for a nationally consistent mechanism to incentivize appropriate pharmaceutical prescribing and referrals to services by general practitioners. Up to this time, some independent organizations of general practitioners had been using pay-for-performance for this purpose but these organizations were now to be replaced by new Primary Health Organizations accountable to the Minister for Health and their contracts for budget management of prescribing and referrals terminated. There was no focusing event, no indicator changes to the negative and no electoral salience related to this issue at that time. No political entrepreneur was involved in the coupling of the problem and policy streams.

The policy solution, pay-for-performance, emanated from within the general practice policy community. The Director General of Health at the time describes the process in this way: “The idea came forward that it would be very good to incentivize certain performance measures ...grew out of the nexus of communication between the Ministry and the sector... the primary health care sector itself had measures and some of the groupings of general practice had gone quite a long way down the pathway” (Smith 2015 p.173). Members of this community were recruited to a committee led by civil servants convened to debate how to reinstate controls on prescribing and referrals, given that they major cost drivers. Partly to replace these lost incentives to improve the quality of prescribing and laboratory referrals, officials recommended that a national pay-for-performance scheme to incentivise health actions by general practitioners be implemented to improve the prevention and management of chronic conditions. This opened the window in the problem stream but there were no obvious policy entrepreneurs who were associated with this policy solution revealed in the research. General practices did not participate in a negotiation over the design of the pay-for-performance scheme but were minority members of the working group convened to design it. They did not feel listened to in the process with individual general practitioners saying that “I don’t think a single thing [some participants] said was reflected in the programme such as ...peer led, based on feedback and performance data to individuals “(Smith 2018 p.99). As a profession they declined to provide access to their practice data to enable tracking of diagnosis and treatment of the most important, and potentially most lucrative, health conditions as targets for incentivisation (Smith 2021). Finally, the working group achieved the design of a small set of 13 indicators based on nationally available data. The management of the scheme was located with the PHOs, not practices directly. PHOs, newly formed, had different levels of engagement with practices in their area and developed different criteria for making payments earned under the scheme. The implementation of the scheme in New Zealand was compromised by the lack of timely information to support performance payments, owing to a lack of appropriate practice data, and differing approaches to payments by the meso-organisation charged with managing the scheme. Consequently, the scheme attracted highly variable levels of trust or engagement of general practitioners and so delivered poorer take up and relatively poorer performance against the targets and less additional income for practices (though considerable funds were available and remained unclaimed) (Cranleigh Health 2012). The lack of real time data on performance against targets, which had been obtained in England, further disengaged general practices from active participation in the scheme. So, in summary, the New Zealand case study can be seen to validate hypotheses 1 a and b and 3 and 4 b. There was an open window in the problem stream as a result of structural reform and there was a policy solution ready to hand (1 b). The government of the day ideologically supported strongly centralised management of key state functions such as the delivery of a national health system and applied this ideology to the development of the pay-for-performance scheme. However, there is no evidence to suggest that a policy entrepreneur promoted the agenda change or that the issue put any political goals such as re-election at risk. Neither was the change related to a change of government. This was a recalibration of an existing method for containing inappropriate prescribing and referral practice by general practitioners so that it became a national scheme, centrally-driven and monitored. Results. The table below shows the two outputs and outcomes from the two schemes which resulted from the design process, compared.

England	New Zealand
Policy output	Voluntary national pay-for-performance scheme
146 indicators	Clinical/service domains incentivised
25-30 percent of income conditional	1-yr implementation period
Provision for review of indicators	Voluntary national pay-for-performance scheme
13 indicators	Clinical domains incentivised
2 percent of income conditional	3-yr implementation period
Provision for review of indicators	Policy outcome
95 percent compliance with targets in first year	Ambulatory sensitive admissions impact on:

- Coronary heart disease
- Hypertension
- Congestive heart failure
- Diabetes

- COPD

Choice of indicators in subsequent years undertaken by National Institute of Clinical Excellence By 2014 reduction to 10 percent of pay conditional on achievement of targets 2019 Scheme reduced in size but widely supported by general practitioner's 81 percent compliance with targets in first year Ambulatory sensitive admissions impact on: • Vaccination-related admissions Choice of indicators in subsequent years under taken by governance group with larger number of GPs By 2014 proposal to review scheme, providing quality building grants to PHOs and direct incentives to practices for achievement of targets 2017 Scheme abandoned Dependent variables in both case studies; If we look at the dependent variables, the hypotheses should drive results in the dependent variables of selection of alternatives, agenda change, the implementation output, activities of policy entrepreneurs and occurrence of policy windows. The dependent variables are most clearly linked to the hypotheses in the English case study where the implementation output, namely the largest national pay-for-performance scheme ever implemented, occurred. In both case studies, the selection of pay-for-performance was achieved though through differing mechanisms (policy entrepreneurs in England and an officials' working party in New Zealand). In England the agenda change was closely linked to managing serious political risk and re-election chances, though not in New Zealand. The implementation output was very different in both countries – a large-scale scheme in England with 98% of general practitioners adopting it immediately and which delivered strong positive results initially in reduced ambulatory sensitive admissions for targeted conditions to hospital, by contrast with a measured and prolonged take up of a smaller set of indicators with only one showing reduced ambulatory sensitive admissions in due course. In both cases the policy windows opened in the problem window, demonstrating all three hypotheses in England but only one (the focusing event of removal of contracts for prescribing and referrals quality management from Independent Practitioners Associations (IPAs)).

Discussion These findings offer strong confirmation that the hypotheses relating to agenda-setting, adoption, implementation, policy windows and the activities of entrepreneurs are borne out in the English case study. They are less persuasive in the New Zealand case study, there being a policy window and coupling of the streams but no obvious policy entrepreneur or problem broker or indicator changes at the time of policy change. The outcomes of both schemes showed success, although in New Zealand only with respect to one indicator, but the extent of outcomes was greatly enhanced in England by the large and GP-supported nature of the scheme, which continues with general practice support today. The scheme in New Zealand was abandoned in 2017. The findings offer support to the work of Schlager (Schlager 2007) who advises that we should incorporate institutional structures in the Politics stream. In particular, this research supports the inclusion of «interest group structure » and « forms of governance and ownership of public services» within the Politics Stream as an important predictor of the autonomy of governments to manage policy change. They support Zohlnhöfer's recommendation to acknowledge the role of political entrepreneurs in the Entrepreneurs stream (Zohlnhöfer 2016b). They support a proposal for the inclusion of «institutional entrepreneurs» in the Entrepreneurs stream and to acknowledge «antecedent policies» as a sub element of the Policy stream. In both countries, institutional entrepreneurs were involved in the promotion and design of the schemes (Smith 2017). Finally, they support the proposal for addition of a further element, that of the policy «outcome» in the Framework, in order to expand our understanding of policy adoption to include the full public policy cycle. The research offers further confirmation of the value of the comparative approach in exploring the utility of the MS Framework and refining it over time. It is only by seeking to apply the MS Framework that we can know whether it is fit for purpose in the types of jurisdictions and the types of policymaking under study. This has led to confirmatory evidence of the value of the heuristic modifications to the MS Framework described above, which better illustrate the policymaking processes found in these situations. The research has provided a body of evidence which supports the contention that Westminster governing systems are capable of purposeful and orderly non-incremental policy change and that Kingdon's MSFramework, which theorises policy formation in conditions of ambiguity, needs to be enhanced to improve its relevance for such jurisdictions.

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Who Would Love to Rent? Analyzing Experiential Rental Brand Love in Indian Emerging Market

Abhigyan Sarkar

Marketing, Institute of Management Technology, Ghaziabad, India

Abstract: This research examines how Indian emerging market consumers' personality traits like non-possessiveness, cynicism and non-connectedness to future self-influence individual's emotional love towards rental service provider brand through the mediation of attitude towards renting a product (good and/or service) category. This research also examines how experiential value of rental brand moderates the effect of attitude towards renting a product category on love towards rental brand in the product category. Survey (N = 585) was conducted among the Indian consumers who consume rental services related to various goods and services from rental service companies. Covariance based structural equation modelling (SEM) was done to analyze the survey data. The results support that non-possessiveness, cynicism and non-connectedness to future self- influence individual's emotional love towards rental service provider brand through the mediation of attitude towards renting a product category. The results also show that experiential value of rental brand moderates the effect of attitude towards renting a product category on love towards rental brand in the product category. The findings suggest that rental companies should target the emerging market consumers who would be non- possessive, cynic and non-connected to future selves. The research also shows that rental brands that can elicit higher experiential value are likely to be more successful in eliciting brand love.

Keywords: Non- Possessiveness, Cynicism, Non-Connectedness to Future Self, Attitude Towards Renting, Rental Brand Love

Introduction: With the rapid growth of rental economies in recent years, rental service provider brands are becoming prominent in different product (good and/or service) categories like apparels (Feng et al., 2020), properties (Ooi et al., 2007) and cars (Ainscough et al., 2009). With the advent of access-based economy, consumers' intentions to possess solid materials are being replaced by the desire to enjoy liquid experiences through rental consumption (Morewedge et al., 2021). Consumers' intentions to own make rental exchanges unattractive, as rental service brands allow consumers to experience certain products for limited period against paying stipulated rental fees (legal access model), and consumers need to return the merchandise after the rental period is over (Johnson et al., 2016; Lang and Armstrong 2015; Mukendi and Henninger, 2020). Rental consumption behavior falls under the domain of access-based consumption which is experiential in nature (Lawson et al., 2016; Belk, 2014) in contrast to ownership/possession- based consumption (Legal ownership model). Hence, consumers' favorable attitudes towards renting (Lee and Choi, 2013; Lawson et al., 2016) a product is grounded in their psychological non-ownership towards the product category. Lawson et al. (2016, p.2615) define rental exchanges as "Market-mediated transactions that provide customers with temporary limited access to goods in return for a fee, while the legal ownership remains with the service provider". In the context of rental services, consumers' switching costs are lower compared to purchasing as "customers can always find an alternative product, and they can invite suppliers to tender against each other" (Ojala, 2012, p. 665) unlike in an ownership condition, where ownership title gets transferred and switching becomes very costly. In essence, consumers' relationships with rental firms can be easily terminated unlike ownership situations. Therefore, rental marketers need to target those consumers whose dissatisfaction with non- ownership of products would be low and desire to enjoy consumption experience for limited period would be high. In order to achieve this objective, the rental marketers should target the consumers having relevant psychological factors that are positively associated with non- ownership based experiential consumption motives. Popular furniture rental company Furlenco states the reason for renting in its website as "Have everything, without buying" (Furlenco, 2021) to target the consumers who want to consume without bearing the burden of ownership. The primary objective of this research is to identify such psychological factors and examine their impacts on consumers' rental brand love via eliciting favorable attitude towards renting product. We propose that consumer's intention to rent

a product is grounded in consumer's willingness to be free from the burden of ownership (Lawson et al., 2016). Because the consumer who doesn't want to own a product would like to just access the experience of consuming the product (Belk, 2014) through entering into a contractual rent agreement for a limited period which can be easily terminated when desired (Susarla, 2012). We investigate three factors grounded in consumer psychology that shape consumers' rental consumption: non-possessiveness, cynicism and non-connectedness to consumer's future-self. First, for a materialistic individual, possessions occupy a central place in life (Griffin et al., 2004; Belk, 1983; Richins and Fournier, 1991). Mukendi and Henninger (2020) maintain that materialistic consumers attach high value to ownership, and for this reason consumers scoring high on materialistic possessiveness trait are not likely to love rental services. Hence, consumers with low materialistic possessiveness are expected to have favorable attitude towards renting. Second, there are cynic consumers who are highly skeptic towards brand promotions and largely do not trust the marketing promises made by firms (Helm et al., 2015; Odou and De, 2011). Trust is an integral component of consumers' intentions to maintain long-term relationships with firms (Smit et al., 2007; Akroun and Nagy, 2018). As cynic consumers don't trust firms (Helm et al., 2015) they are more likely to rent products for limited period instead of possessing them for long-term. Third, psychological connectedness to one's future-self is expected to transform consumers' rental consumption. It refers to the degree to which one feels that present consumer-self will be similar to future consumer-self (Parfit, 1984; Bartels and Uminsky, 2015). Prior research maintains that connectedness to one's future-self reduces short-sightedness in decision making (McCue et al., 2019). When consumer evaluates any of his/her presently favorably perceived product, for the possibility of future favorable evaluations, the consumer tends to make a more favorable (unfavorable) evaluation of the focal product, if he/she has strong (weak) connectedness with future-self (Zhang and Aggarwal, 2015). When individual is not consciously linked to his/her distant future-self, he/she will try to avoid entering into any long-term relationship with consumption object, especially through purchasing the object, as future consumption preference may be different. Such consumers would prefer to consume the products on rent. Thus, this research anticipates that individual's non-possessiveness, cynicism and non-connectedness to future-self are positively related to individual's favorable rental attitude towards various product categories. Prior research on brand love shows that consumers want to possess their loved brands (Batra et al., 2012; Bergkvist and Bech-larsen, 2010). Brand love refers to consumer's emotional passionate attachment towards brand (Carroll and Ahuvia, 2006; Japutra et al., 2021). Most of the extant research on brand love has been conducted in the context of ownership-based brand relationships (Batra et al., 2012; Bergkvist and Bech-larsen, 2010; Carroll and Ahuvia, 2006). Research that examines factors impacting consumer's love towards brands that offer rental services is rather wanting, and this research intends to fill that knowledge gap. It is anticipated that when consumer wants to access any product without owning (Belk, 2014; Lawson et al., 2016), he/she is likely to love the brand that will give the opportunity to experience particular product through renting. Lawson et al. (2016, p. 2615) state, "Understanding consumer motivations to engage in access-based consumption is critical to providing a successful business platform, yet the motivating factors for adoption of these business models are not well known". It is of utmost importance for rental brand marketers to understand the psychological factors that motivate consumers to consume their loved products through renting rather than owning. Indian rental market is growing rapidly and expected to reach \$5 billion by 2025 (Deccan Chronicle, 2020). This research intends to examine how specific psychological factors can impact consumers' rental brand love via eliciting favorable attitude towards renting, in the Indian context. In this quest, the following research questions (RQs) are addressed: RQ1: Do individual psychological factors (non-possessiveness, cynicism and non-connectedness to future-self) impact consumers' rental brand love? RQ2: Does favorable attitude towards renting the products mediate the relationship posited in RQ1? RQ3: Is the impact of attitude towards renting the product on rental brand love conditioned by experiential value of the rental brand? Theoretical background Death of 'till death do us apart'? Non-ownership tendency garners positive rental attitude Freedom from the hassles of 'ownership' is the primary motivation for consuming products on rent (Lawson et al., 2016). Hence, consumer's favorable attitude towards renting a product is derived from his/her psychological non-ownership towards the product. It is important to understand the concept of psychological (non)ownership in order to understand the source of individual's rental attitude.

Psychological ownership is defined as one's sense of ownership towards specific tangible and/or intangible entities which have important emotional, attitudinal and behavioral outcomes (Avey et al., 2009). In organization behavior context, psychological ownership predicts employee's commitment towards organization and motivation to administer extra- role behaviors (Vandewalle et al., 1995). In the context of consumption, recent research shows that sports team fans can develop psychological ownership towards their favorite clubs (Cocieru et al., 2019; Sumida et al., 2015) and consumers' preferences towards domestic brands can be derived from psychological ownership (Gineikiene et al., 2017). The findings of the prior research on psychological ownership suggest that consumer who develops psychological ownership towards an entity feels a sense of possessiveness towards the entity. Individual's psychological ownership towards consumption object is negatively related to attitude towards renting the object (Lee and Chow, 2020). Hence, it is anticipated that developing psychological non-ownership towards consumption object is a pre-requisite to be motivated to consume the object on rental basis for a short term rather than owning it for a lifetime. A rental brand allows its consumers to access or experience a product for a limited period without owning the product (Lawson et al., 2016; Kaiser and Prandelli, 2018; Belk, 2014). Individual's preference for non-ownership mode of consumption is the key factor driving individual's intention to rent (Moeller and Wittkowski, 2010). It is expected that individual will opt for rental based consumption when he/she will have a reduced psychological ownership towards the product class. According to the theory of reasoned action, psychological cognitive processes impact consumer's attitude formation and decision making towards renting (Lee and Chow, 2020). Being the significant correlates of cognitive processing (Effert and Ferrari, 1989), specific individual personality factors are likely to impact attitude towards renting (Lang and Armstrong, 2018). Whang et al. (2004) state that consumer can love a particular product class. Consumers may develop favorable attitude towards renting products that they love when they want to access (Belk, 2014) the products without bearing the burden of ownership (Lawson et al., 2016). Following Lee and Chow (2020), attitude towards renting a product is defined as the favorability of individual's overall judgment towards consuming the product through rental mode which is derived from cognitive psychological processing. Moeller and Wittkowski (2010) state that rental consumption attitude is positively related to experiential consumption orientation. Below we discuss specific individual psychological factors that can impact individual's attitude towards renting any product.

I (dis)Own you: Materialistic (non) possessiveness Materialism refers to the degree to which worldly possessions occupy a central place in one's life, to the extent of determining one's life satisfaction and happiness (Griffin et al., 2004; Belk, 1983; Richins and Fournier, 1991). Materialistic people believe that it is impossible to achieve happiness in life without ownership of entities (Wang and Wallendorf, 2006). Belk (1985) states that materialistic individuals want to retain full control of their possessions in their own hands, which make them non-generous in terms of giving up the control of possessions, which is the premise of legal ownership rights (Jussila et al., 2015). A feeling of strong possessiveness towards owned belongings is an important characteristic of materialism (Belk, 1983). We posit that it is the possessiveness sub- dimension (Belk, 1985) of individual's materialistic trait that mainly drives individuals to possess consumption objects permanently instead of renting for limited period.

Et tu, Brand? Deciphering consumer cynicism Helm et al. (2015) defines consumer cynicism as, "An individual consumer's stable, learned attitude towards the marketplace characterized by the perception that pervasive opportunism among firms exists and that this opportunism creates a harmful consumer marketplace" (p. 516). Zavestoski (2002) maintains that consumer cynicism is negatively related to the intention to possess consumption objects for long-term, due to cynic consumer's inherent miss-trust towards firms. For this reason, cynic consumers tend to demonstrate reduced purchase intentions towards branded goods and services (Balaji et al., 2018). Hence, it is anticipated that high consumer cynicism drives individuals to seek such consumption modes where they can experience various products without owning the products permanently.

I see me! Psychological connectedness with future-self Psychological connectedness to one's future-self refers the degree to which one feels that his/her current self- concept will remain psychologically similar to his/her future self-concept, in terms of memories, intentions, beliefs and desires (Parfit, 1984). Zhang and Aggarwal (2015, p. 512) state that "a person is a succession of overlapping yet different selves" and the perceived connectedness between the different temporal selves of the same individual impacts consumption decision making process, like tradeoffs between benefits

received now versus in future. When consumer is less connected to future-self, s/he takes decision more impatiently to satisfy the present-self without being concerned about future-self (Bartels and Urminsky, 2011). We envisage that consumer's connectedness to future-self impacts his/her decision making related to owning vs. renting a product given that renting attitude is largely driven by the desire to satisfy one's present-self by freeing one's future-self from bearing the burden of ownership. Love is about experiences! Rental brand love stimulated by experiential brand value Brand love is defined as an emotional passionate attachment of individual towards a brand name (Carroll and Ahuvia, 2006) which represents consumer's affective relationship with brand (Bergkvist and Bech-Larsen, 2010; Khandeparkar and Motiani, 2018). Carroll and Ahuvia (2006) show that consumer's brand love is the outcome of perceived hedonism (feelings of fun and enjoyment) derived from product category in which particular brand is located. This implies that consumer's favorable attitude towards product category predicts his/her love towards particular brand in the product category as prior research supports that consumer's product level attitude predicts brand relationship in the given product category (Sarkar and Sarkar, 2019). It is anticipated that consumer's favorable attitude towards renting a product predicts his/her love towards particular rental brand that can offer the product on rental basis. In any consumption endeavor, material and experiential dimensions may coexist (Morewedge et al., 2021). Moeller and Wittkowski (2010) maintain that consumers' experiential orientations (motive of consuming for experiential enjoyments) positively influence their preferences for renting products. It can be deduced that consumer willing to take a product on rental basis will love particular rental brand in the product category that can provide high experiential value. Mathwick et al. (2001) define experiential brand value as consumer's perceived aesthetics, playfulness, service excellence and customer ROI. Based on above theoretical background following hypotheses are formulated. Hypotheses formulation Materialistic possessiveness and rental attitude towards product category. According to Belk (1985) possessiveness is an integral component of individual's materialism that includes "a concern about loss of possessions, a desire for the greater control of ownership" (p. 267). Belk (1983) defines possessiveness as one's tendency to retain the control of ownership. For materialistic people, possession through ownership of materials gives life-satisfaction (Richins and Fournier, 1991). A (reverse coded) scale item in measuring possessiveness is, "Renting or leasing a car is more appealing to me than owning one" (Belk, 1985, p. 270). This implies that consumer scoring low on materialistic possessiveness will have high desire to rent just to experience the product without owning. Non-possessiveness tendency is defined as abstinence from greed and hoarding (Corner, 2009). Based on the above lines of discussion it is deduced that individual's non-possessiveness positively impacts his/her attitude towards renting products. Hence, it is hypothesized: H1: Individual's non-possessiveness positively influences rental attitude towards product category. Impact of individual cynicism on rental attitude Cynical consumers largely dis-trust brands, perceive the brands to be opportunistic, and tend to behave equally opportunistically in consumer-brand relationships by "rationalizing their behaviour on the grounds that the businesses would treat them equally opportunistically" (Helm et al., 2015, p. 516). Consumer cynicism reduces the intention to possess any consumption object for long-term (Zavestoski, 2002) and increases the tendency to abandon any existing brand or switch to competitor brands without emotional hassles (Hogg et al., 2009). Based on this notion, we anticipate that consumer cynicism positively impacts rental attitude towards product category. The reason is that a highly cynical consumer will not trust a single brand for long-term and intend to experience different versions of same product from different brands through taking rentals for specific periods as per time specific need, instead of possessing any one brand permanently. Therefore, it is hypothesized: H2: Consumer cynicism positively influences rental attitude towards product category. Impact of consumer's connectedness with future-self on rental attitude Parfit (1984) defines psychological connectedness to one's future-self as the degree to which a person's psychological connections related to memories, intentions, beliefs and desires overlap between his/her present and future selves. Individual with high psychological connectedness to future-self makes far-sighted decisions in order to reward both his/her present self, as well as future-self (McCarroll and Cosentino, 2020). Hence, individual with high psychological connectedness with future-self tends to own a product for long-term, since it is expected to satisfy both his/her present and future selves (which are largely identical/overlapping). When individual consciously perceives his/her future-self to be dissimilar to present-self (low connectedness to future-self),

he/she tends to lack motivation to take care of his/her future-self and focuses more on satisfying the present-self (Urminsky, 2017). Following Hershfield et al. (2011) non-connectedness to one's future-self is defined as the lack of perceived similarity between temporal selves such that the future-self seems like a completely different person. Economists have since long argued that individual's inter-temporal economic choices are a function of their psychological connectedness to future-self (or the lack of it) (Thaler and Shefrin, 1981). Renting products as a means of consumption (over owning) is one such macro-economic inter-temporal choice trend that characterizes present consumer culture. Urminsky (2017) maintains that one who perceives future-self to be highly similar to present-self (High connectedness with future-self) gets motivated to take care of the future-self while making decision at present. Following this line of thoughts, it is anticipated that an individual having high (low) psychological connectedness with future-self is more likely to own (renting) a product for long-term that he/she likes at present and expects that the liking towards the same product version will be continued in future also. On the contrary, individual consciously perceiving weak psychological connectedness with future-self is normally not motivated to satisfy future-self (Urminsky, 2017) and likely to think that the product he/she likes currently (liked by present-self) may not be equally liked by his/her dissimilar future-self, leading to a decision to rent the product for short-term experience rather than owning. Unlike permanent ownership, a rental contract can be terminated when the product will no more be relevant in the person's life. Hence, it is hypothesized: H3: Individual's non-connectedness with future-self positively influences rental attitude towards product category. Evolution of rental brand love Favorable belief about product is known to generate positive attitude towards brand in the product category (Mitchell and Olson, 1981). Hence, product category level attitude is a predictor of brand attitude. Carroll and Ahuvia (2006) show when consumer develop hedonic or experiential attitude towards a product (good or service) category, he/she tends to emotionally love specific brand(s) located in that product category. The reason is that perceived hedonic or experiential value of a product can generate stronger emotional responses from consumer (Hirschman and Holbrook, 1982) that are channeled to specific brand in the product category. Brand love is an emotional concept (Bergkvist and Bech-Larsen, 2010; Ahmed, 2021). It is anticipated when consumer develops favorable attitude towards renting a product, such renting attitude is largely hedonic or experiential in nature (Moeller and Wittkowski, 2010; Lawson et al., 2016). The experiential consumption motive associated with favorable attitude towards renting the product will make the consumer emotionally love specific brand(s) in the rental product category that can satisfy consumer's desire to experience the product for limited period. Hence, it is hypothesized: H4: Favorable attitude towards renting product generates emotional love towards specific rental brand in the product category. Mediating role of rental attitude. In summary, H1 to H4 state that individual's non-possessiveness, cynicism and non-connectedness to future-self positively impact attitude towards renting product which in turn generate emotional love towards specific rental brand in the product category. It is anticipated that the impact of the antecedents (non-possessiveness, cynicism, non-connectedness) on rental brand love would be directed via the mediation of favorable renting attitude towards product category. If a consumer is unwilling to rent any product (as a category), s/he would be unable to develop love towards any rental brand in the product category. Based on this it is proposed that attitude towards renting product mediates the effect of relevant personality traits (non-possessiveness, cynicism and non-connectedness to future-self) on consumer's rental brand love. Hence, it is hypothesized: H5a: The effect of individual non-possessiveness on rental brand love is mediated by favorable attitude towards renting the product. H5b: The effect of individual cynicism on rental brand love is mediated by favorable attitude towards renting the product. H5c: The effect of individual's non-connectedness to future-self on rental brand love is mediated by favorable attitude towards renting the product. Moderating role of experiential rental brand value the non-ownership-based consumption model suggests that consumers prefer renting over owning in order to access the experiential value of consumption without bearing the burden of owning (Moeller and Wittkowski, 2010). It is already discussed that non-possessiveness, cynicism and psychological non-connectedness with future-self positively influence individual's attitude towards renting a product. Holt (1995, p. 13) define materialistic possessiveness as "the consumption style that results when consumers perceive that value inheres in consumption objects rather than in experiences". People with low materialistic possessiveness tend to put greater value in experiences

rather than material possessions (Tatzel, 2002). Hence, an individual with low materialistic possessiveness will be more willing to enjoy experiences by consuming a product on rental basis. Though cynic consumers normally don't trust promises made by firms (Helm et al., 2015), recent research shows that cynical customers favorably evaluate service recovery efforts put by firm when they are allowed to actively take part in the service recovery process leading to the co-creation of service recovery as "participation in the service recovery allows highly cynical consumers to experience the nuances of the service recovery process, which reduces psychological distance" with firms (Balaji et al., 2018, p. 112). Consumer-marketer co-creation is an experiential process (Ahn et al., 2019). Hence, a highly cynic consumer is likely to prefer co-created consumption experiences, as, through enjoying positive consumption experiences the cynical consumer would forget his/her psychological distance with the firm for a limited period. It is also argued that consumers with lower connectedness with future-self will prefer renting over owning. Zhang and Aggarwal (2015, p. 513) maintain, "when consumers feel less connected with their future self, they feel more liberated to care only about the present, since any negative consequences of their myopic behaviors are seen as being borne by someone else: the unconnected self in the future. Consequently, it has been shown that consumers are more likely to behave impatiently". Hence, people feeling less connected with their future-selves are more likely to be impatient and focus on getting immediate gratification from consumption rather than waiting for any future reward. An important characteristic of hedonic or experiential consumption motive is the urge of getting immediate pleasure based on thinking what would be experientially most rewarding at present, irrespective of future outcome (Malkoc and Zauberan, 2019). So, consumer feeling less connected to future-self is more likely to prefer experiencing a product through renting at present. Therefore, a consumer with non-possessiveness, cynicism and non-connectedness with future-self is more likely to focus on the experiential aspect's consumption rather than materialistic possession. Personality traits impact consumer's attitude towards product category (Tang and Lam, 2017). As individual's non-possessiveness, cynicism and non-connectedness to future-self are positively related to experiential consumption motive, it is anticipated that consumers with these personality traits are more likely to rent a product (compared to owning) leading to loving particular rental brand in the product category and their love will be greater (lower) towards the rental brand that will provide higher (lower) experiential value. In summary, the effect of rental attitude towards product on rental brand love will be high (low) for a highly (lowly) experiential (Mathwick et al., 2001) rental brand. The reason is that consumer willing to consume any product through rental mode will search for a rental brand that can adequately satisfy his/her experiential consumption motive associated with renting. Hence, it is hypothesized:H6: The effect of rental product attitude on rental brand love will be positively moderated by the experiential value of rental brand such that the effect will be greater (lower) for rental brand having higher (lower) experiential value. Figure 1 depicts the relationships hypothesized above.

--- Insert Figure 1 about here ---

Methodology Study context - The study was conducted among Indian consumers who access various products (goods and/or services) from different rental service provider brands. This study focuses on measuring consumer's attitude towards rental brands that provide various products on rent. For example, zoom car rental company (<https://www.zoomcar.com/bangalore/>) offers its customers different branded cars for rentals. Our research investigates consumers' attitudes towards the rental companies like Zoom car and not the attitudes towards different manufacturer car brands rented by Zoom car. India has been chosen as study context as rental based economy is booming in India (Xu and Gursoy, 2021). To ensure this we requested our respondents to respond by considering only the rental brand name (and not the product-brand names).

Sampling: Online questionnaire link was sent to total 956 conveniently selected urban customers residing in 4 different metro cities in India. In order to maintain heterogeneity in the sample two cities were selected from North India and two were selected from South India. At the beginning of the questionnaire, there was a screening question: "This questionnaire is intended to collect data for academic research being conducted to investigate various factors impacting consumers' rental attitudes. If you are currently consuming any product (good and/or service) on rental basis, then please fill this questionnaire. Your valuable response will be highly appreciated." This screening statement was to select only those customers

as study respondents who consumed certain products on rental basis. Following this screening statement, each respondent was asked to name particular product that he/she was consuming on rental basis along with the name of specific rental brand that would offer the product on rental. Next, part-A of the questionnaire contained all scale items measuring the psychological antecedents. In part-B of questionnaire the respondents were asked to rate rental attitude scale items towards particular product category chosen. Part-C of the questionnaire contained scale items measuring experiential rental brand value and rental brand love that the respondents were requested to rate keeping the selected rental service provider company in mind. Part-D of the questionnaire contained relevant demographic questions including age, annual family income range and gender. In every section, all scale items were randomly dispersed. Total 585 completely filled up questionnaires were obtained. There were 287 males and the remaining were females. The age range of the respondents was between 19 to 67 years with an average of 38 years. The annual gross income range of the respondents were between 7,56, 973 to 39, 45, 519 Indian currencies. The respondents mentioned a wide range of products taken on rent like car, furniture, television, apparel video streaming service and many more. They also mentioned various rental brands available in India including Myles (car rental brand), Furlenco (Furniture rental company), Rentomojo (Tv rental brand), Stage3 (Apparel rental brand) and many more.

Measures - Consumer's non-possessiveness was measured by reverse wording the nine 7-point Likert items measuring possessiveness adapted from Belk (1985). Eight 7-point Likert items measuring consumer cynicism were adapted from Helm et al. (2015). Following Ersner-Hershfield et al. (2009) consumer's psychological non-connectedness with future- self was measured by reverse wording four 7- point Likert items measuring how similar and connected the respondents felt to their future selves ten years from now as well as how much they cared about and liked their future selves ten years from now. Five 7-point semantic differential items measuring attitude towards renting a product were adapted from Lee and Chow (2020). Two 7-point Likert items measuring rental brand love were adapted from brand love items used by Bergkvist and Bech-Larsen (2010). Experiential rental brand value was measured using nineteen 7-point Likert items measuring 4 dimensions of experiential brand value namely aesthetics, playfulness, service excellence and customer ROI adapted from Mathwick et al. (2001). All scale items are shown in Table 1.

--- Insert Table 1 about here ---

Study results Confirmatory factor analysis - Confirmatory factor analysis (CFA) was conducted after correlating the latent study constructs (non-possessiveness, cynicism, non-connectedness, rental attitude and rental brandlove) to check the measurement model. The model achieved a good fit (CMIN/DF=3.46; CFI=0.88; NFI=0.85; RMSEA=0.06). The composite reliability (CR) values were computed and are reported in Table 1. The CR values are all high and satisfactory supporting the convergent validity of constructs (Fornell and Larcker, 1981). The inter-factor correlations and average variance extracted values are given in Table 2 which are all satisfactory (Hair et al., 2009).

--- Insert Table 2 about here ---

Structural equation modelling Next, structural equation modelling (SEM) was run to test the hypotheses H1 toH4. The structural model achieved a good fit (CMIN/DF=3.14; CFI=0.90; NFI=0.86; RMSEA=0.06). The path results are shown in Table 3. The results show that non-possessiveness ($\beta = 0.79$; $p < 0.01$), cynicism ($\beta = 0.72$; $p < 0.01$) and non- connectedness ($\beta = 0.76$; $p < 0.01$) significantly impact attitude towards renting product. Attitude towards renting product significantly impacts ($\beta = 0.74$; $p < 0.01$) rental brand love.

--- Insert Table 3 about here ---

Mediation and moderation tests using Hayes' process macro the mediations hypothesized in H5a, H5b and H5c were tested using Hayes' (2018) process model 4. The moderation hypothesized in H6 was tested using Hayes' (2018) process model 1. In process model tests, the average score of all items reflecting each latent construct for each respondent was used as construct score, as process in SPSS cannot handle multi-item constructs. Model 4 results show that non-possessiveness has significant effect (Co-efficient=0.35; $p < 0.01$; LLCI=0.26; ULCI=0.45) on renting attitude which in turn significantly impacts rental brand love (Co-efficient=0.41; $p < 0.01$; LLCI=0.29; ULCI=0.52). Cynicism has significant effect (Co-efficient=0.38; $p < 0.01$; LLCI=0.31; ULCI=0.46) on renting attitude which in turn significantly impacts rental brand love (Co-efficient=0.43; LLCI=0.34; ULCI=0.53). Non-connectedness has significant effect (Co- efficient=0.37; $p < 0.01$;

LLCI=0.26; ULCI=0.49) on renting attitude which in turn significantly impacts rental brand love (Coefficient=0.39; $p < 0.01$; LLCI=0.27; ULCI=0.50). As all the effects were significant and confidence intervals did not contain any zero values the mediation of renting attitude was supported. Thus, H5a, H5b and H5c are supported, which means that the effects of non-possessiveness, cynicism and non-connectedness on rental brand love is mediated by rental attitude towards product. Process model 1 was run to test the moderating role of experiential rental brand value. While running process model 1, the average score for all items measuring aesthetics, playfulness, service excellence and customer ROI dimensions for each respondent was taken as input. Before averaging the scores, the measurement model of experiential value dimensions was checked and CR values of each dimension was computed which are reported in Table 1. The model 1 test results show that the interaction of renting attitude and experiential value (Attitude*experiential value) has a significant (Coefficient=0.64; $p < 0.01$; LLCI=0.52; ULCI=0.77) impact on rental brand love. Renting attitude also directly impacts (Coefficient=0.14; $p < 0.01$; LLCI=0.04; ULCI=0.24) rental brand love. However, experiential brand value has no significant (Coefficient=0.06; $p > 0.01$; LLCI= -0.05; ULCI=0.16) direct effect on rental brand love. Thus, H6 is supported which means that the effect of rental attitude towards product on specific rental brand love is positively moderated by rental brand value.

Theoretical contribution

This research extends the concept of consumer's love towards ownership brands (Batra et al., 2012) grounded in Fournier's (1998) brand relationship theory to the domain of consumers' relationships with rental brands, thus envisaging a consumer-rental brand relationship framework. In doing this we have addressed the call for research on economic macro trends by Marketing Science Institute priority (2018-20) (Morewedge et al., 2021) by investigating psychological factors that can drive contemporary consumers to rent various products (instead of owning), leading to experiential rental brand love. While there has been ample of research on brand love/attachment in the context of owned brands (Junaid et al., 2020), our model is one of the pioneering efforts to investigate consumer personality as well as brand value specific factors that foster consumer-rental brand love relationships. The theoretical model validated in this research shows that consumer personality factors like non-possessiveness, cynicism and non-connectedness to future-self significantly impact rental brand love through the mediation of favorable attitude towards renting the product. The effect of renting attitude towards product on consumer's love towards focal rental brand is moderated by experiential value of the rental brand. The underlying theoretical back drops of the study model are psychological (non) ownership (Avey et al., 2009) and brand love grounded in consumer-brand relationship theory (Fournier, 1998). The study model shows that unlike normal brand love (Batra et al., 2012) which stimulates consumer's intention to possess the brand, rental brand love is derived from consumer's non-ownership orientation towards the product category. This non-ownership based rental attitude towards product category is stimulated by non- possessiveness, cynicism and non-connectedness to future-self. The study model also supports that rental attitude towards product motivates the consumer to love specific rental brand which is conditioned by experiential brand value perception. This finding implies that a consumer loves a rental brand in a product category primarily for experiential purposes. Thus, non-ownership based rental consumption is highly experiential in nature.

Managerial implications the study model suggests that the marketers of rental brands which offer various product- brands on rent should target the customers who score high on non-possessiveness, cynicism and non- connectedness to future-self. Prior research supports that relevant psychographic factors are effective in predicting consumers' rental behaviors like renting Airbnb while travelling (Poon et al., 2017). The psychological factors like non-possessiveness, cynicism and non-connectedness can be stimulated in consumers' minds through appropriately designed marketing campaigns. For example, in its website popular furniture rental company 'Furlenco' promotes one of the key reasons for renting as: "Change, as your needs evolve" (Furlenco, 2021). This brand value proposition targets those customers who are psychologically not connected to their future-selves and tend to believe that their needs will evolve in future. Through mining the historical data on existing customers' buying pattern (e.g., frequency of repeat purchase, ticket size of purchase, consumer stickiness) the rental brands can decipher some desirable traits that may well enhance consumers' love for rental brands. This would help rental brands to target appropriate segments and customize the offerings. The rental company can target highly cynic consumers

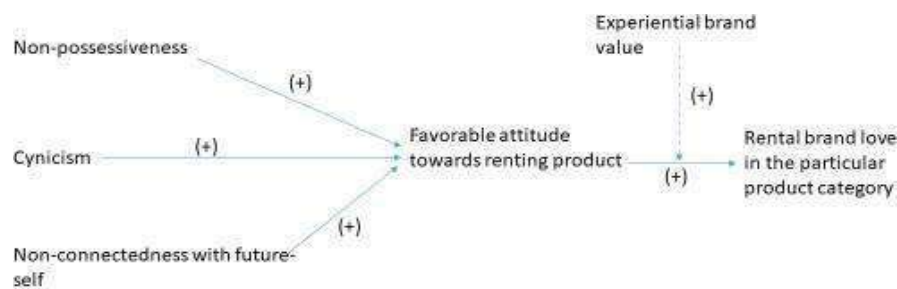
with a proposition of testing the quality of service for limited period and then decide to continue the patronage. Unlike future-self based and/or nostalgia-based campaigns which are more appropriate for owned brands, rental brand should design campaigns depicting how consumer can maximize consumption experience satisfying their present-selves without indulging in the hassles of ownership. Next, the mediator in the model is favorable renting attitude towards specific product category which suggests that rental brand managers should identify the product categories in which consumers' renting attitude would be most favorable. The rental company should provide the detailed view of their product category assortments in their communication. As a result of these campaigns, the target consumers will start loving the rental company in the context of renting specific products. While designing marketing campaigns, the rental companies should highlight the experiential brand value propositions (e.g., aesthetics) as the target consumers' love towards rental company/brand will be stimulated by specific experiential brand value propositions.

Future research directions the study is not free from certain limitations which nevertheless provide the scope for future research. This research has considered rental attitude towards product category as mediator. However, the effects of personality factors on rental attitude towards product category can be moderated by the nature of product category like high vs. low involvement products which should be examined by future research. This research has only investigated the moderating role of experiential value of rental brand on the relationship between rental attitude towards product and rental brand love. Future research should be conducted to investigate the moderating role played by rental brand personality dimensions in shaping the effect of rental attitude towards product category on rental brand love. Future studies should compare and contrast the characteristics of ownership vs. rental brand love.

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Note: Arrow flows from antecedent to outcome construct. Dotted arrow denotes moderating effect.

FIGURE 1: CONCEPTUAL FRAMEWORK FOR RENTAL BRAND LOVE

Table 1: Construct items and composite reliability	
Construct items	Composite reliability
Non-possessiveness	0.85
Renting or leasing a car is more appealing to me than owning one	
I tend to throw out things rather than hanging on to them	
I don't get very upset if something is stolen from me, even if it has little monetary value	
I don't get particularly upset when I lose things	
I am less likely than most people to lock things up	
I would borrow something I need from someone else rather than buying	
I don't worry about people taking my possessions	
When I travel, I don't like to take a lot of photographs	
I tend to discard old pictures or snapshots	
Cynicism	0.82
Most companies do not mind breaking the law; they just see fines and lawsuits as a cost of doing business	
Most businesses are more interested in making profits than inserving consumers	
Companies see consumers as puppets to manipulate	
Manufacturers do not care what happens once I have bought the product	
If I want to get my money's worth, I cannot believe what a company tells me	
Most companies will sacrifice anything to make a profit	
To make a profit, companies are willing to do whatever they can get away with	
Most businesses will cut any corner they can to improve profit Margins	
Non-connectedness to future-self	0.84
I find my future-self ten years from now to be dis-similar to my current-self	
I find my current-self to be disconnected with my future-self ten years from now	
I don't like my future-self ten years from now	

Attitude towards renting product	0.87
Renting this product is harmful vs. beneficial	
Renting this product is pleasant vs. unpleasant	
Renting this product is bad vs. good	
Renting this product is worthless vs. valuable	
Renting this product is unenjoyable vs. enjoyable	
Rental brand love	0.83
I would miss this rental brand if it would no longer provide rental services	
I feel deep affection towards this rental brand	
Experiential brand value: Aesthetics	0.87
The way this rental brand displays its products is attractive	
This rental brand is aesthetically appealing	
I like the way this rental brand looks	
I think that this rental brand is very entertaining The enthusiasm this rental brand is catching, it picks me up This rental brand does not just rent products, it entertains me	
Experiential brand value: Playfulness	0.81
Renting from this brand 'gets me away from it all'	
Renting from this brand makes me feel like I am in another world	
I get so involved when I rent from this brand that I forget everything else	
I enjoy renting from this brand for its own sake, not just for the items I may have rented I rent from this brand for the pure enjoyment of it	
Experiential brand value: Excellence	0.83
When I think of this rental brand, I think of excellence	
I think of this rental brand as an expert in the merchandise it rents	
Experiential brand value: Consumer ROI	0.85
Products offered by this rental brand are a good economic value	
Overall, I am happy with the rental fees charged by this rental brand	
The rental fees for the products charged by this rental brand are too high, given the quality of merchandise*	
Renting from this brand is an efficient way to manage my time	
Renting from this brand makes my life easier	
Renting from this brand fits with my schedule	
Note: Reverse coded items are asterisk [*] marked.	

Table 2: Inter-factor correlations and AVE values					
1.Non-possessiveness	1 (0.72)	2 0.48* *	3 0.44* *	4 0.47* *	5 0.42**
2.Cynicism	0.47* *	(0.70)	0.49* *	0.42* *	0.45**
3.Non-connectedness	0.48* *	0.46* *	(0.73)	0.49* *	0.48**
4.Rental attitude	0.46* *	0.42* *	0.41* *	(0.71)	0.49**
5.Rental brand love	0.44* *	0.47* *	0.45* *	0.47* *	(0.75)

Note: (**): $p < 0.01$; The bold diagonal values within parentheses denote AVE.

H1: Non-possessiveness ---> Attitude	0.79**	8.19
H2: Cynicism ---> Attitude	0.72**	7.65
H3: Non-connectedness ---> Attitude	0.76**	9.02

Table 3: SEM path results		
<i>Hypothesized path</i>	<i>Standardized path co-efficient</i>	<i>T-value</i>
H4: Attitude ---> Rental brand love	0.74**	7.83

Note: (**): $p < 0.01$

Impact of Covid-19 Pandemic towards Islamic Banking and Conventional Banking Performances



Abstract: This study provided the impact of Covid-19 Pandemic towards Islam Banking and Conventional Banking. The Covid-19 Pandemic has a very big impact not only towards health but also towards the global economy which include banking sectors as the main financial institutions. This study aims to find the impact of Covid-19 pandemic towards islamic banking and conventional banking performances. This study uses the RBRR rating or more known as risk based bank rating which calculates and measure CAR (%), NPL (%), NIM (%) and ROA (%), and LDR (%) method to assess the profitability of the bank, using the Single Index Model to find both the risk and the return of a bank stock, and Granger causality test to find causality between islamic bank stock return and conventional bank stock return in the period of before Covid (2018) and during Covid (2019-2021) The results showed that the COVID-19 pandemic didn't cause significant differences, Islamic Bank has a better average banking performance compared to conventional banks during the crisis of Covid-19 period.

Keywords: Covid-19, Islamic Banking, Conventional Banking, Banking Performance, Banking stock, Islamic Finance

1. INTRODUCTION: There are two big problems that hit the world in the last two decades, namely the economic crisis that occurred in 2008 to 2009 and was followed by the Covid-19 pandemic that hit the world today. The occurrence of these two biggest problems certainly greatly affected the world economy. Not long after the release of the world economic crisis in 2008 to 2009, the Covid-19 virus which was first discovered in Wuhan, China certainly shook the world economy even more. Many countries have been affected by the COVID-19 pandemic and have gone bankrupt. The Covid-19 pandemic has not only hit the economy, but almost all sectors in the world, including public health, education, and people's social life. The impact of these sectors is because almost all countries in the world have to implement lockdowns that limit community activities so that the economy does not turn as it should, schools must be closed, and personnel and health facilities are not sufficient in quantity. The Economic Intelligence Unit (EIU) explained that the Covid-19 pandemic had a dangerous impact and worsened the economy in almost all countries in the world. Meanwhile, the International Monetary Fund (IMF) believes that the situation caused by the Covid-19 pandemic will even have a far worse impact than the global economic crisis that hit the world in 2008. Nonetheless, the economic crisis of 2008 to 2009 and the Covid-19 pandemic is the worst combination currently affecting the global economy. There are many studies that provide an overview and explain the effects caused by the Covid-19 pandemic and its consequences on banking. The banking industry is only one of the industries that have been severely affected by the Covid-19 pandemic. The occurrence of this certainly threatens the sovereignty and increased activity of foreign stocks which indicates an inefficient market. Even the relationship between investors and the market price of crude oil commodities has changed in future markets. The most obvious inefficiency is in the oil market, where news about the Covid-19 pandemic has had a huge impact on rising oil prices. The banking industry has become a vital institution and has a big role in the economy, both conventional banks and Islamic banks. Banks have now become the main financial institutions in the financial industry, where banks are pioneers in the economic sector of a country. The big role is owned by the bank because the bank is one of the financial systems that provide financial intermediary. In simple terms, the bank acts as an intermediary that connects individuals and companies that experience excess and lack of capital. Due to the vital role that banks have, therefore banks must operate efficiently both on a macro and micro scale. Running the banking system requires special attention and concerns, especially in the midst of the difficult situation caused by the Covid-19 pandemic. To continue their performance, Islamic and conventional banks must anticipate so that the risks faced as a result of the Covid-19 pandemic can be reduced to the lowest possible number. The emerging events caused by the Covid-19 pandemic

have put liquidity from insurance into very high pressure and difficulty. Based on this, there are so many companies and firms that are forced to go bankrupt and are no longer able to survive in the midst of the difficult situation caused by Covid-19. The Covid-19 pandemic has forced the government to lock down so that the demand for products and services has decreased drastically. However, banks get so many credit applications from companies and individuals that it certainly increases the risk of default which is difficult to predict. Non-Performing Loans (NPL) in banks has increased at a significant level of 250 basis points. The increase in NPL was caused by the loan holder company experiencing liquidity problems. Non-performing loans (NPL) are given from banks to airlines, travel agencies, hotels, retail, and property companies. The Corona Virus Disease (Covid-19): Corona Virus Disease (Covid-19) is an infectious and pathogenic disease resulting from several acute respiratory syndrome Coronavirus 2 (SARS-Cov-2), Covid-19 which originated in Wuhan, China has now become a global pandemic that infects almost all countries in the world. Covid-19 has even claimed many lives and human lives during the pandemic. Covid-19 is a disease caused by a virus called Corona, the Corona virus was first encountered in Wuhan, China, more precisely at the seafood market in Huanan. The Corona virus has similarities with SARS-Cov-2, which is a virus that starts from animals and then transmits to humans. Covid-19 can be transmitted through human droplets directly or indirectly.

The Differences between Islamic Banking and Conventional Banking: Islamic Banking is a bank that has rules and risks based on the holy Qur'an. In simple terms, conventional banks are regulated and supervised by the government and central bank, while Islamic banks are supervised and regulated by Sharia. The board is responsible for the Islamic bank's operations and monitoring. While the central bank of the Islamic bank is also regulated by the sharia supervisory board. However, some special rules of Islamic banking are still regulated by the central bank. In addition, Islamic banks have a system where assets are the main thing and the assets owned must exceed the assets owned by ordinary banks. Based on this, it can be clearly seen that an Islamic bank is a bank with an asset system, and it requires taxation and fees. Unlike Islamic banks, conventional banks are banks that rely on interest rather than assets. However, Islamic banking lies on Islamic Shariah so all the rules and foundations must be based on Islamic Shariah. Islamic banks strictly prohibit and have the principle of not doing Riba (interest), Gharar (Uncertainty), and Maysir (Betting). This means that borrowing activities at Islamic banks have an equity-based strategy compared to interest-based ones. Conventional banks benefit to support their operations from the interest rates obtained from providing loans to individuals and companies, which is very inversely proportional to the existing system in Islamic banks. Conventional banks and Islamic banks have very inverse operations, conventional banks rely on interest rates from loans, while Islamic banks benefit from sharing profits from loans. In simple terms, Islamic banks do not give interest to individuals or companies that are given loans, but the profits from the loans will be divided according to portions, so that losses can befall Islamic banks. The most striking difference between conventional banks and Islamic banks lies in the foundation, namely conventional banks rely on interest rates while Islamic banks rely on profit-loss sharing. Conventional banks have operations that demand maximum profit without having to consider halalness, while Islamic banks must consider the halalness of a transaction before considering profits. And lastly is the hierarchy of operations, where conventional banks are regulated and supervised by the central bank, while Islamic banks are regulated and supervised by the central bank and the Shariah Supervisory Board. The Covid-19 Impact against Global Banking Sectors, Indonesia Banking Sectors, and GCC Banking Sectors.

1. Global Banking Sectors: The occurrence of a financial crisis due to Covid-19 has the potential to disrupt financial stability and put the banking sector in the worst condition. The deteriorating condition of the banking sector is evidenced by the quantity of cash deposits held by banks decreasing to a very low number and liquidity which forces banks to increase cash deposits. The panic that occurred in the bank caused a financial catastrophe by affecting the entire banking system. Many academics point to the impact of the epidemic on stock market indexes. Other studies also show that Covid-19 has a very negative effect on stock indexes, where many stocks

have fallen. Volatility also occurs on a massive scale which definitely increases the potential for a global financial crisis. Global dangers and threats to the financial industry posed by Covid-19 are increasing very rapidly, where financial markets experience volatility and are unpredictable. The Covid-19 pandemic has had a tremendous impact on the global economy, plus regulations from the government can further exacerbate global financial market instability. Another study also shows that Covid-19 has a very fast impact on the economies of 16 countries in the world, where investors are no longer responding directly.

2. Indonesia Banking Sectors: Indonesia has been one of the countries that have felt the impact of Covid-19 since last year. The threat to instability in the banking sector was felt by Indonesia at the beginning of the Covid-19 pandemic, this was evident where Indonesia's Financial Services Authority (OJK) explained that the rate of credit growth in banks in Indonesia experienced a very drastic decline, from 6, 03% in 2019 decreased to 2.4% in 2020. This has clearly threatened Indonesia even though in the end it is now under control and will gradually improve. The Governor of Bank Indonesia, Penry Warjiyo, stated that in 2022 credit growth in the banking sector could increase by 6%-8%.

3. GCC Banking Sectors: During 2020, there were two major events that shocked the Gulf Cooperation Countries (GCC), namely the COVID-19 outbreak and the drastic drop in oil prices. These two big things are very difficult challenges for the GCC because they have to face two big problems at the same time, namely the Covid-19 outbreak and the reduced income from oil. Banks have dominated the GCC for the last two decades, where in 2020 they had \$2.6 trillion in assets in the GCC compared to 2013 of only \$1.6 trillion. Currently, there is not much research on the effects caused by the Covid-19 pandemic on Qatar, Saudi Arabia, and the United Arab Emirates Banking Sector. However, there has been so much research on the effects the Covid-19 pandemic has had on GCC banks and economic sectors. The UAE projection in October is expected to decline 6.6% in real GDP in 2020, compared to the previous 3.5%. the limitation caused by the lockdown has weakened business where IHS Markit's UAE fell very significantly by 49.5% where in September it was 51%.
Performance Bank: The effectiveness of a bank can be assessed from its capacity to analyze the value that exists in its performance. The bank's operating activities are designed with the aim of getting the maximum profit possible by providing financial services to the public and companies. The performance of the bank is evaluated in terms of efficiency, productivity, and competitiveness as well as profitability. This is due to the critical role of banks in the financial industry. This is done because the bank's profits are obtained from the efficiency and effectiveness of the performance carried out by the bank.
Research Method - This study uses a comparative study because this study will compare profitability and stock market in the banking business before and after Covid-19 was declared a pandemic. The data used in this study is secondary data, where data is obtained from records, books, and periodicals in the form of financial reports for companies, government reports, and novels. The sample and population of this study are objects and subjects that are relevant to the features and attributes that have been selected by the researcher, who are investigated. The population in this study are four Islamic banks, 2 conventional banks, and the largest assets listed on stock exchanges in four countries (United Arab Emirates, Kingdom of Saudi Arabia, Indonesia, and Qatar). The data analysis technique in this study evaluates the health of the bank during 2018-2021. The performance analysis ratio uses ROA, NPL, LDR, CAR, and NIM.

Finding and Discussion - A. Risk Credit: the banks (Al Rajhi Bank, Alinma, Bank BTPN Syariah and Masraf Al Rayan) are considered as very healthy. The lowest NPL is Al Rajhi Bank with average NPL as much as 0.65%. These 4 banks that got rating 1 on their NPL are banks that operate based on Sharia financing or Islamic Bank. Meanwhile the other banks are mostly performing in Healthy criteria within the range $2\% \leq \text{NPL} < 5\%$. The highest percentage of NPL is owned by Emirates Islamic Bank with an average of 4.96% of NPL which is considered as "less healthy". Furthermore, the Islamic Bank averagely has 2.54% of NPL while the Conventional Bank has a higher percentage 3.98% which means both conventional. **B. Liquidity Risk:** Average islamic banks have 89.56% on their loan deposit ratio, meanwhile, conventional banks have an average of 93% on their loan deposit ratio,

both Islamic bank and conventional bank on average are in the “Healthy enough” criteria. The lowest loan to deposit ratio is owned by Bank BRI Syariah that later merged into Bank Syariah Indonesia, a bank that implemented the shariah principle. Islamic banks have lower loan to deposit ratio (86.25%) compared to conventional banking (90%) both are in the “healthy enough” criteria with rating of 3. However, Al Rajhi Bank has the lowest Loan to deposit ratio with 79.63% and is the only bank within the KSA average bank sectors in the “Healthy” criteria. During the 2018-2019 period there is almost no difference between the Loan deposit ratio for Islamic Banks in KSA, on the other hand, there is an increase of 5.15% and 2.51% in the following year (2019-2020) where Islamic banks experienced a decrease by 4%. Conventional banking in KSA managed to decrease their ratio by 6% from 94.16% to 88% on average which in contrast the Islamic banking in KSA experienced an increase as much as 2%.

C. Return on Assets (ROA): banks are considered very healthy in the terms of their return on assets, Bank BTPN Syariah has the highest ratio with 10.3 in average. The lowest is Saudi British Bank with only 0.9 ROA and classified as “healthy enough”. As for the total, Islamic banks have 2,689,062.5 ROA on average from the period 2018-2021 which in average considered a high ratio and considered as “very healthy”, meanwhile, the conventional bank has lower but not much difference with 2,438.75 ROA which also considered “very healthy”.

D. Net Interest Margin (NIM): Most banks are considered to be healthy based on their Net Interest Margin with Bank BTPN Syariah having the highest ratio of 19,785 on average. Masraf Al Rayan is the lowest in terms of their Net Interest Margin (NIM) with 2.2% Net Interest Margin. There’s not so much difference between all the bank Net interest margins. Conventional banks on average have 3.2% Net interest margin, meanwhile Islamic banks have higher average with 5.37% throughout 2018-2021. In 2019, the Net interest margin of Conventional bank and Islamic bank both increased by around 0.3%. In 2020, Islamic banks have an increase on their Net Interest margin by 0.7% meanwhile conventional banks experienced a decrease in their Net Interest Margin as much as 0.34%. Both Islamic banks and conventional banks experience decreases around 1% in 2021 averagely.

E. Capital Analysis: Overall average of Capital Adequacy Ratio shows that all banks are considered very healthy, Bank BTPN Syariah has the highest Capital Adequacy Ratio with 45.15% in average, Islamic bank in total has higher Capital Adequacy Ratio with 20.38%, 4% higher than conventional bank Capital Adequacy ratio which is 16.89%. During 2019, both Islamic bank and conventional banking had a decline in the capital adequacy ratio, the Islamic bank went from 20,46% to 20,44% which isn't significant and conventional banking went from 16,72% to 16,42%, in 2020, commercial bank experienced 0.56% growth in their Capital Adequacy Ratio, meanwhile Islamic bank experienced another decline of 0.16%, both Islamic banks and conventional banks experienced increase in percentage in 2021. The CAR ratio for conventional banks is higher in 2021 than pre-covid era 2018.

F. Single Index Model: In the list of banks in KSA, there are four banks that have been studied, namely: Al Rajhi Bank, Alinma Bank, Saudi British Bank, and Riyad Bank. After analyzing and getting beta data, Al Rajhi Bank before and after the pandemic did not have a significant difference in risk. This is evidenced by the decrease in beta data in the period before and after the pandemic. Beta value < 1 means the stock has a lower risk than the market average risk. The second case at Alinma Bank, before the pandemic instead, has a lower risk. In fact, after the pandemic, the tabulation results showed a Beta value < 1 . At the Saudi British Bank, the beta value was negative, so the risk accepted was very low compared to the market average risk. In Riyad Bank the opposite applies. Before the pandemic there is a very small risk compared to after the pandemic, because the data has increased by 0.254, even though the risk received is < 1 but the risk shown is greater than before the pandemic.

Conclusion: Based on the profitability assessment conducted using the risk-based method, which examines the profitability of the bank using the risk assessment profile (Non-Performing Loan and Loan to Deposit Ratio), Earnings analysis (Return on Asset and Net Interest Margin), and Capital Analysis (CAR), it can be concluded that Islamic banks have a better and lower NPL ratio than conventional banks between 2018 and 2021. There is no substantial difference in the NPL ratio before and after covid (2018), on average and overall (2019-2021). When the first covid case was published (in

2019), non-performing loan ratios in both Islamic and conventional banks were increased till 2020. In three of the four sample countries, Islamic banks had a lower NPL ratio than commercial banks, indicating that Islamic banks have fewer problematic loans than commercial banks. Islamic banks are superior than conventional banks in terms of loan to deposit ratio from 2018 to 2021, as they have a lower LDR ratio. In comparison to conventional banks, Islamic banks are also thought to be superior, having a lower average Loan to Deposit Ratio from 2018 to 2021. The LDR also shows that Islamic banks had a lower LDR ratio than commercial banks in three of the four countries studied, implying that Islamic banks have fewer problematic loans. However, the impact of the pandemic may be observed in the LDR ratio at Islamic banks, which has increased significantly since the Covid-19 epidemic. Based on the ROA, there is no significant difference between Islamic and conventional banks, with the majority of banks having very healthy criteria. There are also no significant changes in the ROA ratio at conventional banks before and after the COVID-19 pandemic, but there is a change in Islamic banks, with the average ROA decreasing, which may indicate that companies are becoming increasingly ineffective in managing assets to generate profits. Based on the Net Interest Margin (NIM) Islamic banks have a higher average net interest margin than conventional banks, this is important because it means that Islamic banks are better at increasing interest income on productive assets managed by banks. It can also be seen, during Covid-19, that Islamic banks have a NIM ratio that continues to increase, where conventional banks still have ratios that are not much different before and after Covid-19. Islamic banks have a greater capital adequacy ratio than conventional banks, however there was no significant change in the CAR ratio in both conventional and Islamic banks during Covid-19. Overall, Islamic banks outperform regular banks in terms of profitability, however there is no difference in profitability performance owing to covid. Bank shares in the United Arab Emirates do not have a high risk in terms of stock performance and price reactions in the 2018-2022 period based on beta value, even though there have been increases and decreases in the time Pre-covid and during a Covid-19 period from several banks' stocks in terms of risk, while bank shares in Indonesia are relatively high risk compared to previous countries. After the outbreak, Indonesian banks are at more danger. There was no considerable shift in risk on bank stocks in Saudi Arabia during the epidemic. The majority of bank equities in Qatar then witnessed a risk drop.

The Influence of Social Media Beauty Guru or Influencers on Customers Purchase Intention

Tsakila Zen

Faculty School of Business and Management, Institute Technology of Bandung, Bandung, Indonesia

Abstract: A positive review posted on social media can reach up to a thousand followers and friends, and it can be shared by other users to boost the number of favorable views. It can also help boost the number of people following a particular influencer. It's also possible that people spend more time on social media than in-person recommendations. In today's digital age, it is more important than ever that people have the necessary information when it comes to making informed decisions. Because of this, many companies have started utilizing social media marketing as a part of their marketing strategy. This review aims to analyze the various facets of social media and how it can affect word of mouth. It also delves into the characteristics of social media influencers and their potential impact on a consumer's decision-making process when it comes to buying a product.

Index Terms: Beauty Guru, E-WOM, Influencer, Purchase Intention, Social Networking Site

Introduction: The rapid emergence and evolution of the Internet has greatly affected how businesses communicate with their customers. Because of the increasing number of people who search for information online, many companies are now using social media marketing as a tool for

marketing. Due to the rise of digital marketing, celebrities and individuals are more commonly promoting their products through platforms such as Instagram and YouTube. The goal of this study is to analyse the effects of e-WOM on the purchase intentions of customers. It will help brands develop effective strategies and improve the efficiency of their marketing efforts. The review also delves into the various facets of social media that can affect word of mouth. The first section of the study focuses on influencer marketing, while the second section explores the purchase intention topic. The process of planning the study's research process was also covered in the chapter. Literature review Social Media Marketing In their book, "Social Media Marketing", authors Jake McKee and David Evans stated that A social media marketing campaign is a type of marketing that uses online communities to interact with its target customers. Unlike traditional methods, this strategy can be more effective as it allows companies to interact with their customers in a more efficient way. Through studies, researchers were able to gain a deeper understanding of how people use social media. Social media marketing allows marketers to interact with their audience and utilize their intelligence. Social media marketing allows users to connect with their networks and share content. In 2017, Lee noted that social media marketing is very important for businesses as it allows them to provide their customers with various benefits. The goal of this study is to analyse the various characteristics of consumers' marketing behaviour and attitudes. Social media marketing is a process utilized by companies to promote their products or services through social media. One of the activities that people commonly engage in through social media is entertainment (Achten et al., 2008). Through social media, people can enhance their positive emotions and develop their desired behaviors (Kang, 2005). It can also help them connect with other people and businesses. Besides being able to promote their products, social media also provides users with the most up-to-date news. According to Wikipedia.com, entertainment is a broad term that includes everything that can be considered as a comfort or consolation for a sad or difficult situation. Aside from being able to promote their products, social media also provides users with the most up-to-date news. Entertainment can additionally be categorized into different categories such as movies, television programs, and sports. Influencer Marketing - In addition to being able to identify and recruit individuals who have the potential to influence a specific demographic or consumer segment, influencer marketing can also help a company grow its revenue. For instance, Daniel Wellington was able to boost its revenue by over 5,000% through its influencer marketing campaign. In a study conducted by Sugiharto & Ramadhana in 2018, They found that the relationship between an influencer's credibility and the brand's attitude can be influenced by various factors. This type of marketing is beneficial for both the brand and the influencer. One of the most effective ways to reach out to a target audience is through influencer marketing. Having a well-defined and effective influencer network can help a brand reach its goals. An influencer marketing campaign is a process that involves identifying and activating individuals who have the potential to influence a certain target audience (Sudha & Sheena, 2017: 16). Being an influencer is very beneficial for a company as it allows it to reach its target audience and move them toward its products.

2.1 Electronic word-of-mouth (e-WOM) Influencer marketing refers to individuals who have successfully used a certain product or service. They are referred to as individuals who are known as "word of mouth marketers". Word of mouth marketing is a type of communication that can be sent through the internet Hennig-Thurau, et al, 2009). According Wijaya and Paramitha one of the main advantages of this type of communication is that it allows users to have geographical and temporal freedom. The characteristics of e-WOM include time, focus, valence, intervention, and time. The following is an explanation of these characteristics: a. Valance Word of mouth is a type of marketing tool that can be used to promote a company's products or services. It can be categorized into two categories: positive and negative. The former occurs when the company's positive news is disclosed, while the latter is when the negative is not. b. Focus The goal of E-WOM marketing is to create a better-known market for itself by developing strong relationships with its customers, who are mainly composed of end users and suppliers. These relationships are also

beneficial for various other factors such as the recruitment of new employees and the establishment of effective marketing partnerships. The success of this strategy can be attributed to the continuous improvement of the customer's experience and the ability to convert them into loyal customers. c. Time Even before a purchase is made, customers can make their own suggestions using an electronic word of mouth (E-WOM). This form of input can be very helpful in helping the customer make an informed decision. E-WOM can also be used by customers who have already purchased products or have consumed consumption experience. d. Application However, when the dominant message emerges from expectations that are placed on influential individuals or opinion leaders, then the opinion leader becomes an acceptable target for social network marketing. e. Intervention Due to the increasing number of companies that are actively involved in the management of Electronic Word of Mouth, more individuals are being sought to design and deliver their own E-WOM. These individuals can be expected to follow in the footsteps of others who have already done so.

2.1 Beauty Industry in Europe, women are required to use tight corsets to achieve a slim waist. Everyone has a definition of beauty, and the beauty industry is constantly looking for ways to exploit this. During the Industrial Revolution, the rise of women being independent and working outside the home made them more attractive. The use of contact lenses has also changed the way students think about beauty. According to Naomi Wolf 2, many women spend a lot of money on beauty products to create a myth about their appearance. Due to these criteria and myths, many women are now tempted to offer various beauty services. According to the 2018 Beauty Mass Survey, the Indonesian cosmetic industry continued to grow at a steady rate of 35.8%. On the other hand, skin care products were at 31.7%. Most of the imported skincare products are usually made by Japan and Korea due to the high level of awareness in these countries about the importance of facial skin care. The number of skin care products sold in the market makes it hard for people to choose the right one. This is why many people end up with errors when they use the product. One of these is the use of ingredients that are not appropriate for the skin type. This is why it is important that a proper method is used to determine the type of skin that people have. The term social beauty refers to the assessment of individuals or groups of people with varying levels of heterogeneity. This is why it is very important for people to maintain a positive social media presence. Today, people on Instagram are more likely to want to look beautiful in their photos and videos as it is their platform for sharing content. Skincare is a broad term that refers to the use of various products to treat and tone one's skin. According to the Oxford Learner's Dictionary, the use of special skincare products is a part of the process. **2.1.1 Beauty Influencers** The rise of internet technology has made it easy for people to access information. Through social media, people can connect with each other and find the information they need. The rise of digital media has led to a shift in how people consume information. However, now, they are more likely to rely on all-digital platforms such as social media, which is considered more practical and varied. According to Ayun (2015), the rise of social media has made young people more likely to use it. The increasing number of beauty influencers and vloggers has made it easier for women to find the products they need. Instagram allows users to follow other people and become their followers. It also allows users to interact with other users. Besides allowing users to share photos and videos, the platform additionally has various features that are aimed at enhancing its users' engagement. One of these is the ability to create a beauty influencer account. A beauty influencer is someone who is well-known on the social media platform and has a passion for the profession. These individuals can help a brand get noticed through their social media posts. According to Zukhrufani and Zakiy in 2019, these individuals have a powerful role due to how their posts are linked to a company's sales. Most beauty brands will usually hire Beauty Influencers to promote their products on Instagram. There are various things that these individuals must own in order to be considered a Beauty Influencer. This is because they are more likely to be interested in the products that are sold by the brand. A good review by a beauty influencer can influence a person's decision-making process when it comes to buying a certain product or service. According to this article, women are often

targeted by beauty companies due to their backgrounds. This is because they tend to prioritize their own desires over those of their male counterparts (Amelia & Rinaldi, 2019).

2.1.2 YouTube and Instagram on Beauty Industry The rise of social media and other technological developments has greatly influenced the way people live their lives. There are many advantages to using such a media, such as allowing users to connect with others. It also allows people to connect with each other and with the world around them. Social media can be accessed through smartphones, as long as they have a network. This is because the more content that people create, the more interesting it is on the platform. One of the main advantages of user generated content is that it allows people to create their own content, which is very important in today's world where social media is becoming more popular. One of the most popular social media sites that people use nowadays is Instagram. Like other social media platforms, Instagram uses the terms following and followers to describe its users. Over time, it started to develop and become a more prominent part of the social media world, as it allows users to seek information about what's happening in the media and other knowledge. In addition to being able to promote a product, using public figures can also help boost the sales of a beauty product. Usually, the advertisements use models who are attractive to look at. In 2015, there were a few beauty influencers on YouTube. Beauty content posted by influencers includes videos about their personal life and makeup tutorials. With the help of their posts, customers can easily find information about the various beauty products and services that they use. Today, it is common for companies to use public figures to market their beauty products. Usually, the advertisements for beauty products feature models who are attractive to look at.

2.2 Brand Awareness One of these is Instagram, which is a platform that is commonly used by the wider community to share information about activities and individuals. Instagram is a social media platform that allows users to post photos and videos. With this, Instagram has become a popular marketing tool for KIRBY. The initial step in brand awareness is being unaware of the existence of a company. The initial step in brand awareness is being unaware of the existence of a company. the second stage of brand recognition involves customers recognizing a product's name. The third stage of brand awareness involves recalling a product. This is because a certain product's name can be re-recognized by its customers. The third stage of brand recognition involves customers recalling a product. The fourth stage of brand awareness is having the product's name mentioned by its customers when they recall it. In addition to being able to generate repeat business, having a well-known brand name can additionally help a service provider develop a stronger relationship with their potential customers. It can additionally help them boost their sales and provide them with valuable services. A good brand awareness campaign can help boost a customer's purchase intention, as it can identify the factors that influence a person's decision-making process. This process often involves coming up with a decision based on the available information. Brand awareness is a long-term strategy that can help grow a company's reputation. This usually happens when the customer is talking about a specific product or service. Besides the product itself, a brand also relies on other factors such as the support factors that are related to the product. In addition to marketing the product itself, a company can also carry out promotional activities. This strategy can help promote a product or service by making it widely known. Although this type of marketing can be very effective, it is also important to point out that it can additionally increase a company's profitability. One of the most important steps that a company can take in building its brand is by developing a brand awareness. This strategy involves showing that its potential is relevant to a specific product or service.

2.3 Purchase Intention The purchase intention of a consumer is a decision made by a person or organization based on the function that it offers. In 2012, Mahadi and Sukati explained that a customer's desire to buy a product is usually caused by its function. In 2014, researchers explained that a purchase intention analysis involves comparing a product with another one. After conducting a purchase intention analysis, a customer's decision is then made based on the results of their study and their habits. The first type of product is those that have a broad scope of capabilities and are known to have high involvement in solving problems. The second type of

product is those that are promotions. These are usually conducted to make the final decision. Because of the increasing number of people who are aware of the products that they can purchase, they are more likely to make an informed decision when it comes to making a purchase. This is also beneficial for a company's marketing efforts as it allows it to build a brand awareness. According to Durian to and Andrology, in 204, increasing awareness can help a customer make a purchase decision. It can also help a brand maintain its reputation and increase its recall rate. This is because customers who are aware of a brand's existence are more likely to continue using it. A purchase intention is a consumer's likelihood of making a purchase in the future. It can be a positive sign that they are planning on buying something in the future. A rise in purchase intention can be a sign that a consumer is likely to make a purchase. Purchase intention is a measure of consumer behavior that can be used to predict the future purchases of a company. Although a perceived quality doesn't necessarily mean that a brand is superior to the products or services that are advertised, customers are still expected to give it a rating on a subjective basis.

Research Design and Methodology

3.1 Research Design Through qualitative research, the researcher can identify the elements of the phenomena that the participants presented. This method allows him or her to make sense of the data that the observers collected. According to Merriam and Grenier (2019), This type of study is conducted to collect data that the participants provide. It can be done in various ways, such as critical, interpretive, or postmodern. This type of research can also be utilized to study complex cultural or social issues. It can additionally help identify the cultural or social norms of a group or society (Monique et al, 2020).

3.2 Research Strategy The goal of desk research is to collect data from various sources, such as journals Kaurani and Marwah, 2020). Besides conducting a physical survey, the researchers additionally collect secondary data (Hague, 2020). This technique is usually performed for gathering information from various sources, such as telephone charges and directories.

3.1 Sampling Plan The goal of the study is to identify the various objects, individuals and event that represent the whole population (Sekaran and Bougie, 2019).

3.1.1 Population According to Bougie and Sekaran (2019), The population is made up of individuals, events, and interesting things that the researcher would like to study. This group will be the one that will get the most out of the study as it will be the one that will get the most insight into the beauty industry.

3.2.2 Sample According to Bougie and Sekaran (2019), A sample is not a complete representation of the population as it only includes a subset. Instead, it chooses a journal that has the necessary details to carry out the study. The purposive sampling design is a type of sampling that involves gathering information from a journal. The criteria in this research are: a) journal related to Beauty Influencers Impact on Purchase Intention (A) journal that discusses Brand Awareness (B) journal that discusses Purchase Intention

3.3 Source of Data A qualitative study aims to describe the data in terms of words, instead of statistics. The data collected in this type of study is the basis of any statistical analysis, and it must be accurate. These include books, journals, and other sources that are related to the study (Nagendran et al, 2021).

3.4 Methods Data Collection The process of data collection includes various steps. These include data reduction, data display, verification, and conclusion. Usually, this type of study is carried out in order to gain purchase intention.

3.5 Data Analysis Process According to Okumus et al., in 2022, data analysis is a process that includes performing various steps such as the data reduction, data display and verification, and conclusion. 1. Data Reduction Data reduction is a process that involves identifying the most important pieces of information from a qualitative data set. It then goes through the various steps to analyze the data and find relevant patterns and themes. Prior to the data collection, the researcher discarded the irrelevant data. 2. Data Display The second step in the data display process is to organize and visualize the information. The objective of this process is to create a set

of facts that can be used to draw conclusions and come up with a strategy. Doing so helps minimize the number of details that are presented.

Conclusion and Verification A qualitative analysis is a process that involves coming up with a list of hypotheses and explanations that will help inform the findings (Miles and Huberman, 1994). Once the data has been gathered, the analysis begins to confirm the findings.

Finding and discussion After conducting a qualitative study, I was able to collect all the necessary data to come up with a conclusion. The study will look into the effects of various factors on the word-of-mouth recommendations that social media users generate. In social media environments, it is more important than in-person recommendations. This phenomenon is also more prevalent than in-person recommendations from King, Bush, and Racherla in 2014. A positive review that has been posted on social media can reach an average of around a thousand followers and friends. In 2014, King, Bush, and Racherla noted that a positive review can be used to create a statement of advocacy. Another benefit of social media recommendations is that they can be shared by other users, which can help boost the number of favorable impressions.

4.1 Customers' Cognition of Influencers After conducting a comprehensive analysis of the various data and resources available on influencer marketing, I concluded that it is important for customers to be aware that when an influencer focuses on marketing a product instead of providing honest reviews, it can lead to fraudulent entries. Despite this, viewers still continue to follow and watch the reviews posted on YouTube and other social media platforms. Because of the increasing number of people using platforms such as Instagram and YouTube, many believe that reviews are reliable. Because of the popularity of YouTube videos, many people rely on them for their product reviews. To make sure that the product they are purchasing is real, they would check out the videos and reviews of other beauty vloggers.

4.2 Customers' Cognition of Influencers It increases the likelihood that the products will be bought by the users. In a study conducted by Google, a representative talked about the various ways that creators can market their products on YouTube. Some customers said they bought products that were suggested by beauty vloggers as a result of their videos. However, they noted that the effectiveness of the products could be affected by various factors such as the weather. After seeing the videos posted by beauty vloggers, their users became more cautious about using the products they featured. Although their content can influence a person's purchasing decision, they still try to gather their friends' opinions before making a purchase. Beauty YouTubers are known for being very positive about their products and can recommend them to their followers. Through social media platforms, people can keep up with the latest beauty trends and buy products that they can rely on. They also believe that content posted by beauty vloggers could influence their purchasing decisions.

4.3 External Factors for Purchase Decision The buying process starts with the introduction of the customer's goals and needs, and the evaluation of alternatives. It provides a deeper understanding of the environment and purchase intentions. They usually ask their friends and family members for their opinions on the products they're considering buying.

4.4 e-WOM, Trust, and Purchase Intention The study revealed that the effects of electronic word of mouth on a person's purchase intentions were mediated by various factors such as trust variables. On the other hand, the study did not find a significant difference between the effects of e-WOM and proven engagement. It can also help a potential customer get a deeper understanding of the product. Limiting the number of people who can see a review can prevent negative effects from arising after the purchase. This strategy can help prevent customers from experiencing negative results following a purchase. This series only covered the main factors that affect a person's purchase intentions.

4.5 Social Media Recommendation vs. Traditional Word-of-Mouth Recommendation This is because the person endorsing a particular brand is communicating with the public about the product or service they are recommending. Through the public self, people can expand their awareness about a brand and share their thoughts on it. In a social media environment, strong

brand-self connections are more likely to be made by people who recommend a certain product or service. Despite the positive effects of social media, it is still important to consider the various risks associated with it. For instance, if a company's reputation is tarnished due to negative experiences on social networks, then its customers might not be able to recommend it. If a recommendation is shared publicly, it can affect an individual's social-perception and cause them to lose their friends. In addition, a person's credibility could be affected by the actions of the brand. For instance, people may make assumptions about a recommender based on the information they gather about the company. The actions of a company on social media can also have a social-perception impact. The goal of this study is to analyze the relationship between social media and attitudes. It also explores the link between the attachment to a brand and its social media presence. The link between brand attachment and social media users' recommendations is believed to be explained by how these factors influence the way people use the platforms to recommend products and services. For instance, if a person has a strong brand attitude, then they are more likely to recommend a product or service on social media. The study will also look into the effects of social media recommendations on users' attachment and brand attitude.

4.6 Academic Implications It first aims to identify the various factors that influence the quality of eWOM arguments. The findings of this study contribute to the literature by providing a deeper understanding of the various factors that influence eWOM arguments' quality. It revealed that the source's credibility is linked to the perception of a brand's peripheral influence. The findings of this study support the previous studies that indicated that the quality of an argument can also affect the credibility of an eWOM message. This study, which is one of the few that focuses on analyzing the interactions between recommenders and users, was able to provide the researchers with a deeper understanding of the quality of eWOM content. According to a study conducted by Korkmaz, Sertoglu, and Catli in 2014, the perception of an influencer as credible is related to the likelihood of a person making a purchase from them. This suggests that higher levels of credibility could lead to a higher likelihood of a person making a purchase. In addition to being able to provide a compelling reason for a person to buy from an influencer, other factors such as attractiveness and expertise can also influence a person's decision-making process.

4.7 Management and Marketing Implications Despite the excitement of working with social media influencers, it's important to choose the right one for the job. Although managers may gravitate toward those with a lot of followers and likes, their purchase intentions are not affected by these factors alone. Having a strong argument is also important, as it can help maintain the influencer's brand image and relevance to their target audience. As more companies use social media platforms to promote their products and services, they are also looking into ways to increase their eWOM marketing efforts. According to a study, influencer credibility is the most critical factor that influences the purchase intentions of Instagram users. It also noted that marketing managers should consider the various programs that are designed to reach their users' specific needs. According to studies, users are more likely to trust a certain person due to how their appearance and attractiveness are perceived on Instagram. Having the right influencer can help a brand stand out from the crowd. In addition to being able to act as a credible source of information, users should also be aware of the influencer's influence on their minds. Women are more likely to follow a certain individual due to their gender. It's also important that the users are aware of the influencer's various dimensions.

Conclusion - Due to the rise of influencer marketing, there has been an increase in the number of individuals who are exposed to products and brands that are endorsed by prominent personalities on social media. Although the bond that these individuals have with their followers can be beneficial, it can also influence the buying intentions of others. A study conducted in 2018 by Casalo and her colleagues analyzed the relationship between social media influencers and consumers' purchase intentions. It revealed that although most people use social media regularly, they tend to spend more time on it. Aside from being used by businesses and individuals, social media can also be used to promote various products and brands. A study conducted by a social

media marketing firm revealed that a high number of people are following multiple social media influencers. It also found that the likability and trustworthiness of these individuals did not affect the buying intentions of consumers when it came cosmetic products. The characteristics of social media influencers can also affect a consumer's decision regarding a certain product. One of the key factors that a person should take into account when it comes to making a purchase is the quality of their argument. According to a study, a well-written and consistent message can convince a consumer to purchase a product. Despite the presence of social media influencers, these factors are not the most important factors that a person should consider when making a purchase. They should instead focus on the various factors that are related to the product. Having a large number of followers and likes is very important, but this isn't the main reason why people should consider buying a product. The study revealed that customers' decisions are influenced by the content that they see on social media platforms. Most people follow social media influencers who are also on other platforms such as Facebook and Instagram. YouTube is a popular channel for social media influencers. Despite the presence of influencer reviews, many people still feel that they can't completely trust the opinions of these individuals. A study revealed that customers still rely on their opinions when it comes to making a purchase. Having a strong connection with the influencers is very important for content creators as it allows them to build a strong following and influence their viewers.

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A Third-Party Service Indicator Of Smes Succession Strategy To Facilitate Digital Transformation Approaches

Chung-Wei Kan

Institute For Information Industry Digital Education Institute (DEI), Taipei, Taiwan

Chung-Yen Wang

National Caretech Association, Taipei, Taiwan

Abstract: Digital transformation curriculum has been increasingly adopted by many companies in order to enhance the credibility of their succession strategy. As family businesses play a vital role in the socio-economic dynamics of emerging social changes, this study thus investigates the correlation of family-controlled firms, interviews the propensity between business founders and successors assertively adoption of digital transformation services, using case study of domestic listed firms from the SME Succession and Digital Innovation Leadership Project, which proactively participating corporate employees' competence reforming the period 2021-2022. Disparate the assumption of Pivoting in economics theory, this study demonstrates the governance of family-owned firms have less motivation or strong determination to relatively engaging in digital transformation compared to intergenerational transitions. Moreover, findings indicate that family firms with pre-eminent business founder dominance have less motivation to engage in confrontational digital transformation approaches. In contrast, family firms with heired-Successors nor independent non-executive board directors have greater motivation to engage in digital transformation trainings. This study contributes to Small and Medium Enterprises (SMEs) succession literature by highlighting the importance of Explorative third-party service indicator, articulating the acceptance of digital transformation for comprehensive decision making. Finally, this research analyzes and propose six new indicators of comparing the various levels of family firms align with the concept of C-SOP to facilitate business succession planning in a digitally transformed manner.

Keywords: C-SOP, Digital Transformation, Indicator, SMEs, Succession

1. Introduction: The intricacy of international geopolitical and economic situation, not only Russia has depleted energy supply as a weapon against its opponent, but the China- United States Trade War has also composed an ongoing economic conflict for both sides' alliance. Many countries continue to raise interest rates to fight inflation. The pressure of global inflation has restrained consumption internationally and domestically; moreover, since the end of 2019, endured through

novel coronavirus pneumonia, all kinds of Enterprise in the market around the world are affected. In this context, Taiwan central government requires Small and Medium Enterprise Administration, Ministry of Economic Affairs (MOEA) to implement the stability, which plays a positive role in coping with the impact of COVID-19 Pandemic situation, and also promotes the smooth operation of the enterprise succession through digital transformation curriculum. The digital transformation curriculums were propounded by discussing deeply which was organized by the Institute for Information Industry, Digital Education Institute. Its connotation is to set market reality as the guide, to cope with the changes and shape the future as the succession concept, to inherit and innovate, to cross and merge, to coordinate and share as the personnel, to cultivate prospective diversity, innovative conspicuous Digital transformed competence. Divergent quarantine levels are causing impacts on the Taiwan market, and many other economies including countries having rather high vaccination rate, namely, advanced economies. Lifting lockdowns have indeed picked up market demands and helped expedite processes of recovery. In accordance with reopening the border for countries such as Japan, Korea and Taiwan in October, 2022; however, it is still uncertain whether easing the containment measures may result in a virtuous or vicious circle. It is certain that the global demand is strong for the time being, whereas it is strong enough to kindle Taiwan's export engine. The government's quarantine level measure has hindered the growth of internal demand in spite of the growing external demand. "Warm on the outside and cold on the inside" would be an epitome of the state of mini-Asia markets, including Taiwan's economy. According to Taiwan Institute of Economic Research statistics, Taiwan's economic performance in external markets has been slowing down, and the export orders have been weakening. Taiwan's exports in August 2022 increased slightly by only 2.0% compared with the same month of 2021. Regarding imports, Taiwan's imports in August 2022 increased by only 3.5% compared with imports in August of 2021. Taiwan's exports and imports from January till the end of August 2022 gave a trade surplus as at US\$ 35.69 billion or decrease by 12.3% year-on-year due to costlier in imports of commodities and slowing growth in exports. Taiwan's consumer price index (CPI) increased by 2.66% in August 2022 compared with the same month of previous year, which would be 0.7 percentage points lower than the inflation rate of previous month. The core inflation rate excluding prices of the energy and food increased by 2.73% in August 2022, which would be the same as the core inflation rate in July 2022. In addition, the wholesale price index (WPI) increased by 11.54% in August 2022 on the year-on-year basis, the consecutive seventeen-month in double digit growth. The pressure of surging input costs is still less serious compared with the previous month. However, some producers may still need to transfer the cost to consumers to break even. As a consequence, the family-controlled firms interviewed in the focus group sessions, the adversity acknowledged by both business founders and successors. Small and Medium Enterprises (SMEs) are prevalent in all parts of the world, family-firm particularly is a long-term business model across generations. Studies reveal that family businesses have considerable influence for local market and importance on the national economy. In Taiwan, the family business is closely linked to the overall economic development and decision made by government. Similar to majority of the SMEs around the world, Family-firm in Taiwan is getting older and has experienced aging related issues within the organization. According to this study, which investigates the correlation of family-controlled firms, interviews the propensity between business founders and successors assertively adoption of digital transformation services, using case study of domestic listed firms from the SME Succession and Digital Innovation Leadership Project. Astonishingly, the finding indicates more than 75% of family-firms have no Business growth, due to insufficient amount of digital transformed talent and a qualified successor recognizing by the first-generation entrepreneur. The goals and approaches of the cultivation of digital talents were brought forward in the curriculum of digital transformation for Small and Medium Enterprises (SMEs). Business owners should comprehensively comb the learning contents of various courses and eliminate redundant subjects, build intuitive lesson, raise the vigilant of entrepreneurship challenge reasonably, increase the logician of the agenda, expand the depth of the industrial experience, and improve the producing quality of the course in circular of the digital transformation on the implementation of online education through CoreLab System, which is a Learning Management System built by the Institute for Information Industry, Digital Education Institute. In this research, both primary and secondary research method were integrated in a cohesive demonstration, which shall reassure market participants and made entrepreneurs feel at ease for succession

development (Cooper, 1995). Secondary research method has been established, which was of great significance for promoting Small and Medium Enterprises (SMEs) to play a greater role and achieve greater transformation. Under the background that market players are facing the impact of COVID-19 pandemic situation and weak economic downturn, this paper proposes that Business owners should make overall succession plans to promote economic development, which applies business needs as orientation, personnel training as target, according competence development to adjust tutorial content and employee's inclinations to alter learning methods. Additionally, take full the advantages of virtual platform to realize interdisciplinary integration with the CoreLab System, organize participants of different professional for complementary innovation; Strengthening the practical training of Business production, which build broad platform for the improvement of employees' comprehensive ability to meet the competency standards, has a solid theoretical foundation, acquired as digital transformed talents. Finally, the research implemented through primary research method, which is information gather through self-conducted research method, whereas secondary research is information gather through previous conducted studies (Bryman and Bell, 2007), which puts forward the countermeasures by survey research statistics to promote the development of Digital Transformation Curriculum, such as increasing Environmental Social Governance data support, optimizing the Intellectual Property Rights and Patent Licensing, vigorously stimulating various employee competence sets, giving full play to the role of entrepreneurs succession and promoting enterprise value.

2. Post-Pandemic Era Challenges and Opportunities: Since the coronavirus outbreak started in late 2019, the Taiwan government has launched a raft of economic measures which have benefited more than 10 million individuals hard hit by the pandemic. In Taiwan, private SMEs occupy 97% of businesses, hire 78% of employees, and significantly contribute to its economy (Hsieh & Chou, 2018), which is identical to the global market since family enterprises are the most significant employers to hire about 60% of the global labor force (Neckebrouck, Schulze, and Zellweger, 2018). Through the joint efforts of the government and public as a whole, Taiwan like every other country in the world has entered the post-pandemic era, and its economic development has shown a slow recovery trend. In spite of the international community has also advise optimistic expectations for Taiwan's annual economic growth. The development of Small and Medium Enterprises has successfully passed the most difficult moment, and started to return workforce, resume production and business. However, Taiwan's market has not been resurrected with strong buying power, and business owners are still facing a difficult living environment. Many enterprises are still at the crossroads of liquidity and volatility choices, and the situation is not optimistic. Especially in the current situation of trade protectionism, sluggish world economic development and shrinking global financial market, enterprises are even more struggling along with the COVID-19 affection.

2.1 Challenges under the Pandemic: Despite variant viruses continue to cause impacts on many countries, the global demand has been rebounding because of increasing vaccination rate worldwide, especially advanced countries, the major market demand of end products. However, there are still many developing countries suffering from short of vaccination, which also signifies the deterring of demand. Therefore, the founder and former CEO of Taiwan Semiconductor Manufacturing Company (TSMC), Mr. Morris Chang urged Asia Pacific Economic Cooperation (APEC) members with large vaccine production capabilities to support countries in the Asia-Pacific region meet urgent vaccine needs in this year's Asia Pacific Economic Cooperation (APEC) forum on July 16th. Nevertheless, international forecasting agencies such as Information Handling Services (IHS) Market and Economist Intelligence Unit (EIU) have continued to adjust their forecasts for the world GDP growth upward. In response to the most recent COVID-19 outbreak, Taiwan has adopted a Three-level Alert measure since May 15th, whereas the measure could have impacted on domestic services. However, Taiwan's most trustworthy economic engine, exports in goods, has remained strong and robust. Accordingly, the Taiwan Institute of Economic Research (TIER) issue its most recent GDP forecast on July 23rd predicting that Taiwan's annual economic growth rate at 5.40% in 2021. Unfortunately, the rebounding economic momentum doesn't seem to be representing all market segments. In addition, the portion of manufacturers who perceived business would be better in the next six months was 36.0% in the target month or decreased by 0.4 percentage points than 36.4% feeling more optimistic about the future in the previous month. The portion of firms who perceived the economic outlook would be worsening was 16.0% or

increased by 3.9 percentage points compared with 12.1% feeling rather pessimistic about the future in the previous month. The portion of manufacturing firms who perceived business remained constant in the next six months stood at 47.9% or decreased by 3.5 percentage points compared with 51.4% feeling neutral about the business outlook one month earlier. Overall, manufacturing firms perceived the business in the near future was as a result somewhat more pessimistic compared with the previous month. Approaching the challenges under the Impact of the COVID-19 pandemic through stimulus vouchers aimed at spurring consumption in Taiwan, which were available for pre-order from July 1 the year of 2020. All Taiwan nationals and foreign spouses of Taiwan citizens with residency are eligible to receive the benefits by making an out-of-pocket payment of NT\$1,000 (US\$34) in return for NT\$3000 in vouchers. Simply highlighting Taiwan government efforts to boost economic activity in the post-pandemic new normal. According to Minister of Economic Affairs Wang Mei-Hua, most types of expenditure qualify under the project, including online ticket sales of arts, sports and tourism events, though utility payments and purchases of stocks or tobacco products are exempt. As the stimulus voucher was prohibited in certain types of expenditure, which require consumers to pay certain amount of money out of their pocket for something they might not necessarily need, the governance of decision making only create sparing consumption for the chosen market segments has also brought various determines across enterprises and business owners. All walks of life are affected by the COVID-19 pandemic situation differently, and each has its own sufferings. Regardless the continuing of Relief and Economic Stimulus Package proclaimed by the Taiwan government, the market has well exposed to the fact that avoiding highly dependent on governmental resources to surge consumption momentum. No matter what kind of industry, for enterprise management, the financial indicators that have the greatest impact on enterprises when the pandemic suddenly strikes are: order quantity, production quantity, sales and service quantity, export quantity, purchase quantity, production and operation cost, profit amount, investment scale and number of employees. From these indicators, Business owners and company CEOs will be challenged to foresee revenue issues instead shifting resource to succession planning and digital talents training strategies. The biggest challenge for many Small and Medium Enterprises is survival, succession planning and digital transformation development of enterprises are often considered secondary under the strike of pandemic. There are significant business variations in different types of impacts. Among them, the development of digital transformation mind-set and skill-set for individual industrial and commercial households and private small and medium-sized enterprises is the most noticeably affected. Utilizing stimulus vouchers as in which can also be obtained digitally by registering credit cards, stored value cards or mobile payment apps on the program website beginning July 1, the minister said, adding that individuals will receive NT\$2,000 worth of credit after spending NT\$3,000. Discouragingly, both sides of business personnel's and consumers, were having doubts and difficulties adapting to the digital transformation services. The spread of the COVID-19 pandemic has caused orders to drop, logistics to be blocked, and difficulties in resuming production to have a numerous impact on enterprises. This global scale disaster definitely triggered a very realistic knockout. Over the years, Small and Medium Enterprises' market environment, and economic standards have been improved and a batch has been closed; Acquisition and merger of large enterprises, receiving a batch; When any pandemic strikes, it is also inevitable to think about how to survive. All sizes of enterprise shell closely originate its Succession strategies through competence development based on establishing emerging digital transformation curriculum, especially during the instance of COVID-19 pandemic.

2.2 Opportunities under the Pandemic: The coronavirus pandemic sphere for every market subject, whereas both a challenge and an opportunity. It is mandatory to seize the peril and alert brought by the pandemic affection for enterprises to carry out digital development and transformation. One of the opportunities under the pandemic is striving to create favorable environment, promote the informatization, digitalization and digital transformation of enterprises at different stages of reinforcement. Accelerating the digital transformation and upgrading the competence aggregation of enterprises' succession planning, to ensure the main body of economies lean towards the ultimate goal of sustainability. Contrarily, it is vital to implement secession strategy for enterprises, especially in urgency and maintain the stability of its market order; On the other hand, it is necessary to create increments, push forward mass entrepreneurship and innovation, and stimulate corporate digital transformation with creativity.

Enterprise succession planning and digital talent development are the new foundation and key two business sustainability as time altered. It is comparatively important to apply digital transformation curriculum as the center. Stable economic operation is related to the overall function correspondence, while market subjects are at the center of enterprises secession and digital transformation and are the fundamental driving force for economic and socialist development under the pandemic. Therefore, the “Digital Transformation Talent Pyramid” designed by Institute for Information Industry, Digital Education Institute (III, DEI) is the foundation and starting point of enterprise succession strategies and priorities. In the normal pandemic prevention and control situation, market participants should formulate. Only by consolidating the “Talent Development Route Map” accordance with market information subject can it become the basic disk for promoting social and economic recovery, supporting employment, stabilizing the economy and making economic development more beneficial to all domestic market players. The government always seem to give hope and expectation to market participants, but the current market economic environment is still complicated, so how to do everything possible to assist Small and Medium Enterprises and its employees, which is the proper meaning of protecting market players is to protect socialist productive forces. In the following chapters of this research paper, the conducting of “Digital Transformation Talent Pyramid”, “Digital Transformation Curriculum” embedded in the internet access “CoreLab, System.”, will be evidently define and introduce for enterprises in need for succession reference and tutorial.

3. Curriculum Reformed and Study Method: In order to meet the needs of Enterprise and market for digital talents and coordinate the contradiction between the reduction of training budget and the increase of learning content; Institute for Information Industry, Digital Education Institute (III, DEI) caring out “SME Succession and Digital Innovation Leadership Project”, inviting candidates across different industrial domains to join the expert group, further helping to define the “Digital Transformation Talent Pyramid”, co-working with various lecturer to produce courses for the “Digital Transformation Curriculum”, subsequently editing and proof reading before upload to “CoreLab System”. DEI equips such customized and free of charge, Digital transformation web-based multimedia. Initially, this project was permitted by Small and Medium Enterprise Administration, Ministry of Economic Affairs (MOEA), encouraging private, small and medium or micro enterprises to utilize and familiarize such resource, which are the ones often with finance difficulties and stopping them to explore more Business possibilities.

3.1 Digital Transformation Talent Pyramid: Small and Medium Enterprise has always been legally defined with total assets no exceeding NT\$100,000,000 (US\$3,333,333), or total employee numbers less than 200 members. Under the intimidation of COVID-19 pandemic, disregarding the industry nor market, any business entities could have grasped the market deliberation as a buffer, rolling out succession plans for enterprise personnel to attain Digital transformation trainings. As the role of executing the “SME Succession and Digital Innovation Leadership Project”, the market participants’ concerns and requests have been comprehensively collected, thoroughly selected and analyzed, figuring out the advisory competence route-map for different roles in the organization (Kan, 2021). In this research, the “Digital Transformation Talent Pyramid” has been proposed, suggesting every member of the enterprise conferred to the chart and competence development route-map before straight into online courses. Many individual industries pursuing succession strategy with varying degrees of digital transformation solution, by assigning employees to participate in divergent seminars or workshops. Enclosing with a license or certificate showing the participants have accomplished relevant training or attendance as required; although, the decisive arrangement seems to be logical while the outcome conversely manifest insignificance. This is simply another recognizable distinction of succession deceived, without scanning through different functions and roles for the organization or enterprises. According to the consultation with industrial experts, the “Digital Transformation Talent Pyramid” diagram is shown in Figur1, based on the circumstantial definition of roles and responsibilities which are recommended to share with the participants in advance.

Figure 1: Digital Transformation Talent Pyramid

3.1.1 Chief Digital Transformation Officer: Independent and legal entities such as enterprise or nonprofit organizations, the role Chief Executive Officer (CEO), Chief Administrator or simply Chief Executive is one of the Number of corporate executives in-charge or manage an organization or business entity, the highest ranking of executive in the company whose primary responsibility

includes making major corporate decisions, managing the overall operations and resources of a company, acting as the main point of communication between The board of directors and corporate operations. Many business entities are unfamiliar with the terms of responsibility, with the characteristic of Chief Digital Transformation Officer, are often in-charge of projects and initiatives that aim to maximize the opportunities available by embracing the new digital platform, product or service. As reported by news articles presenting the substitution of a Chief Digital Transformation Officer by a corporate CEO, in consequence of a tech-driven company or specific operational concerns. The sudden attack of COVID-19 pandemic, has once proven to the market, without a dedicated role accountable to digital transformations, which result in careless and unsystematic mind-set towards the succession planning causing procrastination of economic recovery. Throughout the digital transformation and integration process, it is crucial to promote a tech-sensitive and out-performer to be the leader of digital transformation, ensuring the appropriate personnel will be receiving corresponding training and resource to nearing succession milestones.

3.1.2 Senior Manager: Generally, a senior manager is responsible for day-to-day task, many times reporting to the C-levels within a profitable corporate held publicly or privately. In order to manage a nonprofit organization or a profitable enterprise, the candidates are required to be fairly well experienced in particular industry or field. The major assignment for this role, which includes people management, project-based discussion and departmental decision making, but not limited to any of these missions listed. Especially, for enterprise succession planning, the role of a senior manager concentrates with the settings of digital transformation Target and milestone. Digital transformation is such a big chapter among the succession strategies, without higher management level's approval and support, the rest of the crew and workforce will not be cost-efficient, instead of signing in-and-out of different training courses online or off-line. According to the consultation with industrial experts, the digital transformation curriculum shall induce senior managers to equalize a digital transformation mind-set and perspective, coping with the succession procedures and enterprising the workforce heading towards applicable direction.

3.1.3 Research and Development: Research and development (RD) include activities that a company undertakes to innovate and introduce new products or services to the public or consumers. The future growth of the business sits in with a large part of what researcher and developer delivered. Small and Medium Enterprises highly dependent on the outputs from research and development department, to keep the Business competitive by providing the insights into the market and developing new services, products or improving existing ones accordingly. Before the COVID-19 pandemic strikes the market, many enterprises already designed their internal succession procedure, inviting the senior members of the research and development team to mentor the novices. Logistically, researcher and developers are awfully familiar with technologies, managers only required to join the communication, clarifying team-members' Time-spent to participate the digital transformation training via CoreLab System. As a reminder to researcher and developer, switching back-and-forth of Business As Usual (BAU) and digital transformation training could be time consuming, advising correspondence managers or department had regularly to synchronize succession strategy with numerical numbers and demonstration.

3.1.4 Workforce: The workforce in a company or an organization often refers to the total number of people employed by a profitable business entity or nonprofit unit. The role and responsibility of the workforce in a company various from market segment to Industry domain. In this research, the purpose of the "Digital Transformation Talent Pyramid" is designed to help best verify where the workforce from an enterprise occupied. Exploring the needs for workforce level employees adapted digital transformation competence more effectively, ensuring different parties received adequate domain knowledge and technical skill of digital transformation aligning with the enterprise succession strategy. In this part of the research findings, the proposed "Digital Transformation Talent Pyramid" shall widely introduce the domain knowledge of digital solution and application to the workforce within an Enterprise, but not to limit workforce level employees craving to learn more.

3.2 Digital Transformation Curriculum: The Digital Transformation Curriculum can be divided into three routes, including Digital Technical Skills, Digital Managerial Skills and Soft-skills for Digital Transformation. Each individual route was designed to accommodate the need for enterprise

succession competence attaining. It can be trended to realize interdisciplinary cross-integration and collaborative innovation in the Digital Transformation Curriculum. Therefore, the employees can learn from each individual competence develop route-map and promote each other in the process of preparing for Enterprise cessation. It not only realizes the integration of intersecting contents among disciplines, but also brings out the sparks of innovation in the process of digital transformation, and at the same time cultivates the employees' sense of business mind-set and technical skill via the virtual courses and discussion board featured in the CoreLab System. The research also reminds potential business owners and employers to whomever enterprises adapting such emerging digital transformation curriculum, the personnel across with time would be shifted from one particular curriculum route to the other. The enterprises and trainees are encouraged to make the curriculum route shifting, thus the succession implementation could be best utilized and maximized.

3.3 CoreLab System Accessibility Design: Most software or application development tended to have high similarities of user interface and features for diverse reasons. Users have been trained well to accommodate different types of interfaces and system usage, due to a sloppy designed or lousy user experience. However, in this particular research, highlighting the development of web accessibility design allowing user with special needs, having the tendency to operate the CoreLab System independently. The developers are looking into Web Content Accessibility Guidelines (WCAG 2.1), ensuring user with special needs will be able to browse the website and application through all types of screen-reader software (Kan, 2016). This research is mainly about digital transformation as a succession strategy, web accessibility and mobile best-practices shall definitely be included, as the CoreLab System platform itself would be the best demonstrations out of all.

3.4 Digital Transformation Acceptance: The first generation of entrepreneurs in Taiwan are gradually facing the critical issue of retirement and succession. The study Facilitates multiple digital transformation approaches as the strategy, allowing the second-generation trails through succession segue. It has become the focus of organizational management and business strategy, where the succession planning shall be comprehending as part of the sustainability development goals for any family-firm enterprise. From the perspective of the Second generation, should potential successors inherit the family business or join the family business first before considering the "formal succession". Subject to the interviews of this study, it is a career choice that increasing numbers of second generation has two faces. Analyzing the qualitative data collected from business founders and successors, the Business environment changes promptly yet the digital technology updates instantly. The two generations speculate differences on business model, decision-making, management style, and even future blueprints. The acceptance towards digital solution is another vital finding, the fact that younger successors and team members are accustomed to using social media to communicate with each other, when the older generation and senior members are more comfortable using letters and phone calls. Through digital technology, the creativity of the Second generation is applicable to more business opportunities, such as connecting resource and network, but this is a relatively unfamiliar state for the senior members in the organization. This research analyzed the various levels of family firms align with the concept of C-SOP to facilitate business succession planning in a digitally transformed manner.

Figure 2: C-SOP Framework with Indicators

The concept of C-SOP indicates culture strategy organization and people (Lee, 2019). The attitude successors hold at the beginning will affect how the digitally-transformed team maneuvers challenge and problem later. The common blind spot of the second-generation, attempted eagerly to prove their strength and appeared quickly to change the status quo. Instead of truly permitting the company accelerates forward, the role of successor should unite the existing team, retain talent and align company culture. Furthermore, the design of digital transformation curriculum through the CoreLab System being efficacious in pursuing SMEs succession.

4. Conclusions: In the digital innovation era of enterprise succession reform, conducive to train qualify talents of Digital transformed personnel who can meet the needs of the market and the industry under the threat of uncertainties. Business owners crave to seize the pressure and power brought by the constrain for the digital development and transformation of market subjects, and strive to create propitious competences for hundreds and Thousands of Small and Medium Enterprises to develop vigorously and competitively succession strategy. The successors of a business entity shall reference the C-SOP Framework with Indicators generated by this study,

providing a greater opportunity to diminish the misperception between existing and digitally-transformed teams, thus conceding to ease into social responsibility during succession. Future research, since the basic indicators of Service Was comprehended yet the best practices of CoreLab System should be emphasized, owing to the 4-year project supervised by Small and Medium Enterprise Administration, Ministry of Economic Affairs (MOEA). Absorb modern digital solution, Sustainability Development Goals and system integration technology, with the times, enrich, and expand the content resources. Seek innovation, give play to the advantages of entrepreneur comprehensive enterprises and industries, actively integrate interdisciplinary, strengthen the cooperation between governances and enterprises and jointly train, coordinate and share social resources, in order to cultivate substantial succession personnel and digital transformation talent who are required by the market to build a broader platform. Institute for Information Industry, Digital Education Institute is brainstorming a Third-Party Service Indicator stream of surging digital transformation energy into Taiwan's economic development and create a new situation of enriching the personnel's and prospering Digital talents.

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Implementation of TPACK: The Motivation of Teachers

Zulinda Ayu Zulkipli

Faculty of Education, University Technology Mara, Shah Alam, Malaysia

Abstract: Science education today has witnessed many transformations in adapting with the technology advancement. Thus, it is important for teachers to have due technological knowledge so that they can relevantly integrate effective technology into their teaching in the classroom. Therefore, this study was carried out to discover the preparedness of pre-service science teachers towards the implementation of technological pedagogical content knowledge (TPACK) in terms of their knowledge in TPACK and their motivation in conducting it. The TPACK survey instrument was adapted from Schmidt et al. (2009) while the motivation survey was adopted from Holland (2014). These two instruments were administered on 50 pre-service teachers in Puncak Alam, Selangor in answering each research question. Results indicate that among seven TPACK domains which are TK, CK PK, PCK, TCK, TPK, and TPACK, the latter was found to have the highest mean score. It was also found that the pre-service teachers had high motivation in implementing TPACK. In addition, the correlation test analysis shows that there was no significant relationship among the pre-service teachers between their

knowledge in TPACK and their motivation.

Introduction: Science is important and has become a necessity in human’s life. Hence, it is crucial for individuals to realise and acknowledge the use of science in their daily life. For those reasons, science education is necessary for each individual. In a few decades ago, science education was quite independent with the absence of technology. In schools, teachers practiced traditional methods to educate their students whether in science or other lessons. This included chalk and talk or lecture methods. As the technology advances, science is greatly explored and has also established terms like “21st century skills” and “21st century learning”. Garba et, al. (2013) studied the effects of technology in teacher education and pedagogical practice by using the inquiry approach. They highlighted that if teacher educators or pre-service teachers integrate advanced technology during their pedagogical practice, their performance when applying technology during their practicum would be higher. They also added that the integration of three curricular components which are technology, pedagogy and content into a single curricular component during pre-service teacher training would make the TPACK better applied in the real classroom setting later. However, several issues have been raised regarding the implementation of TPACK in classrooms.

Methodology: The purpose for this study was to determine to what extent pre-service science teachers prepared themselves to implement TPACK for their future teaching. Thus, quantitative research and correlational research design were used among the pre-service science teachers to measure two constructs; first, the level of knowledge in TPACK and second, the level of motivation in implementing TPACK. This research design was selected to establish the association between these two constructs in which not many research correlated the relationship between TPACK and motivation. Questionnaires were distributed randomly to the sample population of pre-service science teachers from multiple areas of specialization. The questionnaires consist of three parts. Section A is on demographic question, section B is the survey instrument on motivation and section C is the survey instrument of TPACK. TPACK survey acts as self-assessments to “measure pre-service teachers’ on their own TPACK domains but not on their attitudes toward TPACK itself (Schmidt et al., 2009). This survey was constructed by Schmidt et al. (2009) for pre-service teachers as self-assessment tool that is based on the seven domains within the TPACK framework. These domains include Technology Knowledge (TK), Content Knowledge (CK), Pedagogical Knowledge (PK), Pedagogical Content Knowledge (PCK), Technological Content Knowledge (TCK), Technological Pedagogical Knowledge (TPK), and finally, Technological Pedagogical Content Knowledge (TPACK). These 7 domains are intended measures in order to give clear understanding on the differences between each domain so that the pre-service teachers are able to distinguish between the domains when assessing themselves (Ozden, 2015). This construct which was adapted from the study done by Schmidt et al. (2009) focuses on mathematics, social studies, science and literacy. As this study particularly looked into TPACK knowledge among the pre-service science teachers, the domains were modified to focus on TPACK knowledge for science classrooms. TPACK knowledge of Likert scale was used from 1 for strongly disagree to 5 for strongly agree. The participants answered every question based on the arranged Likert scale.

Result: Analysis of the Level of Knowledge among the Pre-service Science Teachers

Table 3.1 is to determine the perceived levels of knowledge in TPACK among pre-service science teachers.

Table 3.1: Technological Knowledge (TK)

	Mean	Std. Deviation
I know how to solve my problems	3.56	.733
I can learn technology easily	3.92	.778
I keep up with new important technologies	3.92	.853
I frequently play around with technology	4.18	.774
I know about a lot of different technologies	3.76	.822
I have the technical skills I need to use the technology	3.86	.639
I have had sufficient opportunities to work with different	3.74	.694

technologies.

Mean Score Indicator: 1-1.50 (Strongly Disagree), 1.51-2.50 (Disagree), 2.51-3.50 (Neither Agree nor Disagree), 3.51-4.50 (Agree), 4.51-5.00 (Strongly Agree)

Table 3.1 shows the result of pre-service science teachers' knowledge on the first domain of Technological Pedagogical Content Knowledge (TPACK) which is Technological Knowledge (TK). The result presents that item "I frequently play around with technology" has the highest mean score (Mean=4.18, SD=0.774). It indicates that the respondents agreed with the statement. The second highest mean is "I can learn technology easily" (Mean=3.92, SD=0.778). The same mean was gathered for the statement "I keep up with new important technologies" (Mean=3.92, SD=0.853) which implies that the respondents agreed with the statement. The statement of "I have the technical skills I need to use the technology" received the third highest mean (Mean=3.86, SD=0.639) as the respondents agreed with the statement. The lowest mean belongs to the statement "I know how to solve my problems" which suggests that the respondents also agreed with the statement. The total mean score value for the entire domain is mean=3.8486, SD=0.57897 as the respondents agreed with the statements.

Table 3.2: Content Knowledge (CK)

	Mean	Std. Deviation
I have sufficient knowledge about science	3.78	.465
I can use scientific ways of thinking	3.80	.571
I have various ways and strategies of developing my understanding of science	3.90	.416

Mean Score Indicator: 1-1.50 (Strongly Disagree), 1.51-2.50 (Disagree), 2.51-3.50 (Neither Agree nor Disagree), 3.51-4.50 (Agree), 4.51-5.00 (Strongly Agree)

Based on Table 3.2, it can be seen that the statement "I have various ways and strategies of developing my understanding of science" had the highest mean score (Mean=3.90, SD=0.416) followed by the second highest mean score at the statement "I can use scientific ways of thinking" (Mean=3.80, SD=0.571). The lowest mean score is at the statement "I have sufficient knowledge about science" (Mean=3.78, SD=0.465). All these three statements were agreed by the respondents. The total mean score value for the entire domain is mean=3.8267, SD=0.38826 as the respondents agreed with the statements.

Table 3.3: Pedagogical Knowledge (PK)

	Mean	Std. Deviation
I know how to assess students' performance in a classroom	4.04	.533
I can adapt my teaching based upon what students currently understand or do not understand	3.84	.548
I can adapt my teaching style to different learners	3.94	.682
I can assess students' learning in multiple ways	3.86	.535
I can use a wide range of teaching approaches in a classroom setting	4.02	.553
I am familiar with common students' understandings and misconceptions	3.76	.687
I know how to organize and maintain classroom management	3.92	.695

Mean Score Indicator: 1-1.50 (Strongly Disagree), 1.51-2.50 (Disagree), 2.51-3.50 (Neither Agree nor Disagree), 3.51-4.50 (Agree), 4.51-5.00 (Strongly Agree)

Tables 3.3 shows the results of knowledge in Pedagogical Knowledge (PK) among pre-service science teachers. Based on the result, the highest mean score is at the statement "I know how to assess students' performance in a classroom" (Mean=4.04, SD=0.533) which the respondents agreed with it. Then, it is followed by the second highest mean score (Mean=3.94, SD=0.682) at the statement "I can adapt my teaching style to different learners" as the respondents agreed with the statement. The third highest mean score belongs to the statement "I know how to organize and maintain classroom management" (Mean=3.92, SD=0.695). The respondents also agreed with the statement "I am familiar with common student understandings and misconceptions" although it has the lowest mean score (Mean=3.76, SD=0.695). The total mean score value for entire domain is mean=3.9114, SD=0.45715 as the respondents agree with all the statements. TPACK framework was used to test the perceived knowledge in TPACK among pre-service science teacher. As mentioned, TPACK framework consists of

seven domains which are Content Knowledge (CK), Pedagogical Knowledge (PK), Technological Knowledge (TK), Pedagogical Content Knowledge (PCK), Technological Content Knowledge (TCK), Technological Pedagogical Knowledge (TPK) and Technological Pedagogical Content Knowledge (TPACK). Each domain was analysed to examine teachers' proficiency in implementing TPACK in classrooms. The statistical analysis results in finding the mean and standard deviation for each item in the TPACK framework instrument shows that the pre-service science teachers used technology regularly or perhaps daily. This is justified in the study by Raman (2014) on basic aspects of ICT knowledge among students from the education programme in Universiti Utara Malaysia where they use ICT at a high rate for personal and professional purposes. Similarly to the present study, the t-test analysis showed that from all the domains of TPACK framework instrument presented, the pre-service science teachers had knowledge on a Technological Pedagogical content Knowledge (TPACK) domain the best. Yet, it can still be said that the pre-service science teachers had knowledge on each domain of TPACK framework. This is contrary with the study done by Mohamed and Bakar (2008) as they highlighted that pre-service teachers had few knowledge on the effective use of technology in education. Their findings may be due to the time frame in which the development of technology then was not as rapid as in today's classroom. During that time, technology was not fully integrated in schools especially for students' learning since there was limited internet access thus may limit the access to source information online. It was also tricky to get access to the technology tools in using them for teaching and learning purposes. On the other hand, Garba, Byabazaire, and Busthami (2015) stressed that there are still evidences of insufficient technology tools even in today's classrooms including in urban areas. The teachers seem to face difficulties in getting access to the facilities as well as waiting for their turn for the technology tools to be available for their teaching. Today's schools use technology frequently. The internet seems to be easily accessible and the source of information is unlimited. However, the frequency level of technology based practice may differ depending on areas. These challenges may also explain why Jang and Tsai (2013) as cited in Savec, 2017, claimed that although the in-service science teachers exhibit higher rating in terms of content and pedagogical content knowledge compared to the novice science teacher rate, the latter still possesses better technology and technological content knowledge.

Conclusion: As a conclusion, it can be said that pre-service science teachers are well prepared in terms of their knowledge and motivation in TPACK. Although their motivation does not influence their knowledge in TPACK, it still contributes towards the technology integration in the classroom. TPACK is very important for today's classroom as Malaysia education has prioritized the use of technology during school practice particularly in classroom teaching and learning. The teaching and learning of Science is a significant focus in Malaysia Education Blueprint to uphold Science, Technology, Engineering and Mathematics (STEM). It is one of the efforts to develop thinking and learning towards producing 21st century skills through the subjects of science, technology, engineering and mathematics. Teachers are part of this effort to ensure students are well equipped particularly with science learning by inserting TPACK in classroom lessons.

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Interior Design of a Co-Working Area at the Library in Bandung City as a Remote Working Facility for Freelance Workers with a Biophilic Approach

Friska Amalia

Interior Design Bandung, Bina Nusantara University, Bandung

Abstract: Nowadays, the development of technology is rapidly changing which makes humans cannot be separated from the need for obtaining information. Libraries as providers of information sources that have existed for a long time certainly need to adapt by providing facilities and services that keep up with the times. The increasing popularity of freelance workers lately needs to be supported by facilities that accommodate the recent market of user activities. Co-working space is a good place to collaborate because it facilitates various users' professional backgrounds. Working in an urban environment emerges the tendency to stress experience. Nature concept happens to help humans to be able to relieve stress intensity, which led to the emergence of a biophilic design approach concept. The method used in this study is to use the qualitative method with a

literature review conducted by observation and analysis. The design of this library is expected to utilize as a place for the community, especially freelance workers, and millennials to optimize young generation collaboration.

Keywords: Sustainable Library, Biophilic Design, Sustainable Architecture, Technology, Well-Being

1. Introduction:

1.1 Introduction to Biophilic Architecture: The development of an increasingly advanced era accompanied by various kinds of rapid technological developments, makes humans cannot be separated from their need for information both for themselves and for the benefit of many people. In the era of information disclosure as it exists today, with the development of technology, especially the internet, people can easily access various sources to obtain various kinds of information and knowledge both from within their own country and from abroad. People now don't have to go all the way to the library just to look for information, they can access information anywhere and anytime through their internet access gadgets. However, Books always have a place in the hearts of the audience, besides that the information contained in a book can be more trusted than the information circulating on the internet which often contains false information that is created so that we must be careful in receiving information. Libraries as providers of sources of information and knowledge that have existed for a long time certainly need to adapt to the times like today[1]. Libraries must be able to provide facilities and services that can keep up with the times if they do not want to be abandoned by their users. Libraries, apart from being a place to find information and knowledge, must also be a place where people can interact socially[2]. Libraries can also be used as a place for people to develop their creativity. In addition, the library can also be a place where the community or library users can collaborate. Along with the development of the times and increasingly advanced technology, the concept of working is also increasingly varied and diverse. Now workers do not have to work from the office, they can work anywhere, anytime, with any co-workers without any rigid rules like in the office in general. The phenomenon of co-working space as it is currently rife is one solution to the change in the concept of working itself. Co-working space is a shared workspace that is usually rented by freelancers and start-up companies that do not have their own building. Co-working space itself is also a solution for new start-up companies and freelancers to be able to have a comfortable place to work without having to think about office rental and operational costs, which are currently increasingly expensive[3]. Co-working space is a good place to collaborate because there are workers from various professional backgrounds. In addition, co-working spaces can also be a place for workers to develop themselves and add deeper and wider creativity, because of activities such as seminars and workshops that are provided at certain times. Working in an urban environment, we often feel bored, often bored, and easier to experience stress. To release all that, sometimes going to the outskirts of the city to just get away from the hustle and bustle of the city by enjoying the natural scenery becomes a process of refreshing yourself for the body and mind. This is due to the human tendency to be able to interact with nature, the presence of nature can help reduce stress levels and have a positive impact on psychological and physical human beings, or what is called biophilia[4]. This has led to the emergence of a biophilic design approach. Biophilic design has been proven to reduce stress levels, increase creativity and clarity of thought, increase well-being, and accelerate healing[5].

1.3 Objectives: The objectives of this design are as follows. 1. Designing a library interior by providing facilities that keep up with the times so that the existence of the library is not eroded by time. 2. Designing the interior of a library by providing a co-working area to facilitate/accommodate the needs of millennials and freelance workers in completing their work and opening opportunities to accommodate other supporting activities 3. Designing the interior of a library by applying a biophilic design approach in order to have a positive impact on the users in it.

2. Biophilic Design Literature:

2.1 Definition of Biophilic Design: The biophilic approach connects a being's biological properties with its environment. There are three types of biophilic design which are, nature-in-the-space, natural analogues, and nature-of-the-space [5]. This approach focuses on the division of frameworks to enable the incorporation of diversity in the built environment. Nature-in-the-space involves the inclusion of natural elements in the built environment. Natural analogues associate specific biological properties such as forms, colors, and patterns with the built environment. Nature-of-the-space is the use of natural systems in the built environment. Since 2001, many interpretations of biophilic design are developed by academics as well as professionals. These

interpretations visualize distinct nature taxonomies in architecture and interior elements. Within these interpretations, psychologically experienced and physiologically perceived 'nature' are discussed. For the comparative analysis, we chose three representative conceptual frameworks within the biophilic design interpretations.

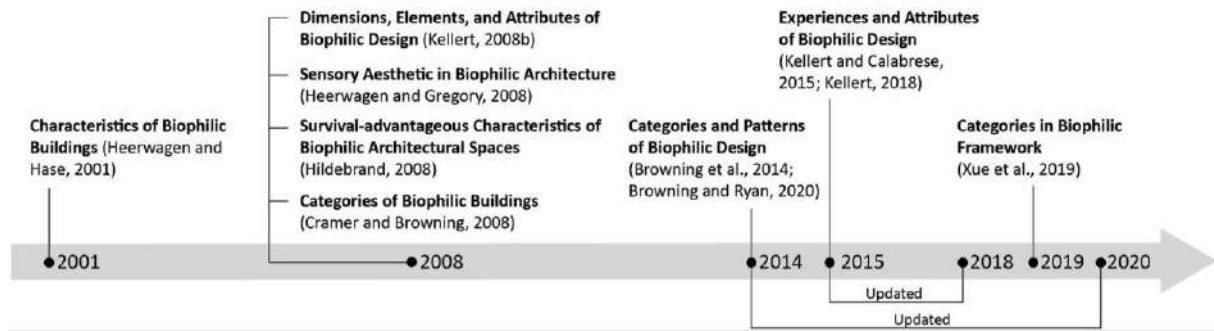


Figure 1. Timeline of various biophilic design interpretations

Source: Zhong, Schroder, et. al. 2021[6]

2.2 Biophilic Design Criterias

Biophilia values drawn from evolutionary psychology. In contrast, there are several investigation regarding human-nature relationships based on biological responses, 'psychological, physiological health and well-being, and cognitive functionality and performance'[5]. In addition, first framework is introduced as a detailed 'specification' of biophilic design, in which all-inclusiveness is celebrated. This shows the developer's ambition to use this concept as an omnipotent elaboration for understanding 'nature' in architecture [6]

3 Categories and 15 Patterns of Biophilic Design (Browning and Ryan, 2020)		
1. Nature in the Space <ul style="list-style-type: none"> • Visual Connection with Nature • Non-Visual Connection with Nature • Non-Rhythmic Sensory Stimuli • Thermal & Airflow Variability • Presence of Water • Dynamic & Diffuse Light • Connection with Natural Systems 	2. Natural Analogues <ul style="list-style-type: none"> • Biomorphic Forms & Patterns • Material Connection with Nature • Complexity & Order 	3. Nature of the Space <ul style="list-style-type: none"> • Prospect • Refuge • Mystery • Risk/Peril • Awe

Figure 2. Three Key Frameworks of Biophilic Design

Source: Zhong, Schroder, et. al. 2021 [6]

3. Methods: In this design, qualitative research methods are used. This research method is needed to facilitate the author in collecting the necessary data and information related to this project so that it can be a reference for the author in designing this project. The data collected from this qualitative method were obtained from the results of literature studies and field observations. Literature study is done by collecting data and information from literature sources such as books, journals, and articles related to design. Field observations are carried out by collecting data based on the results of field observations that have a relationship with the design of this final project. Field observations were carried out to collect various information and observe the existing facilities and activities at the location so that they can assist in carrying out this design. The following is a research framework used to collect the data needed in the design of this project.

4. Data Collection: This study is located in Perpustakaan Umum Bandung. Its address is at Jalan Terusan Pasirkoja, Suka Asih, Kec. Bojongloa Kaler, Kota Bandung, Jawa Barat. It is positioned near the middle of the city, approximately 3.2 kilometers from Alun-Alun Bandung. The area is rather strategic for a Library, it is close to many educational institutions. The location of library is easy to reach because it is at the intersection of the main roads in the city of Bandung, namely Terusan Pasirkoja and Jamika Street. subsequently, the orientation of the site surrounded by roads makes buildings tend to be open from all directions so that sunlight can easily enter into the site to make the conditions in the site clear.

5. Results and Discussion:

5.1 Color and material scheme: The relationship between the effective strategies for diminishing the building's energy utilization and ones that will be an effective concept in increasing interior quality improvement is important. It is urgent to not accommodate daylight and views for depleted solar gain. In many cases, there are several strategies in form of interior concepts used to enhance both energy and environmental aspects. In this design, the usage of color advises neutral moods in grey, brown,

white, and black with green as an accent. These colors were chosen because they are often found in nature. The material application aid looks, and textures found in nature [7]. These materials include terrazzo, rattan, wood, concrete, HPL, multiplex, and glass.



Figure 3. Color & Material Scheme
Source: Matthew Vincent, 2022 [8]

5.2 Study case: The biophilic design approach is applied through several types of experiences. Natural experience is directly obtained using natural light that comes from windows and skylights found on the architectural facade of the building as well as the use of natural elements such as water (pool) and plants (vertical garden) [9]. Then the experience is indirectly obtained using shapes, materials, and color schemes that are adopted from nature. In this project, the use of shapes will lead to organic forms which will play on curved shapes combined with firm lines. Organic forms are chosen based on adaptations of forms that exist in nature which have shapes that tend to have curves. In addition, the combination of firm lines with curved shapes also adapts the shape of the building facade which also plays firm lines and curved shapes. As an adjustment to the concept of a predetermined shape, the selection of furniture that will be used in this design also has a shape that tends to have a curve. Apart from the choice of shape, the furniture to be used also has a material that mostly uses wood so that users who wear it can feel the natural presence represented by the wood through the texture they feel.



Figure 4. Concept Of Shape, Inspired by Organic Shapes with Biomimicry Approach and Around the Rectangle Shapes to Give More Flowy and Organic Ambience
Source: Matthew Vincent, 2022 [8]

5.3 Furniture Concept: As an adjustment to the concept of a predetermined shape, the selection of furniture that will be used in this design also has a shape that tends to have a curve. Apart from the choice of shape, the furniture to be used also has a material that mostly uses wood so that users who

wear it can feel the natural presence represented by the wood through the texture they feel



Figure 5. Concept of Furniture, inspired by organic shapes
Source: Matthew Vincent, 2022 [8]

5.4 Application of Biophilic Approach: In this design, the biophilic design approach is applied through several types of experiences such as direct natural experience, and indirect natural experience. Natural experience is directly obtained through the use of natural light that comes from windows and skylights found on the architectural facade of the building as well as the use of natural elements such as water (pool) and plants (vertical garden). Then the experience is indirectly obtained through the use of shapes, materials, and color schemes that are adopted from nature. The energy usage of mechanical systems can be reduced passively by using effective natural ventilation in the design of spaces, as well as actively by using technologies such as underfloor air or displacement ventilation [10]. Specific environmental parameters must also be met by a library to maintain the good physical condition of the books. To satisfy this requirement, only a handful of environments with stable temperatures can use natural ventilation without risking damaging the library's collections. If natural ventilation is not feasible, the stack effect (where cool air is pulled down due to having a higher density than hot air) can be used to draw cool air into the spaces. This type of ventilation tends to not agitate particulate matter much which lowers the amount of airborne dust.



Figure 6. Interior Moodboard Concept
Source: Matthew Vincent, 2022 [8]

5.5 Vegetation Concept: The spread of the use of native and artificial plants ranges from 40% for the

use of native plants and 60% for the use of artificial plants. The use of artificial plants more than native plants is intended to make it easier to carry out maintenance, especially in the library collection storage area. For technical placement of native plants, native plants are placed in plant pots which are then inserted into existing plant tubs, then some are placed vertically by hanging. For watering techniques, channels that can water plants automatically have been provided. For placement of artificial plants, they are placed in a plant tub located around the void, then there are also placed in a chandelier. On the 1st floor, the use of native plants is more than the use of artificial plants, the placement of native plants is in the lobby, lounge and atrium area, then artificial plants are placed in chandeliers in the lobby and lounge area. The distribution of the use of natural and artificial plants or vegetation are mapped in this plan as follow:



Figure 7. Distribution of Native & Artificial Plants in the Ground Plan and Elevation Drawing
Source: Matthew Vincent, 2022 [8]

On the 2nd and 3rd floors, the use of artificial plants is more than the use of native plants, native plants are used for vertical gardens placed in the coworking area and several points near the library area, then artificial plants are placed around the library area and the middle void. Displacement ventilation helps to control the air temperature in space by supplying fresh air where it is necessary by using the natural temperature distribution of air [11].



Figure 8. Interior Perspective of Lobby and Lounge View
Source: Matthew Vincent, 2022 [8]

The picture above in the left side, shows the results of the implementation of the design that has been applied to the lobby area. In this picture, there are several areas, namely the receptionist area, registration area, and also display area. Overall, the selection and use of materials, and color schemes use materials and colors that seem natural to support the natural impression of the area. The selection of shapes combines firm lines with organic curved shapes. To strengthen the biophilic concept, some vegetation is presented in the plant tub and in the chandelier. The second image shown at the right side, is the results of the implementation of the design that has been applied to the lounge area. There is a treatment that is used as a column coating with a shape that

resembles a tree, which also functions as a means of sitting. Overall, the selection and use of materials, and color schemes use materials and colors that seem natural to support the natural impression of the area. The selection of shapes combines firm lines with organic curved shapes. To strengthen the biophilic concept, several vegetation is presented which are placed in plant tubs and in chandeliers.



Figure 9. Interior Perspective Book Collection Area View

Source: Matthew Vincent, 2022 [8]

5.5 Biophilic Design Implementation for Ambience: An example of passive strategy to improve the library's indoor environmental quality is daylight utilization. Daylight sensors can be incorporated to control dimmable ballast to adjust lamp intensity depending on the brightness of the day. This incorporation may lead to energy saving during a cloudy day when turning on the lamps is necessary but turning them fully on is wasteful. It could also maintain the brightness in a space subtly so that it is not distracting to occupants [10]. The picture above shows the results of the implementation of the design that has been applied to the information area in the library area. In this information area, visitors can search for information from the books they want to read, and also serve as a place to borrow and return books. Overall, the selection and use of materials, and color schemes use materials and colors that seem natural to support the natural impression of the area. The selection of shapes combines firm lines with organic curved shapes. To strengthen the biophilic concept, several vegetations are presented which are placed in plant tubs. The picture above shows the results of the design implementation that has been applied to the collection and reading area in the library area. In this area, visitors can search and see the books they will read on the existing storage shelves. There is also a sitting area for reading. Overall, the selection and use of materials, and color schemes use materials and colors that seem natural to support the natural impression of the area. The selection of shapes combines firm lines with organic curved shapes. To strengthen the biophilic concept, several vegetations are presented which are placed in plant tubs.



Figure 10. Interior Perspective Co-Working Area View

Source: Matthew Vincent, 2022 [8]

One of the crucial obstacle to build green is to obtain accurate environmental data of a product. The term greenwashing is used as a way of saying that a product is not as green or sustainable as the claims. A claim like "contains 10% recycled material" could mean that only one material contains 10% recycled material. That material might only be a fraction of the total product which makes the recycled material of the entire product less than 10%[10]. While it is legally correct, it could skew the consumers' perception of the product. Therefore, consumers and specifiers should be well informed to be able to differentiate between a legitimate green product from a greenwashed product. The picture above at the left shows the results of the design implementation that has been applied to the collection and reading area in the library area. In this area, visitors can search and see the books they will read on the existing storage shelves. There are also several types of sitting facilities that can be used for reading. Overall, the selection and use of materials, and color schemes use materials and colors that seem natural to support the natural impression of the area. The selection of shapes combines firm lines with organic curved shapes. To strengthen the biophilic concept, several vegetations are

presented which are placed in plant tubs. The second picture at the right above shows the results of the implementation of the design that has been applied to the receptionist area in the coworking area. In this area, visitors can ask for information about coworking areas. Overall the selection and use of materials, and color schemes use materials and colors that seem natural to support the natural impression of the area. The selection of shapes combines firm lines with organic curved shapes. To strengthen the biophilic concept, several vegetation is presented which are placed in plant tubs and in chandeliers. The third picture shows at the below shows the results of the implementation of the design that has been applied to the work area in the coworking area. In this area, visitors can work at the tables and chairs that have been provided. This work area has an open space concept with the intention that existing visitors can interact with each other's and can also collaborate with one another. Overall the selection and use of materials, and color schemes use materials and colors that seem natural to support the natural impression of the area. The selection of shapes combines firm lines with organic curved shapes. To strengthen the biophilic concept, several vegetations are presented which are placed in plant tubs.

6. Conclusion and Suggestion: The library and coworking area in this design are public facilities targeting millennials and freelancers where they can use it as a place to find information, a place to work, to a place to collaborate. This design is also expected to be an innovation for libraries in order to provide facilities that can keep up with the times so that their existence is not abandoned by the community. The design of this library and coworking area applies a biophilic design approach which has a positive impact on humans. This is in line with the types of activities in it which are productive activities such as reading and working. The implementation of biophilic design in this design is realized by incorporating natural elements such as plants, and water, maximizing the use of natural light, using natural materials such as wood, and using organic forms.

By incorporating a biophilic design approach in the design of this library and coworking area, it is hoped that the users who are in it can be more productive in carrying out their activities due to the positive impact given by the implementation of biophilic design in this design. The suggestions that can be put forward to improve this design are: 1. It is necessary to add the design of several other existing supporting facilities to be able to create more optimal design results. 2. The need for analysis related to the application of automation technology found in modern libraries. 3. A more in-depth analysis is needed regarding the types of plants that can be applied to the design.

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White-Collar Crimes by Politicians

Sravan Kumar Reddy

Research Scholar, LPU, India

Abstract: According to the Author: "White collar crimes form a separate category of crime. The Term White Collar Crime and Economic Crime, which are more often than not, used as synonyms in fact, both the terms need to be used to define different categories of crime. White collar Crimes not only victimize in pecuniary loss

but can also have serious repercussions on the Corporate System. White collar Crimes includes such as various financial scams, fraud, money laundering, tax evasion etc. are crimes which evoke serious concern and impact on the on the trend of Corporate crimes and legislative measures to deal with such crimes in India". White collar crimes form a separate category of crime. The most recent examples in India; Diversifications of Funds by Mr. Vittal Malya. Misuse of letter of undertaking (LOU) issued by the Punjab National Bank, Axis Bank and other Banks, by Mr. Nirav Modi. Misuse of Office powers by Mr. Chidambaram- Inox Media Scam. Misuse of office by Mr. Lalu Prasad Yadav- Fodder Scam.

Introduction: There are few crooks and unethical persons in various professions and businesses and professions and even in the public life. It is a very common knowledge that there are certain professions which offers lucrative opportunities for criminal acts and with the unethical practices which hardly attracts the public's attention. They tend to become unscrupulous because of their neglect at school, home, society and other social institutions where people get training for citizenship and character building. These deviants have scant regard for honesty and other ethical values. Therefore, they carry on their illegal activities with impunity without the fear of loss of prestige or status. The crimes of this nature are called white collar crimes, which are of a broad range of illegal acts committed by respectable people in the business settings as part of their occupational roles and they are essentially an outcome of competitive economy of mid-twentieth century. "According to E.H. Sutherland besides the traditional crimes such as assault, robbery, dacoity, murder, rape, kidnapping and other acts involving violence, there are certain anti-social activities which the persons of upper strata carry on in course of their occupation or business". These activities for a long time were accepted as a part of usual business tactics necessary for a shrewd professional or business. Thus any complaint against such tactics often went unheeded and unpunished. Millions of small investors have lost thousands of crores due to the economic crimes, which caused havoc in the government managed institutions like Banks, Public Sector Undertakings (PSU), Telecom Department, Insurance Companies, etc. The magnitude and the new methods of committing economic crimes have been a cause of serious concern to the government as well as to the people. The Author predominantly focused on the Corporate Crimes such as (a) Money Laundering (b) Insider Trading (c) Primary Market Frauds (d) Bank Frauds (e) Import and Export Frauds (f) Fake Currency (g) Fake stamps Scam And narrated each one of the above said crimes according views, the author missed the important point i.e. tax evasion by the corporates, Industrialists, Business persons and Traders. As we all knows that, most of the corporates, Industrialists, Business persons and Traders file false financial statements, expenses, losses etc. and other exemptions and avoid the tax payments to the Government.

Research Problem: Dr. Gyanendra Kumar Sahu, explained differences between White Collar Crimes and Economic Crimes in this paper White Collar Crimes- a Legal Challenge on Indian Corporate System. And defined "White Collar Crime, is a crime committed by a person of a certain social status in the course of his occupation and he defined the Economic Crime as crime occurs as a deviation from the violator's occupational role".

Research Gaps: Has he focused on all the parameters? Has he considered the all crimes occurred in his paper during the rime of study? Has he missed out any focus area? Has he correlated the said corporate crimes are also called as White Collar Crimes? White Collar Crime, is a crime done by someone who is well reputed in the Society has got name and fame in the Society especially those who are in business, trade, playing a major role in the Corporates and running industries. They use their Social Status in the Society and obtain loans from the financial institutions and won't repay the loans taken from the financial institutions which in fact create burden on the common man and Indian Economy. The below scams taken place in the same time of his research and not considered in the and the same are the gaps in his paper; (a) Spectrum Scam and its Impact on our Indian Economy: The involvement of the Political Leaders and Persons from the Government and the loss occurred to Indian Economy. (b) Fodder Scam: Direct involvement of the Ministers and Political leaders in that scam and its impact on the economy of the State. (c) Quid Pro Quo: A favour / advantage granted in return for something, which is the most common practice in the Corporate Sectors. Influencing the Government Officials, Politicians, Bureaucrats and other Senior Officials in the Key Position, wherein they offer something and in return except a favour from them in return. Like INOX Media Scam, APIDC Scam, Denotification on the Land Acquisition for Arkavati layout, Bangalore in Karnataka etc. (d) Mining Scam: Which created a huge impact on our Indian Economy and Environment. And few other scams which are taken place during the same period of his study and missed on focusing on the White Collar Crimes, Economic Crimes impact on Indian Economy and its reputation

in the Global markets. Relevant References and Review Papers: 1. Prevention of Corruption Act, 1988 2. Central Vigilance Commission Act 3. Banking Regulation Act, 1949 4. Reserve Bank of India Act, 1934 5. Insurance Act, 1938 6. The telecom Regulatory Authority of India Act 1997. 7. SEBI Act, 1992 8. Code of Criminal Procedure act 1973. 9. Value Added Tax Act, 2005. 10. Indian penal code 1860. 11. Prevention of money laundering Act 2002. 12. Public Accountants and Auditors Act, 13. Companies Act, 1956. 14. Right to Information Act 2005. 15. Lokayukta Act.

Gaps in the reference points: 1. Mines & Minerals (Development & Regulation) Act, 1957. 2. Income Tax 1961. 3. Sales and Service tax. 4. Comptroller and Auditor General of India Reports. 5. Drugs and Cosmetics Act. 6. Weights and Measures Act (Packaged Commodities' Rules), 1997.

Scope of Study: The author focused predominantly on the different structures of the Corporate Crimes and mentioned only a brief about the structures and considered Section 420, 409, 232, 2745, 275, 265, 255, 258, 481, 489, 489 A of Indian Penal Code 1955 and punishments available under the above said Sections, which are not sufficient to stop the Corporate Crimes in India. The Author has taken Sahara India Real Estate Corporation Limited and Sahara Housing Investment Corporation Limited Vs SEBI, but missed out to consider the cases filed before the Hon'ble Supreme Court on the default of Sahara India Real Estate Corporation Limited and Sahara Housing Investment Corporation Limited.

Hypothesis: White Collar Crimes, became a global phenomenon with advance of technology, economic developments and globalization. Like any other country, India is equally in the grip of white-collar crimes increasing day by day. The reason for the steep increase in white collar crime rates in recent days is due to the rapid growth in Indian Economy, Industrial growth and business Opportunities in the emerging markets etc.

Below chart compares top six fraud categories at global level with India *

No.	Types of Fraud	Global 2011(%)	Global 2011(%)	India 2011(%)
1	Management conflict of interest	21	19	19
2	Internal financial fraud	19	13	23
3	Corruptions & bribery	19	10	31
4	Vendor procurement	20	15	22
5	Physical theft of assets	25	27	23
6	Information theft	23	27	27

* International Journal of Social Science & Interdisciplinary Research, Vol.1 Issue 9, September 2012, ISSN 2277 3630. "The report answered the question relating to fraud and loss caused by fraud? The estimated figure given in the above said report is that globally organizations suffered 2.1% revenue loss due to fraud. For India, the percentage is higher at 2.4%. Further analysis available in the report says that 18% of the companies reported an earnings loss of more than 4%. A quarter of these most affected companies suffered losses more than 10%. These companies are reporting corruption, bribery, money laundering and regulatory breaches frequently. However, they are doing nothing about it. The lack of fraud prevention and investigation measures is causing huge losses in these companies. Indian companies are ill prepared to the fight fraud menace. Just 50% companies have background screening, third-party due diligence and other fraud prevention measures in place. In my view, India does not have adequately trained fraud investigators as part of the risk management teams. Overall, the focus is on financial statements audits and internal audits. These audits are not done to detect frauds". As stated in the Santhanam Committee Report, white collar crimes committed by persons who has got well reputation in the Society, like businessmen, industrialists, contractors, suppliers, Government Officials, Politicians, Bureaucrats and the corrupt practices of corporates and officials including the politicians. The Commission on 'Prevention of Corruption' in its report observed that: "the advancement of the technological and scientific developments are contributing to the emergence of 'mass society' with a large rank of file and a small controlling elite, encouraging the growth of monopolies, the rise of a managerial class and intricate institutional mechanisms, all sections of the society to appreciate this need in economic crimes, renders

enforcement of the laws, themselves not sufficiently deterrent, more-difficult. Tax evasion and avoidance, inside trading, malpractices in capital markets, corrupt practices of companies, under-invoicing or over-invoicing, substandard performance of contracts and supply, bribery and corruption, election offences are some examples of white-collar crime”.

Methodology: The author focused his study on the different structures of the Economic Crimes, and focused on the Section 420, 409, 232, 2745, 275, 265, 255, 258, 481, 489, 489 A of Indian Penal Code 1955 and mentioned a brief on the few Economic Crimes. The case study which he used on the inside trading and primary markets fraud and the regulations of SEBI (Securities and Exchange Board of India) and its intervention as a regulator to control the corporate crimes especially for the listed companies and the maximum punishment which they can impose is delisting, and debarring the promoters to trade their stocks on exchange and imposing penalty and can direct the other Watch dogs of Society and Corporate Crimes to involve and recover the amount of fraud done by the companies.

The study is concluded by the Author as below; “The Laws governing economic offences are soft as compared to the laws enacted to deal with violent crimes like murders, dacoities, etc. Therefore, all the laws relating to economic offences need to be reviewed and revamped. The state should also engage prosecutors with sound knowledge of law and impeccable integrity, to ensure that the economic offenders are not released on bail the bail provision must be tightening. For a variety of reasons, the inordinate delay in conducting trial, investigation, inquiry, appeal, revision, retrial, lost of evidence, lapse of time and other factors Whatever may be the reason, it is justice that becomes casualty. The courts in India are not able to dispense justice promptly. One of the principal reasons is heavy backlog of cases. Therefore, there is need to create exclusive courts to bring offenders to book quickly also there is need to simplify court procedure and ensure that economic offenders are not allowed to subvert the system the Government establishes a special penal code for preventing White collar Crime.”

Conclusion: The deep study about the Corporate Crimes by considering the crimes happened at the same time by persons, corporates, companies, industries, traders, business groups, political persons, government officials etc. in the same time, would have been established the grade of correlation between the Corporate Crimes and White-Collar Crimes and its impact on our economy. Once it is established the correlation, the view might have changed to a broad area and deep study and conclude the above said report with a different note. The White-Collar Crimes, Corporate Crimes and Economic Crimes are increasing day by day in our country which is effecting the growth in Indian Economy, Corporate Sectors and the reputation of the country will de-tori ate with the corrupt practices by the corporates, business groups, politicians, government officials and Bureaucrats. There is need to address this by making amendments to Indian Penal Code and Code of Criminal Procedures and Appointing a special courts for economic offences with certain time frames to complete the proceedings.

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Spanish Flu: An Indian Experience

Dr. Ajayan Thankappan Nair

Department of History, Kumbalathu Sankupillai Memorial Devaswom Board College, Kollam,
India

Abstract: The Spanish Flu was the deadliest epidemic in history. The mortality effect of the 1918 influenza epidemic was higher in India than anywhere else on the planet. The epidemic swept across India in a matter of three months, and that the impact varied widely, being worst in Central Provinces and Berar and having very little impact in Bengal. The influenza epidemics have not been well documented since most of the historians interested in wars than in diseases although the latter killed more people. The previous studies pointed to the high density of population as one of the reasons behind the high death rate India. In this background, an analysis of whether the density of population has caused high mortality due to the Spanish influenza based on the hitherto untapped census reports and the reports of the sanitary commissioners has attempted here followed by an analytical inquiry of high mortality rate in India. Further, a study of the behaviour of the virus helps to some extent to anticipate likely future developments. It is sure that the influenza epidemic may be with us for many years to come and significant mortality. It has killed people in thousands in recorded history and still we can do little to protect world community from the influenza. History teaches us both how a virus could cause a pandemic, and what measures we could plan and energize to confront local and global outbreaks. Influenza epidemic has been recorded throughout history. Most of the deadliest pandemics in history spread when isolated populations came into sustained contact with one another and through the cross-species transmission of microorganisms from animals to humans, and vice-versa. Most of the worldwide spread pandemics had their point zero in the continental Asia, and Africa from where the virus had spread to the rest of the world. The three great plague pandemics had different geographic origins and paths of spread. In 541 A.D., the Byzantine Empire was caught by bubonic plague otherwise known as Justinian plague probably transmitted with shipments of grain from North Africa to Egypt and Mediterranean to feed the expanding cities of empire. Likewise, the black death of the 1347 originated in Asia moved across the Mediterranean as Italian traders began plying the waters between the Black Sea and Sicily with greater frequency. In the sixteenth century the Spanish invasion of the Aztec and Incan empires devastated aboriginal populations of the new world in several epidemics of small pox and influenza. Likewise, Asiatic cholera had long been endemic in India before it was transmitted to the Middle East and then Europe by a British Military expedition from the subcontinent to Oman in 1821. There were 13 fairly severe epidemics during the 18th century and 12 during the 19th century. Probably eight of these 25 were influenza pandemics. The third pandemic of the 1894 A.D originated in Yunnan in China and spread to Hong Kong and India, then to the rest of the world. There were four pandemics in the 20th century due to the emergence of new subtype of influenza A virus. The morbidity and mortality rates varied greatly from epidemic to epidemic and from place to place during the same epidemic. Most of the time, the behaviour of influenza was unpredictable and it hindered our effort to prevent it. Given the historical link between war and epidemic disease, the public officials feared that a global war might bring new disease home to civilians' populations when First World War broke out in 1914. 'The trail of infected of armies leaves a sad tale of sickness amongst the women and children and non-combatants. Laws and regulations may govern the conduct of war, but disease and infections recognize no such laws and refuse to signal (sic) out the combatant only, wrote future Canadian Surgeon General Guy Carleton Jones in August 1914. 'Thus, we see that war forces itself on the civilian, on the innocent child, on the non-combatant who stays at home... for who can tell, or count up, or even recognize the victims of war when it once places its hand on a country? Four years later, his worst fears were realized. The 1918 influenza is known as the mother of all pandemics. This pandemic had been described as "the greatest medical holocaust in history". It killed more people than the Black Death, caused by the bubonic plague. It was proved that the 1918 pandemic was caused by an influenza A- subtype H1N1 progenitor strain. The pandemic engulfed the entire world in the name of Spanish flu. Since Spain did not censor news due to its neutral position in the First World War, the epidemic there was widely publicized, giving rise to the common but totally misleading term Spanish flu. Hence the most reliable scientific facts for the disease came from Spain giving the international community the false impression that Spain was the most affected zone. Thus, the name "Spanish Flu" was wrongly defined due to the scientific observation and research made in Spain, while the first appearance of the virus had been made in somewhere else. In terms of mortality rates and total persons killed, it would be more appropriate to label the epidemic as the India flu. The outbreak was devastating, causing millions to die, more than the First World War casualties. There were three waves in less than twelve months. The first wave in the spring of 1918 was regarded as mild and the mortality was not unusually high and as usual the deaths were mostly in old people. The spring wave did not even receive a

mention in the index of 1918 volume of the journal of “the American Medical Association”. The second wave came in the autumn of 1918 from September to October and it was the most spectacular outbreak of any disease for hundreds of years. It spread again geometrically, but this time only Australia remained unaffected and that until 1919. An extraordinary feature of this wave was that half of the deaths were in the 20-40 age group and this was the pattern throughout the world. The fact that the older population have had a better immune response due to their exposure to the previous Russian Flu pandemic of the 1889. The pandemic infected 3 percent to 5 percent of the world population including remote Pacific Islands and the Arctic. The life expectancy dropped by about twelve years. The third wave early in 1919 was rather less severe but the age distribution of deaths was similar. In the first wave it was the armies that suffered most severely. In the autumn and winter waves’ soldiers and civilians alike died from secondary pneumonia infections. It was a strange and terrifying epidemic. In the United States, the three waves caused 5, 48000 deaths, 0.5 percent of the population. In England and Wales, the official figure was 2,00,000. In Samoa and Alaska some 25 percent or more died. Throughout the world there were an estimated 20 million deaths and fifty times that number were ill. India reported the highest number of deaths. Original calculation in India put at 7,089, 694. The epidemic killed a number of famous people, including the sociologist Max Weber, the artist Gustav Klimt, the child saints Francisco and Jacinta Marto and Frederick Trump, the grandfather of US President Donald Trump. Many more famous people were survivors, including Mahatma Gandhi, Friedrich Hayek, General Pershing, Walt Disney, Georges Clemenceau and David Lloyd George. Franklin D. Roosevelt, US President and Joseph Joffre, French First World War General, survived the pandemic. The disease severely impacted U.S President Woodrow Wilson, whose impairment likely had a major negative effect on the negotiations of the Versailles Treaty in 1919. The governments attempted to prevent, contain and treat the influenza focusing on the tactical methods of medicine in dealing with the epidemic, such as institutional quarantine, closing public places, interning the ill and counselling people to combat the pandemic through aspirin and bed rest. The advances made in medical knowledge over the course of the 19th and 20th centuries might be considered great successes in the progress towards a healthier future. Large number of deaths were reported from the colonies in Asia and Africa. Treatments efforts were taken by colonial administrators offered several explanations for the death rates in their colonies. Sometimes they blamed the subject peoples. The enlightenment and benevolence displayed by the European community were contrasted sharply with the qualities of superstition and ignorance manifested by indigenous groups. While colonial administrators and missionaries saw the outbreak as an opportunity to prove the efficacy of western medical knowledge and the benevolence of the Christian God by safeguarding the indigenous population from the influenza. The flu was a global disaster as a consequence of transactional and novel nature of the First World War. It was the deadliest epidemic in history. Both morbidity and mortality were usually high. Some deaths were the result of malnutrition and famine due to the war, while a great number were resulted due to the overdose of the aspirin drug. The First World War created shortage of physicians especially in the civilian sector, as many had been recruited for service with the military. Since the medical practitioners were away with the troops, only the medical students were left to care for the sick. The shortage was further added by the loss of physicians to the epidemic.

Spanish Flu: A Historiographical Sketch: Truly, this was one of the greatest catastrophes in human history. However, despite the fact that influenza pandemic has few historical rivals in terms of sheer loss of human life, it has not entered into the narrative of world history, nor indeed national histories, to the same extent that major wars or natural disasters have. Two distinct categories of studies have emerged regarding the historiography of the influenza pandemic. The first category primarily focuses on the place of origin of the Spanish flu and the second category makes an analysis of the mortality rate from it. There is no unanimous opinion among the scholars regarding the origin point of the epidemic. Certain scholars argue it was France while others Kanas and China. David Killing ray observes that the flu of 1918-19 originated in France. I.D. Mills observes that while the time and place of the first appearance of the new virus cannot be pinpointed, the earliest recorded outbreak seems to have been among army recruits at Camp Funston, Kansas where an epidemic began on 5 March 1918. Edwin Oakes Jordan identifies China as the site for the origin of the flu and observes that the 1918 flu most likely emerged first in China in the winter of 1917 -18 diffusing across the world as previously isolated populations came into contact with one another on the battlefields of Europe. Robert G Webster argues that South East Asia had been linked to the origins of previous pandemic and, hence, it was

believed that 1918 flu might have originated in Asia. In recent years the Chinese origin theory gained new support from researches such as Christopher Langford, Dorothy A. Pettit and Janice Bailie, who uncovered evidence of a severe form of respiratory illness, initially diagnosed as pneumonic plague, circulating in the interior of China during the winter of 1917-18. Langford Pettit and Bailie have used evidence mainly drawn from public health reports, newspapers, colonial office records, and Canadian and British sources from China, North America and Europe to support Chinese origin of 1918 pandemic. However, the flu originated in China the mortality rate was very low compared to other countries. Christopher Langford proposed that it was because many people in China had some previous exposure to the virus responsible for the outbreak or one closely related to it and so had a degree of immunity to the disease and it proved that the influenza virus responsible for the 1918-19 pandemic originated in China. Mark Osborne Humphries expresses that while there are several theories explaining the origins of the 1918 influenza pandemic, the Chinese hypothesis makes the most convincing case and is supported by the strongest epidemiological and historical evidence. W.I.B. Beveridge, opines that all reports state that it started in China in autumn spreading to European countries, India and North America. But James Joseph argues that there is no evidence to support theories that the spring wave began in China and was brought to North America and then to France by Chinese labourers on their way to the Western Front. There is no unanimity among the scholars concerning the mortality rate from the Spanish flu too. The quantification of deaths and the incidence of the influenza, both globally and regionally, has been an evolving process, and is by far the most widely researched aspect of the pandemic. Andrew Balfour and Henry H Scott claims that influenza swept like pestilence from country to country, sparing no race, indifferent to climate. The first major historical work providing the number of deaths on the influenza pandemic is Edwin Oakes Jordan's Epidemic Influenza: A Survey from 1927, in which he claims that the influenza pandemic caused the deaths of 21.6 million people worldwide. Over time other researchers have determined that this estimate was inaccurate, and probably much too low. In 1977, W.I.B Beveridge estimates the total mortality at between 15-25 million. The most active compiler of data on the influenza in recent years has been K. David Patterson, who in 1991 estimated the total number of deaths worldwide at "a conservative total of roughly 30 million victims. When the pandemic lashed, the Great powers were involved in world war. Hence, the medical and scientific professions were totally unprepared and ill-equipped to deal with the disease and could offer no effective way of combating or curing it. Johnson and Jeurgen revised the figures again in 2001 proposing that the worldwide death toll might have been as high as 30 million considerably more than the total casualties of the First World War. But Johnson and Mueller estimate varied widely in 2002, suggesting that between 15 and 100 million people died in a short span of about in a year. There are problems in compiling statistics on the influenza pandemic. Firstly, the information gathered at the time of epidemic was incomplete. Many people were suffering and dying quickly for adequate tabulations to occur. Furthermore, many people in the colonized regions of the globe died without reporting their illness to authorities in any way. Moreover, the medical departments were under staffed in most of the areas and in 1918 even further depleted due to military needs resulting from the war. Undoubtedly the influenza pandemic of 1918-19 was the most devastating infectious disease to affect the world since the Black Death ravaged much of Asia and Europe in the mid- fourteenth century. Another historian W.I.B. Beveridge expressed that in this pandemic, as in other influenza pandemic, people of all socio-economic classes from kings to beggars suffered too much the same extent. While the entire globe was affected by the pandemic, some regions suffered much more heavily than others, and in these regions, it was the lower socio-economic classes that bore the brunt of the burden. This was particularly true in India. Different areas of the globe suffered to different extents. Patterson claims that the highest death rates were generally from Africa and Asia, and the lowest from North America, Australia and Europe. In less than a year the pandemic had run its course, ultimately responsible for somewhere between 30,000,000 and 50,000,000 deaths.

Spanish Flu in India: The Spanish flu battered the Indian subcontinent heavily in 1918-1919. In the second wave in September 1918, the Spanish flu reached coastal cities of British India . It killed sixty lakh people all over India in a few months. In Bombay alone, nearly 13500 people died within four weeks of spread of influenza. Communications played an important role in the spread of influenza. The movement of soldiers during the First World War, trade and commerce through ships and inland movement through postal network and human mobility channelized the disease from one area to the other. In most of the places, the first instance of disease was reported with the movement of soldiers. India faced the greatest devastation in terms of human mortality

from influenza. K. Davis estimated in 1951 that the mortality due to influenza of 1918-19 was around two crore in the Indian subcontinent, four times the official estimate. The largest number of deaths in India were reported from the United Provinces, which was also the home to the largest number of populations in British India. More than ten lakhs' people died in the United Provinces forming around two percent of the total population of the province. The second largest number of deaths was reported from Bombay province where five percent of the population lost lives in six months. The highest mortality percentage recorded in the Central Provinces and Berar where around six percent of the total population died due to the pandemic. The other prominent provinces were North West Frontier Province and Delhi losing four and six percent of its populations respectively. Its effect was comparatively less in eastern and south-eastern parts of the British India. Madras province lost 1.2 percent of its population. The eastern province of Bengal lost only around 0.4 percent which was lowest in British India. The provinces of Bihar and Orissa, Assam, and Burma lost on an average around one percent of their respective populations. The official estimate of mortality in India was more than five millions. The revised mortality figures have been ever upward from the six million officially estimated shortly after the epidemic to 17-18 million suggested by Mills in a recent study. The Colonial and Foreign Offices reacted slowly to the news of influenza epidemics in the colonies. For instance, original calculation in India put at 7,089, 694. But in 1991, it was estimated between 12.5 and 20 million. Death totals for British India, which included modern Pakistan and Bangladesh, were by far the highest for any single country and provide the longest single source of uncertainty for Asian and world mortality totals. An Indian doctor who studied the pandemic put morbidity at 50-80 percent and suggested a total of 15 million deaths. India had the largest case specific mortality rate of any large country, occurred roughly 40-50 percent of all deaths during the pandemic, and lost far more people than the approximately 8 million military casualties sustained by all of the belligerents in the First World War. In India, as elsewhere there was remarkable high age specific mortality rate among young adults in the age group between 20 and 40. The Central Provinces and Berar were the worst sufferers from influenza in British India and it had a death rate of 57 persons per thousand which was highest in the British India. In the Central Provinces, it was reported that considerable difficulties were experienced in disposing the dead and a few places, corpses were thrown into riverbed or left in the jungle. The provincial death rate in the Bombay presidency was a relatively high 54.9 people per thousand inhabitants . India largely rural but intensely connected population. Of the 50 million pandemic associated deaths, 8 million were thought at the time to have occurred in British India. One in every 23 Indians died during 1918-19 and that one in every 3.5 global pandemic deaths was an Indian. The young adults experienced a disproportionality high death risk during the 1918 pandemic, whereas older adults had a relative decreased risk. However, despite the fact that influenza pandemic has few historical rivals in terms of sheer loss of human life, it has not entered into the narrative of world history, nor indeed national histories, to the same extent that major wars or natural disasters have. From the review of above studies, three distinct categories of studies have emerged regarding the historiography of the influenza pandemic. The first category primarily focuses on place of origin of the Spanish flu. The second category takes the analysis a step further and attempts to determine the mortality rate out of Spanish flu. The third category concentrates on the responses of the colonial government towards the epidemic. But none of the above studies have made scholarship on the causes of the high mortality rate in Central Provinces and Berar. Hence, the present study is an earnest attempt in this direction. Scholars suggested myriad reasons behind the high mortality in India. Olive Reyas observed that high income countries reported relatively low death rates among the elderly, but this was not observed in Indian populations and suggested it was due to the fact that the elderly population might not have been exposed to the 1830s global pandemic virus or its descendants. Siddharth Chandra argued that low population density districts in British India was not suffered as much as high population density districts from the influenza pandemic of 1918-19. Hence the present study analysed whether high density caused high mortality. The study used census reports for the analysis and focused on those provinces directly administered by the British in India. The princely states excluded from this study since the princely states had their own civil service systems, were often not as well equipped to carry out the census as the British directly ruled provinces. There was a correlation between the density of the population and the quality of the rainfall. The sharp contrast between the extremes of density in the Eastern Bengal on the one hand and the sparsely inhabited areas in the plains of the Indus valley on the other was largely due to the difference between unending abundance and permanent deficiency of rain. In Eastern Bengal, the density of population was over 1000 per square miles. This

area provided favourable factors for the growth of agricultural population like alluvial soil and abundant supply of water. On the other hand, the complete absence of rain in large portions of the Indus valley and the plains of northern Rajputana rendered these tracts uncultivable and consequently uninhabitable, except where water was supplied by artificial irrigation. The Godavari district had a population of 578 square mile and the Malabar district of the West coast a density of 585, while in the smaller state of Cochin, where physical and economic conditions were especially favourable, the density was as high as 662 per square mile. The density of population was mainly dependent on physical conditions. But the density was lowest in Central provinces and Berar primarily due to the less favourable configuration of the surface. The undulating plateaus of Central India and the central portions of the peninsula proper are broken by ranges of mountains, sometimes bare and stony and sometimes forest. Further, the Central Province was comparatively lately opened out by railway and road and colonization was more recent than in the northern districts. The density of population was comparatively low in Central Provinces and Berar compared to East Bengal, South India and Ganga-Yamuna basins. But the Central Provinces and Berar registered highest mortality rate in comparison with densely populated East Bengal and South India where Spanish flu least affected. Likewise, the less populated North West Frontier Province registered high mortality rate. From this, it proved that the density of population had no role in excess mortality rate as observed by Siddharth Chandra. If so, the densely populated East Bengal and South India would have been met the excess mortality rate. The factors behind the high mortality rate in Central Provinces and Berar are yet to be investigated. The influenza pandemic of 1918 varied from all earlier pandemics such as caused by plague, malaria and cholera, both in terms of morality and nature. The worst recorded year of plague in India was in 1907 when twelve lakh death reported and the worst year of cholera was 1900 in which around eight lakh people died in British India. The influenza of 1918 was different from plague and cholera in different ways. The influenza spread with unprecedented speed and swept across the country rapidly killing large number of people. Plague and cholera had no such lightning speed and characteristics. For instance, in the worst year of plague epidemic in India, it was reported only in a few places, while other areas were left untouched and plague reached from one area to the other in a long span of time. Again, the influenza affected far a greater number of people than the plague, though the mortality rate in case of influenza was far less compared to plague. At the time of influenza epidemic, approximately 77% of the population of the subcontinent lived in areas administered by the British, the remaining 23% living in princely states. The mortality effects on a per capita basis of the 1918 influenza epidemic appear to have been higher in India than anywhere else on the planet. In June 1918 an unusual cause of sickness began to be observed in India. It was first noted mainly among the employees and mill workers in Bombay. The first ascertained cases of influenza at Bombay city occurred on a transport arrived in May from Mesopotamia. The epidemic swept across India in a matter of three months. Influenza occurred in Karachi and July the infection appeared to be generally diffused in the Punjab and the United Provinces. Reports of the appearance of the epidemic among troops were received in July from Maymyo, Karachi, Lansdowne Jubbelpore, Abottabad, Kwandwa, Fort Lockhart, Quetta, Dehradun, Muttra and Chakrata. In spite of the dissemination of the disease during the months of July and August, no appreciable augmentation of mortality was observed, but towards the end of September mortality began to rise alarmingly at Bombay and on 6 October attained the total of 768 deaths. The epidemic reached its greatest intensity in the central, northern and western parts of the Indian empire. Compared to these regions, the provinces of Bengal, Burma, Bihar and Orissa, Madras and Assam were only slightly attacked. The disease was mostly detected among the highly mobile categories of men: returned military man, post office employees, railway employees and general travellers'. The incidence of disease was generally lesser in areas far away from railway. The epidemic took a heavy toll of life in villages than urban areas because better facilities of communication with outside world and better sanitary conditions existed in towns where the general population had better clothes, houses and fed than in village. The coast line escaped with a low mortality. The war situation helped to a greater extent in the reduction of death from epidemic in Punjab owing to the collection of man in cantonments where the ravages of influenza in 1918 were met by efficient medical precautions and remedies. The table below gives the estimated mortality for the provinces of British India directly or indirectly attributable to influenza up to 30 November 1918. The greatest number of deaths occurred during the months of October – November. On 30 November 1918, the epidemic was everywhere on the decline and in most parts of the country mortality had become normal. The epidemic was very severe in all the central states of India. As regards native states the total

November of deaths in Mysore state was 127651 in 1918 equivalent to a mortality of 22.37 per 1000. In Bikanir the mortality due to influenza in October and November 1918 was estimated at 61,211 deaths in a population of 683,320 equivalent to 89.5 per 1000. In the city of Udaipur 1475 persons (44.7 per 1000) died of influenza in less than six weeks. In the dominions of the Nizam of Hyderabad the number of deaths was not far from 350,000 (27 per 1000). Regarding the prevalence of influenza among the troops serving in India, it was more considerable among the British soldiers than their Indian counterparts. But the mortality among the Indian soldiers was much higher. The proportion of deaths among the British troop was 8.96 and among the Indian soldiers it was 15.21. India accounted in 1918-1920 for 16.7 million flu deaths out of the world total of 39.0 million that is 43 percent of the total. A commonly quoted figure is that roughly one - third of the world's population was infected by the H1N1 virus during the Great Influenza Epidemic. The focal point of the pandemic was India, with an estimated death toll of between 10 and 20 million. It was estimated that 4,899, 725 persons (about 2 percent of the whole population) died of influenza or its complications in British India, the vast majority within the space of two months. Not less than 6 million people perished in entire India counting the number of deaths in native states. It destroyed in a few weeks more than half as many human beings as the dreaded bubonic plague killed in twenty –two years. The reasons behind this enormous death rate were varied. Firstly, Indians had a low resisting power to pneumonic infection. The fatality rate for Indian troops was at least three times that found amongst British troops in India. The transportation systems aided the spread of the disease. The railways played a prominent role in the spread of influenza. Bombay was thought to be the entry point of the virus into India and radiated. Shortage of food was another reason. The outbreak of the First World War in 1914 caused an immediate decline in the bulk of India's foreign trade by the contraction of shipping. The influence on prices was not felt severely during the first two years of the war, fair harvests and full stocks keeping the prices of foodstuffs from any considerable movement. But from 1917 the Indian conditions began to respond to the disturbance of war. Men for the fighting and labour units and food, munitions and war material of all kinds were demanded. The strain on the railway organization dislocated the local markets and the distribution system in the country began to give trouble, while the rising prices of imported necessities such as salt, oil and cloth hit the poorer classes severely. The harvests of 1917 were good but the year was wet and unhealthy and a virulent outbreak of plague in the north and west of India caused heavy mortality. Wages had not yet begun to move with the upward movement of prices and there was a general feeling of restlessness among the labouring classes, which rapidly increased under the influence of political propaganda. Then followed the disastrous seasons of 1918-1919. The monsoon of 1918 was exceptionally feeble and gave practically no rain after the beginning of September in the Punjab and the central and western portions of the continent, the crops failed over considerable areas and scarcity, aggravated by the high level of prices, was declared in parts of the Punjab, the United Provinces, Central Provinces and Bihar and Orissa, while agricultural conditions were equally bad in parts of the Hyderabad and Mysore states. The outturn of rice fell from nearly 40,000 to 24,000 tons while the wheat harvest in the spring of 1919 was equally poor. The crop failure was as bad as, if not worse than, that of 1900 and prices of foodstuffs, cloth and other necessities of life, already high, rose to heights never previously reached. Famine relief measures were perfect this time that scarcity was not necessarily accompanied by high mortality. But meanwhile the influenza, epidemic starting in the latter part of 1918, visited almost every portion of the country and wiped out in a few months practically whole natural increase in the population for the previous seven years. Emergency measures were taken by the government. Transport, the export of foodstuffs and the distribution of the necessities of life were all placed under the control of the government. These conditions lasted through the first half of 1919, but an abundant though not very well distributed monsoon in that year brought some welcome relief, though prices remained high and it was necessary to stop all export of food grains and to reinforce the stocks of the country by importing wheat from Australia. Another reason behind the excessive death rate was the break out of plague and cholera in 1918. Plague became severe in every part of northern and central India. Cholera became virulent in Eastern provinces of Assam, parts of Bihar and Orissa and Bengal. Cholera and plague either accompanied or immediately followed the influenza pandemic. The rural areas were most severely infected because lesser sanitation and ventilation compared to urban areas. The urban areas enjoyed the benefit of qualified medical aid and organized effort. Mortality was especially high among adults in the age group of 20-40 particularly among adult females, the disease being generally fatal to women in pregnancy. The high mortality among women might have been due to

the fact that, in addition to the ordinary tasks of the house, on them fell the duty of nursing the others even when themselves ill. The excess mortality between the ages 20-40 amounted in some cases to nearly four times the mean. During the worst period, the entire village got depopulated in certain places. There was sometimes no means of disposing of the dead, crops were left unharvest and all local official action was largely paralysed, owing to the fact that the majority of the official staff were put out of action by the epidemic. To add to the distress the disease came at a period of widespread crop failure and reached its climax in November when the cold weather had set in; and, as the price of cloth soared, many were unable to provide themselves with the warm clothing essential to prevent an illness attacking the lungs.

Conclusion: The place of origin of the Spanish flu was hotly debated among the scholars. However, most of the scholars pointed it to China where most of the deadly viruses had earlier been originated in recorded history. Likewise, there is no unanimity among the scholars pertaining to the mortality rate. However, all of them have agreed that the number of casualties was higher than that of the First World War. India reported highest death rate across the globe in the so-called Spanish flu spanning between 1918 and 1919. It spread to India through the Indian troops served in Europe. There is no unanimity among the scholars regarding the number of deaths in India. Different scholars provided varied number of casualties but all of them agreed that India reported highest death rate across the globe. Among the British Provinces, the Central Provinces and Berar registered heavy toll of life. Previous studies showed that high death rate in India was due to high density of population. If so, largest number of death rate would have been occurred in densely populated East Bengal. But East Bengal registered only low death rate. Comparatively sparsely populated Central Provinces and Berar and North West Frontier Province met high mortality rate. It was found that density population had played no role in increasing death rate in the Spanish flu. There was multiplicity of reasons behind the high mortality rate among the Indians in the Spanish flu broke out in 1918. Non-exposure to the influenza virus of 1830s or its variant led to poor resisting power among the Indians. Shortage of food due to the bad monsoon of 1918 and the soaring prices of essential commodities pursuant to the First World War denied immunity boosting vitamins especially to the rural population resulting excess mortality in villages. Again, the people in villages did not have proper housing nor clothing nor necessary medical knowledge of usage of mask, sanitizer and social distancing so as to prevent the spread of virus. Further, the Spanish flu was accompanied by cholera and bubonic plague in Central and Northern India. It caused a heavy toll of life.

Interpretations Of the Theme of War in Modern Feature Films

Aziz Matyakubov

Institute of Art Studies of the Academy of Sciences, Department of Art Cinema and Television,
Tashkent, Uzbekistan

Abstract: The article analyzes Uzbek feature films created in recent years on the theme of the Second World War, examines trends in the coverage of this topic during the period of independence, as well as creative searches conducted to identify the theme of the war, its achievements and shortcomings. The subject of the analysis was the feature films "Berlin-Akkurgan", "Ilkhak" and "101".

Keywords: The Theme Is the Second World War, Hero, Feature Film, The Period of Independence, Domestic Cinema, Idea

Introduction: The theme of the Second World War has a significant place in the filmography of Uzbek cinema. We have more than 30 feature films on the subject since 1941, when the Nazis began attacking the countries of the former Soviet Union. Although Uzbek cinema has many years of experience in covering the war, it must be acknowledged that a large proportion of it (90 percent of the 30 films) dates back to pre-independence times. Restoration of historical memory of Uzbek cinema in the last 4-5 years [1], after the task of accelerating the study of our history during the Second World War [2], the theme of the Second World War is once again becoming one of the topical themes in our national cinema. If between 1991 and 2018, only Vatan (2006) brought the war theme to the forefront, in the last four years alone, three films – "Berlin-Akkurgan", "Ilhaq",

and "101" – have focused on the war from different angles.

The Main Results and Findings: The fact that after a long break, the theme of war is being addressed again in our national cinema, in general, in today's period of socio-political changes, special attention is paid to the coverage of war, which, in turn, requires clarification of certain issues. First, how should the theme of the Second World War be understood during independence!? For example, Soviet-era war films "adhere to a single ideology, have an educational function, the role of the Communist Party in defeating the enemy, the unity of the Soviet people and the Communist Party, the leadership of the patriotic spirit, heroism and humanity in the image of the Soviet man" [5; 160] prevailed. Now, from today's point of view, which aspects of World War II are worth exploring? For the first time in the history of war-themed Uzbek feature films, *Berlin-Akkurgan* (directed by Z. Musakov, 2018) was a war, and an attempt was made to observe the political and ideological views of the war years and their impact on society from an independent position. State and public figures, who are important political figures, were selected as a means of revealing this. In particular, the portrayal of two great figures in world history - Adolf Hitler and Joseph Stalin - as participants in the events, was one of the bold steps taken in Uzbek cinema during the independence period. Because in their image there is an attempt to investigate the huge processes that took place in the field of pre-war world politics. It is noteworthy that in the film there is a one-sided attitude that the supporters of the fascist ideology are to blame for the tragedies of the war years and the tragedies that befell the people, rather, it was revealed through appropriate episodes that the harsh policies pursued in the USSR also had a strong impact. At the same time, it is up to the viewer to draw conclusions about the actions of both positions. If in the Uzbek feature films on the war in the Soviet era, the fascist movement was understood only against the background of the attitude of the Soviet people to them, what they said and described about them, the film "Berlin-Akkurgan" put an end to this stereotype, and the representatives of the enemy were brought out as a separate person, a separate destiny and a separate hero. The audience was told what the Nazis were thinking, dreaming and planning in their own language. In the feature film "Ilkhaq" (directed by J. Ahmedov, 2020) the processes that took place in thousands of Uzbek homes during the war years - losses, shortcomings, the persecution of constant mental anguish was revealed in the example of the family of Zulfiya Aya, who sent her five young sons to the front and lost them. In this picture, too, the terrible traces of the politics of the time left in the lives of ordinary people, the fate of those who lost their humanity under the influence of war and tried to preserve it, in general, various aspects of front or life were illuminated in the old form but in a new context. The novelty of the content is that the film boldly shows what the wartime ideology actually was and what the tragic consequences of cult of personality would lead to. One such relationship is observed in the conversation between the captive Ishaqjon and the fascist commander. In this episode, on the one hand, if the tragedy of the Soviet government, including Stalin's atrocities against the Uzbeks, is described in real enemy language, on the other hand, Isaac's statement that he came to the war not for Stalin but for his mother and family reveals the fact that our national position is represented. In particular, under the words of the heroes of previous Uzbek films, such as "for the motherland, for freedom", and in his background, the expression of allegiance to the government and the party led to the fact that now the heroes declare that their families have entered the war for peace, from the threshold of the homeland, starting from the family means that loyalty and devotion to the family is true patriotism. In addition, the film "Everything for the front!" "Patriotism and devotion" carried out under lofty slogans such as it is also pointed out that in fact the people were in exchange for the last loaf of bread. In the feature film "101" on the theme of World War II, the task was to show the spiritual victory of 101 Uzbek young men, aimed at restoring historical memory and turning it into an experimental weapon in a special concentration camp. On the fate of captive soldiers in our national cinema "Sons of the Fatherland" (directed by L. Fayziev, 1968), "Fatherland" (directed by Z. Musakov, 2005) in films and partly in "Unforgettable Song" (directed by R. Botirov, 1974), "The Story of Two Soldiers" (directed by Z. Sobitov, 1976). Accordingly, although the film "101" does not bring a new direction to the war, it focuses on the issue. In particular, in earlier films, the life of the concentration camps was mainly aimed at exposing the torture of soldiers and thus the oppression of the Nazis, the events of 101 with the Uzbek captives were aimed at interpreting them as great brave heroes. Second, what should be the main purpose of conveying the events of the war years to today's generation? In the film "Berlin-Akkurgan" the leader is to inform about the realities of history by showing the fate of people during the war years. In the film "Ilkhaq", depicting the difficult days of the war, our people need to appreciate our peaceful life today, immortalizing the memory of

our ancestors who died in the battles of the front, as well as our faithful grandmothers, such as Zulfiya Aya, who became a great hero on the front. In 101, attention was paid to reflecting the great courage of the Uzbek youth in the Amersfoort concentration camp to thwart Hitler's plans. Third, what heroes are needed to bring out the role and significance of the Uzbek people in the Second World War? Although the film "Berlin-Akkurgan" does not emphasize the extraordinary contribution of the Uzbek people to the victory or the courage of the war, one of the film's protagonists, Kozivoy Shodiev (Hasan Shuhratov), fought the Nazis as a sniper. However, some of the qualities of the protagonist's character give rise to two different controversies about him. The first is that the signs of extreme simplicity in Lamb's behavior and speech are so exaggerated that, at first glance, it is possible to accept him as a genius. But if we take into account the individual directing style and similar character paints given to other heroes, the strange aspects of Lamb's character can be understood as a natural element used in the stylistics of the film. The subtlety of the matter is that the example of our ancestors who fought in the Second World War, such as the image of the Lamb, has a heroic character, can we offer the place of the hero who fought valiantly against the enemy among the Uzbek guys? The second is that he is not a hero with a strong intellect and deep insight, as an Uzbek young man who defeated the Nazis – although there are many typical representatives who have such qualities – perhaps the fact that a simple young man from the village was chosen leads to the conclusion that even an Uzbek dali-gulu like Kozivoy could touch the hearts of the fascists and exert their influence. The main achievement of Ilhaq is that the protagonists are generalized... The image of the mother in the film is not just the image of Zulfiya Zokirova. The scale of the problem and the complexity of the image were the factors that embodied the mother as the epitome of all Uzbek mothers. ... In a word, the mother as a generalized image is a symbol of the mother nation, watching her children on the front, the image of the Uzbek people, who saw behind the front no less suffering than on the front! And the five sons are extraordinary manifestations of courage that show the great power of this great nation! [6; 5]. Such generalized qualities can also be found in the images of Mardon Rais, Mels, Zarifa, Chori. The concept of the protagonist in the film "101" is not as an individual, rather, it would be more accurate to see it as a community of people united in the pursuit of a common goal, that is, fighting to the last bullet in the Battle of Smolensk, all 101 Uzbek soldiers captured by the Nazis and able to maintain their humanity until the last moment are in fact one hero. Perhaps this is why none of the young soldiers were given individual character, special qualities that set them apart from others, and purposeful biographical episodes that introduce them to the audience. However, the lack of sufficient resources to substantiate such an approach in the film and the lack of research on the form of interpretation needed to portray 101 young men as the sole protagonist have left the film's idea insufficiently revealing in terms of content. In addition, the example of the film "101" shows that young actors need to develop skills on the theme of war. Fourth, what forms are more effective in covering the theme of World War II? "Compared to Soviet-era films, the military films of the last decade differ in form and sharpness of expression. A key factor in this trend is the directors' desire to achieve the realities of life and to portray the scenes of war as real, not as embellished with Soviet ideology" [3; 230]. In the film "Berlin-Akkurgan" an unusual form of coverage of the war is chosen. From the very first episode, the author likens the unique memories of the war to a dry one, which can be taken as a direct reference to the form chosen for the film. Indeed, at first glance, the events of the film seem to be quite scattered and consist of various episodes resembling a dry one built on a different chronology. However, the events of the film are built on a coherent plot with a clear composition. Simply because the film has an independent structure, but there are three lines that are logically connected to each other, the events may seem a bit confusing at first. The first line that makes up the overall composition of the film should be called the "Leadership Line". Two states on this line - Adolf Hitler, Henry Himmler, Joseph Goebbels, Rudolf Ges, who belonged to Nazi Germany, Representatives of a group consisting of German Gerring, as well as a plot line with the image of Joseph Stalin, Maxim Litvinov, Alexander Poskryobishev, Vyacheslav Scriabin (Molotov), members of the leadership of the USSR. The second line is the "Line of Intellectuals", which tells the story of such intellectuals as Vsevolod Meyerhold, Mikhail Chekhov, Zinaida Ray, Maryam Yakubova. Finally, the third line is "Ordinary People", which covers the events associated with the family of Kozivoy Shodiev and Klaus Kyostling. These three lines – "Leadership", "Intellectuals" and "Ordinary People" intersected during the filming of the film and became a coherent plot chain. This form chosen for the film allowed for a wide coverage of the processes of the war years in the example of different strata and circles. That's why in the film, we encounter the image of ordinary people like Kozivoy, who lives in remote

villages, ranging from big politicians who ignited the war. It is also worth noting the formal research on “Color” and “Chronicle” used in the film. For example, the black-and-white and color frames used in the film need to be analyzed based directly on the content of the episodes. It should be noted that all the politically significant episodes in the film are in black and white, and the episodes, which are full of sincere and kind relationships, are expressed in colorful frames. The use of chronicles also stems from the formal-semantic expression of the film. In fact, the use of documentary chronicles in a feature film is at risk of creating an artificiality in the development of film art and events, most likely, however, the chronicle images used in Berlin-Akkurgan served as an additional medium to complement the content of the protagonists and events. Another form-stylistic aspect of the film is that the events are accompanied by humorous and comic situations in the general environment. This can be taken as a means of ensuring the dynamics of the plot against the background of serious processes and tragic events related to the tragedies of the Second World War, and as a satirical attitude to the politics of that period. The events of the film “Ilkhaq” do not have the same complex composition as in “Berlin-Akkurgan”, but use the traditional form. Zulfiya Aya, who lost her husband and raised five sons, is happy in her family, and the war, which had begun unexpectedly, cast a shadow over these happy days, drawing Aya's children one by one into the trap of war. At the end of the event, the war was declared over and victory was announced, Zulfiya Aya sees this victory as a mourning for the death of her five children. In Soviet-era World War II films, while the victory was greeted with great solemnity and joy, Ilkhaq showed an individual attitude to it. That is, the victory in the war was in fact reflected in the millions of victims and members of hundreds of thousands of families scattered like Zulfiya Ayaniki. The simple and coherent form of the film's events made it possible to accept and understand them without too much difficulty. In addition, the family of the honest and aristocratic Zulfiya Zokirova, the puppet of the politics of the time, Mardon Rais, his selfish and fugitive son, Mels, could not bear the hardships, despite the fact that Zarifa had entered the path of betrayal and was physically crippled, the fact that the plot lines associated with the images of the courier Chori, who undertook the most arduous task, were united in a single goal path served the integrity of the events. The importance of research in the broadest sense of the word in the film can be seen even more clearly in the case of 101. The fact that “101” did not take into account this aspect and did not find the necessary form, seriously overshadowed the success of the film. First of all, the poor mastery of the material on the subject in the film led to the artificiality of the entourage, the non-vitality of the behavior of the protagonists, the violation of the logic of events. There is also a need for narration in places where the film does not feel the need to fill the visual solution with content, and where the image itself can fully convey the desired meaning, the abundance of over-the-counter comments and commentary also significantly reduced the film's artistic value. Although the events of the film are covered by today's man's recollection of the events of the war years, the narrative tool has not been used in a cinematic style. In the absence of sufficient knowledge and imagination to shoot a film on the subject of war, the traditional style is resorted to, i.e., the transition to showing historical stamps about the war that have survived in the public consciousness [4; 211]. In “101” the same path was followed in almost every episode. Fifth, what national characteristics should be taken into account when creating the image of the Second World War? In the film “Berlin-Akkurgan” the wife and daughter of the man who was cast as an “enemy of the people”, although they are under strict control, The Uzbek family's warm welcome and treatment of them as a family reflected the mentality of the Uzbek people. “Ilkhaq” is a film made entirely in the national style. This can be seen from three different angles. The first is in the exterior decoration, which consists of decorations and dresses. The second is in tradition and lifestyle. The third is, of course, expressed in the character of the heroes. The relationship between the young men led by Hashim, who worked as a teacher before the war in the film “101”, and the open prayers for their dead comrades, despite the fact that the Nazis were deliberately left hungry for a propaganda film, national characteristics emerged in cases where the bread thrown at them was put on their foreheads and they knew the saint.

Conclusion: According to new data, during the Second World War, the total population of Uzbekistan was 6 million 551 thousand people, about 1 million 951 thousand people were mobilized from our country to the war, and more than 538 thousand of them died in battles, more than 158 thousand were lost. How bravely they fought in the flames of war, how brave they were in the victories and battles against fascism, that more than 200,000 of our soldiers and officers were awarded state military awards, 301 Uzbek boys recognized as Heroes of the Soviet Union, as well as 70 of our compatriots awarded the Order of Slava [2]. Restoring the memory of

such brave ancestors, passing on to future generations about the Heroes from ordinary Uzbek families and, most importantly, revealing the importance of a peaceful life, showing the terrible consequences of the war, is one of the important tasks of our national cinema. "War remains a popular topic for feature films" in world cinema [7; 7]. Therefore, the study and research of Uzbek feature films on the war is always relevant.

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Paulo Coelho's Veronika Decides to Die: Semiotics Study



Doaa AL-Dihaymawee

English Department, Islamic University of Najaf, Najaf, Iraq

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1.12 Number Headings: Within the paper, number all headings as follows: 1 Primary Heading 1.1 Secondary Heading 1.1.1 Tertiary Heading.

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Table 1. Characteristics of tested soils

Characteristics (%)	Vancouver	Ottawa
Organic matter	0	1
Water content ¹	40	60
Liquid limit	22	44
Plastic limit	15	18
Sand	35	8
Silt	45	44
Clay	20	48

1water content of specimens after preparation

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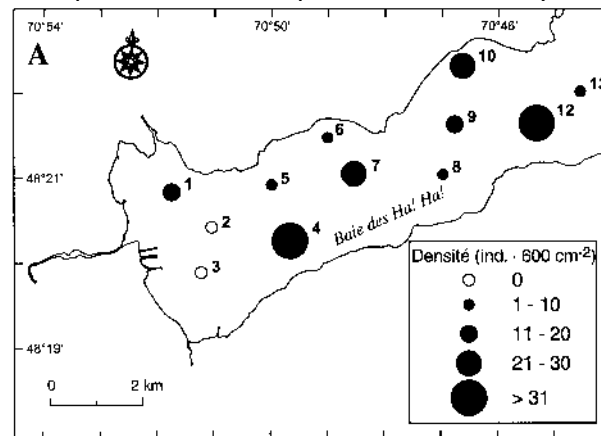


Figure 1. Spatial distribution of the macro-benthic organisms (from Pelletier et al. 1999)

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IFAI, New Orleans, LA, USA, 1: 95-107. If an issue number is needed to uniquely identify the paper, the issue number should be included following the volume in parenthesis. For example: Ingold, T.S. and Miller, K.S. 1983. Drained Axisymmetric Loading of Reinforced Clay, Journal of Geotechnical Engineering, ASCE, 109(3): 883-898.

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Thai and Non-Thai English Language Instructors' Beliefs and Attitudes towards the Use of Peer Feedback Activities in English Oral Presentations

Raveewan Wanchid

Department of Applied Arts, King Mongkut's University of Technology North Bangkok, Thailand

Valiakorn Chareongsook

King Mongkut's University of Technology North Bangkok, Bangkok, Thailand

Abstract: The purposes of this research were 1) to investigate Thai and non-Thai teachers' beliefs and attitudes towards the use of peer assessment in English oral presentations; 2) to compare the beliefs and attitudes towards the use of peer assessment of Thai and non-Thai teachers, and 3) to explore possible reasons affecting the Thai and non-Thai teachers' beliefs and attitudes towards the use of peer assessment in their real classroom practices. The study was conducted with 5 Thai and 5 foreign instructors. Questionnaires, interviews, and classroom observations were used to collect the data. Descriptive statistics and content analysis were employed in the data analysis. The results revealed that teachers' beliefs, experiences, and cultures possibly influence the teachers' preferences toward the use of peer assessment in the presentation course. Pedagogical implications

for EFL oral presentation instruction were also provided.

Keywords: Oral English presentations, Peer assessment, Teachers' beliefs and attitudes

1. Introduction: Nowadays, alternative assessment has a major role to play in English as a foreign language (EFL) instruction, especially peer assessment. Topping (2009) stated that peer assessment is "an arrangement for learners to consider and specify the level, value, or quality of a product or performance by other equal-status learners" (p.20-21). Considerable advantages of peer assessment are shown in a great deal of research. For example, peer assessment can promote students' critical skills and their learning, and allow them to be more active, responsible, and autonomous learners (Cheng and Warren, 2005). However, most of the studies yielding positive results of peer assessment were conducted with L1 and L2 learning contexts. When this pedagogical activity has been used by EFL practitioners, many problems have unexpectedly emerged such as the lack of confidence and ability to give quality peer feedback, unfair assessment, and being afraid of creating bad relationships. As a result, the calls for research in an EFL context are required. At King Mongkut's University of Technology North Bangkok (KMUTNB), English Presentations is a new elective English course that first allowed students to enroll in the first semester of the academic year 2018. Undoubtedly, no research has been conducted on this subject. Peer assessment is introduced to the course as one of the course assessments in Oral Presentations due to the advantages of this pedagogy and the constraints of teaching and learning contexts at KMUTNB. Normally, the course instructors have to deal with a large class size of 45-50 students with mixed English abilities; it is impossible to allow an individual student to give a presentation each week and receive quality teacher feedback; and for a teacher to give instruction within class time of 3 hours per week. As the aforementioned constraints of teaching and learning context, this study is, therefore, trying to fill the gap by designing oral peer feedback activity model in the English Oral Presentations course, where students collaboratively work in a small group to prepare their group presentations, give oral comments to other groups' presentations, analyze peer comments and suggestions from other groups, and use them to improve their practice before presenting in front of the class. Therefore, collaborative learning in which students work in a small group, and Vygotsky's Zone of Proximal Development believing students' ability will be boosted through peer teaching or guidance, is applied as the theoretical framework of this study. As peer assessment is first used in an English oral presentation course, most of the instructors have not experienced this type of assessment before. Some of them are not familiar with it or may feel awkward using it in their class as they may have different backgrounds, teaching experiences, and perspectives in English language instruction. Previous research found a relationship between teacher beliefs and classroom behaviors (Borg, 2006). A number of studies explored teachers' beliefs about feedback on students' writing; few have been done with teachers' beliefs and attitudes towards peer feedback on oral presentations (Wang, Yu & Teo, 2018). Therefore, it is worth studying what beliefs the teachers hold in oral presentation instruction and what they perceive about the use of peer feedback activities implemented in their class. The principal objectives of the study were as follows.

- To investigate Thai and non-Thai teachers' beliefs and attitudes towards the use of peer assessment.
- To compare the beliefs and attitudes towards the use of peer assessment of Thai and non-Thai teachers.
- To explore possible reasons affecting the Thai and non-Thai teachers' beliefs and attitudes towards the use of peer assessment in their real classroom practices.

2. Review of Literature: Assessment is believed to be very influential for learning, especially in higher education (Boud, Cohen & Sampson, 1999). To utilize the learning outcome, assessment should also provide feedback for the learners in order that they will know what they have done well and what they should improve (Price, Carroll, O'Donovan & Rust, 2011). Normally, assessors are teachers or experts in the field. However, the engagement of learners in the assessment task or peer assessment has been proved to be beneficial for learners; therefore, it has been increasingly used as one of the learning methods in tertiary education (Falchikov, 1995; Freeman, 1995; Purchase, 2000; Rust, Price, & O'Donovan, 2003; Smyth, 2004; Sluijsmans et al, 2003; and Race, Brown, & Smith, 2005). Black & Wiliam (2006) explain that, with peer assessment, learners are able to understand and make sense of assessment criteria better from their own work and their peers' as they also have to take role of examiner. However, within EFL context, a lot of drawbacks have been found from the use of this practice. Since effective oral presentation and the assessment from peer feedback require all four skills, low proficiency EFL learners seem to confront some problems. Huxham et al. (2010) and Joughin (2007) state that oral presentation brings about high level of anxiety in learners. They explain that learners' anxiety arises when they have insufficient knowledge, skills,

experience, and understandings about the topic and how to assess the works of their peers; moreover, as a consequence they sometimes feel that they may look foolish, even more foolish if there are any questions they fail to answer. This occurs quite often among EFL learners since their English still need to be improved. According to Cheng and Warren, (1997), Paquet and Des Marchais (1998), Smith et al., (2002), and Wen et al. (2006), in general, students feel satisfied with peer assessment; but criticisms from their peers are what they do not want to face. However, Boston (2002) indicated that peer feedback is quite beneficial with low achieving learners. He points out that learners are told that their desired goal can be reached with the attempt and improvement shown, not with only pure aptitude that they used to believe the achievement will be relied on. According to Ajzen (2005), one's intention and behavior are influenced by his/her belief, attitude, awareness of social norms, as well as levels of control he/she perceives. In classroom, it is the teacher who take the main responsibility to facilitate classroom activities. Teachers' beliefs direct themselves on understanding educational policies, choosing what is important for students, and determining what should be included in classroom (Fives & Buehl, 2012). In fact, the relationship between teachers' beliefs and classroom behaviors has been paid much interest since the 1990s and there are increasing numbers of studies on this issue (Borg, 2006). As playing a major role in classroom practices, the teachers are the one who decide whether peer assessment (PA) should be implemented in the settings (Panadero & Brown, 2017). Panadero and Brown (2017) and Rubie-Davies, Flint, and McDonald (2012) also agree that classroom practices can be predicted from teachers' conceptions. Considering the aspect of peer feedback/peer assessment, suitable conception on assessment is very important that they navigate teacher's belief system to employ this practice to classroom and provide cognitive and affective responses to novice assessors (Boud, 2016 and Xu & Brown, 2016). Similar ideas have been suggested by Cowie and Harrison (2016) and Harris and Brown (2013). They point out that teacher's beliefs and actions are crucial to be the first step of embedding peer assessment as classroom culture to enhance students' skills from their differences. Xu and Brown (2016) assert that teachers' conception of PA should rather be focused than the PA literacy training. Ultimately, some experts conclude that whether the implementation of peer assessment will be successful depends on teachers' motivation and their abilities to train the students to be ready for peer assessment (Harris & Brown, 2013 and Panadero & Brown, 2017). As mentioned earlier, learners are the ones who gain the highest benefits from this practice, various conditions of learners are taken into consideration to decide whether peer assessment is appropriate to implement in oral presentation course. Considering the aspect of EFL classroom, there is normally a lot of learners with different levels of proficiency. Unluckily, it is reported that some teachers choose not to use peer assessment for oral presentation in class because their students have inadequate language background (Chaqmaqchee, 2015). Nevertheless, realizing and experiencing many problems, the majority of teachers still apply PA to their class and reflect the difficulties they have confronted in order to improve the practicality of this process. The reflections include the issues on focus of feedback, individual students, the classroom, as well as the teachers themselves. This research aims at discovering the perspectives of the teachers who are from different teaching and learning cultures.

3. Research Methodology: The participants of this study were 10 English language instructors (five Thai and five non-Thai teachers) who were teaching the English Oral Presentations course in the first semester of the 2019 academic year. The teachers were from the Department of Languages, Faculty of Applied Arts at KMUTNB. Normally, there are approximately 700 undergraduate students from five different faculties namely Applied Science, Architecture and Design, Business and Industrial Development, Engineering, and Technical Education enrolling in this subject, divided into 15-20 sections each semester, and 10 to 15 instructors teach in this subject. English Presentations is an elective English course for undergraduate students who are required to first pass fundamental English I and II before taking this course. The class duration is 3 hours, once a week over a period of 15 weeks. The commercial English textbook, *Speaking of Speech* (new edition), 2009, by David Harrington and Charles LeBeau, is used due to its relevance with the course objectives. The textbook focuses on three main components of oral presentation skills – the physical message, the visual message, and the story message. All sections are required to follow the same syllabus. It means that students experience the same textbook, classroom activities, assessment criteria, and course evaluation. Regarding the course evaluation, throughout a semester, students have to get into groups of 4-5 to prepare and perform seven mini-presentations (46%), one final presentation (21%), seven peer assessments (21%), class attendance (6%), and end of class quizzes (6%). For the peer assessments, on the weeks of seven mini-presentations, each group was required to assess the

performance of another group based on the provided peer assessment guideline, and they need to present their peer assessments orally in class. A teacher had a role to play as a facilitator to make the classroom activity flow and to reach the course objectives. A teacher gave teacher feedback on each group's presentations and commented on the quality of feedback the students provide to their classmate presenters. It is noted that all the instructors were required to follow the syllabus, so it means that they were teaching the same way in all sections. The teachers were facilitators who helped the students learn and at the same time, they had to train the students to give the presentation in English effectively. Besides, the teachers took roles as consultants in the teacher-student discussion. They could also function as moderators to check whether the students were on the right track in the peer feedback activities. **3.1 Research Procedure:** The following table describes the research procedure of the study

Table 1 Research Procedure

Week	Research Procedure
Before the semester started	<ul style="list-style-type: none"> • Explain key information of the course to the instructors such as the course descriptions, objectives, course assessments and evaluations, and peer feedback activity model.
1	<ul style="list-style-type: none"> • Explain the course syllabus, learning and teaching methodologies, and course assessments and evaluations. • Introduce students to the use of feedback activity model in the presentation course. • Divide students into small groups of 4-5 for group presentations and peer feedback activity.
2-7	<ul style="list-style-type: none"> • Have the students perform the 1st, 2nd, and 3rd mini presentations using the peer feedback activity.
7	<ul style="list-style-type: none"> • Conduct the first classroom observation.
8-14	<ul style="list-style-type: none"> • Have the students perform the 4th, 5th, 6th and 7th mini presentations using the peer feedback activity.
14	<ul style="list-style-type: none"> • Conduct the second classroom observation.
15	<ul style="list-style-type: none"> • Have the students perform the Final presentation. (There was no peer feedback activity.)
16-17	<ul style="list-style-type: none"> • Ask the 10 teachers to complete the questionnaire. • Interview one Thai and one non-Thai teacher.
After week 17	<ul style="list-style-type: none"> • Analyze the data. • Write the research report. • Present and publish the research paper.

3.2 Data Collection: For quantitative data, a teacher questionnaire was sent to the 10 participants after the

course had ended. The questionnaire was designed to elicit the teachers' responses regarding their beliefs and attitudes toward peer feedback by using five-point Likert scales ranging from strongly disagree (1) to strongly agree (5). The instruments were validated by 3 experts, and the overall Index of Item Objective Congruence of the qualitative instruments (IOC) was 1. The reliability of the questionnaire was calculated by the Cronbach Coefficient Alpha, SPSS, which was 0.79. The questionnaire was distributed to the teachers at the end of the course (Week 16). Besides, classroom observations were allowed by one Thai and one non-Thai instructors: one before the midterm exam week and one before the final exam week. The role of the researcher was to observe what happened in the classes, and the details of how the instructors organized the peer feedback activities. The observer sat in the back of the classroom quietly while she was writing down the information. After receiving the questionnaire results, one Thai and one non-Thai instructors were privately interviewed after the course ended to gain more in-depth data about the teachers' perspectives - the nature of oral presentations, feedback strategies, assessment methods, teachers' presentation focus, and their classroom behaviors. Besides, the problems and possible limitations that might downgrade the effectiveness of the peer feedback activity model used in the presentation course were also discussed. The interview took 30 minutes each. **3.3 Data Analysis:** To answer the first two research questions, the data from the questionnaire were analyzed using a statistical analysis software program, and the data of Thai and non-Thai respondents were presented by means and standard deviation. The independent t-test was used to compare whether their responses are significantly different. The interview data were transcribed, qualitatively analyzed, and then categorized for the result presentation. Both quantitative and qualitative results were used to analyze the possible reasons that may have affected the teachers' attitudes and real classroom practices. **4. Results of the Study: 4.1 Demographic Data of the Participants:** To answer the first two research questions investigating Thai and non-Thai teachers' beliefs and attitudes towards the use of peer assessment and the comparisons of their beliefs and attitudes, the questionnaires were completed by ten instructors: five Thai and five non-Thai instructors who taught the English Presentations course. Their demographic data are presented in Table 2. Four of Thai instructors were female, and one was male. Their age range was between 34 to 65 years old. Three of them had master's degree, and two instructors received a doctoral degree. Three of them were full-time instructors. Their English language teaching experience varied from 2.5 years to 30 years. Among the non-Thai instructors, they were male, their age range was between 33-63 years old. Three received a master's degree, one held a doctoral degree, and one held a bachelor's degree. Four were full-time, and one was a part-time lecturer. The range of teaching experience was 9-35 years.

Table 2 Demographic Data of the Participants

No	Nationality	Gender	Age (year)	Educational Background	Employment Status	English Language Teaching Experience (year)
*I1	Thai	Female	34	Ph.D.	Full-time	2.5
I2	Thai	Female	40	Ph.D.	Full-time	15
I3	Thai	Female	38	Master's Degree	Part-time	7
I4	Thai	Female	55	Master's Degree	Full-time	30
I5	Thai	Male	65	Master's Degree	Part-time	30
I6	Nepali	Male	33	Ph.D.	Full-time	9

I7	British	Male	35	Master's Degree	Part-time	10
I8	American	Male	37	Master's Degree	Full-time	12
I9	American	Male	51	Bachelor's degree	Full-time	20
I10	American	Male	63	Master's Degree	Full-time	35

*I = Instructor . After the online questionnaire had returned, the data were analyzed, as presented in the following table. A five-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5), was used. To make the data clearer, the teachers' beliefs and attitudes were interpreted by using the evaluation criteria described below: 1.00-1.80 means that the teachers strongly disagree with the statement. (SD) 1.81-2.60 means that the teachers disagree with the statement. (D) 2.61-3.40 means that the teachers moderately agree with the statement. (M) 3.41-4.20 means that the teachers agree with the statement. (A) 4.21-5.00 means that the teachers strongly agree with the statement. (SA). There are two main parts of the questionnaire. Each part will be reported respectively. **4.2 Thai and non-Thai Teachers' Beliefs and Attitudes towards the Use of Peer Assessment and the Comparison between Thai and Non-Thai Teachers.**

Table 3 Beliefs in the Instruction of Oral English Presentations

Statements Related to Beliefs in the Instruction of Oral English Presentations	Thai		Non-Thai		<i>t -test</i>	<i>Sig</i>
	<i>Mean</i> (\bar{x})	<i>S.D.</i>	<i>Mean</i>	<i>S.D.</i>		
1. Speech comprehensibility such as speaking speed and pronunciation is one of the key factors for successful presentations.	4.00 (A)	0.71	4.20 (A)	0.45	-.54	.608
2. Knowledge on a presentation topic is one of the key factors for successful presentations.	4.40 (SA)	0.55	3.40 (M)	0.55	2.89	.020
3. Organization such as signposting and speech structure (Story Message) is one of the key factors for successful presentations.	3.80 (A)	0.45	4.00 (A)	0.00	-1.00	.347
4. PowerPoint design (Visual Message) is one of the key factors for successful presentations.	4.00 (A)	0.00	3.80 (A)	0.45	1.00	.347
5. Presence such as posture and eye contact (Physical Message) is one of the key factors for successful presentations.	3.60 (A)	0.89	4.20 (A)	0.45	-1.34	.217
6. Only teacher feedback is sufficient for students to improve their presentation performance.	2.60 (D)	0.89	2.60 (D)	0.89	0.00	1.00
7. To help students improve their presentation performance, praise is necessary in teacher feedback.	3.60 (A)	0.89	3.40 (M)	0.55	.43	.681
8. To help students improve their presentation performance, suggestions are necessary in teacher feedback.	3.80 (A)	1.10	4.60 (SA)	0.55	-1.46	.182
9. To help students improve their presentation performance, criticism is necessary in teacher feedback.	3.40 (M)	0.89	3.40 (M)	0.55	0.00	1.00

Statements Related to Beliefs in the Instruction of Oral English Presentations	Thai		Non-Thai		<i>t-test</i>	<i>Sig</i>
	<i>Mean</i> (\bar{x})	<i>S.D.</i>	<i>Mean</i>	<i>S.D.</i>		
10. Oral feedback is more effective than written feedback.	3.60 (A)	0.55	3.60 (A)	0.89	0.00	1.00
11. Immediate feedback is better than delayed feedback.	4.40 (SA)	0.55	4.80 (SA)	0.45	-1.27	.242
12. Giving feedback in private is better than giving feedback in public.	3.40 (M)	0.55	2.80 (M)	0.45	1.90	.094
13. Teachers should provide specific feedback to each individual student in a group presentation.	4.00 (A)	0.00	4.00 (A)	0.00	-.89	.397
14. Teacher feedback should be selective rather than comprehensive.	3.40 (M)	0.89	3.80 (A)	0.45	.447	.667
15. I think teacher feedback is more effective than peer feedback.	3.80 (A)	0.45	3.60 (A)	0.89	0.00	1.00
16. Students only need feedback from the teacher on their presentation performance.	3.00 (M)	1.00	3.00 (M)	0.71	-1.63	.141
17. I think peer feedback is as helpful as teacher feedback.	3.20 (M)	0.84	4.00 (A)	0.71	.949	.371
18. Students have an adequate ability to assess their own presentation performance.	2.40 (D)	1.34	1.80 (SD)	0.45	-1.109	.299

Table 3 illustrates Thai and non-Thai teachers' beliefs and attitudes towards the instruction of oral English presentations. On the whole, the beliefs and attitudes of both groups were quite similar. Considering the factors for successful presentation, speech comprehensibility, organization, PowerPoint design, and presence were believed to be the key factors. Interestingly, one factor which was viewed a bit differently is knowledge. That is, while Thai teachers strongly agreed that it was one of the key factors (\bar{x} = 4.40, S.D.= 0.55), non-Thai teachers agreed just only at a moderate level (\bar{x} = 3.40, S.D.= 0.55). For the assessment in form of feedback, teachers' feedback to each individual student was agreed to be essential; however, they denied that only teacher feedback was enough (\bar{x} = 2.60, S.D.= 0.89). Moreover, they both admitted that oral feedback was better than written one (A10, \bar{x} = 3.60, S.D.= 0.55) and immediate feedback was rather needed than the delayed one (A11), emphasized by non-Thai teachers (\bar{x} = 4.80, S.D.= 0.45). In order to help students to improve their skills, praise, suggestion, and criticism were agree upon both groups to be necessary (A7, A8, A9). To be more specific, suggestion was highly recommended by non-Thai teachers (A8 - \bar{x} = 4.6, S.D.= 0.55).

Table 4 Attitudes of the Teachers towards the Use of Peer Feedback on Student Oral Presentations in English Presentations Course and the Comparison between Thai and Non-Thai Teachers

Statements Related to Attitudes towards the Use of Peer Feedback in Oral English Presentations Course	Thai		Non-Thai		<i>t-test</i>	<i>Sig</i>
	<i>Mean</i> (\bar{x})	<i>S.D.</i>	<i>Mean</i>	<i>S.D.</i>		
1. Students have an adequate ability to assess their friends' presentation performance.	2.60 (D)	1.34	3.40 (M)	0.89	-2.058	.074

2. I believe the use of peer feedback in oral English presentations is useful for students.	2.80 (M)	1.10	4.00 (A)	0.71	-.802	.446
3. Teaching English presentations is more interesting when peer feedback is used.	3.00 (M)	1.41	3.60 (A)	0.89	.667	.524
4. Peer feedback is beneficial for teachers of presentations in higher education.	3.40 (M)	1.34	3.00 (M)	0.00	-2.530	.035
5. I think peer feedback is fair.	2.80 (M)	1.10	4.40 (SA)	0.89	-1.206	.262
6. I think peer feedback is reasonable.	3.00 (M)	1.41	3.80 (A)	0.45	-.343	.740
7. I believe students can gain benefits from both teacher feedback and peer feedback.	3.80 (A)	1.10	4.00 (A)	0.71	-2.746	.025
8. Students can provide honest feedback to their friends.	2.60 (D)	1.14	4.00 (A)	0.00	-2.271	.050
9. Students can provide useful feedback or suggestions to their friends.	2.80 (M)	1.30	4.20 (A)	0.45	-.730	.486
10. Students put their full efforts into peer feedback activities.	2.20 (D)	1.10	2.60 (D)	0.55	-1.109	.299
11. Students like peer feedback activities.	2.60 (D)	1.34	3.40 (M)	0.89	-1.664	.135
12. Students have fun when they give feedback to their friends.	2.40 (D)	1.52	3.60 (A)	0.55	-.343	.740
13. Students appreciate the feedback they received from their friends.	3.00 (M)	1.22	3.20 (M)	0.45	-.632	.545
14. I enjoy using peer feedback activities in my oral presentation class.	3.60 (A)	0.55	3.80 (A)	0.45	-1.177	.273
15. I recommend using peer feedback in the English presentations course for the next semester.	3.40 (M)	0.89	4.00 (A)	0.71	-1.414	.195

According to Table 4, the attitudes of the teachers towards the use of peer feedback on student oral presentations in English presentations course were revealed. Even though, both Thai and non-Thai teachers moderately agreed that peer feedback was beneficial for teachers of presentations in higher education (\bar{x} = 3.40, \bar{x} = 3.00) and believed that students could gain benefits from both teacher and peer feedback (\bar{x} = 3.80, \bar{x} = 4.00), there were some different opinions among the two groups of teachers. Focusing on the students, Thai teachers reflected their disagreement that students had an adequate ability to assess their friends' presentation performance (\bar{x} = 2.60, S.D.= 1.34), while groups of non-Thai teachers moderately agreed with this point (\bar{x} = 3.40, S.D.= 0.89). Moreover, it was disagreed by Thai teachers that students could provide honest feedback (\bar{x} = 2.60, S.D.= 1.14). Non-Thai teachers agreed that their students had fun when they gave feedback to their friends (\bar{x} = 3.60, S.D.= 0.55). On the other hand, this point was disagreed by Thai teachers (\bar{x} = 2.40, S.D.= 1.52). As a consequence, students were moderately agreed by non-Thai teachers to like peer feedback activities (\bar{x} = 3.4, S.D.= 0.89). In contrast, Thai teachers disagreed that students liked this kind of activity (\bar{x} = 2.60, S.D.= 1.34). For the second research question comparing the beliefs and attitudes towards the use of peer

assessment of Thai and non-Thai teachers, it could be said that both Thai and non-Thai teachers carried numerous similar beliefs and attitudes towards the use of peer assessment which are shown from the questionnaire results. They both perceived that the use of peer assessment could benefit students in terms of presentation skills; but it could not help in terms of language accuracy and English pronunciation. Praise, suggestion, and criticism were agreed upon both groups to be necessary in this practice. Apart from peer feedback, teacher feedback and feedback for individual student were believed to still be necessary for students. They both believed that teacher feedback was more effective than that of peer. In addition, Thai and non-Thai teachers' beliefs revealed that peer feedback activity could enhance student engagement in their peers' presentation. Both groups insisted that this activity would not make the learning atmosphere stressful or would be too harsh for students. On the contrary, big different beliefs and attitudes among two groups of teachers were learners' abilities and readiness in participating in peer feedback activities. To illustrate, non-Thai teachers seemed to be more confident than the other group of teachers that their students could achieve the goals in this practice. In contrast, Thai teachers reflected higher levels of worry on students' readiness. Due to different levels of students' English proficiency, especially the ones with low abilities, the idea that peer feedback might be unclear and unreliable were reflected more by Thai teachers. On the other, non-Thai teachers seemed to not consider this issue a big matter. Moreover, it was found that Thai teachers seemed to perceive some students' discomfort when giving feedback to their friends.

4.3 The Possible Reasons Affecting the Thai and non-Thai Teachers' Beliefs and Attitudes towards the Use of Peer Assessment in Their Real Classroom Practices:

According to the questionnaire, the results revealed that the beliefs and attitudes of Thai and non-Thai teachers were quite similar in all the four aspects. Only a few items were significantly different, so the differences of the Thai and non-Thai beliefs and attitudes were not clearly shown. To answer the third research question investigating the possible reasons that affect the Thai and non-Thai teachers' beliefs and attitudes towards the use of peer assessment in their real classroom practices, the interview was conducted with one female Thai and one male non-Thai instructors because these two instructors were willing to join the interview, and both of them allowed the researcher to observe their oral presentation classes twice: before the midterm and final examination weeks. Therefore, the interview was conducted in order to gain more in-depth viewpoints of the Thai and non-Thai instructors. For the Thai instructor, she was female at the age of 38. For the non-Thai instructor, he was male at the age of 35. Both received master's degree in Languages, and they have been teaching English for 7 and 10 years respectively. Thai teacher has never used peer feedback in her class before, while the non-Thai teacher has had some experienced in using peer feedback in a writing class. It could be said that they have never applied the peer feedback activities in an oral presentation course. They were quite similar in terms of age range, level of education, EFL teaching experience. They were asked the same questions about what and how they conducted the peer feedback activities in their oral presentation classes. Although the Thai and non-Thai instructors' attitudes towards the use of peer feedback activities were not significantly shown in the questionnaire results, the open-ended questions, class observations, and the interview results possibly showed some of the possible reasons that affect the Thai and non-Thai teachers' beliefs and attitudes towards the use of peer assessment in their real classroom practices, which are 1) students' low English proficiency, 2) the unfamiliarity to peer feedback of Thai EFL learners, 3) experience of teaching oral presentation, 4) experience of using peer feedback, 5) teaching styles, and 6) teacher's gender.

4.3.1 Students' Low English Proficiency:

Since the use of peer assessment in classroom required a great deal of English proficiency of students, lacks of this ability or low ability in English could result in the failure of peer assessment process. Most of the teachers believed that students' low English proficiency was one main reason to obstruct peer assessment process. There were various fields of English proficiency that seemed to be the problem. Firstly, no matter what content on feedbacks about the presentation were, if the feedbacks could not be conveyed, it was useless. Therefore, students needed, at least, to be able to communicate in English in order to give comments to their peers. That is, the students required listening and speaking skills in this process. They had to listen to what the presenters said and spoke out to give feedback to what were good points or weak points the presenters had done. Secondly, pronunciation seemed to be another problem for Thai students. One of the teachers emphasized that their students could give feedbacks on superficial issues about the articulation; for example, the loudness or the clarity of presenters' speech. For the pronunciation, there was little peer feedback on this issue since the teachers believed that their students lacked knowledge on English pronunciation. Lastly, the

majority of teachers stated that low proficiency of English word choice played role in the success of 'constructive' peer feedback. With a limited number of word choice, the students seemed unable to explain and give suggestions to their peers effectively and constructively. One teacher pointed out their students could only say that the presentation was good. However, when she asked them to clarify what was 'good', they couldn't explain anything more. From these reasons, in the view of one of the teachers, peer feedback was believed to be effective only with students with high English proficiency.

4.3.2 The Unfamiliarity to Peer Feedback of Thai EFL Learners: The unfamiliarity to peer feedback of Thai EFL learners was believed by the majority of non-native teachers to be one of the reasons that might obstruct peer feedback. To illustrate, normally, Thai students are shy, reserved, and humble. These characters make them avoid giving direct feedback or critiques which may lead to some problems on their relationship. Moreover, with the folk that Thai students are trained to respect the seniors or the older, most of them tend to stay silent in class. This results in their less opportunity to speak up in class with both their classmates and their teachers. Due to their characters and this passive learning style, Thai students were not familiar with peer feedback which they had to directly comment their friends. This might affect their relationship. All Thai and non-Thai teachers agreed that this was something very new to their students. In addition, some teachers reflected that there were also some students who were lazy and reluctant to participate in class activities. However, most of the teachers reported that their students were more attentive. This might due to that there are some assessment and points gained from peer feedback process.

4.3.3 Experience of Teaching Oral Presentation: The experience of teaching oral presentation of the participants seemed to be one factor affecting Thai and non-Thai teachers' beliefs and attitudes towards the use of peer assessment in their class. With not enough of this kind of experience, one of the teachers reported that she did not master to train her students what were the features of good oral presentation and found it difficult to demonstrate the presentation. She also stated that she was quite worried that she could not provide effective feedback on oral presentation to her students. Some teachers believed that it might be better if there were more details for each of the topic in oral presentation skills.

4.3.4 Experience of Using Peer Feedbacks: Giving peer feedback is not only new to the students, but it also to the teachers. A few teachers have used peer feedback in their teaching before; for example, one teacher said that she employed peer feedback in her English writing class. Some teachers used it just to check the students' understandings and it was also group feedback, not an individual one. None of them had ever used it in speaking class, especially in oral presentation class. One teacher reflected that, with lack of experience in using this process, she was afraid that she did not master in facilitating this kind of classroom. So, it was quite time-consuming. Another native teacher believed that in order that using peer feedback would be effective, teachers and students required a clear understanding of the concepts on commenting the others.

4.3.5 Teaching Styles: From the class observation, it was found that teaching styles seem to affect the use of peer feedback activities. The Thai teacher seemed to have an activity style while the non-Thai teacher tended to have a lecture style. In the peer feedback activity, teachers have to play a role as a facilitator, so teachers who have an activity style seem to fit well with the assigned peer feedback activity model.

4.3.6 Teacher's Gender: Besides, gender seemed to have some influence on the class atmosphere. From the class observation and open-ended questions, a teacher's gender seemed to have a major role to play in this study. The reflection from Thai female teachers seemed to show more understandings in their students' feelings with peer feedbacks process. On the contrary, most of male teachers did not talk or give much details about this. The majority of female teachers agreed that they could feel that most of their students felt uncomfortable to give comments to their friends. They reported that they noticed that some of these students were insecure and stressed when giving feedbacks. This might due to that, when the students gave peer feedback or direct comments, it was quite difficult for them to give constructive feedback and most of the time, negative feedback could not be avoided. This might weaken their good relationship. Moreover, it was reported by one of these female teachers that she could see that her students felt uncomfortable to give feedbacks to their peers since they felt that they were not capable enough to do so. One female teacher also suggested that it could be better if they could give feedback in closed group or in a team. It could make the students felt more personal and relaxed.

5. Discussions: Due to the fact that there are still limited research studies on the teacher's beliefs and attitudes towards the use of peer assessment in English oral presentation course, especially in the EFL context, this present study enlightens more insight on this issue. As the major role of classroom conductor to achieve each period's set goal, teachers take large responsibility in the success of

peer assessment in classroom (Harris & Brown, 2013; Panadero & Brown, 2017; and Adachi et al. 2017). With this reason, experts emphasized the importance of the beliefs and attitudes held by the teachers (Fives & Buehl, 2012; Rubie-Davies et al., 2012; Harris & Brown, 2013; Boud, 2016; Xu & Brown, 2016; Cowie & Harrison, 2016; and Panadero & Brown, 2017). There are a large number of research studies confirming that the implementation of peer assessment practice in classrooms is useful for learners in terms of learning and performance, problem-solving skills, self-regulated learning, as well as metacognition (e.g Lynch & Golen, 1992; Zevenbergen, 2001; Chang & Warren, 2005 Hwang et al., 2014; Bryant & Carless, 2010; Nicol, 2010; Kim & Ryu, 2013; Spandorfer et al., 2014; Panadero et al., 2016; and Panadero & Brown, 2017). Apart from peer assessment, the employment of oral presentation is another beneficial approach for learners. It helps utilize learners' overall language and other personal skills (King, 2002; Girard et al., 2011; and Wang et al., 2018) which are believed to be very useful and beneficial for the learners' future employment (Emder & Becker, 2004, as cited in El Enein, 2011 and Živković, 2014). However, some possible obstacles were pointed out including the accuracy and reliability of peer feedback which are reflected in many studies (Liu & Carless, 2006; Panadero et al., 2013; Panadero & Brown, 2017; Zhao, 2018). The beliefs in this idea of using peer assessment in English oral presentation course are reflected by both Thai and non -Thai teacher participants in this study. It is found that this process is acknowledged to be able to improve communicative competence rather than other specific language skills. This finding corresponds to Brooks and Wilson's idea (2014). There are still some concerns on role of learners as novice assessors and presenters reflected by both groups of teachers. Moreover, Thai teachers are found to reflect higher level of worry, especially in the aspects of uncertainty on learners' abilities and readiness for this method. The issue of learners' inadequate ability is also echoed in the studies of Chaqmaqchee (2015) and Boston (2002). Also, the unfamiliarity to peer feedback of Thai EFL learners is admitted to have effects on the process. The idea of getting used to their passive traditional learning method are also concerned in many studies (Liu & Carless, 2006; Harris & Brown, 2013; Adachi et al., 2017; Zhao, 2018). From this finding, it can be concluded that Thai teachers, experiencing and being more familiar with Thai norms, seemed to clearly express caring and interest in learners which corresponds to what Brookhart (2008) has mentioned. Besides, this study also discovers both groups of teachers' voices on problems on learners' emotional responses and their relationship with other partakers. The problems include willingness to criticize, face value, self-confidence, pressure, trust, honesty, anonymity which is similar to the findings of many studies (Lynch & Golen, 1992; Noonan & Duncan, 2005; Joughin, 2007; Harris & Brown, 2008; Huxham et al., 2010; Harris & Brown, 2013; Vanderhoven et al., 2015; Wang et al., 2018; Rotsaert et al, 2018). In addition to the practices and learners, according to the views of the participants, the influencing factors also include the teachers and the policies of their educational institutions. It was found that some teacher reflected their hesitation in carrying expertise on this practice. Furthermore, some of them seemed to be not sure that they were capable to effectively conduct classroom with peer assessment due to the influence of their educational organization's policies. These reflections correspond to the studies of many experts (Muijs & Reynolds, 2005; Harris & Brown, 2008; Brown, 2008; Brown et al.,2009; Harris & Brown, 2013; Zhao, 2018). Considering the gender of teachers, from the participants, all non-Thai teachers were male and they were found to have more positive attitudes. The similar findings echoed in Wen et al. (2006) and Fitzpatrick (1999). This seems to be because female teachers tend to illustrate more on how they felt. Therefore, they seem to have more understandings and reflection on worries than their male counterpart. All in all, Thai and non-Thai teachers have reflected beliefs and attitudes towards the use of peer assessment in English oral presentation course. These beliefs and attitudes have been influenced by divergent partakers in the process. They include the idea of peer assessment and oral presentation, the role of learners, the role of teachers, the classroom relationship, and the educational institution. The findings from this study will be very useful for the implementation of peer feedback in English oral presentation in EFL classroom. The related partakers in the process will realize what enhance and hinder the success of using this practice, especially from the view of the most influencing party in the classroom. As a result, students will gain the highest learning benefits from use of peer feedback and the authentic practice of communication by using oral presentation. **6. Pedagogical Implications:** The use of peer assessment in the EFL presentation class yields undeniable benefits, as it encourages students to develop a sense of independent learning in various degrees of success. This opportunity also creates students' critical thinking and self-reliance, which would be rare in a traditional teacher-centered presentation class. However, failure to use the alternative

assessment can possibly occur without clear learning objectives, well-planned lessons, teachers' determination and efforts, effective feedback training, and the learners' full cooperation. Oral Presentation teachers in the EFL context should consider the constraints of their teaching and learning contexts before exploiting these activities in their presentation classes.

7. Recommendations for Future Study:

- Other crucial factors that might have affected the results of the study could be gender, age, and teaching styles that should be taken into consideration.
- This research was conducted with science students; consequently, students in social science and in other fields would be interested to conduct research.
- Replication of the study is suggested for a longer period to strengthen the results of the study. Moreover, it would be interesting to explore further whether the study will yield the same results if the study is carried out with subjects in other settings such as private universities or with subjects at other educational levels such as high school or graduate levels.

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Typography, Color and Offset Printing Relationship

Muhammed Emin Albayrak

Faculty of Communication, Istanbul Commerce University, Turkey

Abstract: Typography, one of the critical elements in communication design, undertakes the task of being the basic element in which information is presented in almost all visual communication products. Typography, which can also be described as text design, is not only an informative tool in design, but also one of the important elements of visual composition. Typographic elements in the design should be designed in weight, color and balance that will harmonize with the structure of the overall work. In order to establish visual balance, the choices regarding the color of the text should be in harmony with the background and texture. When it comes to the offset printing phase of the design to be made, these choices are of vital importance. Design studies prepared without considering the color production processes in the offset printing system will have potential risks related to the legibility and readability of typography. The fact that the size and colors of the texts designed on the screen will not cause problems in the face of these risks constitute the most critical stage of a graphic design work prepared for offset printing. The CMYK values in offset printing systems, are different from RGB, which is the digital display system, and are the colors created, not due to sequential color printing. At this color formation stage, the performance of the printing machine and the attention and diligence of the person using the machine directly affect the cleanliness of the work. The fact that a text with a small point value has a color defined by a combination of four colors will reduce the perceptibility level of the text and even cause it to be unreadable at times due to minimal shifts and flickers to be experienced in the offset printing process. At the beginning of the measures to be taken in order to avoid these problems, it is necessary to define the text either as a single color in the CMYK system or with a spot color by bearing the extra cost it will create.

Keywords: Typography, Offset Printing, Color, CMYK, Design

Attitudes Towards Women's Right of Inheritance in Lahore

Humera Malik

Pakistan Study Centre, University of the Punjab, Lahore

Abstract: Women's rights are the focal point not only in international and national laws but in all the religions as well. In the pretext of women empowerment, the dispensation of the right of inheritance remains significant for women. In Pakistan, women are not denied of their rights but there is certain predicament which detain them to claim it. The constitution of Pakistan and Islamic sharia laws though guarantee women's rights, without any discrimination but few determinants are there which deprived them of such privilege. The stumbling blocks which impede the right of inheritance, are mainly the embedded patriarchal structure, misinterpretation of Islamic ordain, lacunas in laws and judicial system of Pakistan and amalgamation of culture with religion. Although the denial of this right cut across the whole country, this paper will explore the choices and challenges of women in Lahore, while exercising this right. The inferences of this study will help to ascertain the

possible reasons among women for surrendering this right. It's a mix method study following the qualitative and quantitative methods simultaneously. The main tools to collect data are semi-structured questionnaires, group discussions and interviews. The sample of (100 respondents) and two groups for focus discussions (20 participants each) are evolved. Respondents are of 20-60 age group belonging to dissimilar families in terms of socio-economic status. The interviews of 5 lawyers are also designed to be conducted to understand the legal lacunas and their possible solutions.

Culture and Tourism as a Tool for Shaping Urban Environments: The Case of Porto Maravilha (Rio de Janeiro, Brazil)

Bruno Gontyjo do Couto

Department of State, Institutions and Democracy Studies, Institute for Applied Economic Research, Brasília, Brasil

Abstract: This paper analyzes the urban requalification project “Porto Maravilha”, in Rio de Janeiro (Brazil), as a materialization of a social and political mentality about cities that conceives culture and tourism as strategic resources for the production and consumption of urban space able to stimulate the economic and social development of an entire region. For such, the interventions adopted in the urban operation between 2009 and 2019 were described, revealing the material and symbolic centrality of culture and tourism in the project. By constructing mega-structures designed for cultural and tourism services and practices or by the functionalization of local architectural heritage, the project uses both sectors to reach the purpose of economic, social and urban development.

BOTANTE o BOT-ANTI? Factors Influencing Voter Registration and Non-registration among Senior High School Students in the 2022 Philippine Elections

Pearl Weena Bose

Basic Education Schools, Lorma Colleges, La Union, Philippines

Abstract: The elections are known to pave the way for change, but recent voter turnouts highlight deficits in election participation that lower the vitality of democracies. Registration is the first step in this change-making. Herewith, this study sought to bring to light the perceptions of senior high school students on the 2022 Philippine Elections, and the factors affecting their voter registration or non-registration. Following a qualitative-descriptive research design, this study employed purposive sampling and aggregated data from thirty (30) students of LORMA Colleges Senior High School at least 18 years old residing in La Union, fifteen (15) of which are registered to vote and fifteen (15) of which are non-registered. Data were collected through a textual interview governed by a semi-structured questionnaire facilitated through Facebook Messenger and were analyzed through Thematization. Upon analysis, students were found to perceive the elections as an opportunity for change, a center of public interest, a period of distress and disorder, and a youth-driven undertaking. Moreover, participants who registered to vote were seen to be pushed by their contribution to poll outcomes, family and peer influence, potential betterment of the status quo, and political and constitutional interest. Meanwhile, those non-registered to vote were identified to be influenced by shortcomings in the registration systems, high political ignorance, low political prioritization, and the monotony of Philippine politics. These findings underscore that while youths demonstrate general awareness towards the national undertaking, there is a need to intensify and revamp voter education methodologies targeting the youngest in the voting-age population.

Keywords: Politics, Registration Systems, Voter Education, Voting

Women in Academia: How have Female Academics' Happiness Levels been affected by the Pandemic?

Aslı Ermiş Mert

Sociology, The College of Social Sciences and Humanities, Koc University, Turkey

Abstract: This study examines female academics' happiness levels since the beginning of the pandemic in relation to their academic productivity and domestic division of labour patterns in Turkey. Descriptive findings demonstrate that women's happiness levels dropped dramatically since the beginning of the pandemic: 78.9% of the participants report a score of 81 and over (out of 100) for their happiness level before the pandemic, which is 46.3% since its beginning. Hence it is significant to examine the underlying patterns that impact the well-being of women in academia. Findings from multi-level mixed effects generalized linear models show that women academics' happiness levels since the beginning of the pandemic are statistically significantly diminished with particularly the reported negative impact of administrative responsibilities on research productivity since the beginning of the pandemic, decreases in research productivity and institutional reactions towards it, as well as anxieties surrounding future careers in relation to the pandemic. While support from partner/spouse and the university has a positive impact on the happiness levels, predictors associated with domestic division of labour have no statistically significant effect. This is expected to be a result of the unchanging workload of unpaid work after the pandemic has started (for housework in particular) and the reported partner/spouse support as well as paid help (particularly for care responsibilities). The results of this study correspond to the importance of formulating gender-sensitive institutional support mechanisms for women in academia.

The Child's Image in The Palestinian Short Story "Mahmoud Shaker's A Model"



Mohammed Dawabsheh

Arabic Language and Media, Arab American University, Nablus, Palestine

Abstract: Palestinian literature, like other literature, is divided into poetry and prose, but it is different from the rest of the literature. Because it was distributed over the areas in which the Palestinians lived, there is the literature of the 1948 Nakba, the literature of the setback in 1967, the literature of the Intifada, the literature after Oslo, the literature of exile, the literature of the West Bank and the literature of the Gaza Strip. The child occupied a prominent space in Arabic literature in general and Palestinian literature in particular, due to several circumstances that cannot be explored in this study in compliance with the study's curriculum and subject matter. Mahmoud Shukair, who lives in Jerusalem, is considered one of the pioneers of the Palestinian story, who developed its artistic and stylistic tools over four decades. This research aims to highlight the images that the writer showed to the child in his fictional works, which can be summarized as follows: -Palestinian child

image can be divided into -The resistant child, the Peaceful child, the Innocent Child, the Human child Israeli's child image can be divided into: The intrusive child, the spiteful child, the child who does not know what is going on around him, the human child. The importance of this research is due to the child's need for care and attention from various psychological, social and educational aspects. The research problem also lies in the harassment and deprivation of the Palestinian child from the simplest means of life. The researcher used the descriptive-analytical method to study the subject. Being the closest approach to studying such a subject and its relevance to it.

Keywords: Literature, Image, Mahmoud Shukeir, Child

The Value Implications of Gender Diversity in the Market for Corporate Control: An Examination of Bank M&A in Europe

Ioannis Tampakoudis

Department of Business Administration, University of Macedonia, Greece

Abstract: This paper focuses on the impact of boardroom gender diversity on the performance of M&As in the European banking sector. The sample is consisted of 414 M&A announcements by European banks over the period 2003- 2020. To analyze the performance of bank M&As, we evaluate both the acquirer announcement Cumulative Abnormal Returns (CARs) and the acquirer Buy-and-Hold Abnormal Returns (BHARs). In particular, CARs are estimated across various event windows surrounding the deal announcement using three alternative asset pricing models (i.e., market-adjusted model, market model, and Carhart four-factor model), whereas BHARs are estimated using a European bank benchmark across holding periods that vary from one to three years after the M&A announcement. Univariate analysis is performed to assess the impact of gender diversity on shareholder wealth, whereas multivariate analysis is applied to investigate whether the effect of gender diversity on acquirer returns remains unaltered after controlling for corporate governance-specific, bank-specific, and deal- specific characteristics. The statistical significance of CARs is assessed using the parametric BMP-test and the non-parametric Corrado-test, whereas the differences in means (medians) CARs are evaluated using the t-test (Mann-Whitney U test). According to the results, acquirer announcement CARs are, at best, insignificantly different from zero over the entire period 2003-2020, whereas one-year BHARs equal to -2.54% and are statistically significant at the 10% level. To evaluate the effect of gender diversity on acquirer gains, we categorize the sample into two sub-samples with respect to the presence of women on board. Namely, 334 deals are announced by banks with less than 25% women on board whereas 80 deals are announced by acquirers with 25% or more women on board. The results derived from the four-factor model indicate that acquirers with 25% or more women on board experience statistically significant gains (at the 5% level) that equal to 0.90% across the three-day (-1,1) event window, while acquirers with less than 25% women present insignificant CARs. The comparison between the two-subgroups provides evidence that acquirers with diversified boards are associated with statistically significantly higher (around.34%) CARs. Across the two-day (0,1) event window, acquirers with less than 25% women on board are associated with significantly losses that equal to -0.26%, whereas diversified acquirers create significantly gains that equal to 0.67%. The result of significantly higher CARs for gender diversified acquirers is also supported using alternative asset pricing models. In particular, the three-day (-1,1) CARs using the market (market-adjusted) model are significantly higher by about 1.02% (1.16%) for acquirers with 25% or more women on board. Under multivariate analysis, we investigate the effect of female directors on shareholder wealth using three alternative proxies for gender diversity and specifically: (i) the percent of female directors on board; (ii) the number of female directors on board; and (iii) a dummy variable that is assigned the value of one for acquirers with 25% or more women on board and zero otherwise. The regression models include additional corporate governance characteristics and specifically the variable "board size" which is measured by the natural logarithm of the number of directors on board, the dummy "CEO board member" which is assigned the value of one when the CEO is board member, the dummy "CEO compensation" which is assigned the value of one when the CEO's compensation is linked to

the total shareholder returns, as well as the dummy “CEO duality” which is assigned the value of one when CEO simultaneously holds the Chairman position. The bank-specific control variables include bank size, age, profitability, leverage, growth opportunities, and asset structure, whereas the deal-specific control variables include the relative deal size and three dummies which capture the effects of acquisitions of listed targets, cross-border acquisitions, and horizontal deals, respectively. To control for time effects, the Uncertainty Index for Europe region developed by Ahir, Bloom and Furceri (2018) at the quarter preceding the deal announcement is also included in the regression analysis. Given that both the VIF values across all the covariates and the mean VIF are less than 2.5 (by far lower than the rule of 5), there are not concerns for multicollinearity. The results derived from the cross-sectional analysis show that boardroom gender diversity is significantly positively associated with the acquirer CARs, suggesting that higher levels of gender diversity in the boardroom of acquiring banks create greater value surrounding the deal announcement. This positive relationship is robust to alternative model specifications. First, after including both the level of board members’ experience and the number of board members’ affiliations as additional exogenous control variables, the gender diversity positively affects the acquirer CARs. Second, the positive impact of gender diversity on the performance of M&As remains unaltered event using the three-year acquirer BHARs as proxy for the long-run performance. Overall, the results demonstrate that boardroom gender diversity has a significant positive impact on the performance of M&As in the European banking sector.

Keywords: Mergers, Acquisitions, Event Study, Gender Diversity JEL Classification, G14, G21, G34

Policing the Discourse: The Discursive Anatomy of a National Police Strategy Report

James Moir

School of Business, Law and Social Sciences, Abertay University, Dundee, Scotland,
UK

Abstract: Police reporting has become subject to similar practices found in the corporate and commercial world. A key aspect of this is the strategic report which lays out the future of the organization in terms of the vision of senior executives. This paper considers the discursive construction of a police strategy report. Police reports in general belong to a wider reporting genre while strategic plans can be considered as part of a colony of planning genres. The discursive anatomy of this kind of report can be considered in terms of communicative purpose and the set of discursive moves involved that reflect normative expectations associated of the intended audience. These features are examined by way of a discursive analysis of a contemporary Police Scotland strategy report.

System of Sri Lanka and the Importance of Preserving its Heritage

Ishini Dissanayake

History, University of Peradeniya, Sri Lanka

Abstract: Most of the ancient world civilizations originated based on water. Correspondently every one of the primitive Aryan settlements of Sri Lanka, including Anuradhapura, Upatissagama, Vijitagama and many others began close to the river valleys in the dry zone. Yet, they had to be migrated from dry zone towards the central regions of the country due to the gradual increase of community among the Aryans and agriculture. Even though the plains inside of the country are suitable for their cultivation, they had to face various challenges since they got rain only once a year in those areas, not as plenty as in the dry zone. Consequently, tanks were created in order to confront the difficulties and to store and use excess water which they received once a year. The main objective of this research is a historical study on how irrigation techniques gradually developed during the Anuradhapura period and explore the main phases of the irrigation during that period.

Secondary objectives include an analysis of the importance of preserving the ancient heritage and passing it on to the next generations amidst the socio-economic crisis created due to the Covid-19 pandemic situation. The research is based on primary and secondary data and the primary data is collected through the primary sources Mahavamsa and Dipavamsa. Secondary data is obtained from both published sources and articles. According to further data gathered, it illustrates that no one has still been able to establish such a remarkable irrigation system as the ancestors had. More importantly, even the contemporary rulers use them for the development of the country even though they were built by the great king's centuries ago. Also, Sri Lankan heritages like the Sigiriya aid the Sri Lankan economy even during the Covid-19 pandemic, because it does not fail to attract tourists who help the flow of foreign income to the country. Thus, as Daniel Sosnoski says the greatest accomplishment of any civilization is the heritage of culture it produces and passes on to future generations, it is everyone's responsibility to preserve the Sri Lankan ancestry and contribute more amazing things to the country.

Keywords: Irrigation, Tanks, Heritage, Culture, Preserve

Financing the Future of Indonesia's Tourism Industry: Developing A Tourism Industry-focused Crowd Funding Platform



Dylan Muhammad Arnaz

School of Business and Management, Institute of Technology, Jakarta, Indonesia

Abstract: Indonesia's tourism industry has a very large potential in being one of the powerhouses of the tourism industry and is reflected by its rank of 9th out of the 30 top countries in the Travel and Tourism Power and Performance Report by the WTTC. Though this is the case, it lags behind other ASEAN countries. One of the factors this can be attributed to is the lack of investments the businesses in the Indonesian tourism industry are receiving, as 99% of them are self-funded. As a solution, the creation of a tourism-focused crowd funding platform is needed in order to fund the Indonesian tourism industry. Thus, this research has the objective to establish the issues that are preventing tourism businesses from obtaining financing, identify the resources tourism businesses demand to obtain from their investors, and address the issues and demands found by giving recommendations as to what is needed to best develop the tourism businesses. This research uses the multiple case study method from Indonesian publications to explore the phenomenon more extensively than before and give the research a view from a local perspective. This research found that there are issues such as conflicting policies in a tourism spot, low quality of human resource, inadequate level of tourism infrastructure, the emergence of competition between regions that does not lead to an increase in complementary services, different conditions and situations for specific regions, economy, cultural customs, and more that need to be addressed. To conclude, this research recommends that the tourism-focused crowd funding platform focuses on working with branding or any other supporting organizations, pushing the marketing aspect, acquiring government support, pushing the platform for foreigners, highlighting tourism spots in low development areas, facilitating community building, and using a mix of crowd funding business.

The Main Drivers of The Competitiveness of Locations



Philippe Gugler

Center for Competitiveness, University of Fribourg (Switzerland), Department of Economics, Fribourg, Switzerland

Abstract: 1. **Goal of the study:** The concept of competitiveness has been addressed by economic theorists and policy makers for several hundreds of years, with both groups trying to understand the drivers of economic prosperity and social welfare the goal of this contribution is to address the major useful theoretical contributions that permit to identify the main drivers of a territory's competitiveness We first present the major contributions found in the classical and neo-classical theories. Then, we concentrate on two major's schools providing significant thoughts on the competitiveness of locations: The Economic Geography (EG) School and the International Business (IB) School.

2. Methodology: The study is based on a literature review of the classical and neo-classical theories, on the Economic Geography theories and on the International Business theories. This literature review establishes links between these theoretical mainstreams. This work is based on the academic framework establishing a meaningful literature review aimed to respond to our research question and to develop further research in this field.

3. Results: The classical and neo-classical pioneering theories provide initial insights that territories are different and that these differences explain the discrepancies in their levels of prosperity and standards of living. These theories emphasized different factors impacting the level and the growth of productivity in a given area and therefore the degree of their competitiveness. However, these theories are not sufficient to more precisely identify the drivers and enablers of location competitiveness and to explain, in particular, the factors that drive the creation of economic activities, the expansion of economic activities, the creation of new firms and the attraction of foreign firms. Prosperity is due to economic activities created by firms. Therefore, we need more theoretical insights to scrutinize the competitive advantages of territories or, in other words, their ability to offer the best conditions that enable economic agents to achieve higher rates of productivity in open markets. Two major theories provide, to a large extent, the needed insights: the economic geography theory and the international business theory. The economic geography studies scrutinized in this study from Marshall to Porter, aim to explain the drivers of the concentration of specific industries and activities in specific locations. These activity agglomerations may be due to the creation of new enterprises, the expansion of existing firms and the attraction of firms located elsewhere. Regarding this last possibility, the international business (IB) theories focus on the comparative advantages of locations as far as multinational enterprises (MNEs) strategies are concerned. According to international business theory, the comparative advantages of a location serve firms not only by exploiting their ownership advantages (mostly as far as market seeking, resource seeking and efficiency-seeking investments are concerned) but also by augmenting and/or creating new ownership advantages (strategic asset seeking investments). The impact of a location on the competitiveness of firms is considered from both sides: the MNE's home country and the MNE's host country.

Keywords: Competitiveness, Economic, Geography, International Business

What is the Role of Language in Psychology



Boubaya Lakhdar

Department of Letters and English Language, University of Msila, Msila, Algeria

Abstract: Common sense suggests that emotions are physical types that have little to do with the words we use to label them. Yet recent psychological constructionist accounts reveal that language is a fundamental element in emotion that is constitutive of both emotion experiences and perceptions. According to the psychological constructionist Conceptual Act Theory (CAT), an instance of emotion occurs when information from one's body or other people's bodies is made meaningful in light of the present situation using concept knowledge about emotion. The CAT suggests that language plays a role in emotion because language supports the conceptual knowledge used to make meaning of sensations from the body and world in a given context. In the present paper, we review evidence from developmental and cognitive science to reveal that language scaffolds concept knowledge in humans, helping humans to acquire abstract concepts such as emotion categories across the lifespan. Critically, language later helps individuals use concepts to make meaning of on-going sensory perceptions. Building on this evidence, we outline predictions from a psychological constructionist model of emotion in which language serves as the "glue" for emotion concept knowledge, binding concepts to embodied experiences and in turn shaping the ongoing processing of sensory information from the body and world to create emotional experiences and perceptions. Language and Emotion: Common sense suggests that language has naught to do with emotion. Surely, the things that people say affect our emotions, and we can describe our emotions (or the emotions we see in others) with words after the fact. However, it is typically assumed that this is the extent of the relationship between language and emotion. Many contemporary psychological models of emotion agree with this common-sense perspective. In these views, emotions are physical types that are essentially distinct from linguistic or conceptual processing (Ekman and Cordaro, 2011; Panksepp, 2011; Shariff and Tracy, 2011; Fontaine et al., 2013). Yet growing psychological research suggests that the role of language may run deeper in emotions than either laypeople or researchers previously thought. In this paper, we introduce a psychological constructionist model of emotion that explains the mechanisms by which language plays a fundamental role in emotion. We begin our article by first providing a brief primer on the psychological constructionist approach we take in our own work called the Conceptual Act Theory (CAT; cf., Barrett, 2006b). We outline the CAT's predictions for the role of language in emotion and discuss early evidence that language does indeed play a role in emotion. To understand the ultimate and proximate mechanisms by which language plays a role in emotion, we next explore evidence from developmental and cognitive science, demonstrating that language helps humans acquire and then use concept knowledge to make meaning of their experiences and perceptions. We close by exploring the implications of language's role in emotion concept acquisition and use for emotional experiences and perceptions.

Antecedents and Outcomes of Employee Engagement in the Hospitality

Sector: A Non-Western Study

Michel Zaitouni

Department of Business Administration, College of Business Administration, Gulf

Abstract: Both academics and practitioners increasingly emphasize employee engagement as a means to generate higher levels of job performance and organizational success. While the employee engagement literature is well established not much is known about employee engagement in the Arab region and engagement of the expatriate workforce living in these countries is non-existent despite their importance and disproportionate number compared to the local population. This paper focused on the antecedents of employee engagement of expats residing in Kuwait. It examined the relationship between employee engagement, service climate, co-worker support, and psychological capital. On the second level of analysis, we assessed the relationship between employee engagement and organizational citizenship behavior, employee engagement and quit intention. We also examined the extent to which job satisfaction is impacted by OCB. Results are based on 536 cases. Two software statistical packages (SPSS 25.0 and AMOS 24.0) are used for the analyses. The SEM results revealed that service climate, co-worker support, and psychological capital were positively related to employee engagement. Furthermore, we found that employee engagement has a positive relationship with OCB. However, employee engagement does not have any significant relationship with quit intention. Finally, the results showed that OCB is negatively associated with quit intention. Seven hypotheses were tested and subsequent managerial implications are provided. The theoretical and practical implications of these findings provide detailed and novel insights.

Keywords: Employee Engagement, Service Climate, Co-Worker Support, Psychological Capital, OCB, Quit Intention, Employee Satisfaction, Hospitality Sector, Non-Western Context

Impact of Inflation on Economic Growth: Evidence from Nigeria

Gideon Tobechukwu Somty Nweze

HR Manager, Hitech ICT Network Solution, Nigeria

Abstract: In an attempt to examine the influence of inflation on the growth prospects of the Nigerian economy, the study employs the autoregressive distributed lag on the selected variables, i.e., real gross domestic product (GDP), inflation rate, interest rate, exchange rate, degree of economy's openness, money supply, and government consumption expenditures for the period 1980–2018. The study findings indicate that inflation and real exchange rate exert a significant negative impact on economic growth, while interest rate and money supply indicate a positive and significant impact on economic growth. Other variables in the model depict no influence on the economic growth of Nigeria. The causality result shows the unidirectional relationships between interest rate, exchange rate, government consumption expenditures and gross domestic product. However, inflation and the degree of openness show no causal relationship with gross domestic product. As a result, the study recommends that a more pragmatic effort is needed by the monetary authorities to target the inflation vigorously to prevent its adverse effect by ensuring a tolerable rate that would stimulate the economic growth of Nigeria.

Keywords: Inflation, Economic Growth, Interest Rate, Gross Domestic Product

How Zara Adapted Its Strategies to Expand Globally. A Study of Building Brand Awareness when Expanding in a New Market through Internationalization

Marsha Nayla Zulkarnain

School of Business and Management, Institute of Technology Bandung, Bandung, Indonesia

Abstract: Zara's internationalization strategies and entry mode choices are discussed in this case study from the perspective of theories of internationalization. In order to advance understanding of fashion retail internationalization, aspects related to market selection and entry strategies are overlaid with Zara's internationalization strategies. Zara, a fashion retailer from Spain that started selling low-priced lookalike products from well-known and high-end clothing brands, now has its branding and characteristics. They decided to expand the brand internationally for them to survive. Zara appears to have developed a 'stage model' of internationalization that entails expanding into close markets first before pursuing opportunities in distant markets. To expand smoothly, Zara has implemented three different entry modes. They have their subsidiaries in proximate markets, while they use franchising or joint ventures in distant markets. Zara started the internationalization process using the 'Incremental Internationalization' pattern, in which they internationalize gradually and slowly. After they find the right rhythm, they change direction using the 'Radical Internationalization' pattern, where a company begins to expand into several foreign markets at a fast pace and at the same time.

Keywords: International Marketing Strategy, Internationalization Patterns, Zara

Immortality as an Ontological Novel

Rajnikant Bhoi

English Department, Gujarat University, Ahmedabad, Gujarat, India

Abstract: Milan Kundera's *Immortality* is divided into VII parts and all the parts have strange titles, for example part I is called "The Face". Kundera takes an existential problem in part I and whether our face can represent the essence of our being or can it represent self? Definitely there are more human beings and few gestures. Finally, he concludes that our gestures cannot represent the essence of our being. Kundera dramatizes the question of self in immortality saying whether it is possible or not to know the essence the soul or the self-off the person? Throughout the novel he maintains that we can know the gesture of the image of the person but this gesture or image cannot represent the whole man and thereby he brings the question of representation to the fore.

Keywords: Immortality, Existential, Essence, Gesture, Self, Representation

Determinants of Foreign Direct Investment: Comparative Analysis of Three Clusters of Countries

Ismatilla Mardanov

Management, Southeast Missouri State University, Cape Girardeau, Missouri

Abstract: There are three types of countries, the first of which is willing to attract foreign direct investment (FDI) in enormous amounts and do whatever it takes to make this happen. Therefore, FDI pours into such countries. In the second cluster of countries, even if the country is suffering tremendously from the shortage of investments, the governments are hesitant to attract investments because they are at the hands of local oligarchs/cartels. Therefore, FDI inflows are moderate to low in such countries. The third type is countries whose companies prefer investing in the most efficient locations globally and are hesitant to invest in the homeland. Sorting countries into such clusters, the present study examines the essential institutions and economic factors that make these countries different. Past literature has discussed various determinants of FDI in all kinds of countries. However, it did not classify countries based on government motivation, institutional setup, and economic factors. A specific approach to each target country is vital for corporate foreign direct investment risk analysis and decisions. The research questions are 1. What specific institutional and economic factors paint the pictures of the three clusters; 2. What specific institutional and economic factors are determinants of FDI; 3. Which of the determinants are endogenous and exogenous variables? 4. How can institutions and economic and political variables impact corporate investment decisions? Hypothesis 1: In the

first type, country institutions and economic factors will be favorable for FDI. Hypothesis 2: In the second type, even if country economic factors favor FDI, institutions will not. Hypothesis 3: In the third type, even if country institutions favor FDI, economic factors will not favor domestic investments. Therefore, FDI outflows occur in large amounts. Methods: Data come from open sources of the World Bank, the Fraser Institute, the Heritage Foundation, and other reliable sources. The dependent variable is FDI inflows. The independent variables are institutions (economic and political freedom indices) and economic factors (natural, material, and labor resources, government consumption, infrastructure, minimum wage, education, unemployment, tax rates, consumer price index, inflation, and others), the endogeneity or exogeneity of which are tested in the instrumental variable estimation. Political rights and civil liberties are used as instrumental variables. Results indicate that in the first type, both country institutions and economic factors, specifically labor and logistics/infrastructure/energy intensity, are favorable for potential investors. In the second category of countries, the risk of loss of assets is very high due to governments hijacked by local oligarchs/cartels/special interest groups. In the third category of countries, the local economic factors are unfavorable for domestic investment even if the institutions are well acceptable. Cluster analysis and instrumental variable estimation were used to reveal cause-effect patterns in each of the clusters.

Keywords: Foreign Direct Investment, Economy, Institutions, Instrumental Variable Estimation, Ismatilla Mardanov is with the Southeast Missouri State University, One University Plaza, Cape Girardeau, MO 63701 USA

Attitudes, Stereotypes and Ageist Behavior of Youth Towards Older People: The Case of Georgia

Anastasia Kitiashvili

Faculty of Psychology and Educational Sciences, Tbilisi State University, Georgia

Abstract: The current study aims to investigate young people's attitudes, stereotypes and ageist behaviors towards the elderly, and the relationship of these variables to their perceptions of distance and difference from older people. Georgia has an aging society, with a high percentage of senior citizens in the population, though only a few researches in the Georgian context have been conducted to study young people's attitudes towards old people. The study of ageism -related phenomenon is important both from a scientific point of view, as well as for the development of awareness raising interventions and social policy. Research instruments included in the research was adapted with 150 young people. The survey research was carried out with 450 young people as respondents selected by means of convenient sampling in Tbilisi. The data reveals ambivalence and mixed feelings of young people towards the elderly. Young people often stereotype older people as warm and kind, but with limited cognitive capacity. Additionally, they perceive elderly people as being old-fashioned, non-competitive and having low social status. According to the Stereotype Content Model (SCM) young people have 'pseudo-positive' attitude toward older people and often represents infantilizing behavior, i.e., not letting aged people take responsibility for their own lives.

Keywords: Elderly, Stereotypes, Young People, Attitudes, Ageist Behavior

A Model of Tie Strength in Philanthropy: The Case of Poor Student Recipient and Zakat Institution



Aishah Tamby Omar

Centre for the Promotion of Knowledge and Language Learning, Universiti
Malaysia Sabah, Kota Kinabalu, Sabah, Malaysia

Abstract: The strength of zakat recipient and zakat institution ties is vital to understanding recipient commitment formation. This study conceptualizes three dimensions of tie strength from the social tie strength literature and examines their effects on the zakat recipient commitment and the impact of recipient commitment on recipient behavior. A survey technique was used to collect data from a poor student in a rural area who received a zakat fund. One-hundred forty-nine usable responses were received. Smart PLS 3.2.7 was used to validate the research model and test the proposed research hypotheses. The findings show that tie strength (reciprocal services, mutual confiding, and emotional intensity) is positively related to recipient commitment to the zakat institution. Also, the results show that recipient commitment is positively related to recipient behavior. Theoretically, this research has reinforced the understanding of poor zakat recipient behavioral and emotional aspects of ties on recipient commitment. Finally, this study suggests that zakat institutions develop strong behavioral and emotional ties with zakat recipients in their relationship socio-economy strategy.

Keywords: Philanthropy, Poor, Social Tie, Zakat

How Hospitality Entrepreneurs Change Business Practices Under Covid-19 Pandemic: A Small and Medium Sized

Adisak Suvittawat

School of Management Technology, Suranaree University of Technology, Nakhon
Ratchasima, Thailand

Abstract: Under the Covid-19 pandemic, hospitality entrepreneurs have to adapt their business for business survival. This quantitative study focuses on the adaption methods of hospitality entrepreneurs during the Covid-19 pandemic. It introduces methods of adaptation for innovative hospitality management used by small and medium size hospitality entrepreneurs in Lower Northeastern Thailand. This study was fundamentally based on the behavioral theory of “entrepreneurial bricolage” which attempts to understand what entrepreneurs do when faced with resource constraints due to the covid-19 pandemic. The theory of entrepreneurial bricolage suggests that the patterns that an entrepreneur adopts with respect to enacting or testing and counteracting limitations will shape the relationship between bricolage activities and firm growth and survival in the crisis. The sample population included 360 individuals with 55% females and 45 % males. The majority of the participants were owners (89%) of small hotels and guesthouses some with restaurants and other hospitality facilities such as spas and coffee shops. The methods discussed in the paper includes: adjustment in investment deferral; adjustment in effective cost reduction; reduce operating costs; management inventory downsizing; concentrate on innovation; negotiating the terms of various contracts; adjustment in getting help from the government and concentrate on activities that generate income for business. In other words, an entrepreneurial business adaptation of cost reductions in terms of facilities and

personnel, as well as renegotiation with all stake holders including the government, that assisted far less in emerging markets and developing economies (EMDEs) than in European countries. The results of this research will give the basic guideline for hospitality entrepreneurs to adapt their businesses under the next crisis situation.

Keywords: Covid-19 Pandemic, Economic Development, Entrepreneurship, Entrepreneur Adaptation

Assessment of Depression' Symptoms in Students During the Pandemic: The Impact of COVID-19



Cristiane Dalla Costa

Alvorada Campus, Federal Institute of Education, Science and Technology of Rio GrandeDo Sul, Alvorada, Brazil

Abstract: Depression is a mental disorder with a high incidence in the population and a growing concern among Health Science professionals and educators, with symptoms, among others, loss of appetite, sad mood, increased feeling of tiredness and loss of pleasure in performing routine activities. However, since March 2020, Brazil has been suffering from the impacts of the COVID-19 pandemic, which has imposed changes and restrictions on society, such as social distancing and school closures. As this scenario is unprecedented, as well as its psychological impacts are still unknown, the present study aimed to identify the presence of depressive symptoms in students from a Federal Institute and their association with their variables for health perception, considering the COVID-19 pandemic. This is a cross-sectional quantitative study, carried out in Alvorada, Rio Grande do Sul, on April 2020. 98 students participated and answered a sociodemographic data sheet and the Depression, Anxiety and Stress Scale. Descriptive statistics were performed and 34.7% had moderate to severe depressive symptoms. There were significant strong positive correlations between anxiety, depression and stress. The correlation between anxiety and depression showed $r=0.675$ ($p<0.001$; 95% CI [0.550-0.770]); between anxiety and stress $r=0.774$ ($p<0.001$; 95% CI [0.681-0.843]) and between depression and stress $r=0.810$ ($p<0.001$; 95% CI [0.729-0.869]). Also, negative correlations weak and statistically significant were identified between depressive symptoms and health perception. Thus, it was found, in the present study, that the social distancing caused by the COVID-19 pandemic may be negatively interfering with the mental health of students. This assessment highlights the importance of adopting measures by teachers and the entire academic community, aimed at reducing the psychological impacts caused by the pandemic on the investigated population. Furthermore, it is relevant to train these professionals to be able to act in the early identification and prevention of students' psychic suffering.

Keywords: Social Distancing, Mental Health, Mental Disorder

Acknowledgment: We thank CNPQ for the financial support to carry out the research.

How to Value a Company with Negative Cash Earnings: A Case Study of Teb Inc.

Muhammad Agha

Abstract: Tesla, Inc. has been the world's leading electric vehicle manufacturer for many years, but it just started earning money in 2020. Despite the fact that profits were only reported two years ago, Tesla has always had a large number of investors who wanted to participate in the firm. These investors are one of the primary reasons Tesla has grown to become one of the largest automotive firms in the world. As a result, learning how to value a firm like Tesla will be incredibly intriguing. The main research question of this paper is “How to analyze the valuation of Tesla as a company with negative earnings?”. This paper wants to discover the methods used to value a company such as Tesla, if financial valuation is adequate, or whether non-financial valuation must also be considered. As a result, the report determined Tesla's worth from both a financial and non-financial standpoint. The financial valuation employs the Discounting Cash Flow approach and Relative valuation using multiples, whereas the non-financial valuation considers management quality, corporate social responsibility, and future plans. The outcome of the research revealed that the results of a company's financial valuation is crucial when making investment decisions, yet it requires a lot of assumptions. Therefore, taking non-financial factors of a firm into account when valuing a company is beneficial to supplement the results produced by financial valuation methods such as Discounted Cash Flow and Relative valuation.

Keywords: Valuation, Negative Earnings, Discounted Cash Flow, Relative, Non-Financial Valuation

Education Underprivileged Street children of Bangladesh



Sohel Rana

Founder, Chayatal Bangladesh (NGO), Dhaka, Bangladesh

Abstract: I am just introducing about Bangladesh; Bangladesh is a densely populated country with populations about 190 million halves of the population of Bangladesh are under the age of 18 who are considered as children and more than 25 million of them are under the age of 5 about 77% of children live in the rural areas and 23 live in the urban areas. One third of these children continue to live below the international poverty line. The violation of child rights is a common matter in to live below the international poverty line. The violation of child right is a common matter in Bangladesh. The children have basis right to education, balance diet, health and nutrition, protection, participation recreation, safe water, sanitation and hygiene. Most of the children of Bangladesh are deprived from These Basic Right. Our origination CHAYATAL BANGLADESH has taken steps for schooling all the children and to decrease child labors and other child abuses. and we attempt has been made here to discuss the aspects of child right to create a child friendly environment in become adults through learning and life experiences. The social structures of Bangladesh have failed to give all the children a natural opportunity for growth. The age for admission to employment under different existing laws varies from 14 to 18 years under the new labor law, enacted in 2006. About 31% of the children of Bangladesh are involved in child labors and they are deprived form education and another child right. Sometimes the children are involving crimes of carrying arms, drugs and other illegal materials.

The Politics of Fear in The United States: Studying Voting Behavior During Elections



Amira Achouri

English Department, Faculty of Arts and Humanities, University of Kairouan, Tunisia,
North Africa

Abstract: Fear and anxiety have always been a part of life and always will be. Fear is everywhere and common in every human society. It is a usual part of the human condition. It has always been the opponent of reason. Lactantius, the Roman philosopher wrote “Where fear is present, wisdom cannot be.” Though fear and reason are crucial to human survival, the relationship between them is disturbed. Reason may well dissolve fear, but fear often hinders reason. Twenty years before the American Revolution, Edmund Burke wrote, “No passion so effectually robs the mind of all its powers of acting and reasoning as fear.” Although the Founding Fathers faced dreadful threats, they insisted on instituting the freedoms that became the Bill of Rights. They realized that fear and the promise of strength and security in return can lead to the submission of freedom. They knew that when fear replaces reason, the outcome is usually illogical hatred and partition. Grasping this unbalanced relationship between fear and reason was vital to the scheme of American self-government. The Founders refused direct democracy because they worried that fear might overcome insightful thinking. They counted a lot on the ability of a “well-informed citizenry” to rationalize together against illusion, exaggeration, and fear. In his well-known pamphlet *Common Sense*, Thomas Paine wrote “When a man seriously reflects on the precariousness of human affairs, he will become convinced that it is infinitely wiser and safer to form a constitution of our own in a cool deliberate manner, while we have it in our power.” Why do Americans seem to be responding differently to fear today? In fact, America’s national fear has become more intense throughout the last decades as demagogues have promised security in return for the surrender of freedom. Moreover, Americans seem to be unable to differentiate between misleading threats and genuine ones. It is a solemn reflection of the present quality of the political discourse that almost three quarters of all Americans were so effortlessly led to believe that Saddam Hussein was responsible for the attacks of September 11, 2001, and that so many Americans still consider that most of the hijackers on September 11 were Iraqis. Knowing that the administration has evidently misused fear to manipulate the political process, we question how Americans have become so unexpectedly vulnerable to the use of fear in politics. How has the use of fear become a powerful motivator in elections and a way to influence voting behavior? The present essay actually tends to examine the following further questions: What are the tactics an election campaign or a candidate uses to influence voting behavior? Knowing the intentional and tactical ways in which fears are exploited, how can fear sway opinions and voting behavior during elections? And to what extent can raising anxiety lead to voting abstention.

The Consumer Behavior of Sparkling Wines in Brazil



Priscila Esteves

Federal Institute of Education, Science and Technology of Rio Grande do Sul, Viamão,
Brazil

Abstract: In Brazil, the commercialization of fine sparkling wines has grown significantly in the last 10 years. In this context, understanding the consumer behavior of this drink is extremely important for the development of this market in Brazil. Taking into account the consumer market's changes that has been going through, it's necessary to capture consumers through to marketing approaches based on more accurate information about this consumer profile. There are few empirical studies about this behavior in Brazil, usually they are focused on countries that have a more expressive tradition in terms of history and production volume. Given this scenario, this study had the objective of understanding the consumption of sparkling wines by the Brazilian population. Therefore, this research was carried out through a quantitative and transversal approach with the application of 16,672 questionnaires to sparkling wine's consumers in Brazil. Among the main results, it is observed that there is a predominance of consumption by women, who spend up to US\$ 10.00 per bottle (price and promotions are strong influencers in the decision), normally consume at commemorative events and do not value international companies for these purchases. However, seek to buy from different brands regularly (but brands they have heard about).

Keywords: Sparkling Wines, Consumer Behavior, Buying Decision

Acknowledgment: We thank IFRS for the financial support to carry out the research.

School Autonomy, Transferring Powers to The School Level Would Be Positive in Efficient Managing Schools? Lessons From Saudi Arabia

Dr. Mohammd Alromaih

College of Education, Qassim University, Saudi Arabia

Abstract: Recently the adoption of decentralization and devolving power and decision making to the local level have been common by several countries as a part of their educational reform. About ten years ago, The Ministry of Education in Saudi Arabia announced a comprehensive plan to reform its educational system and, as part of the plan, decentralization and school autonomy policies have been widely adopted. However, there is little research evidence to show whether or not these aims have been achieved and positively contributed in managing school. The purpose of this study, therefore, is to fill this gap and investigate the effectiveness of delegation of power to the school level from the perspective of school head teachers. The study was based on a positivism paradigm and followed a quantitative methods research design. The survey design was used as a strategy method in gathering data. Data were collected from head teachers through the use of structured questionnaires (n=71). These data were analyzed using established quantitative analysis techniques "SPSS

computer software". The findings of this study suggest that the effectiveness of delegation of power to the school level was varied between 42.3% ("a great deal" and "a lot") and 32.3% ("a little" and "none at all"), whereas "a moderate amount" was the lowest with only 25.4%. According to the school head teachers' perspective, transferring powers to the school level did not add a lot in terms of enabling the school head teachers to communicate with the local community, providing moral support to their schools and providing financial support to their schools. On the other hand, delegation of powers contributed positively to managing the school budget, distributing roles among staff and planning the annual school schedule and designing development plans for their school.

Keywords: School Autonomy, Decentralization, School Effectiveness

Indonesian Financial Diaries: Exploring Poor Household Finances to Survive and Sustain in Uncertain Condition



Bagus Aryo

School of Environmental Science, Universitas Indonesia, Indonesia

Abstract: Poverty is not a new thing to hear almost all problems that occur in our daily lives are always associated with poverty and the poor. We have often learned about the definition of poverty, types of poverty, poverty theory, and other poverty material, but have we ever thought about how those who are categorized as "poor" can survive in all the limitations they have? This research is a financial diaries research, the purpose of financial diaries is to provide an overview of how people, especially the poor, survive with limited income. It is also providing an overview of the unique habits of the community in managing their finances according to habits and can also be influenced by regional customs. It is hoped that this research can provide a solution to the financial management problems faced by low-income families. The methods used in the financial diaries are qualitative and quantitative by using four questionnaires and conducting interviews with 280 family heads or family members who are adults and who understand the most about financial arrangements in their families. Interviews were conducted within a certain time provided that they did not interfere with the respondent's activities. This is the first financial diaries research to be held in Indonesia. This research was conducted in four provinces, covering eight villages. The result is a record of the poor, near poor, and non-poor regarding finances which includes the amount of income they get, what expenses they make, how they save or borrow if they need money in an urgent situation, how do they get the money. In general, how do they survive with limited income while increasingly unlimited needs. Furthermore, financial decision is not isolated from social motivation, bonding and maintaining good relationships.

Keywords: Poverty, Financial Diaries, Poor Households, Incomes, Social Interaction

Scaling Up Implementation Science in Adapting to Current Climatic Variability in Rural Areas

Shadreck Muchaku

Community Development, University of the Free State, South Africa

Abstract: The academic literature on climate change vulnerability is growing. Today, environmental scientists understand how rural communities can prepare and adapt to climate change vulnerability. Despite this, there has been a major failure in translating research findings on climate change into practice. And while many scientific initiatives to translate research findings into practice may be successful, their impact is often limited by their small scale. Consequently, climate change risks remain a major challenge in most rural communities. Implementation sciences can systematically close the gap between what we know and what we do. Despite this, little has been done to promote authentic adoption of evidence-based interventions. Understanding the reasons on how scientific knowledge can be translated in practice is key to preparing and adapting to climate change. Using a synthesis matrix, this review offers an overall insight into prior studies on factors influencing success and failure to effective translation of science. A framework was provided for scaling up implementation Science on climatic variability in rural areas to ensure sustainable interventions. It was concluded that the implementation sciences are of significance to ensuring that scientific knowledge is put into practice.

Keywords: Adapting, Climate Change, Implementation Science, Rural Areas, Variability

CEO Succession: A threat or a Good for Stock Performances

Syeda Urooj

Department of Commerce, Federal Urdu University of Arts Science & Technology,
Islamabad, Pakistan

Abstract: Chief Executive Officers (CEOs) serve as a back bone for any company primarily responsible for increased profitability and share prices of a firm. The study has been conducted to evaluate the impact of CEO succession on the performance of stocks in market. CEO successions taking place in companies listed on Pakistan Stock Exchange during the period 2005-2020 have been analyzed. Regression analysis and an event window of (+12, -12) months has been employed for the purpose. Regression analysis with CEO change as dummy variable and stock returns as dependent variable, provided us with the results that there is no impact of CEO change on stock returns occurring in the period before CEO succession. However, evidence of significantly negative returns in the period following CEO succession has been found by both regression and event window analysis. It is imperative to focus on such like studies with greater number of target sample. It has been concluded that while designating new CEO in the organization, its impact on organization as well as stock performance needs to be accorded due priority for executing and holding changes likely to take place in a particular organization.

Keywords: Chief Executive Officer (CEO), Succession, Stock Returns

Impact of Leisure Physical Activity on Consumers' Virtuous Consumption Behaviors

Juhi Sarkar

Marketing, Institute of Management Technology, Ghaziabad, India

Abstract: What would make the 'elusive' green consumer actually chooses virtuous products? This research draws from 'dopamine hypothesis of reward' to demonstrate that leisure physical activity (regular as well as immediate) is a vital factor in determining consumers' virtuous behaviors. It also investigates the role of consumer's emotional intelligence as the mediating link in the aforementioned relationship, where trait (ability) based emotional intelligence is found to mediate the impact of regular (immediate) physical activity on virtuous consumption. This research further investigates how explicit vs. implicit virtue claim would act as a boundary condition in determining consumers' virtuous behavior. Two field studies in physical retail stores (studies 1 and

3) with exercise as an intervention and observable virtuous behavior as the focal dependent variable, and one survey (study 2) with regular physical exercise as a self-reported measure and virtuous consumption intention as a dependent variable, were designed to test the hypothesized relationships. Results from study 1 show that in-store physical activity has immediate effect on consumers' propensity to choose virtuous products. Study 2 is a survey which establishes the mediation of trait based emotional intelligence in the causal link between regular physical exercise and enhanced propensity for virtuous consumption as a lifestyle. Study 3 elucidates that physical activity has an immediate positive effect on improving consumers' ability based emotional intelligence and subsequently their sustainable behavior. Moreover, explicit virtue claim strengthened the impact of consumers' ability based emotional intelligence and virtuous product choice.

Coping in the Midst of a Pandemic: COVID-19 and Its Impact on Social Work Student



Noe Mojica

Social Work Department, Northeastern Illinois University, Chicago, United States

Abstract: Due to the COVID-19 pandemic, universities across the world have made rapid adjustments to the delivery of instruction. Many schools have transitioned to online and remote learning. Research is still emerging concerning the student and faculty experience during this transition and the impact of the pandemic on academic and home life. Students enrolled at Hispanic Serving Institutions and Minority Serving Institutions (HSI and MSI respectively), have endured the impact of the coronavirus pandemic. The present study examined the needs, challenges, and adjustments that social work students faced since the pandemic began. This data is part of a preliminary report focusing on minoritized groups in an urban academic setting. The research explores the individual and collective trauma these communities endure and how these issues impact students' already substantial mental health concerns and inequalities therein at a time in which they are completing academic work and cope with additional personal responsibilities. The goal is to utilize the findings to highlight the needs of students during a time of crisis (the pandemic). The study provides recommendations for improving the remote teaching and learning experience during the pandemic. The knowledge gained from this project seeks to improve the teaching and learning experience for students and instructors. It will also help to more fully understand the impact of the pandemic on multiple realms of student life.

Keywords: COVID-19, Coping, Learning, Social Work, Technology, Urban, Students

Critical Success Factors Facilitating the Propagation of Demonstrator Projects

Syeda Alina Husain

Centre of Environment and Sustainability, University of Surrey, Guildford, United Kingdom

Abstract: Demonstrator Projects have been used increasingly as a concept of practice over the last 20 years, so this paper aims to investigate the nature of them as distinct to Research or Innovation -driven projects and what factors exist to support or hinder their success in demonstrating and up scaling. This paper attempts to

enhance this knowledge in two main stages, based on the questionnaire survey of Demonstrator Projects. Firstly, a Principal Component Analysis is performed to identify critical success factors that shape success in demonstrating, emphasizing the need to have a potentially attractive innovation to showcase in the first place, a clear dissemination plan that is sufficiently resourced and supported by top management and ways to change behavior in the target stakeholder groups. Secondly, cluster analysis is undertaken to identify differences in behaviors of demonstrators among demographic groups. The clusters developed generalities of behaviors as a way of identifying why some demonstrators are more successful than others, as well as generic profiles of demonstrators that work, and at what phase of project lifecycle. It concludes with practical recommendations for policy makers to shape opportunities for future Demonstrators Projects in terms of managing the performance of Demonstrator Projects through tailored success evaluation strategies.

Keywords: Cluster Analysis, Demonstrator Projects, Communication, Principal Components, Project Success, Success Factors, Technology

Key Business Growth Strategies During and After Covid-19

Derick Amoako

Business and Capacity Building Department, P.A.G.I.S Company Limited, Kumasi,
Ghana

Abstract: Businesses have been exposed to various challenges during the global pandemic, and their response to this disruption has affected their resilience as well as their chances to overcome this crisis. Small and medium-sized enterprises (SMEs) are changing their business models in order to adapt to this changing environment. Service-based industries have been hit particularly hard. This research investigates how SMEs operating in service industries have been coping with the disruptions caused by the COVID-19 pandemic. This research aims to gain insights into which transformation drivers they have focused on and which technologies they have selected as a means to respond to the disruption. These insights regarding SMEs are then explored according to their influence on the redefinition of sustainable business models in SMEs. The review data was analyzed via a customized research framework that contains three dimensions and 30 sub-concepts. The results show the distribution of drivers and technologies across service sectors. They are organized into a Business Model Canvas and could be considered useful for academia and practitioners. The highly unpredictable environment allows for only a few feasible strategic approaches regarding an SME's decision on to follow incumbents, to become a challenger, or to reinvent themselves based on their own transformation drivers and readiness to apply digital technologies. The global health crisis that started in 2020 impacted businesses of all sizes and in all industries. Although some industries have shown a certain level of resilience or even found a new operating niche, most small and medium-sized entrepreneurs in the services industry found themselves in "new normal" operating environments. The negative impacts of the pandemic have been reported in all spheres of life, and have had economic, political, social, and psychological consequences. However, the strongest impact has been on human health and the perception of human health. In order to slow down the pandemic, several countries have suspended business activities, and have adopted social distancing in order to reduce human-to-human transmission of COVID-19. This has led to lockdowns, reductions in consumption, the closure of communities, and the elimination of businesses. Numerous economic experts see this pandemic as a metaphorical "black swan" event, "that is, a surprising, unpredictable event of great significance and severe consequences that dramatically changes the political and economic environment" that may cause business failures. Technology professionals refer to this as a global disruption, which can be seen as an opportunity or as a challenge to transform business models or implement new technology as a support for business processes. Regardless of their size, numerous companies, large, medium, and small, are, "succumbing to the effects of the coronavirus". The year 2020 has been projected to "set a record for so-called mega bankruptcies" of many companies. Moreover, as mentioned, "Things have changed, and the future is uncertain"

Incomedia: Social Media Platforms as a Portal for Income Source of Young Entrepreneurs

Mariano Rafael Florentino

Lorma Senior High School, La Union, Philippines

Abstract: Digitalization has always been entangled in the modern world, providing advancements that affect every sector globally, including the business world. This study circulated on the responses of 10 young entrepreneurs aged 15–30 years old from San Fernando and San Juan, La Union through interviews that ascertained and evaluated how media platform businesses aided them in financial aspects, the struggles they encountered, and the techniques they applied to keep their businesses consistent. This allowed an in-depth assessment of social media businesses, delving deeper into the reality of behind-the-scenes circumstances that young entrepreneur experience. As a qualitative study with thematization, the findings indicated that social media contributed to financial opportunities and self-satisfaction for young entrepreneurs, serving as a portal for meeting their needs and pursuing their passions, and how social media businesses also brought dilemmas within the concept of assurance and trust between both the young entrepreneurs and their customers.

Keywords: Digitalization, social media, Young Entrepreneurs, Online Business

The Moderating Relationship between Organizational Culture on Quality of Work Life and Employee Engagement

Kingsley Chiemeké

Azman Hashim International Business School UTM, University Technology, Johor Bahru, Malaysia

Abstract: Manufacturing organizations face constant challenges with labour turnover, instability, and other related issues that affect overall success. With a general culture of contract staffing, employee engagement is expectedly poor. However, the need for improved employee engagement (E.E.) is universally accepted. As a factor that directly affects organizational performance, stability, and success, E.E. is influenced; by organizational culture (O.C.) and quality of work-life (QWL). Several studies have explored the relationship between these three constructs individually, and extensive information on the OC-EE, OC-QWL, and EE-QWL relationships abound in the literature on industrial management; however, these constructs have not been investigated together within a single framework: Considering the over-arching effect of O.C. on the entire functioning of the organization, its impact may extend to the relationship between E.E. and QWL, Studies on the moderating effects of organizational culture on the relationship between quality of work-life and employee engagement is, however, missing in the literature; hence this study aims to investigate this within the context of the manufacturing sector as a representative system in developing economies. The embedded correlational mixed model design is adopted to address the study objectives. A sample of 306 junior employees, selected based on quota sampling from across the seven manufacturing departments, participated in the survey using the Questionnaire of Organizational Culture, Quality of Work-Life and Employee Engagement (OCQWLEE) which was administered: online. Statistical data analysis, including path modeling, correlations, and regressions, was employed to establish the moderating effect. Thematic analysis using qualitative data through interviews with 15 junior staff (5) and middle managers (15); The data was content analyzed, and the findings were employed to validate results from the survey data. Although there was an opposing finding between organizational culture and quality of work-life and employee engagement, they found a negative relationship between organizational culture and quality of work-life of practice.

Electronic Certification as a Means of Safety for Online Payment

Mechanisms



Abdelbasset Hamidi

National Electricity and Gas Company, Sonelgaz, M'sila, Algeria

Abstract: The digital revolution is an important topic for researchers, so achieving these digital transactions has become a safety system that allows customers to trust in digitization that requires choosing the best technologies that respond to the requirements of trust and safety, and thus this network allowed the emergence of many means of payment in commercial, financial or banking fields, and through This research has reached the continued depth of insurance because the topic is a removal that raises a lot of fear.

The Role of Digital Media in Spreading the Culture of Human Rights Among the Residents of One Country

Mayouf Abderrahmane

Faculty of Law and Political Science, University Mohamed Boudiaf, M'sila Algeria

Abstract: This research paper aims to identify the role of digital media in spreading the culture of human rights among the residents of one country, relying on a field study of several countries, where several variables have been relied upon each society separately, such as language, religion, culture and history ... and based on the Estabyan Electronic the study concluded that the digital media has a limited role in developing a culture of human rights on the one hand, and on the other hand, it led to awareness of individuals in highlighting the one who violated human rights.

Governance of Public Health in India: Case Study of COVID-19



Shatarupa Dey

Department of Political Science, University of Utah, Salt Lake City, Utah, US

Abstract: Good governance forms the backbone of development of any country. Ensuring proper healthcare is an important goal of good governance. This paper aims to demonstrate the importance of the effectiveness of government policies and their delivery mechanisms in combating a contagious disease like COVID-19 in

developing country like India which is indicative of the effectiveness of the government in ensuring health security. Across India COVID-19 has hit hard and the states that have recorded the maximum number of deaths are Andhra Pradesh, Bihar, Chhattisgarh and Delhi. With the soaring threat of people getting immune to antibiotics the situation has worsened. According to a news report by Indiatimes.com on February 22, 2022, approximately 10 people are dying every day alone in Delhi, with COVID-19, unveiling a massive healthcare deficiency in the capital. The major sub themes of the paper will be •COVID-19 as a public health problem in developing countries with special reference to India • COVID- 19 and its impact on the lives of the people Policies and programmers related to COVID-19. A country's development can only happen if it has a healthy and disease-free population. But it has been often found that health configures in the lower echelons national policy interest. Problems of corruption, lack of political will, mismanagement of human resource, lack of adequate fund to improve proper healthcare infrastructure, presence of unskilled workers thrive the Indian society at large. To establish a strong health capacity to deal with a contagious disease like COVID-19, policy-makers must embrace the complexity rather than dealing it with "simplified control mechanisms". A multi-pronged approach not divorced from socio-economic-psychological or political factors must be formulated to deal with COVID- 19.

"The English School of Language and its Effects on Arabic Linguistics the Contextual Theory as A Model: A Study of Concepts and Principles"

Amar Alioui

Faculty of Literature and Languages, University of Mohamed Boudiaf, M'sila, Algeria

Abstract: It has been agreed, since FIRTH who confirmed and emphasized the social function of the language, that determining the significance of a word in the context of the contextual theory needs to specify the contexts in which it is contained, while the connotation denies its lexical significance; because the language system is a system of intertwined relationships between its units, and it is open to change in its lexical and synthetic structures, as that outside the context, the word does not have a meaning. WITTGENSTEIN asserted that the meaning of the word should not be searched for, but for the way it is used, and that it is the way the word is used that classifies its significance within the main connotation. The contextual theory is one of the most practical theories related to the linguistic system. In fact, by its procedural way to determine the totality of contexts and the accompanying external factors, such as the context; it is considered as an important preliminary stage for the analytical theory. According to Stephen Olmen; after lexicographers have gathered a number of contexts of a particular word, and when any other collection of contexts ceases giving any new information, the practical aspect comes to an end, and the field becomes open to the analytical method. What distinguishes the contextual approach is that it makes the meaning observable and analytical, and treats words as objective events and actions that accept objective observation and analysis, and that his analysis of these events is a linguistic analysis that does not go outside the language framework, thus, and in this way, it has gone beyond what was directed at the indicative, conceptual and behavioral method, that was trying to explain the significance in the light of other requirements, while linguists are required to study linguistic phenomena and relationships between them, within the framework of linguistics. Arab linguistics have certainly benefited from the contextual approach procedures and the insights and ideas that the contextual theory produced... Hence, the research poses its problem, which revolves around the effects of the English contextualism as a method and a theory in Arabic linguistics. This is what we will try to answer in this research paper.

Modeling



Hamidi Youcef

Faculty of Economics, Commercial Sciences & Management, University Mohamed Boudiaf, M'sila, Algeria

Abstract: This study aims to find out the impact of oil price shocks on Algeria's macroeconomic balance between 2000 and 2020, based on annual series data for all study variables, and using a model of (VECM). The results showed that positive oil price shocks positively affect both gross domestic product (GDP), inflation, unemployment and a negative response to the balance of payments, while the Negative shock leads to imbalances in the overall economic balance. Consequently, there is an inverse relationship between the price of oil and the balance of payments, and a direct relationship between the price of oil, the GDP, inflation and unemployment.

Keywords: General Economic Balance, Vecm, The price of Oil

Corporate Governance Structure and Intellectual Capital Disclosure: Evidence from Ghana

Felix Kwame Nyarko

Department of Business, Nobel International Business School, Accra, Ghana

Abstract: The main aim of this paper is to investigate the extent of the intellectual capital disclosure and the relationship between intellectual capital disclosure and corporate governance variables in Ghanaian listed firms. We tested the following independent variables comprising the various forms of corporate governance structure: board composition, dual role, size of the audit committee and frequency of audit committee meetings. A sample of 50 firms listed on the Ghana Stock Exchange was selected. The descriptive statistics, content analysis, and a linear regression model were performed to analyze the data. Out of the four (4) variables tested, only the frequency of audit committee meetings has a significant positive relationship in influencing the level of intellectual capital disclosure in Ghana. The result also found 74.67 percent of the selected companies disclosed intellectual capital in their annual reports. However, the extent of the intellectual capital disclosure among Ghanaian firms is still relatively low (about 4.45 percent). This result also revealed that most of the Ghanaian firms are aware of the intellectual capital disclosure, but however, they are not aware on how to measure, report and disclose this information in their annual report.

Keywords: Corporate Governance, Intellectual Capital, Structural Capital, Human Capital

Problems of Non-equivalence Words in Technical Translation



Mohammad Ibrahim Qani

English Department, Faryab University, Maymana, Afghanistan

Abstract: Translating words which do not have equivalent in target language is not easy and finding proper equivalent of those words are very important to render correctly and understandably, the article defines some thoughts and ideas of scientists on the common problems of non-equivalent words from English to Russian language and includes English and Russian examples and ideas of certain scientist. The English language is worldwide spoken and there are 1.35 billion English speakers and over 258 million Russian speakers according to the 2021's statistics. Inevitably, these billions of speakers around the world have connection and they may have deal in different criteria. In order to understand one another they need to have a pure and fully-understood language. These pure languages understanding directly relates to translation knowledge where linguists and translators need to work and research to eradicate misunderstanding. Misunderstandings mostly appear in non-equivalent words because there are different local and internal words like food, garment, cultural and traditional words and others in every notion. Truly, most of these words do not have equivalent in the target language and these words need to be worked and find their equivalent in the target language to fully understand the both languages. However, some of these non-equivalent words are already professionally rendered to the target language but still there many other words to be rendered. Hence, this research paper includes different ways and rules of rendering non-equivalent words from source language to the target language.

Keywords: Translation, English – Russian Non-Equivalence, Non-Equivalent Vocabulary, Alternative of Non-Equivalent Vocabulary, Challenges in Translating

Aim of the Study: The Role of Non-Equivalence in Technical Translation and Finding the Appropriate Problems and Difficulties of The Field, Providing Scientific Guidance to Solve the Issue, Finding the Available Challenges and Presenting Solution in A Proper Way, Stating Translators Lacking and Troubles in Translating a Non-Equivalent Word from The Source Language in The Target Language and Some Other Challenges and Solutions Considering Technical Translation

Quantum-Like Contextual Utility Framework- Application in Portfolio Diversification Theory

Sivani Yeddanapudi

Center for Complexity Economics, Applied Spirituality and Public Policy, OP Jindal
Global University, Sonipat, India

Abstract: Arrow-Debreu's seminal works generated the field of portfolio diversification theory, followed by seminal works of CAPM and allied models. However, these frameworks that are theoretical at best have not adequately predicted or even accounted for the behavioral nuances of investment patterns. This paper aims to harness the trans-disciplinary intersection of Quantum-Like-Modelling and elements of behavioral finance to better account for these uncertainties that remain after neo-classical modelling for portfolio diversification. The modelling in this paper draws from the Ellsberg Paradox of Decision theory and is majorly based on the Hilbert space modelling framework of quantum decision theory. Quantum decision theory has been formulated to

account for choice behavior under contexts, which is a comprehensive decision-making framework based on quantum logic rather than standard Boolean logic. This short paper provides a possible set up for portfolio choice behavior under contexts based upon the very frame work.: It envisages a theoretical model, which aims to overcome limitations of neoclassical diversification theory by improving the descriptive and predictive power of the theory. Overall, the current paper can be positioned within the Econo physical and Quantum-like modelling paradigms which are attempts to build a more comprehensive Economic theory. This paper aims at contributing to the field of investment analysis and financial modelling by proposing a novel application of quantum decision theory/ framework to a pressing real-world problem of portfolio diversification, which is crucial for investors, while aiming to raise awareness among main stream practitioners of economic theory about the emerging field of quantum-like modelling in economics and finance.

Keywords: Quantum Decision Theory, Quantum-Like Modelling, Arrow-Debreu, Risky Assets, Portfolio Diversification, Investment Analysis, Hilbert Space Modelling

Examining the Effect of Behavioral Factors on Intrapreneurial Intention in Ghanaian Firms: The Moderating Role of Perceived Organizational Support



Princewill Osaro Omorogiuwa

Hult International Business School, London, United Kingdom

Abstract: Purpose – Academic scholarship over the last five decades has produced many empirical studies on the factors that affect entrepreneurship. Intrapreneurship research, however, lags in volume and domain specificity. Not much is known about the effect of the behavioral factors that influence intrapreneurial intentions of employees or the boundary conditions that moderate the expression of intrapreneurial intention. Drawing on the theory of planned behavior (TPB) and organizational support theory, this study aims to fill this research gap by investigating the relationship between attitudes, subjective norms, and perceived behavioral control, as well as the moderating role of perceived organizational support. Design/methodology/approach – Quantitative data were collected using structured questionnaires from 369 employed part-time MBA students studying at three universities in Accra, Ghana. Structural equation modeling was used to test the study's hypotheses using IBM AMOS. Findings – Key findings from the research confirmed the validity of the theory of planned behavior in predicting intrapreneurial intention. The significant relationships between the antecedents of TPB and intrapreneurial intention. Perceived organizational support had significant moderating effects on attitudes and subjective norms. Practical Implications: It highlights several implications for practice, such as the risk of normalizing business as usual and the importance of the role of supervisors and managers in encouraging risk-taking in organizations. Originality/value –Despite an increase in intrapreneurship research, this research is notable for its unique, from a theoretical point of view, being the first to investigate the moderating effect of perceived organizational support on the relationship between the antecedents of the theory of planned behavior and intrapreneurial intention. In addition, it is also the first to investigate these relationships in a Ghanaian context.

Keywords: Intrapreneurship, Itra preneurial Intention, Theory of Planned Behavior, Perceived Organizational Support

Quantity or Quality? Women's Representation in Japanese

Politics



Rosemary Soliman Dawood

Faculty of Literature and Arts, Cairo University, Cairo, Egypt

Abstract: Most of the mainstream literature about Japanese gender politics regards descriptive representation and raising the critical mass of women in Japanese legislatures as the best strategies for reducing women's under-representation in politics. However, through analysis of female politicians, this study concludes that elected women without prior political experience tend to further the negative connotations of female politicians while furthering male dominance over the political culture. By examining the status quo of women in politics and their marginalization in the electoral system, the study prescribes recruiting women based on their potential, qualifications and their willingness to act as active gender agents creating 'feminist parliamentarians' instead of passive female tokens who are unable to speak about women's interests. Keywords: descriptive; substantive, representation; Japanese politics; political culture. Corresponding email: rosemary.soliman@gmail.com (Primary) Rosemary Dawood is an assistant professor of Cultural Studies at the Faculty of Literature and Arts, Department of Japanese Language and Literature of Cairo University. Her main areas of research are gender politics, women's activism, political representation, Japanese politics and media studies.

Painting Art and Sustainability: Theoretical, Practical and Empirical Relationship

Driss EL Kadiri Boutchich

Higher School of Technology, Mohammed First University, Morocco

Youssef Chbabi

Professional Painter, Morocco

Abstract-The relationship between painting art and sustainability is underexplored both in terms of literature review and statistical analysis. Therefore, this research intends to fill this gap. Thus, this work aims to establish relationship between the painting art and sustainable development. Painting art is measured by a composite index aggregating its quantity and quality. As for sustainable development, it is represented by a composite index comprising three variables which are climate change performance index (ecological dimension), wage index (social dimension) and GDP (economic dimension). The two composite indexes were determined using Adjusted Data Envelopment Analysis, which we developed from standard DEA. The method is applied on data from 2007-2021 across the world. Results of this work are obtained through two methods: correlation analysis and neural network with radial function. Correlation method highlighted perfect correlation between painting art and sustainability (p-value equals 0 with bilateral Pearson test). As for the neural network, its quality is good thanks to the absence of over-fitting and the high value of holdout sample, which denotes the ability of the neural

network model to provide good predictions. Furthermore, the neural network showed that quality of painting has the higher impact on sustainability. It moreover revealed, via the pseudo- probabilities, that the most positively impacted variable of sustainability by painting art is the social variable (0.90). The latter is followed by the ecological variable (0.58). At this level, it should be indicated that quantitative data are converted into qualitative data in terms of two modalities (positive evolution and negative evolution from one year to the next year), in order to compute the pseudo-probabilities for the dependent variables. Finally, as practical work, the professional painter will highlight the relationship between painting art and sustainability palpably through his various artistic works in this area.

Keywords: Painting Art, Sustainability, Adjusted Data Envelopment Analysis, Neural Network

The Effect of Social Capital on Rural Households Welfare in Eastern Wollega Zone, Oromia, Ethiopia

Gemechu Getahun

PhD Scholar in Economics, Jain University, Ethiopia

Abstract: This research empirically examined the effect of social capital on rural household's welfare in Eastern Wollega Zone, Ethiopia. Methodologically the study used an explanatory research design. Quantitative data was gathered from randomly selected 490 rural households of Agricultural Growth Program (AGP) targeted districts using multi-stage sampling technique. Multiple imputation technique was used to deal with missed data. Instrumental variable or 2SLS model was employed to evaluate the effect of social capital on rural household's welfare. An econometric finding revealed that social capital has definitely a statistically significant ($p < 0.01$) positive effect on rural household's welfare. The calculated average marginal effect of the variable on per capita expenditure of household was positive 0.0330186. This shows that on average, if an aggregate social capital index increases by one unit his/her per capita expenditure become increased by 0.0330186 percent keeping other covariates constant. The current study concludes that an aggregate social capital has a significant positive effect on rural household's welfare and it's really an input of production. Therefore, government should create conducive environment for the development of local level associations.

Keywords: Social Capital, Welfare, Rural Households, Instrumental Variable, Ethiopia

Socioeconomic and Sociocultural Apprehension and Human Trafficking

Abu Mboka

Professor of Criminal Justice, Department of Criminal Justice, Turlock, California, USA

Abstract: In the past three decades, the trafficking of humans from around the world into mainly Europe and the United States has gained attention in academic, social and political circles. Meanwhile, several questions remain under discussed: why human trafficking activism seems to have more traction in European and American societies than in sending countries, how the vice is illicitly exploited by people and businesses in the United States and Europe at the expense of those who are trafficked, and how cross-national human trafficking is impacted by socioeconomic perceptions of people in sending and destination countries (Mboka, 2021). Sending countries include mainly cities in Africa, Asia and those souths of American borders, and destination countries refer to mainly cities in Europe, the United States and Canada. This paper, therefore, focuses on factors that drive cross-national border or international human trafficking into destination territories, the actors and factors that facilitate the trafficking of humans from sending communities to destination cities, and the various entities that exploit the labor and services generated by human trafficking activities. Discussions draw on how cross-border human trafficking is perceived as a source of economic and social superiority in sending countries, how it serves as a means of economic and social apprehension in destination countries, and how cross-national human trafficking informs sexual, economic, and criminal exploitation of trafficked persons

and informs anti-human-trafficking activism. It is reasoned that beyond known sources of forced-migration like violent conflict and natural and human made disasters, the prospect of curbing cross-border human trafficking depends on understanding the effects of Cold War policies and propaganda on the obvious relationship between human trafficking and the demand for cheap and illicit labor and services and between anti-human-trafficking activism and anti-prostitution activism. Reference - Mboka, Abu (2021). Globalizing Forces and Child Trafficking. In Elisha Jasper Dung and Augustine Avwunudiogba (Editors). In Human Trafficking: Global History and Perspectives (p.369-388). London, Lexington Books.

A Case Study: Effects of EMDR Therapy on a Client with Generalized anxiety disorder (GAD)

Yulia Kryvenko

Social Work Department, Istanbul Sabahattin Zaim University, Turkey

Abstract: The impact on the mental health of the civilian population is one of the most significant consequences of war. Generalized anxiety disorder (or GAD) is marked by excessive, exaggerated anxiety and worry about everyday life events, it is being treated by some with Eye Movement Desensitization and Reprocessing (EMDR). In this study, the effects of an EMDR session on a patient with GAD were analyzed. Case O.K. (37) had lived with her family in a metropolitan city in Ukraine until her hometown was struck by Russian airstrikes, unexpectedly. Then, she had to flee her home and move to Turkey in search for safety. The client had complaints such as feeling anxious, not safe, having interrupted sleep, and constant worry about everyday life events. EMDR therapy was applied on dysfunctional beliefs. After one session of EMDR, her mood improved, her ruminations declined, and became hopeful for the future. In this case, even one session of EMDR had remarkable improvements proving that it can be one treatment methods for GAD.

Keywords: Eye Movement Desensitization, Reprocessing, Generalized Anxiety Disorder

Evaluation Of Digital Marketing from A Bibliometric Analysis Perspective

Ümmü Saliha Eken İnan

Management Organization, Vocational School of Social Sciences, Selcuk University,
Konya, Turkey

Abstract: Since the last quarter of the twentieth century, when digital technologies began to be used more widely in daily life, companies have accelerated the integration of their marketing activities into digital platforms in order to reach their target audience uninterruptedly and to offer unique experiences to their customers. While it is almost impossible to keep the customer's interest at the highest level at all hours of the day in the traditional marketing approach, reaching customers with high-interest offers thanks to digital technologies is implemented as a very fast and differentiated strategy. It has been concluded that a new transformation in marketing is inevitable, especially during the pandemic period, with the complete disappearance of the traditional customer experience. The result obtained in this process is the trend from Marketing 4.0 to Marketing 5.0 at the point reached in the digitalization of marketing activities. In this context, the aim of the research is to determine the change that started with the digitalization phenomenon in the marketing literature, especially in digital marketing. For this purpose, the marketing literature has been examined by bibliometric analysis method by searching the concept of digital marketing in the journals scanned in TR index in Türkiye since 2000. Thus, 164 articles were included in the analysis. In the studies included in the research; The number of authors, the institutions that the authors are affiliated with, the language used in the studies, the number of articles per publication year, the rate of the magazine with the highest number of publications in the field and the concept of digital marketing together or separately in the title were examined. These ratios, which are investigated in bibliometric analyzes, provide the determination of the compliance with

Price's law, Lotka's law and Pareto law. In this direction, an evaluation has also been made in terms of compliance with the aforementioned laws. It is thought that the study will contribute to the literature in terms of identifying developments in digital marketing studies and guiding future studies.

Keywords: Digital Marketing, Bibliometric Analysis, Digitalization

Marginalization in the Workplace in Tajikistan



Nushofarin Norova

Master's student at Political Science and Public Administration Department of Yildirim Beyazit University

Abstract: Being part of the collaborative research, this article focuses on Tajikistan's struggle with gender discrimination in workplace environments. The research objective is to become part of the collaborative research on gender inequalities in the workplace environment in five Central Asian states. The aim of the research is exploring the matter, and bring additional inter-state support, attention, and recognition. To achieve given goal, the research benefits from the combination of exploratory and qualitative descriptive methodologies. The research has shown, that according to the Gender Development Index (GDI), women in active employment reported a total earning of \$1,440 in 2019 against \$6,427 for men. Available statistics also show that over 49% of young women and only 7% of men in the country – those in the age bracket 15-24 years – are not in paid employment, school, or training. Women as well experience various forms of violence from coworker, supervisors and management workplace environments. Individuals who identify with LGBT community in Tajikistan are also subjected to discrimination in workplace due to the ideals that create dichotomy between femininity and masculinity. The government of Tajikistan has taken human rights and collaborative approaches towards promoting women's welfare and strengthening their social status in all spheres. As for the workplace-based violence, the government has created "The League of Women Lawyers", whose primary mandate is to identify women victims and address cases of workplace-related gender-based violence within the judiciary framework. Imperatively, these efforts have proved effective in addressing stereotypes and bringing institutional-level changes that have helped reduce women's marginalization in workplace environments.

Keywords: Gender Inequality, Workplace Environment, Social Justice, Central Asia

Unpacking The Impact Of COVID-19 Pandemic on China's Medical Material Manufacturing Industries: Evidence from Online Surveys

Guanlei Hu

Arts and Science, Olive Tree International School, Hangzhou, China

Abstract: This research looks at the impact of the COVID-19 global pandemic on the Chinese medical material manufacture industry. The research methodology employed here is online questionnaire survey, in which a number of individuals in such industry are interviewed. In general, the pandemic has both pros and cons for the

development of China's medical industry, but the advantages outweigh the disadvantages. Specifically, in consequence of the pandemic, the demand for personal protective equipment (PPE), such as face masks, has dramatically skyrocketed. Facing such profitable business opportunity, many manufacturers strived to enter the market, which in turn, has resulted in a sharp rise of raw materials. As more and more companies entered the market, buyers would only choose relatively cheap but good quality manufacturers to buy masks, which rendered each company to improve its production level. In a questionnaire, I found that the improvement of mask manufacturers in the first year of the pandemic was greater than that in the previous three years. But with increasingly advanced technology, those companies that do not have very advanced technology face the risk of being forced out of the field, because their products are relatively expensive, and the quality is not as good as others, thereby they have to sell their products at a loss. Besides, in the wake of the pandemic, but in terms of the supply of raw materials or sufficient labor, the pandemic has dealt a big blow. It is indeed difficult for some foreign raw materials or excellent labor force to enter China due to its aggressive anti-coronavirus policy, which affected the production efficiency. However, this also brings in benefits for domestic development. Since resources are difficult to access, enterprises will choose excellent domestic raw material suppliers and spend money on training domestic employees to restore production to the previous state. Finally, the pandemic has caused dramatic changes to many industries and businesses, some of which should be transformative and epoch-making. After the end of the coronavirus, we believe that there will be changes in several aspects: in the future, many new technologies will be developed and widely applied, and the level of intelligence and digitalization will be improved; New ways of working will speed things up: e-commerce, online customer service, working from home, remote operation; Some old modes of production will be eliminated and new modes of production with flexible mechanisms and resource sharing will emerge. Competition and adjustment in the industry encourage some enterprises to overtake at corners, and some enterprises in line with the new development mode will become stronger.

'Is That Really Me?' Irish Trans Masculine Individuals' Engagement with Offline Media Representations of Trans Identity

Theresa Schilling

Ad Astra PhD Candidate, School of Social Policy, Social Work and Social Justice, University College Dublin Belfield, Dublin, Ireland

Abstract: This paper explores how trans masculine people living in Ireland perceive and engage with representations of trans identity in different outlets of popular offline media. Previous research on representations of trans identity in media has focused primarily on the analysis of texts that include representations of trans identities, and their potential for disrupting normative understandings of gender. This research aims to create a broader understanding of the experiences of individual trans masculine people in Ireland through their engagement with offline media representations of trans identity, as well as the impact that this content has on their senses of identity and expressions of masculinity. Drawing on qualitative interview data with seven Irish trans masculine individuals, this study investigates these participants' perceptions of offline media representations of trans people as predominantly inadequate and offensive, while investigating the meaningful ways they have been able to engage with limited nuanced representations. Placed within the sociopolitical context of Ireland, this paper explores the tension these participants described between popular narratives of normative binary trans identities and gender-non-conforming trans identities, and suggests that negative offline media representations of trans identities are distressing to these individuals, while positive representations can be used as sites of self-reflection and initiating dialogue with cisgender people. The majority of participants agreed that trans representation in offline media plays an influential role in shaping individual experiences and expressions of trans masculinity, and expressed a wish for more accurate trans representation in Irish and international offline media. This study serves as a foundation for future research around trans masculine people's experiences with media representations of trans identity and masculinity, and the role of

popular media in the lives of trans individuals.

Keywords: Trans Masculinities, Transgender, Media, Representation, Ireland

The Cross-Sectoral Technological Interdependencies within the Triangle Germany-CEE-China

Ewa Cieslik

Associate Professor, Poznan University of Economics and Business, Poland

Abstract: The concepts of servicification of manufacturing and industry 4.0 gave an opportunity to CEE, which has lost its GVCs position, to intensify the value-added flows of high-tech industries into manufacturing. Thus, the study aims to understand the flows in the servicification of manufacturing within two most important value-added providers for CEE: Germany and China. These three economies established a sort of value-added flows triangle. The article tried to answer the question: in recent years, there has been a significant change in the advanced servicification of manufacturing in this triangle. The input-output model for the decomposition of gross exports was used to evaluate the cross-sectoral links.

Keywords: Servicification of Manufacturing, China, Germany, CEE

Acknowledgments - The article is the result of the research project 'Digital Silk Road as a network of technological connections between China and Europe within value chains: towards win-win or decoupling?' financed by the National Science Centre, Poland (UMO-2021/43/B/HS4/01079).

International Hierarchies in the Middle East: Terrorism, Civil War, Dependence, and Anti-Americanism

Dr. Hüsna Taş Yetim

Quest lecturer at Eskişehir Osmangazi University, Turkey

Abstract: Why are repressive ruling regimes, internal rebellions, and, most importantly, terrorism and civil wars so common in the Middle East? A comprehensive answer to this question can only be given by taking into account the international system's hierarchical structure. Having witnessed European states' colonial practices as an exploited subordinate actor prior to 1945, the countries of the Middle East region have taken their place as independent states in the international arena with the gradual end of the colonial era following the Second World War. Nonetheless, despite gaining sovereignty and the end of the colonial era, their irreplaceable resources such as oil and strategic location have positioned them as strategic countries that should be integrated as subordinate actors into the Western and Eastern hierarchical blocs led by the international system's two superpowers, the United States and the Soviet Union. Middle Eastern countries began to be integrated into the new hierarchical relations designed in informal (informal) forms in response to the shifting new world order conditions through military invasions, foreign aid, or open or secret means of regime change. This foreign aid from the patron state in exchange for loyalty to the hierarchy demonstrates that some countries in the region design internal and external policies in the interests of the state to ensure the survival of their (illegitimate/semi-legitimate) regimes against internal rivals. In exchange for protecting the regime's survival from internal threats, material gains provided by the patron state, on the one hand, bring with them a greater dependence on hierarchy, and on the other, rulers become more repressive, leading to an increase in the dose of internal opposition to the patron state and the leader. When these benefits were terminated, unprotected autocratic regimes were typically brought down by coups or civil wars. As a result, post-colonial hierarchies took hot conflict zones from among the great powers and transported them as civil wars to the internal borders of small states (mostly in the Middle East). In short, hierarchies have not resolved conflicts; rather, they have shifted the conflict zones and actors.

How Does the Coronavirus Pandemic Affect China's International Trade Practices

Shengxiang Zhou

Social Science, Shanghai Pinghe School, Changzhou, China

Abstract: It only took a few months for the series global outbreak of the coronavirus in Spring 2020 to develop into a public health crisis. In response to the initial wave of the COVID-19 pandemic, China's manufacture industries took a relatively lengthy span to adapt than expected, which dragged down the volume of import and export activities. In addition, some states forbade the entry of Chinese citizens and goods, which worsened the business environment for China's international trade conditions. The world's demand for import and export commerce has been declining in consequence of the coronavirus spread. This has caused China's import and export trade to rise at a slower rate and to decrease as a result. Different industries have been influenced differently, with a significant impact on the economy and significant changes in global commerce imports and exports. Most of the previously published literature by scholars is only a survey study of a single industry, missing the issue of simultaneous analysis of multiple elements. This research makes a multiple element analysis. Specifically, I focus on the epidemic in Chinese imports and exports, through comparison, data analysis, and other methods to conclude. The data is obtained from the World Bank's import and export data of China between 2010 and 2020, such as import and export of services and goods, import and export of ICT products, and import and export of food and fuel. After the survey analysis and regression, it is demonstrated that the total exports are only related to the exports of commercial services. Exports of commercial services show a positive correlation with total exports with 95% accuracy. Total imports of goods and services are only related to imports of goods and services and imports of fuel. Imports of goods and services are negatively correlated with total imports and were accurate at 95%. Fuel imports were positively correlated with total imports and were 99% accurate.

Political Gaslighting of Trolls Under the Duterte Regime



Janielle Villamera

Faculty of Arts and Letters, University of Santo Tomas, Manila, Philippines

Abstract: When communication in social media platforms is used as a means for political control, it allows for a culture of truth manipulation and historical distortion to exist. The creation of troll armies as part of the government operations in countering critics and dissidents alike was to engage them in futile discourses. Composed of digital influencers, fake accounts, and algorithmic bots, their goal is to seemingly inflate Duterte's supporters, while also practicing a messianic culture in public opinion. Examining the psyche of online political trolls during the Duterte regime, this study explores how disinformation campaigns thrived through the social phenomenon of political gaslighting. Danah Boyd's concept of "attention hacking" elaborated how trolling is used as a psychological warfare against information in digital media spaces.

Through a psychological approach, this study discusses the culture of influence, how trolls have the power to manipulate narratives to a convincing degree, which eventually translates to additional voter support. Rather than showing the large comprehensive network of trolling, this study contributes to the moral particularities and justifications that understands the developments of their interpersonal relationships as online political trolls. As the strategies of political deception in populism continues to advance, the troll presence and impact welcomed a wide support base of Duterte that carried over after his regime, which argues trolling as a propaganda used as a response to arguments and grievances, as well as to form beliefs, sentiments, and opinions.

Keywords: Online Trolling, Disinformation, Political Gaslighting

Difference in Teacher Supervision by Principal Before and After Principal Delocalization in Public Secondary Schools in Counties in Eastern Region, Kenya



Lydia Njeri Kamau
Chuka University, Kenya

Abstract: The objective of the study was to establish whether there is a difference in teacher supervision by principals before and after delocalization in public secondary schools in Eastern region Kenya. The research adopted causal comparative and descriptive survey design. Chi-square was used to test the statistical hypothesis at significance level of $\alpha = 0.05$. The target population was 4,062 subjects comprising of 4,055 public secondary school teachers employed by Teacher Service Commission (TSC) one TSC RQASO and six CQASO. Multi-stage sampling technique was employed to obtain the respondents of the sample resulting to a total of 162 respondents comprising of 158 teachers, one Teacher Service Commission Regional Quality Assurance and Standards Officer (TSC RQASO) and 3 County Quality Assurance and Standards Officer CQASO. A Questionnaire and interview schedule was employed for data collection. Analysis of quantitative data collected was aided by Statistical Package for Social Sciences (SPSS) programme Version 26.0. The findings of the study established that there was a statistically significant difference between principals' teacher supervision before and after delocalization in public secondary schools in counties in eastern region, Kenya. The study recommended that delocalization of principals should continue because it has a positive influence on principals' teacher supervision.

Keywords: Delocalization, Eastern Region, Kenya, Principals, Public Secondary School, Teacher Supervision

A Tale of Two Jihads: Unraveling the atrocities of Islamic State in the Greater Sahara (ISGS) and Jama'at Nasr al-Islam wal Muslimin (JNIM) in the Sahel

Frederick Appiah Afriyie

Abstract: The Sahel area of West Africa has become the latest battleground for Al-Qaeda affiliated Jama'at Nusrat Al-Islam wal-Muslimin (JNIM) and the Islamic State affiliated Islamic State in the Greater Sahel (ISGS). This piece as far as possible identifies the heightened atrocities perpetuated by both groups in the Sahel region. With little or no doubt, the strategies and ascendancy in atrocities orchestrated by the JNIM and ISGS could be largely hypothesized to have negative implications for Africa's Sahel region (Chad, Mali, Niger and Mauritania). As a matter of concern, the paper confirms the said hypothesis and finds that the activities of the two Jihad-descent groups pose adverse security, social and political ramifications for the Sahel region and even beyond. With the theory of deprivation as the undergirding framework, the work explores how lack of basic needs and legitimate entitlements of citizens have catalyzed the dominance of JNIM and ISGS in the Sahel. Aside discussing the formation, trends of events, atrocities and strategies of JNIM and ISGS, the paper advances for a swift, action-oriented and collective efforts of governments within the Sahel region. In order to restore Sahel's stability, increased security collaboration and strengthening the tenets of good governance are some worthwhile recommendations postulated.

Keywords: Islamic State in the Greater Sahara (ISGS), Jama'at Nasr al-Islam wal Muslimin (JNIM), Sahel, Jihadist

The Impact of Social and Emotional Environment on Mental Health the Old Adult Living Alone in Korea

Se-Jeong Yang

Department of Health Administration Kongju National University: Bachelor's and Master's Linked Course, Gongju, Korea

Abstract: According to the National Statistical Office (2020), the number of single-person households of the elderly in Korea has increased rapidly from 12.23 million in 2015 to 1.66 million in 2020, and is expected to reach 3.623,000 in 2040. This increase in single-person households affects social and psychological problems, which negatively affect health. In particular, it can be seen that single-person households in the elderly have a negative effect on subjective health level and are more likely to experience depression than other age groups. In addition, the elderly living alone experienced more emotional and psychological loneliness and alienation than those who did not, and it was found that this was closely related to family relationships, social activities, and depression. This study aims to investigate the factors affecting mental health in the socio-emotional environment by classifying the elderly living alone in the late stages for adults aged over 75. As for the analysis data, data from the National Health and Nutrition Survey of the Korea Centers for Disease Control and Prevention in 2019. The study subjects were 11,849 adults for elderly living alone in the late stage of the final analysis. Frequency analysis, cross-analysis, and regression analysis were performed using SPSS 26 According to the analysis results, the stress risk factors for the elderly living alone in the later stages were the higher the dissatisfaction with the local safety level, natural environment, living environment, public transportation, and medical service, the less frequent contact with relatives (family), neighbors, and friends, Not engaging in social activities, women's/leisure activities, or charitable organizations acted as risk factors for stress. The depression risk factors for the elderly living alone in the later stages were the more dissatisfied with the local living environment, the less frequent contact with relatives (family), neighbors and friends, the less social activities, leisure/leisure activities, and charity activities acted as risk factors for depression. This study is meaningful in that it tried to subdivide the elderly living alone over the age of 75 according to the aging population.

Investigating The Issues and Challenges of Funding Resources of Tourism and Hospitality Business in Nepal

Rudra Mani Ghimire
Business, Once Education, Kathmandu, Nepal

Abstract: This paper investigates the issues and challenges of tourism and hospitality resources in Nepal. This study looked into how tourism and hospitality business sectors contribute significantly to the economic activity of developing countries, where they are key drivers of economic growth and job creation. Similarly, this study stated that tourism and hospitality business play an important role in creating self-employment opportunities, mobilising and utilising local resources, and increasing rural populace income. Some organisations and governments develop their own classification standards for tourism and hospitality which are frequently based on factors such as sales, resources, or staff count. The quantitative approach will be used in this study, with data collected primarily through experiments, standardized questionnaires, and surveys. In a broader sense, surveys and questionnaires will be used to collect a large amount of data, which will then be used to narrow the research's focus. Quantitative research data collection methods adhere to random sampling data collection tools, making it simple to generalise the data in the research findings. Respondents will be sent questions; however, online questionnaires will be closed to prevent respondent disinterest and withdrawal from the survey. Author - Rudra Mani Ghimire

Comprehension Skills: What is the Best Way to Absorb Meaning?

Bryan Hahn
EAP, Akita International University, Akita, Japan

Abstract: The study aims to determine if reading a sample TOEFL exam three times improves comprehension compared to reading the same material once intensively. Two groups of students were tested on the reading section of a sample TOEFL exam, with one group that read the literature three times while the other group read it once. An independent t-test did not show any significant difference in exam scores. In fact, the scores for those who read the material three times were virtually the same compared to the group that read the same material once intensively.

Keywords: Intensive Reading, Reading Comprehension, Reading Proficiency

Business Development

Muhammad Waqas
Meezan bank, University of Sargodha, Pakistan

Abstract: The most accurate definition of business development is a set of tasks and processes meant to develop and implement growth opportunities within (and between) organizations in a sustainable and profitable way. In practice, however, most companies use the term differently, depending on what they need that role to do for them. For example, Business Development in a SaaS scaleup usually involves a lot of cold outreaches to potential customers. In a big, multinational company, on the other hand, Business Development may do market analysis for new-market entry or a new line of products. Despite the differences, however, business developers across companies share one common goal: spotting and implementing new growth opportunities. The key here is "growth opportunities." In most situations, "new opportunities" means more than "new clients." It also includes: Getting new partners entering new markets developing new products but how is this different from marketing anyway? At first glance there seems to be a lot of overlap between business development and marketing, but there are some key differences.

The Impact of Social and Emotional Environment on Mental Health of the

Old-old Adult Living Alone in Korea

Se-Jeong Yang

Department of Health Administration Kongju National University: Bachelor's and
Master's Linked Course, Gongju, Korea

Hyun Sook Lee

Department of Health Administration, Kongju National University, Gongju, Korea

Abstract: According to the National Statistical Office (2020), the number of single-person households of the elderly in Korea has increased rapidly from 12.23 million in 2015 to 1.66 million in 2020 and is expected to reach 3.623,000 in 2040. This increase in single-person households affects social and psychological problems, which negatively affect health. In particular, it can be seen that single-person households in the elderly have a negative effect on subjective health level and are more likely to experience depression than other age groups. In addition, the elderly living alone experienced more emotional and psychological loneliness and alienation than those who did not, and it was found that this was closely related to family relationships, social activities, and depression. This study aims to investigate the factors affecting mental health in the socio-emotional environment by classifying the elderly living alone in the late stages for adults aged over 75. As for the analysis data, data from the National Health and Nutrition Survey of the Korea Centers for Disease Control and Prevention in 2019. The study subjects were 11,849 adults for elderly living alone in the late stage of the final analysis. Frequency analysis, cross-analysis, and regression analysis were performed using SPSS 26. According to the analysis results, the stress risk factors for the elderly living alone in the later stages were the higher the dissatisfaction with the local safety level, natural environment, living environment, public transportation, and medical service, the less frequent contact with relatives (family), neighbors, and friends, Not engaging in social activities, women's/leisure activities, or charitable organizations acted as risk factors for stress. The depression risk factors for the elderly living alone in the later stages were the more dissatisfied with the local living environment, the less frequent contact with relatives (family), neighbors and friends, the less social activities, leisure/leisure activities, and charity activities acted as risk factors for depression. This study is meaningful in that it tried to subdivide the elderly living alone over the age of 75 according to the aging population. In addition, it is significant in that it deals with the mental health of the elderly living alone using data that can represent the population and in that, unlike previous studies, the socio-emotional environment and factors of mental health were identified. Through this study, if we can identify the socio-emotional factors related to the mental health of the elderly living alone, which are continuously increasing, and find ways to solve them, policies and socio-physical environment that can effectively improve the mental health problems appropriate for the age of the elderly living alone.

The Concept, Principles and Goals of Civil Rights from Farabi's Perspective

Mohammadreza Shabani

Philosophy, University of Religions and Denominations, Tehran, Iran

Abstract: Although paying attention to the city and citizenship rights is a modern phenomenon, it is possible to trace this concept, its principles, and goals by referring to some thinkers of the ancient world. Among Muslim philosophers, Farabi has been the first philosopher who discussed civil rights. In his book "Ara Ahl Al-Madinah Al-Fadilah Wa- Mudaddatuha" (Madinah al-Fadilah), he has emphasized the necessity of forming a social life and securing civil rights in order to form a social identity of a society. One of the most central issues that Farabi addressed in the field of citizenship rights is that citizenship rights are "human-centered" and can be pursued

through society and Medina. It is worth mentioning that Farabi considered a city to be a utopia that is headed by someone who is directly connected to the source of revelation. Therefore, it can be said that Farabi's reading is to some extent mixed with religious teachings, and the attainment of security, a well-organized economy, social status, and so on, takes place in the light of this human's guidance. He considered the economic and financial rights of citizens, citizens' enjoyment of mental and physical health, citizens' enjoyment of social status, citizens' enjoyment of jobs, and citizens' self-esteem as necessities of a society and its individuals. The main issue of the present article is to explain the concept, principles, and goals of civil rights from Farabi's point of view, so the writer tries to provide an understanding appropriate to the historical understanding and inferences derived from his works, especially the book *Madinah al-Fadilah*. The result of the research shows that according to the criterion of human identity, all citizens, regardless of any criteria such as race, color or position have to enjoy form a set of fundamental and strategic rights including freedom, justice, equality, etc. in the economic, social, spiritual and physical fields, but all of these are achieved in the utopia under human leadership, which is directly connected to the source of revelation.

Keywords: Farabi, Utopia, Citizens, Civil Rights

Food Inflation after Covid-19 Outbreak A Comparison between Brazil and Thailand

Lilian Prates

Department of Economics, Chulalongkorn University, Bangkok, Thailand

Abstract: Besides being two emerging countries, Thailand and Brazil have other similarities. The two countries are expressive net agro-exporters; their central banks adopt the inflation targeting framework, and both countries were hit severely by the Pandemic of Covid-19. While Thailand's GDP decreased by 6.1% in 2020, the Brazilian economy shrank by 4.1%. Although these similarities, during the acute phase of the pandemic, the food prices in Brazil started to increase at an accelerated pace; while in Thailand, the food prices kept low and stable. In 2020, the annual food inflation in Brazil was 14.11%, and Thailand's was 1.37%. Therefore, this study aims to contribute to the literature by filling the information gap about food inflation dynamics, in those two countries, during the Covid-19 pandemic. The data were embodied by panel data and encompass Brazilian and Thai Food and beverage inflation. Besides, the data includes the most likely economic drivers for food inflation: energy price and Nominal Effective Exchange Rate. The figures were collected from Brazil's and Thailand's official statistics services. The present study proposes to ascertain whether, after the Covid-19 outbreak, the amplified gap between the Brazilian and the Thai F&B inflation was statistically significant. Through the Difference in Differences method, this gap was proven to be statistically consistent. The second part tested the hypothetical F&B inflation drivers: exchange rate and energy price. The results corresponded with the expected by the literature.

How To Tackle Informal Purchases Mediated Through Digital Labour Platforms?

Mara Mațcu

Doctoral School of Economics and Business Administration, "Alexandru Ioan Cuza" University of Iași, Romania

Abstract: Digital labour platforms have brought many benefits to the labour market, but they are also thought to mediate undeclared transactions between providers and consumers, thus facilitating the rise of informal economy. Until now, the relationship between these platforms and informal economy was only explored from a supply-side perspective (with a focus on providers). To fill the gap in the scientific literature, this is the

first paper aiming to explore consumers making undeclared purchases via digital platforms and what policies could discourage them to do so. The results of our survey conducted in Romania (n=1209) showed that 33% of respondents had purchased services from the informal economy and 36% of these purchases had been bought via digital platforms. The profile of consumers making undeclared purchases through such platforms along with the sectors where they do so more often are discussed. Explanations for consumers' behaviours and suggestions for policies to tackle these practices were also discussed, based on two theories: the rational economic actor theory and the social actor theory. A logistic regression reveals that informal purchases could decrease with increased horizontal trust (i.e., trust in businesses not doing undeclared transactions), level of perceived sanctions and risk detection. Even if many policies aiming to reduce informal economy purchases rely on the rational actor theory, our results support a holistic approach, using both the rational economic actor approach and the social actor approach.

Keywords: Collaborative Economy, Digital Labour Platforms, Informal Economy, Purchases of Undeclared Services

The City and The Game. The Role of The Smartness

Iannuzzi Ilaria

Department of Political Sciences, Faculty of Political Sciences, Sapienza University of Rome, Italy

Abstract: In recent years, several debates focused on the concept and on the phenomenon of the "smart city" have flourished in different sectors. Among the measures recently proposed with the aim of modifying the behavior of the social actors in order to make them virtuous and smart, the game is increasingly becoming more and more important. Through a theoretical analysis conducted in the perspective of the general sociology, this intervention aims to investigate the relationship between smart city and gamification process emerging in every social sphere and, particularly, in urban context. The aim is to draw a critical analysis on the opportunity of using game in the smart city context and, above all, of society's gamification dynamics, in order to highlight the critical issues arising from a specific interpretation of the smart city-gamification relationship.

Keywords: Gamification, Smart City, Game, Smartness, Smart Society, Sociology

Modeling Human Resource Management and Work Stress: TheGreek Healthcare Case

Dimitrios Michail

Professor, HRM Lab, University of Macedonia, Greece

Abstract: The present study investigates the effects of systems of Human Resource Management (HRM) practices, known as High-Performance Work Systems (HPWS), on healthcare professionals' work stress. The empirical investigation models the effects of employees' perceptions of HPWS – measured as "bundles of practices" – on their workloads and work stress. The data reported in this study are drawn from a survey conducted from May to July 2021. For the needs of the research, Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied based on a convenient sample of 230 health professionals working in Greek hospitals. In summary, the study reveals the valuable contribution of HPWS towards employees' wellbeing by supporting emotional intelligence and mitigating work stress. All in all, this study reveals the positive and crucial importance of Human Resource Management in improving healthcare professionals' well-being in their workplace. Finally, the findings clarify the mechanism through which HPWS operates, known as the black-box. Improving Human Resource Management can have a measurable and considerable impact on healthcare professionals' services, particularly crucial in the current pandemic turmoil.

Keywords: Greece, Healthcare, Managing Work Stress

Towards The Promotion of Multilingualism at The University of Limpopo

Sikheto Joe Kubayi

School of Languages and Communication Studies, University of Limpopo, Private Bag
X1106, Republic of South Africa

Abstract: Section 2 of the Constitution of the Republic South Africa (1996) states that the Constitution is the supreme law of the country, and thus law or conduct inconsistent with it is invalid. In addition, Section 6 recognises 11 official languages, whereas Section 30 provides that everyone has the right to use the language and to participate in the cultural life of their choice. The Policy Framework for Public Higher Education Institutions (2020) provides a framework for the development and strengthening of indigenous languages as languages of wider and official communication at South African higher education institutions. The Framework calls upon universities to develop strategies, policies and implementation plans to promote and cultivate the culture of multilingualism, thereby indicating at least two official languages other than English for development for official internal institutional communication, among others. As a consequence, the revised Language Policy of the University of Limpopo (2020) recognises three African languages for development as languages of official communication: Sepedi/Sesotho sa Leboa, Tshivenda and Xitsonga. The aim of this study is to examine the possibility of designing a module in official African languages geared towards the promotion of multilingualism at the University. Qualitative data will be collected through in-depth interviews from 15 scholars and postgraduate students within the language and linguistics disciplines and will be analysed thematically.

Keywords: Official African Languages, Institutional Communication, Multilingualism, Module, Language Policy

Women Abuse and Poetic Justice as Depicted in FA Thuketana's Novel a Hi Fambe M'nghaname

Chauke Or

Department of Languages, University of Limpopo, Republic of South Africa

Abstract: Abuse means treating someone with cruelty, causing him or her pains or suffering. It also relates to unjust or corrupt behaviour, violence or insulting language. This paper is a critical investigation of women abuse and poetic justice as depicted in FA Thuketana's novel A hi Fambe M'nghaname (Let's go my friend). The character, Marx Magwendere, a rich entrepreneur affectionately known by the nickname Zukwa which means Mr Money, is caught in the act of abusing women he claims to love. Poetic justice, which is an outcome in which vice is punished and virtue rewarded usually in a manner that is peculiarly or ironically appropriate, is meted against him (Zukwa) for all the atrocities that he has committed against women. The study is underpinned by the qualitative research method in order to ensure an in-depth analysis of data. One ex-convict participated in the study for insights into different forms of abuse. The research has shown that highly respected, honourable and filthy rich people tend to be the real perpetrators of abuse. The data further indicated that abuse happens every day all over the world. More importantly, most of it takes place within the home environment, and cuts across the gender divide.

Keywords: Women Abuse, Poetic Justice, Home Environment, Ex-Convict, Honourable

The Influence of Moderating Sustainable HRM Practices with Training on Job Performance in the Private Sector in Kuwait

Anfal Eissa

Abstract: Sustainable human resource management (HRM) practices have become an essential business strategy upon which business organizations have focused in recent decades. This study investigates the effectiveness of sustainable human resource (HR) practices to determine whether they influence worker production. The specific HR practices explored are employee selection, participation, and empowerment, and the paper considers how the strategies used in these practices can affect employees' job performance. This study observes, investigates, and analyses the role of sustainable HRM practices in the private sector in Kuwait, and their influence on improving job performance in the organizations concerned. The research employs a survey as its data collection tool, and the information gathered is analysed using Statistical Packages for Social Science (SPSS). The study finds that selection corresponds favorably to work performance; that work effectiveness is favorably correlated with employee engagement and instruction taking; and that the sustainable HRM practices of employee recruitment, collaboration, engagement, and job performance are moderated by training. It concludes that HRM practices affect worker productivity significantly, and that the development of long-term HRM procedures impacts job performance significantly.

Keywords: Sustainable Human Resource Management, Recruitment, Collaboration, Engagement, Job Performance, Training, Empowerment

The City and The Game. The Role of The Smartness



Ilaria Iannuzzi

Department of Political Sciences, Università degli Studi Internazionali di Roma (UNINT), Italy

Abstract: In recent years, several debates focused on the concept and on the phenomenon of the “smart city” have flourished in different sectors. Among the measures recently proposed with the aim of modifying the behavior of the social actors in order to make them virtuous and smart, the game is increasingly becoming more and more important. Through a theoretical analysis conducted in the perspective of the general sociology, this intervention aims to investigate the relationship between smart city and gamification process emerging in every social sphere and, particularly, in urban context. The aim is to draw a critical analysis on the opportunity of using game in the smart city context and, above all, of society's gamification dynamics, in order to highlight the critical issues arising from a specific interpretation of the smart city-gamification relationship.

Keywords: Gamification, Smart City, Game, Smartness, Smart Society, Sociology

Accrual-based Earnings Management and Real Earnings Management around Two Key Corporate Governance Regulatory

Noor Nayeem Hasnat Farhan

Department of Banking & Finance, Faculty of Commerce & Accountancy, Chulalongkorn University, Bangkok, Thailand

Abstract: Two major corporate governance-related regulatory changes, one in 1999 and one in 2008, were

implemented as a means to increase the independence of boards of directors of public companies in Thailand. I study whether each of these regulatory changes affects the degree of and leads to substitution of accrual-based earnings management (AEM) and real earnings management (REM), plus the effect of family ownership on the type and degree of earning management. The outcomes of the two regulatory changes are different with respect to earnings management. Univariate tests suggest no change in the levels of AEM and REM for the 1999 change. However, for the 2008 change, AEM decreases and REM increases, suggesting firms substitute between AEM and REM. Regression results confirm a complementary relation between both forms of earnings management for both regulatory changes. The results are similar for firms with higher threshold of family ownership control.

Keywords: Earnings management, Accruals based earnings management, Real earnings management, corporate governance, Regulatory regime change, Board of directors

WTO Approach to the Principle of Transparency

Moein Elahi Nezhad

Department of Law, University of Naples Federico II, Napoli, Italy

Roberta Marino

Department of Law, University of Naples Federico II, Napoli, Italy

Abstract: There has always been a strong emphasis on transparency among the fundamental principles of the World Trade Organization (WTO). By examining the WTO's approach, we can identify the tools and procedures it has used to mature and evolve this principle. Consequently, this article has several sections. In the first section of this paper, we discuss transparency within the context of the World Trade Organization. According to this study, virtually every agreement the country enters contains a transparency provision. In the second section, we take a look at the evolution of WTO transparency over the past few decades. As a result of the consideration of the structure of this organization, it has been able to provide a basis for reforming the processes in which business policies are developed within the internal system of the members based on which efforts can be made. It is also examined how the dispute resolution institutions of the organization view the principle of transparency concerning their approach to that principle. It is evident from this study that this institution has adopted a consistent policy in accepting transparency in cooperation with the organization, and it has also attempted to look beyond the immediate context of the transparency criteria and to interpret the basis for the gradual development of judicial procedures in a manner that can facilitate the realization of good governance by moving toward that goal.

Keywords: Transparency, The Evolution of Transparency, WTO, The Principle of Transparency

Women abuse and poetic justice as depicted in FA Thuketana's novel A hi Fambe M'nghaname (Let's go my friend)



Osborn Risimati Chauke

Department Of Languages, University of Limpopo, Republic of South Africa

Abstract: Abuse means treating someone with cruelty, causing him or her pains or suffering. It also relates to

unjust or corrupt behaviour, violence or insulting language. This paper is a critical investigation of women abuse and poetic justice as depicted in FA Thuketana's novel A hi Fambe M'nghaname (Let's go my friend). The character, Marx Magwendere, a rich entrepreneur affectionately known by the nickname Zukwa which means Mr Money, is caught in the act of abusing women he claims to love. Poetic justice, which is an outcome in which vice is punished and virtue rewarded usually in a manner that is peculiarly or ironically appropriate, is meted against him (Zukwa) for all the atrocities that he has committed against women. The study is underpinned by the qualitative research method in order to ensure an in-depth analysis of data. One ex-convict participated in the study for insights into different forms of abuse. The research has shown that highly respected, honourable and filthy rich people tend to be the real perpetrators of abuse. The data further indicated that abuse happens every day all over the world. More importantly, most of it takes place within the home environment, and cuts across the gender divide.

Keywords: Women Abuse, Poetic Justice, Home Environment, Ex-Convict, Honorable

How Does Psychological Resilience Regulate Work Stress in Workplace? The Relationship Association Among Work-Family Conflict, Work Stress, and Work Performance

Wei Che Hung

Graduate Institute of Human Resource Management, National Changhua University of Education, Taiwan

Ji-Jie

Graduate Institute of Human Resource Management, National Changhua University of Education, Taiwan

Lin

Graduate Institute of Human Resource Management, National Changhua University of Education, Taiwan

Jen-Cheng

Graduate Institute of Human Resource Management, National Changhua University of Education, Taiwan

Wang

Graduate Institute of Human Resource Management, National Changhua University of Education, Taiwan

Min Shih

Graduate Institute of Human Resource Management, National Changhua University of Education, Taiwan

Abstract: In modern society, work and family have become key sources of stress. In this new age of information and technology, this stress can have a greater influence on people, which can lead to a negative impact on their work performance. Based on the Conservation of Resources theory (Hobfoll, 1989) and the Inverted-U theory (Yerkes & Donson, 1908), this study aimed to explore the association among work-family conflict, work stress and work performance, with psychological resilience as moderator variable and work stress as mediation

variable. The purpose of this study is to bring forward practical strategies for cooperations as a reference. In this study, 158 samples were collected through an online survey. 109 valid samples were collected from those who had worked for at least one year and have their own family with or without kids. The results of this study revealed that the higher level of work-family conflict, the higher level of work stress employees will perceive. In addition, work-family conflict has a significant negative relevance with employees' performance via work stress. The result also showed that the moderate effect of psychological resilience to the employee's work-family conflict via work stress to work performance is nonsignificant. Finally, work-family conflict has negative effects on employees' work performance. Based on the results of this study, this paper indicates managerial implications, limitations of this study, and future research suggestions.

Keywords: Work-Family Conflict, Psychological Resilience, Work Stress, Work Performance

The Relationships among Trainee Satisfaction, Learning Strategies, and Training Effectiveness

Chia Yun Chen

Graduate Institute of Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Anyi Chung

Graduate Institute of Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Introduction: This survey was used to evaluate effectiveness of an international newcomer orientation program and provide managerial implications for the IHR department of a logistics company headquartered in Taiwan. The training program includes language and company culture courses lasting a month. This study examined the relationship among trainee satisfaction, learning strategies and training effectiveness (i.e., language abilities, learning effectiveness, and organizational identification). Hypothesis 1: Trainee satisfaction with culture courses is positively related to organizational identification. Hypothesis 2: Trainee satisfaction with language courses is positively related to language abilities. Hypothesis 3: Trainee general satisfaction is positively related to learning effectiveness. Hypothesis 4: Trainee learning strategies are positively related to language abilities. Hypothesis 5: Trainee learning strategies are positively related to learning effectiveness.

Methods: The research data were collected from a logistics company, including three international newcomers. It was a single-phase survey. Employees' survey included questions of training satisfaction each with culture and language courses as well as general satisfaction, learning strategies, and organizational identification. In addition, HR answered questions of trainee language abilities and learning effectiveness. Descriptive Statistics was used to test research hypotheses. Results: The results showed that trainee language ability was only related to learning strategies. Learning effectiveness was related to both trainee general training satisfaction and learning strategies while organizational identification was only related to trainee satisfaction with culture courses.

Managerial implications: This study suggests that training effectiveness was determined by course design and trainee characteristics. That is, IHR departments should be cautious about which type of training outcomes to deliver. For example, it is more cost effective to select employees who are active and strategic learners to attend language courses. In addition, to improve newcomer organizational identification, the corporate culture courses should be well designed. Finally, both of good course design and trainee strategies are necessary for newcomers to acquired effective job skills on work methods and technology.

Keywords: Trainee Satisfaction, Learning Strategies, Languages Abilities, Learning Effectiveness, Organizational Identification

Golden Chain (Malik An-Nafi' An-Ibn E Umar), The View of the Muhadditheen and

the Orientalists



Mahmood Ahmad

Department of Islamic Studies, Islamia University, Bahawalnagar, Pakistan

Abstract: Hazrat Muhammad (peace be upon him) was blessed with certain distinctions and honors in which no one else could share with him. One of these distinctions is to maintain his authoritative status by preserving and narrating his hadiths. Even gradually the chain gained such importance that every Muhaddith was concerned about the chain of Hadith the most. According to the Muhadditheen, the number of texts was counted as hadiths with the number of chains. On the contrary, if a text had been passed down without chain or with weak transmitters chain, they would not have any importance to it. The chain of transmissions which contains much credible transmitters is considered higher than the other chain. Among such chain of transmission is "Malik an-Nafi' an Ibn e Umar "which is counted golden chain" Salsilat al-Zhab". The Orientalists criticized the narrators of hadith, especially those narrators who were declared reliable and authentic by Muslim scholars and presented them as the symbol of fabrication and the head of the fabricators. Joseph Shacht and Juyn Boll used the terms "Common Link" and "Partial Common Link" for this. For this, they especially criticized Hazrat Abu Huraira from among the Companions and Imam Zuhri among the Successors. Among the books of hadith, especially al-Jami' al-Sahih of al-Bukhari and hadith chain of narrators (Malik an-Nafi' an-Ibn e Umar) were considered doubtful and unreliable. In this article, the writer will present a comparative analysis of the views of the Muhadditheen and the Orientalists.

Earned Ownership and Land: An Analytical Study in Islamic and Logical Perspective



Syed Aftab Alam

Department of Islamic Studies, Fatima Jinnah Women University, Rawalpindi, Pakistan

Abstract: Earth has 29% (149 million km²) of land in which 10% (14.9 million km²) is glaciers and the remaining 90% is habitable (agriculture, forest, shrub) and barren land. 95% population of the world is living on 10% area of land, 5% population on 1% urban and built-up land 22% land is being used for agriculture and industry. About 67% (79 million km²) of forests, shrubs and barren are vacant and waiting for land management, Urbanization, irrigation or industrialization but why human beings are not able to use it? Islam and human logic advocate Earned-Ownership. The land is not made or earned by human beings so it cannot be under the ownership of humans as air, water, sunlight etc. The land is given to human beings and all inhabitants for their usage as they are using air, water, sunlight etc. 67% of vacant land (79 million km²) needs to be managed to achieve positive impacts on land-inhabitants, especially for human life. The article discusses the historic records through critical

analysis and developed the conclusion that land is not created by any human being so it cannot be in the ownership of any human being. It is given to human beings to use as per their immediate need. The concluded theory will enhance the capability of peaceful, progressive and vibrant human life in social, economic, moral and inter-community matters.

Keywords: Land, Land Ownership, Earth capacity, Human Development, Vibrant society, Usage of Land

Task-Based Designed Activities in a Blended Learning Model: The Singapore Context



Leng Leng Yeo

Mother Tongue Department, School of Science and Technology, Singapore

Abstract: In 2020, the Singapore Ministry of Education (MOE) Press Release stated that Blended Learning for some levels will be carried out in all secondary schools from Term 3, 2021. And in 2021, the Mother Tongue Languages (MTL) syllabus was implemented with the Secondary One cohort. Hence, what are the opportunities and challenges that these current changes have brought to the teaching of Chinese Language? For this sharing of a lesson unit, the activities were designed under the blended learning model. The pedagogical approach was exploratory with the objective to design tasks in engaging the students. It looked at how technology was integrated into a Chinese lesson unit, and how differentiated instruction was applied to achieve the language learning outcomes. It also looked at how the development of competencies in our students can be incorporated in this lesson. The pre-task, during task and post task activities prepared and intended to engage the students in the process of learning. Some of the observations from the class activities and students' work show that collaborative learning in the task activities promotes student-centered learning and active interaction among the students. Activities in the Student Learning Space (SLS) were integrated in the lesson, and they were able to participate in a "Learning Journey to the Singapore Art museum" and have an art appreciation, while learning the knowledge and skills required in this lesson. They were also able to reflect and highlight the competencies that were related to this lesson. The differentiated instruction was applied in the attempt to reinforce the knowledge and skills that they were taught. Some of the students' work will be presented during the session.

Keywords: Task-Based, Blended Learning, Differentiated Instruction, Student Engagement, Chinese Language

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Interreligious Dialogue by Civil Society Organizations (Csos) as an Effort to Gain Religious Freedom and Tolerance Among Religious Communities in Indonesia

E. Ova Siti Sofwatul Ummah

Center for Religion and Cross-Cultural Studies, Graduate School of Gadjah Mada University,

Abstract: This paper aims to describe the role of the involvement of Civil Society Organisations in holding and strengthening interreligious dialogue and toleration among religious communities in Indonesia. Civil Society Organizations (CSOs) are part of Indonesian society. Some of them focus on holding and strengthening interreligious dialogue in various locus and communities in Indonesia. The CSOs are Wahid Foundation, Indonesia Conference on Religious and Peace (ICRP), and Yayasan Cahaya Guru (YCG). Although these three CSOs have the same focus, which is to focus on pluralism, toleration, peace and interreligious dialogue, the three CSOs are involved in different locus. Therefore, this paper will answer the question about the role of CSOs in holding and strengthening freedom of religion and toleration through interreligious dialogue in various communities in Indonesia. As a result, the three CSOs in Indonesia play an active role in holding interfaith dialogue activities in various communities in society targeting youth groups by the ICRP. Then, Wahid Foundation has several focus groups, namely youth, grassroots, women, and education. Then, Yayasan Cahaya Guru (YCG) focuses on holding the dialogue of teachers to strengthen the value of pluralism and diversity in school.

Keywords: Interreligious dialogue, Civil Society Organization, Interfaith

The Relationship between E-learning Modes and Job Performance: Training Satisfaction as a Mediator

Jen-Cheng Wang

Graduate Institute of Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Anyi Chung

Graduate Institute of Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Introduction: This survey was used to evaluate effectiveness of an e-learning program provided by a professional training firm for HR professionals in Taiwan. The training program included one-month online synchronous lectures and asynchronous learning with recorded videos and homework. This survey examined the effect of distance training (i.e., synchronous learning and asynchronous learning) on job performance through training learning satisfaction. The research hypotheses show as follows: Hypothesis 1: There is an interactive effect of attitudes toward synchronous learning mode and asynchronous learning mode on training satisfaction. Hypothesis 2: Training satisfaction is positively related to job performance. Hypothesis 3: Training satisfaction mediates the interactive effect of attitudes toward synchronous learning mode and asynchronous learning mode on job performance.

Methods: The research data were collected from eight participants who had completed a one-month online training program on Human Resource Information System provided by a consulting firm. Trainees were asked to provide data on attitudes toward e-learning modes and learning satisfaction. In addition, trainee supervisors provided data on their job performance.

Results: The results showed that trainee learning satisfaction was determined jointly by their attitudes toward synchronous learning mode and asynchronous learning mode. In addition, learning satisfaction led to job performance. More specifically, the interactive effect of attitudes toward synchronous learning mode and asynchronous learning mode on job performance was partly mediated by learning satisfaction.

Managerial implications: This study suggests that trainee attitudes toward synchronous learning mode and asynchronous learning mode are crucial to training effectiveness (i.e., learning satisfaction as well as job performance). Therefore, it is necessary for decision makers to carefully evaluate each trainee perceptions of time management, ease of access to learning materials, and quality of virtual interaction with lecturers and

classmates before delivering e-learning programs.

Keywords: Asynchronous Learning Mode, E-Learning, Job Performance, Learning Satisfaction, Synchronous Learning Mode

Influence of Assistive Technology and Re-Imagining the Future of Educational Attainment of Adolescents with Disability: With Special Reference to Covid Era



Sheveta Sehgal

Political Science Department, Mata Gujri College, Fatehgarh Sahib, Punjab, India

Abstract: Information technology has affected every aspect of human activity. It is assumed to play a constructive role in education field. Technology has become an important tool of education and it has strong impact on individual's life. In this digital age, technology makes things possible and the use of assistive technology has increased and, assistive technology is used by the persons with disabilities, and it also help to reduce the isolation of disable adolescences. Adolescences with disabilities have face a lot of difficult situations and only proper education can help them to overcome or to deal with all the changes which they face during that time. In the technological world, the importance or usage of assistive technology is increased. Persons with disability meet barriers of all types. Assistive technology is used by persons with disability to lower many of these barriers and also in order to perform functions that might otherwise be impossible without the help of the devices (Assertive technology devices). The main aim of the assistive technology is to participate in the life of adolescents with disability and help and provide flexibility in their lives and these technologies helps to feel them a part of society and lead a near-normal life. Assistive technology helps them to have a successful future. Therefore, the paper makes an attempt to analyze that the influence of various types of assistive technologies and their usage for providing a quality life to adolescents with disabilities.

Keywords: Technology, Disabilities, Assistive, Social Inclusion, Independence

Energy Consumption and Economic Growth: Testimony of Selected Sub-Saharan Africa Countries

Priscilla Quarcoo

Institute of Chartered Accountant, Institute of Chartered Accountant Ghana, Accra, Ghana

Abstract: This paper examines the role of human capital and the long run relationship between electricity use and economic growth by employing models established based on panel data spanning from 1990–2016 for 18 Sub-Saharan Africa economies. With the focus on human capital, the study specifically incorporated industrialization and economic growth as additional variables in a heterogenous panel-based econometric model. Considering the existence of cross-sectional dependence and heterogeneity, we employed augmented mean group estimation approach as the main long-run estimation method. The key findings showed that human capital has a significant and palpable effect on electricity usage in the panel case whereas for country specifics, mixture of significant results was obtained. Causality checks by Dumitrescu and Hurlin test finally showed that there exists a uni-directional causality running from human capital and consumption of electricity.

Such recent methods and findings insinuate that the role of human capital with regards to electricity consumption in Sub-Saharan Africa. Taking into account the empirical findings, further feasible policy recommendations are suggested.

Islamophobia, Causes and Countermeasures



Muhammad Rashid

Department of International Relations, University of Sialkot, Pakistan

Abstract: A cliché arises, claiming that Islam is the source of a succession of terrorist attacks. As a result, several states have been concerned and distrustful of Muslims, Islamophobia, up until now. Islamophobia is linked to unfavorable stereotypes about Muslims and Islam, which leads to the formation of anti-Islam sentiment. Prejudice stems from the belief that Islam is a lesser faith that poses a challenge to society's prevailing ideals. Because of dichotomous function, the media became the focus of attention in the instance of Islamophobia. They become the source of the symptoms of Islamophobia. As a human civilization that relies on revenue to survive, Muslim communities have witnessed islamophobia wreaking havoc on their businesses, overall economy and resources. Islamophobia is a global issue associated with unfavorable attitudes and biases toward Muslims and Islam, it requires proper knowledge, good reporting, and appropriate representation at international level.

Towards A Universal Leadership Framework

Iftikhar Ahmed Khan

Naval Forces Institute, Abu Dhabi, United Arab Emirates

Abstract: Leadership is rightly considered to be a 'make or break' factor in success of any organization, and hence has always remained in lime light of formal academic research, professional discourse and popular literature. Despite of very powerful theories, there is a continuous notion of 'not enough' that creates a vacuum, usually filled up by confusions and misperceptions. The primary reason for this vacuum is that, despite being powerful in their own context, no single leadership theory takes a holistic account of leadership, leading to lack of understanding of leadership in its holistic perspective. Efforts to provide a holistic / universal view of leadership also do not capture all the aspects that could explain leadership in its complete and universal sense. Therefore, the scarcity remains for a model that could explain leadership in its complete sense. This study by the author endeavors to develop a framework that could fill up the gap. It critically analyses the existing theories of leadership for gaps and synthesizes the existing literature into a fundamental framework, which may have the potential of becoming a universal leadership framework. This framework will help in gathering all the existing theories of leadership in one place, link these to the parts of leadership framework which they focus on, making leadership literature meaningful and relevant to the bigger picture. Such a framework could also guide further research by presenting research done so far, gaps and opportunities for further knowledge add-on.

Keywords: Leadership, Leadership Theories, Holistic Leadership, Universal Leadership Framework

Creating Social Value using the High-Performance Organization Framework



André De Waal

HPO Center, The Netherlands

Silka Patel

Leidos UK, United Kingdom, Patel

Arend de Jong

KLM Royal Dutch Airlines, the Netherlands

Abstract: In recent years the topic of social value has been getting much attention in the corporate world. The idea behind this concept is that organisations are not there just to achieve profits for its shareholders, but to also do good for its stakeholders. At the same time social value is surrounded by heated academic and professional debates because much is still unclear. Issues discussed are for instance: what is the exact definition of ‘social value’, what entails ‘doing good’, what is “good”, which stakeholders should be included, how can social value be measured, what are its key performance indicators and should these be uniformized, and who should evaluate whether an organisation is creating (sufficient) social value? One topic which seems to not receive much attention in these debates and in the literature is how organisations actually create social value: what are the capabilities they have or need to have, to create and sustain social value? In this paper we theoretically identify these capabilities, using the High-Performance Organisation (HPO) Framework. The HPO Framework is deployed as it provides the characteristics organisations need to have in order to achieve sustainable excellent results; results which should include the creation of social value. In the next, empirical, stage of our research we will investigate how two pilot organisations apply the identified capabilities in actual practice when creating social value.

Keywords: Social Value, High Performance Organisations, Organisational Capabilities

Social Distancing Behaviours Among Travellers During the Covid-19 Pandemic



Seyedeh Shiva Hashemi

Faculty of Hospitality and Tourism Management, UCSI University, Kuala Lumpur, Malaysia

Mohamad Fadzly Bin Che Omar

Faculty of Hospitality and Tourism Management, UCSI university, Kuala Lumpur, Malaysia.

Shaian Kiumarsi

Graduate School of Business, Universiti Sains Malaysia.

Nursyafiqah Binti Ramli

Faculty of Hospitality and Tourism Management, UCSI university, Kuala Lumpur, Malaysia

Abstract: Social distancing is one of the most recommended policies worldwide to reduce diffusion risk during the COVID-19 pandemic. In the COVID-19 pandemic, perceived risk is related to significant factors affecting tourists' travel behaviour. Although the relationship between risk perception and tourists' behaviour about COVID-19 is already a significant area of tourism context, the role of media coverage is neglected in tourism studies and in affecting social distance has only seen very limited research. Therefore, this research proposes a framework linking personal safety, cultural risk, and socio-psychological risk shaped by media coverage to attitude and tourist social distance behaviour. This research lays a foundation for future research on media coverage and tourists' social distance behaviour in times of crisis.

Keywords: Covid-19, Media Coverage, Perceived Risk, Cultural Risk, Socio-Psychological Risk Attitude and Social Distance Behaviour

The Relationship between Role Conflict and Organization Citizenship Behavior: The Role of Relational conflict and Machiavellianism

Ahtasham Zameer

Hsm Institute of Management Sciences, University of Management and Technology, Lahore,
Pakistan

Abstract: Drawing from role and trait theory, this study unpacks the relationship between employees' role conflict and organizational citizenship behavior, considering the mediating effect of relational conflict and the moderating effect of Machiavellianism. Primary source, Cross-sectional data from employees in Pakistani organizations show that perceiving high levels of conflict between their work roles and relationship would exhibit reduced levels of organizational citizenship behaviors. This mediating role of relational conflict is particularly salient to the extent that existence of role conflict is associated with relational tension and instability moreover found that role conflict and Machiavellianism have a joint effect on relational conflict and one's performance behaviors The study informs organizations that higher management should comprehensively analyze and clearly define jobs role so that supervisors will have a less negative social influence on subordinate work role perceptions

Keywords: Role Conflict, Organization Citizenship Behavior, Relational Conflict, Machiavellianism, Role Theory, Trait Theory

Kazakhstan's Language-In-Education Policy Review: From Bilingualism to Trilingualism



Kymbat Yessenbekova

Graduate School of Education, Nazarbayev University, Nur-Sultan, Kazakhstan

Abstract: Multilingualism of the population for Kazakhstan is a great opportunity to integrate into the global arena as it offers the best perspectives for producing the generation who could participate in a globalized multicultural society. Thus, the idea of trilingual education is directed at gradually strengthening Kazakh, balancing the usage of Russian, and increasing English learning which will improve peoples' linguistic competences. This aim of this review is to analyze how the language-in-education policy in Kazakhstan contributes to the development of trilingual individuals and the quality of three languages acquisition in educational process. Also, it focuses on the socio-political context of the country and its appropriateness with the local realities. The main goal of language-in-education policy in Kazakhstan is to implement three languages for instruction in educational organizations. However, there is an inequality in mastering Kazakh and Russian between urban and rural areas, where the last area learners are more proficient in Russian. The educators report that teaching and learning materials in Kazakh are of a poor quality and not understandable. Moreover, the mixed varieties of Kazakh and Russian among people spoil and corrupt the quality of Kazakh language and its proficiency because students can use certain languages in different situations. English is most complicated issue in terms of teaching and learning in Kazakhstan which requires various efforts. UNESCO reports that globalization can affect the linguistic and cultural assimilation of changing countries whose national languages are not the major language in the world. Hence, I think that the role of English and Russian should not be underestimated in educating young generation in comparison with Kazakh which condition is problematic.

Speech Acts in Selected Political Speeches



Suhair Safwat

Department of English, University of Sulaimani, Sulaimaniya, Iraq

Abstract: The study investigates the speech acts features of John Kerry's speech in Presidential Campaign in 2004 and Goerge Bush's speech- Inaugural address in 2001. Hence, the study focused on the pragmatic functions of locution, illocutionary and perlocutionary acts of the speeches. Twenty sentences were selected from the two speeches. The findings showed that the overall relative frequency percentages for the selected speeches were: commissive 40%, assertive 35%, directive 20%, and expressive 5%. The results showed that Kerry relied more on sentences that performed commissive acts than other speech acts since he committed to some future actions and he promised to make the world fit the words. Bush used sentences with assertive acts

more than other speech acts since the assertive has a truth value which can only enhance the effect of the asserted proposition. The speech act analysis of the political speeches provides the understanding that political leaders perform various acts through their speeches.

Keywords: Speech Acts Theory, Political Discourse, Political Speeches

Investigating the Rohingya refugee crisis in Bangladesh and India



Kaisayr Husein

Political Science and Public Administration, Ankara Yildirim Beyazit University, United Arab Emirates

Abstract: The Rohingya, a minority Muslim ethnic group in Rakhine State of Myanmar considered is one of the most persecuted, destitute and oppressed minorities in the world. Rohingya have been facing persecution by the Buddhist majorities in Myanmar for almost seven decades and they are the victims of various forms of oppression in their ancestral land, such as land confiscation, arbitrary taxation, brutally tortured, destruction of mosques, restriction on movements, ill-treatment, extrajudicial executions, financials restrictions on marriage, force eviction and house destruction and so on. Since the 1970s, Rohingyas are being forced to flee into neighboring countries due to a number of crackdowns on Rohingyas. The paper is going to demonstrate underlying reasons and the crisis of Rohingya in Bangladesh and India as well as the situations of Rohingya plight into neighboring countries. This paper is also witnessed the suffering of persecuted Rohingya refugees in Bangladesh and India and key events happened in Arakan and Myanmar throughout the life of Rohingyas in across Myanmar. Their personal life, family and relatives have been being affected due to the violation of Rohingya rights by the successive Myanmar governments. They have lived, studied and worked in Myanmar for almost seven decades. The significant part of this article is mainly focused on the analysis of the crisis of Rohingya refugees in Bangladesh and India.

Keywords; Myanmar, Rohingya Refugee Crisis Bangladesh and India, Citizenship, Refugees, Persecution, COVID19 Pandemic. Sustainable Solution

Maximizing Private Business Organizations' Business Performance: Mediating Role of Employee Loyalty

Zahir Osman

Faculty of Business Management, Open University Malaysia, Kuala Lumpur, Malaysia

Noral Hidayah Alwi

Faculty of Business Management, Open University Malaysia, Selangor, Malaysia

Bibi Nabi Ahmad Khan

Faculty of Business Management, Open University Malaysia, Selangor, Malaysia

Rose Ruziana Samad

Faculty of Business Management, Open University Malaysia, Selangor, Malaysia

Abstract: The aim of this study is to evaluate the direct and indirect relationship between corporate image, organizational culture, employee engagement, employee loyalty, and business performance among private business organizations in Malaysia. This study is very important to private business organizations because it will give an insight into private business organizations to formulate a strategy to maximize their business performance based on the non-quantitative determinants. In a private business organization's environment, the ability to maintain the expected business performance is very crucial in order to be able to survive and sustain itself in the future. The research framework of this study contains three independent variables which are corporate image, organizational culture, employee engagement, employee loyalty as a mediator, and business performance as a dependent variable. This study evaluates the direct relationship between corporate image, organizational culture, and employee engagement image to employee loyalty and business performance. Then, the indirect relationship between corporate image, organizational culture, and employee engagement with business performance mediated by employee loyalty was assessed. Primary data were utilized in this study and were collected by using a survey questionnaire which was adopted and adapted from earlier studies. Survey questionnaires were sent via email to the targeted respondents. This study adopted the non-probability sampling technique of purposive sampling to collect data due to the unavailability of the sample frame. In this study, there was a total of 23 observed variables constituted of the exogenous variables and the endogenous variable measurement. The corporate construct consists of 5 measurement items, organizational culture consists of 4 measurement items, employee engagement consists of 5 measurement items, employee loyalty constructs consist of 4 measurement items, and business performance construct consists of 5 measurement items. A five-point Likert scale was utilized ranging from strongly disagree to strongly agree to measure all constructs' measurement items. Out of the 485 questionnaires distributed, 353 were returned. This made-up a 72.8% response rate and it was sufficient to analyze the data by employing the structural equation modeling technique (SEM). Subsequently, after data screening and removing the outliers, 329 questionnaires were found to be clean and ready to be analyzed. The findings of this study reveal that out of the seven direct relationship hypotheses proposed, only two direct relationship hypotheses were not supported. The three indirect relationship hypotheses proposed were supported. All three exogenous variables, corporate image, organizational culture, and employee engagement were important direct antecedents to employee loyalty. However, this study has found that only organizational culture was the most important direct antecedent to business performance whereas corporate image and employee engagement only have an indirect impact on business performance through employee loyalty as a mediator. The model proposed in this study was found to have a high predictive performance based on the statistical analysis of PLS_predict analysis.

Keywords: Corporate Image, Organizational culture, Employee Engagement, Employee Loyalty, and Business Performance

Below are Some of the Best Research Paper

Economic Activities such as Production have a Significant Impact on the Environment such as Pollution and Depletion of Natural Resources. Environmental Economics Studies these Impacts and other Environmental Issues



Md Shahidul Islam

Skyghur Holidays, University of Dhaka, Dhaka, Bangladesh

Abstract: Economics deals with the economic behavior of individual isolated units of the economy like an individual, a household, a company, and industry. Micro-economists study factors that influence economic choices, markets and their key elements such as demand and supply and analyze markets and determine the prices for goods and services that best allocate the available limited resources. Some of the best research topics in microeconomics that you can use for your thesis or dissertation include: 1. The effect of income changes on consumer choices 2. The effect of labor force participation on the economy and budget – A comparison 3. The impact of marital status on the labor force composition: A case of [your country] economy 4. The difference in the consumption attitude in [your country] over the last decade – Critical analysis of consumer behavior trends

Communism of Mao in China

Mufizur Rahman

Social Science, Ankara Yildirim Beyazit University, Ankara, Turkey

Abstract: The background of Mao Zedong came from the life of peasant, as his father was a peasant where landlord used to exploit the labour of working class. This paper emphasizes the revolutionary movement and effort of Mao in favour of saving helpless Chinese people from suppression and exploitation. Mao mobilized his ideology to defeat Kuomintang party under the leadership of Chiang Kia-shek and establish the People's Republic of China PRC. The paper offers the insight of the failure policies of Mao and cultural revolution across the China. Moreover, it endeavours to analyse the real image of Mao Zedong in the sense of the fact that whether he was a bad or good leader as a communist of China.

Keywords: Mao Zedong, Peasant, Landlord, Exploitation, Communism, Cultural Revolution, Ideology, and Famine.

Analysis of Issues Related to Euthanasia from the Point of View of Medical Law and Ethics

Siti Amalina Putri Ismail

Faculty of Law, Amalina Ismail & Associates, Kuala Lumpur, Malaysia

Al-leslah Badrul Hisham

Faculty of Law, Amalina Ismail & Associates, Kuala Lumpur, Malaysia

Mohd Zamre Mohd Zahir

Faculty of Law, Amalina Ismail & Associates, Kuala Lumpur, Malaysia

Ramalingam Rajamanickam

Faculty of Law, Amalina Ismail & Associates, Kuala Lumpur, Malaysia

Abstract: The world has developed with the presence of science and technology. The development of science and technological advancement became a race between developed countries such as the United States, United Kingdom, Australia and Japan. This also has given an impact on Malaysia. Among the advances of science and technology in the field of medicine seen are the technologies designed such as Magnetic Resonance Imaging (MRI) machines, radiography, and the surgery that uses laser methods, robotic technology, and also other modern technologies that may improve the standard of human health. In addition, the existence of a medical ventilator can also prolong a person's life. With the development of these technologies, various benefits can be obtained for human beings but it is not impossible that it can also cause harm to an individual. One of the issues that are often debated is the issue of euthanasia. Euthanasia is an act of killing or ending the life of an individual. Euthanasia may also occur when the ventilator machine is turned off and the patient dies because of it. There are five types of euthanasia, namely active euthanasia, passive euthanasia, voluntary euthanasia, non-voluntary euthanasia, and involuntary euthanasia. The problems of the study are seen to be closely related to the issue of technology in this field of medicine, whether it is beneficial or harmful to a patient. Thus, there are three problems that apply to this problem. First, does technology in medicine beneficial? Second, is euthanasia allowed in accordance with the law and medical ethics? Third, does the patient entitled to give his consent for his medical treatment? The objective of this paper is to identify and analyse euthanasia in law and ethical points of view. Next, the five types of euthanasia will be discussed to examine their function and purpose thoroughly. This writing uses a qualitative method by highlighting the literature from within and outside the country guided by primary and secondary sources that discuss the issue of euthanasia. The results of this writing show that there is ambiguity in terms of law and medical ethics in Malaysia. In essence, this paper suggests the addition of the need for a clearer mechanism from the legal and ethical aspects of euthanasia in Malaysia.

Keywords: Doctor-Patient, Euthanasia, Consent, Medical Technology, Law and Medical Ethics

The Language of Science in Higher Education: Related Topics and Discussions

Harjinder Singh

Linguistics, Punjab Institute of Oriental & Indian Languages, India

Abstract: In this paper, we present "The Language of Science in Higher Education: Related Questions and Discussions". Linguists have written and researched in depth the role of language in science. On this basis, it is clear that language is not just a medium or vehicle for communicating knowledge and ideas. Nor are there mere signs of language knowledge and conversion of ideas into code. In the process of reading and writing, everyone thinks deeply, and struggles to understand concepts and make sense. Linguistics play an important role in achieving concepts. In the context of such linguistic diversity, there is no straightforward and simple answer to the question of which language should be the language of advanced science and technology. Many important topics related to this issue are as follows: Involvement in practical or Deep theoretical issues. Languages for the study of science and other subjects. Language issues of science to be considered separate from the development of science, capitalism, colonial history, the worldview of the common man. The democratization of science and technology education in India is possible only by providing maximum reading/resource material in regional languages. The scientific research should be increase to chances of understanding the subject. Multilingual instead or monolingual. As far as deepening the understanding of the subject is concerned, we can shed light on it based on two or three experiences. An attempt was made to make the famous sociological journal Economic and Political Weekly Hindi almost three decades ago. There were many obstacles in this work. The original articles written in Hindi were not found, and the papers and articles of the English Journal were translated into Hindi, and a journal called Sancha was taken out. Equally important is the democratization of knowledge and the deepening of understanding of the subject. However, the question is

that if higher education in science is in Hindi or other languages, then it would be problem to get job. In fact, since independence, English has been dominant in almost every field except literature. There are historical reasons for this, which cannot be reversed. As mentioned above, due to colonial rule, even before independence, English was established as a language of communication, the language of power/status, the language of higher education, the language of administration, and the language of scholarly discourse. After independence, attempts to make Hindi or Hindustani the national language in India were unsuccessful. Given this history and current reality, higher education should be multilingual or at least bilingual. Translation limits should also be increased for those who choose the material for translation. Writing in regional languages on science, making knowledge of various international languages available in Indian languages, etc., is equally important for all to have opportunities to learn English.

Keywords: Language, Linguistics, Literature and Culture, Ethnography, Punjabi, Gurmukhi, Higher Education.

EFL Students' Attitude Toward Electronic Feedback on their Writing Assignments During Covid-19 Pandemic



Shapour Vahdati Nejad

Center for Preparatory Studies, Sultan Qaboos University, Muscat

Abstract: Like other language skills, writing, the most challenging skills for a majority of EFL students, was taught and given feedback remotely during Covid-19 pandemic, resulting in a variety of perceptions toward the efficacy of the procedure. Therefore, this study aims at investigating learners' opinion about efficiency of electronic feedback (EF) on their writing skill. To this end, the number of 40 Omani students, studying English at foundation level at the Sultan Qaboos University (SQU), were randomly selected to participate in this survey. The data were gathered using a questionnaire, which was previously piloted and used by the researcher. Findings indicate that all the participants believe that electronic feedback has positive effects on their grammatical competence in their writing. The findings also show that most of the participants (81.5%) have a positive attitude toward EF while only 18.5% of them have neutral or negative perception toward it and do not believe that this type of feedback is efficient at their grammatical aspects, and English language learning process especially, writing skill. The principal implications of the study are for the EFL teachers in general and teacher education and professional development in particular.

The Importance of Education in Coetzee's Novel Disgrace (1999)



Saloni Walia

Department of Humanities and Social Sciences, Indian Institute of Technology, New Delhi, India

Abstract: “For a man of his age, fifty- two, divorced, he has, to his mind, solved the problem of sex rather well” (pp. 1). J.M Coetzee’s novel *Disgrace* (1999) can be summed up in the above quoted lines. These lines describe how the professor of Communication, David Lurie tries to fill the “void” within himself. However, when delved deeper, the narrative also draws our attention towards the pedagogical system in the backdrop of the city of Cape Town in postcolonial cum post-Apartheid South Africa. The text in the initial pages talks about the crisis of humanities faced by academia world over. First of all, David is pushed to being an adjunct professor. Likewise, his relationships, his professional status is also temporary. He is a supplementary professor, being an addition to the already existing faculty hinting that his position is not full term... “Once a professor of modern languages, he has been, since Classics and Modern Languages were closed down as part of the great rationalization”. Language instructors, humanities faculties are peripheralized. Courses which he teaches are allowed as they are considered to be morale boosting. He offers one special course per year like all other “rational personnel” (pp. 3). This is an obvious sarcastic reference to other professors like him. The paper, looks into various other gaps in the education system in the post-colonial era which need to be addressed and dealt with to make the experience of learning and imparting knowledge more wholesome.

Keywords: Education, Sex, post-colonialism

Global E-Learning Opportunities for Students and Programs



Meg Milligan

Department of Psychology, Troy University, Troy, USA

Abstract— Electronic learning (e-learning), pedagogy using online technology without physical proximity among the people involved, accelerated due to the recent pandemic and continues its metamorphosis in our endemic world. This new world creates new opportunities to apply e-learning in global contexts, blended with traditional methods as conditions warrant. Four iterations of a model are presented and show this model’s development from its original pre-pandemic structure through pandemic and endemic alterations to its planned update for 2023. Inherent adaptability as well as student satisfaction variables, development of intercultural competence and global identity, testable outcomes, and future possibilities are described.

Keywords: E-Learning, Blended Formats, Intercultural Competence, Global Identity

Revisiting the Work-Related Outcomes in Selected BPO Companies in Metro Manila during Covid 19 and Beyond

Isaias Borres

Department of Management, Graduate School, Our Lady of Fatima University, Valenzuela City, Philippines

Marian S. Ruiz

Department of Management, Graduate School, Our Lady of Fatima University, Valenzuela City, Philippines

Ramon D. Daludado

Department of Management, Graduate School, Our Lady of Fatima University, Valenzuela City, Philippines

Imelda C. Santiago

Department of Management, Graduate School, Our Lady of Fatima University, Valenzuela City, Philippines

Dindo Inso

Department of Management, Graduate School, Our Lady of Fatima University, Valenzuela City, Philippines

Abstract: The Philippines is still a major BPO destination today, with more than a million Filipinos engaged in the estimated \$150 billion BPO industry. Despite its rapid growth, the industry continues to be plagued by significant attrition rates. The study focused on the work-related outcomes (a) job competence, (b) job satisfaction, and (c) job stress and their relationship to the new work environment amidst the COVID-19 pandemic in BPO companies. The purpose of this research is to investigate the influence of several types of flexibility—working time and workspace flexibility—in order to emphasize the importance of employee development and flexibility as crucial parts of sustainable HRM in increasing productivity. Both qualitative and quantitative methods were used in the research. Former and current IT-BPO personnel were asked via an online survey about their experiences, their primary reasons for applying, and, if applicable, their reasons for quitting. The core data generated from the online survey was supplemented with interviews with additional stakeholders such as the government, industry organization representatives, and HR practitioners. There is a significant relationship between the new work environment and work-related outcomes with a p-value of 0.034. Also, there is an existing gap in the self-reported job competence, job satisfaction, and job stress levels of the three groups of respondents. Empirical results suggest that working from home has a considerable beneficial impact on work effort. Furthermore, it was discovered that working from home on a regular basis is essential. The more often employees work from home, the greater the work effort they provide

Keywords: Work Related Outcomes, New Work Environment, BPO Industry, Work Flexibility

Examination of Digital Transformation in Terms of Generations and some Socio-Demographic Variables

İlknur Cevik Tekin

School of Business Administration, Selcuk University, Konya, Turkey

Abstract: In this research conducted in Konya industrial enterprises, it was aimed to measure the generations and other socio-demographic variables of the digital transformation of the employees. It was analyzed whether the responses of the respondents to the scale differ according to their demographic characteristics. Research data were obtained from employees working in hydraulic, machinery and metal industry enterprises in Konya by convenience sampling method. For this purpose, a questionnaire was applied to 400 participants, and 292 data were used in the analysis for various reasons. For the purpose of the research, descriptive statistics, normality tests, reliability analysis, one-way analysis of variance (ANOVA) and T test were performed. While significant differences were found in the digital transformation perceptions of the employees according to the generations and educational status variables, there was no difference in the perceptions of digital transformation according to whether the employees were managers or not. A significant difference was found in the digital transformation perceptions of the employees according to the type of manager.

Keywords: Digital Transformation, Employees

Integrated Web Based Application with Predictive Analysis on Consumer Purchasing Behavior

Jayson Ocampo

College of Science, Adamson University, Philippines

Abstract: As the e-commerce industry grows, firms all around the world are facing tough competition. Stakeholders must thoroughly understand what drives consumers' purchasing decisions to make strategic business decisions that will provide their organization with a competitive advantage. How the data is presented for their analysis is one key that influences how they make decisions. Other businesses are still using excel to manage their daily operations and transactions, which is not good for data analysis. The objective of the proposed capstone project is to develop an integrated web-based application with predictive analysis on consumer behavior for Neon Export Holdings Corporation. This is to help them replace the existing excel that they are currently using to record all their business, church, and charity transactions. This will also aid in understanding the importance of customer behavior analysis for their company's success. It is significant for the organization's marketer to investigate consumer purchase patterns and figure out buyer trends. The proposed capstone project will help the organization in data management and analysis, which will be critical in determining how to change their marketing approach and generate more profitable revenue for the company.

Index Terms: Consumer Purchasing Behavior, Predictive Analysis, Business Intelligence

Algerian Gas and Blue Hydrogen as a Cost Time Alternative for a Progressive Energy Transition

Youssef Ziane

Department of Political Science Research Lab, University of Batna , Algeria

Adel Zeggagh

Professor at the Department of Political Science, Research Lab. LSRMPUDI, University of Batna

Abstract: The global crisis in the supply of fossil energy, especially the supplies of natural gas have been intensified dramatically as a consequence of the persisting Ukraine invasion. This crisis could have devastating impacts not only on the import-dependent countries, but on a world, economy already experiencing hard tremors. As public policy makers are hastily reviewing the feasibility of their plans for energy transition in favor of eco-friendly; renewable and clean but low-cost-energies. This paper aims at examining the domestic/international impact of the global crisis of world-natural-gas- supplies on the energy transition policy in Algeria. First, I will deal with the gas-supplies-crisis effects on plans to enhance the share of clean energies locally with a growing demand for natural and eventually shale gas, on one hand, and on the other hand, the effects of the current global crisis on a possible reconsideration of the proportion of the natural gas in the Algerian energy strategy. A strategy that is targeting local consumption and foreign markets experiencing severe supply shortages. Second, the paper examines the main ecological and cost related components of energy transition using blue hydrogen as a principal alternative. I concluded that the huge Algerian reserves of conventional and shale gas make it an unavoidable and low-cost element in the national/regional 'progressive' energy transition strategy, both because of the persisting failure of foreign markets to reduce their dependence on fossil energies; on uncertain suppliers; and because it is actually least damaging to eco-systems with pipelines already in place to network south-north Mediterranean shores. The paper recommends an intensification of investments in Algerian gas production and blue hydrogen transportation to EU markets, a

trend that may contribute to supplies-crisis mitigation and to better regulating Mediterranean trans-boundary problems.

Keywords: Energy transition; EU; Algeria; gas supplies; blue hydrogen.

Chief Ministers Good Governance Associate Fellowship: Exploring Public Private Partnership for On Ground Solutions

Saumya Khatri

School of Global Studies, Dr. B.R. Ambedkar University, New Delhi, India

Abstract: Chief Ministers Good Governance Associate Programme (CMGGA) is a one-year fellowship program introduced by the State Government of Haryana, India in collaboration with Ashoka University, Sonapat. The program was designed by Samagra, a private management consulting company working in the public sector domain. During the one-year fellowship, young people from varied academic and professional backgrounds are selected as Chief Minister's Associate in different districts where they try to implement solutions to various social issues. The program has been running since 2016 and has entered its eighth year with a record of many successful solutions implemented by the Associates on ground. It aims to build the state capacity in reaching out to the grassroots where free and fair solutions failed to reach. This paper is a case study on the scale and width of impact this unique fellowship emerged out of a public and private partnership that has been able to create in one of the most socially backward states of India- Haryana. The paper takes into account the experiences of CMGGA Associates and the beneficiaries, and what this 'good governance' initiative means for the public private partnerships in governance in Indian context.

Keywords: Good Governance, Haryana, Public Private Partnership, State Capacity Building, State Outreach

The Impact of Organizational Resilience in Post-Covid-19, The Moderating and Mediating Role on Organizational Innovativeness and Employee Turnover Intention

Joy Onyinye Okocha

Humanities and Development, Ostra Hotels Limited, Lagos, Nigeria

Diamond Uchenna Osemene

Humanities and Development, Ostra Hotels Limited, Lagos, Nigeria

Abstract: The recent social and economic environments have dramatically changed the world and significantly impacted Hotels sectors' growth. The sudden coronavirus disease 2019 (COVID-19) pandemic has caused a severe crisis in employee engagement and devastated the global economy. Because of travel restrictions and social distancing requirements, the pandemic has led to significant drops in consumer demand, disruption of productivity in business, and the deterioration of financial conditions. Under these conditions, business survival is heavily threatened (Padmanabhanunni. One particularly salient concern reported by post-covid-19 during the pandemic's initial peak was fear of infecting their families. Reports indicate that a substantial proportion of private and public workers had to isolate themselves from their families to minimize their risk of contagion: this isolation has affected the business heavily: especially hotels and other related companies. The concept of resilience has been widely applied: since after the post-covid. This resilience is to mitigate the failure of an organization's issues. Since it is essential for researchers and policymakers in both developing and developed countries to understand the vital role of change, the study creates its original characterization as "the capacity to absorb disturbance and reorganize while undergoing resilience to retain the development process. There is a growing drive toward function, structure, identity, and feedback resilience). It has been used to examine the

responses of both human and natural systems to change, disruption, and shocks. The term resilience increasingly employee awareness to capture the holistically change. The study of culture is essential to enhance the control rule of organizing works around change areas of resilience. Culture has served as a "boundary object, unifying resilience disparate disciplines in seeking to understand the milestones to manage complex systems. A study of the hotel business in Nigeria found a positive relationship between culture, moderate resilience, and innovativeness. This result was highly innovative to encourage companies to seek better components of organizational culture, suitable resilience dimension, and better independent variables in one framework to improve organizational performance and reduce customer turnover intention.

Keywords: Innovativeness, Resilience, Moderating and Mediating Roles, Hotels Sectors, Employee Turnover Intention

Convention on the Rights of Persons with Disabilities: A Milestone for Women with Disabilities?

Swati Thakur

Department of Political Science and Public Administration, Dr. Shakuntala Misra National Rehabilitation University, Lucknow, India

Abstract: Women in their lifetime are subject to various kinds of discrimination. It is hard for us to imagine the life of a woman who is differently abled. Gender studies often fail to discuss the issue of women with disability. They are a minority within a minority. Women with disabilities experience multiple discrimination all their life, as a woman and as differently abled. They are often denied the fundamental human right to work, marry, or have a family. Even their ability to raise a family is always questioned. In the year 2008, United Nations adopted the Convention on the Rights of Persons with disabilities. This convention for the first time took on the issue of women and girls with disabilities. Article 6 of the convention addresses gender-disability discrimination. Before this convention both, gender and disability had been addressed by the UN in several of its conventions. However, it is the first time that both gender and disability are addressed together. Almost 164 countries have signed the convention. These countries have been taking steps to implement the convention in their respective countries. Has this brought any change in the life of women with disabilities? Or this convention is just a collection of noble ideas. This paper tries to analyse the impact of the convention on the rights of persons with disabilities on women with disabilities with particular reference to India by adopting a descriptive and analytical approach.

Keywords: Women, Disability, United Nations

Energy Consumption and Economic Growth: Testimony of Selected Sub-Saharan Africa Countries

Alfred Quarcoo

Quality Assurance, Central University, Ghana, West Africa

Abstract: The main purpose of this paper is to examine the causal relationship between energy consumption and economic growth in Sub-Saharan Africa using panel data techniques. An annual data on energy consumption and real GDP per capita spanning from 1990 to 2016 from the WDI database was used. The results of the ADF unit root test shows that the series for all countries are not stationary at levels. However, the log of economic growth in Benin and Congo become stationary after taking the differences of the data, and log of energy consumption become stationary for all countries and LGR in Kenya and Zimbabwe were found to be stationary after taking the second differences of the panel series. The findings of the Johansen cointegration test demonstrate that the variables LEC and LGR are not co-integrated for the cases of Kenya and Zimbabwe, so

no long-run relationship between the variables were established in any country. The Granger causality test indicates that there is a unidirectional causality running from energy use to economic growth in Kenya and no causal linkage between EC and GR in Benin, Congo and Zimbabwe.

Nonviolence or 'Ahimsa' Towards Nature: Reflections from Religious Texts of Ancient India

Malvika Ranjan

Department of History, Faculty of Social Sciences, Banaras Hindu University, Varanasi, India

Abstract: The global ecological crises cannot be solved until a spiritual relationship is established between humanity and the natural environment. Religion comes to play a pivotal role at this crucial time. Religions generate worldviews and ethics which underline fundamental attitudes and values of different cultures and societies. In this respect, lessons of environmental ethics derived from religious texts of Ancient India are very significant. They motivate mankind to live in harmony with nature because nature sustains life. The objective of this paper is not only to unravel the ecological significance of the doctrine of Ahimsa for protecting Nature but also to highlight the ways in which the concept of Ahimsa was explained and communicated. In order to study this, an extensive literature survey of the primary literary sources of Ancient India has been done along with the study of secondary sources. The religious literature of Ancient India reflect that Nature worship was an integral part of ancient society. In a verse from the Yajurveda, we find that prayers were offered to all the elements of the natural environment. Earth was held in high esteem in the Vedas. In the Rigveda, Earth has been glorified as Mother Goddess 'Prithvi' and addressed as 'Vishwambhara' (one who nurtures the world). Destroying mother Earth's natural resources was 'Hinsa' or violence against the Earth. The Vedic seers had cautioned human beings long ago- 'Prithvim Ma Hinsee' (Do not harm the Earth). Similarly, Polluting water was considered as "Hinsa' or violence against water and man was warned in the Rigveda – 'Ma Aapo Hinsee' (do not harm water). The most important aspect of Hindu theology is the association of different species of animals and trees with incarnations of deities and this finds expression in many religious texts of Ancient India. The doctrine of Ahimsa or nonviolence towards animals owes its importance to a large extent to this belief. We also find that the principle of 'Ahimsa' has been closely connected with one's destiny. It was believed that the protector of nature earned good fortune or 'Punya' where as the destroyer, was doomed to suffer. In Varaha Purana, it has been stated- that a person who planted trees would never enter the gates of hell and in the Padma Purana, it has been stated that a person who indulged in cutting down of trees was destined to go to hell. Thus, we see that the doctrine of Ahimsa, was linked with the doctrine of Karma. Such reflections from the religious texts of Ancient India still inspire humankind to revere the components of nature, because Nature sustains life. In other words, the lesson drawn from the religious texts is - Man born in the lap of Nature should nurture nature.

Intersections of Gender, Religion and Socio-economic Status: Accessing and Applying Reproductive Technologies in the Muslim Middle East



Firangiz Gulizada

College of Humanities and Social Sciences, Hamad Bin Khalifa University, Doha, Qatar

Abstract: Over the past four decades, assisted reproductive technologies (ARTs) have spread throughout the world, including the Middle East region. Constituting twenty per cent of the global Muslim population, the Middle East and North Africa region has also incorporated newer ARTs and flourished the industry. Nonetheless, in this region, especially in the Muslim Middle East, emerging sexual and reproductive health technologies have mostly been adapted and interpreted within different societal, cultural and religious norms, and several diverging factors have become the determinants of accessing and applying these reconfigured technologies. Thus, the future paper seeks to address the most ascendent decisive constituents that play significant roles in the application of ARTs in the Muslim Middle East. The paper will be espousing an intersectional approach to gender (focusing on women's experiences), socio-economic status and religion to present a thorough insight into the practice of assisted reproduction and will attempt to answer the questions of how the interconnections between socially and culturally constructed gendered norms, religion and socio-economic status affect decisions and behaviours toward accessing and applying reproductive technologies within the Muslim Middle East, and to what extent these positions impact societal well-being in that certain region. Through applying the theory of intersectionality within its main arguments, the paper will be utilising relevant books and research articles along with the descriptive analyses of linked datasets derived from either global or national institutions. Through evaluating convergences and divergences across the region on the research topic, the paper will attempt to evince how the intersections of gender, religion and socio-economic status play an important role in the application of ARTs in the Muslim Middle East and how these intersections are not independent from socially and culturally embedded norms as well.

Keywords: ARTs, Gender, Middle East, Intersectionality

Colonised Bodies: The Case of Palestine

Sundus Saeed

College of Humanities and Social Sciences, Hamad Bin Khalifa University, Qatar Foundation,
Doha, Qatar

Abstract: For Palestinians living under occupation means facing daily violence from baseless military checks of a neighborhood, detention at checkpoints, imprisonment on suspicions of anti-Israeli agendas, forceful home eviction, and severe state-inflicted violence. The Israeli-state-inflicted violence is both structural and intersectional, as their crimes are embedded in the robust systems of racism, occupation, and colonialism. So, when Palestinian women are discriminated against, restricted, and abused, it is due to the intersections of both being a woman and a Palestinian. Israel's violence is informed by racism and colonial plans, as Palestinian women's identity and reproductive abilities threaten its colonial dream. In this paper, I argue that the Israeli occupation strategically targets female Palestinian bodies to control the nation-state's symbol, eliminate the threat of native multiplication, and a possible increase in their generation. In this manner, the female bodies are used as sites of power mobilized for personal gain by the colonial state. I utilize cases of pregnant Palestinian women (i.e., Anhar al-Deek) to highlight Israel's strategic use of military checkpoints and limited access to health care for Palestinians to restrict movement and gain medical control that allows them control over the female Palestinian body for infiltration of Palestine. This shows how Israel's apartheid regime not only occupies the Palestinian land but also occupies Palestinian lives, minds, bodies, and movements. In this case, they inflict both transnational and structural violence as they occupy the indigenous land and indigenous people for eradication from the root.

Keywords: Colonization, Woman, Palestine, Violence, Intersectionality

Co-optation of Transgender Community by the Surveillance State in France Via Gender Identification Laws

Mickaël Rochat

Abstract: In April 2017, the European Court of Human Rights condemned the French state for the conditions the latter imposed on transgender individuals to change their gender on their identification documents. In this context, with the so-called law for modernization of justice of the 21st century of November 18, 2016 (Law J21), changing one's gender in one's identification documents does not require any evidence of surgical intervention or hormones intake. In 2020, enters into force article 61-6 of the French Civil Code, confirming this move and adding that the changes must be translated into the different civil status records. However, I argue that these changes in the law to facilitate the gender change on identification documents in France are not a progress but a dangerous move to incorporating transgender individuals into the surveillance and carceral state. Indeed, these reforms have not removed the marginalization, rejection and prejudices transgender face in their daily life. In the first part of my paper, I will examine the different moves in French law regarding gender change on identification documents and how the law is not applied equally around the country and is only for a certain category of people. The second part of my paper will argue that these reforms, despite their apparent positive move, are a co-optation of a selected part of the transgender community by the surveillance and carceral state to control the population. To meet the objective, the paper will be applying empirical review of existing literature including books and scholarly journal articles, laws and testimonies shared online.

Keywords: Law, Transgender, Carceral State, Identification

A Simple Technique for Logical Arguments



Tharanga Dharaneeta

Philosophy, University of Kelaniya, Sri Lanka, Sri Lanka

Abstract: The purpose of this study is to identify the correct and simple validity technique for arguments in formal logic. It can be defined as the systematic study of the methods and principles of correct reasoning. These reasoning patterns are expressed through arguments. A thought when expressed in language becomes an argument. Logic teaches us the techniques and methods for testing the correctness of different kinds of arguments. It helps to detect errors in our logical reasoning. That's why some logicians define logic as an art of reasoning. As an art, logic provides the various methods and techniques for testing the correctness or incorrectness of arguments. These techniques develop our skills or ability to reason correctly. Deferent logical systems provide various methods to distinguish correct reasoning from the incorrect. But most of them are problematic in different ways. Therefore, should be a necessity to introduce a new testing method to evaluate the formal arguments.

Keywords: Valid, Argument, Reasoning, Formal Logic, Technique

Diaspora, Politics, and The Phenomenology of Place in the Basque-American West: The Case of Mirim Isasi

David Laraway

Department of Spanish and Portuguese, Brigham Young University, Utah, USA

Abstract: One of the newly emerging stories of the colonization of the American west concerns the role played by Basque émigrés who, attracted by opportunities in animal husbandry (particularly sheepherding), played a key role in the formation of ethnic Basque enclaves in western states such as Nevada, Idaho, Oregon, and California in the early 20th century. While the forces that led to the formation of small but significant Basque-American communities have begun to attract serious scholarly attention, the modest literary output of those immigrants remains poorly understood, particularly with regard to their articulation of a new Basque-American imaginary. My remarks in this presentation are focused on a young adult novel called *White Stars of Freedom*, published in 1942 by Basque author Rosita Durán, under the pseudonym of Mirim Isasi. Isasi's novel tells the story of a young Basque shepherd who finds his way to the United States where he fully embraces the culture and values of his host country: the novel's climax consists of the protagonist becoming an American citizen and preparing to enlist in the armed forces during the second world war. Although the work was praised upon publication by none other than First Lady Eleanor Roosevelt, it has been almost completely forgotten by critics and readers, a function, perhaps, of its apparently propagandistic and naive framing of the question of American identity. In this presentation I argue for a fresh interpretation of Isasi's work, arguing that its propagandistic dimensions are better understood in terms of a more complex rhetorical strategy, one that hints at an emerging Basque-American identity which is predicated upon the moral dimensions of a phenomenology of place.

Reinvigorated Human through Reframing Education for Sustainable Society and Environment



Vibha Joshi

Department of Economics, Vasanta College for Women, Banaras Hindu University, Rajghat, Varanasi, India

Abstract: In recent times, the world has made remarkable advancements in economic development, income and wealth increase, life expectancy, education, quality of life, and overall human well-being and capabilities. Still, we can see the incidence of extreme deprivations and inequality, gaps in opportunities. According to the first quadrennial Global Sustainable Development report, "those who have just moved out of extreme poverty and people who do not have any form of social protection remain highly vulnerable to economic and environmental crises, climate change, armed conflicts, and other shocks." Growing economic, social, and gender inequality reduces the opportunity for the poor and marginalized people in society. We all know that poverty and inequality are closely interrelated, so eradicating poverty and reducing inequality goals should be addressed hand in hand. We require expanding interventions and measures to address poverty's multidimensional and overlapping nature in every possible dimension of well-being to advance human well-being, Economic growth and sustainable development are the key terms for transforming our world, and human capital is the greatest asset in remaking the world a better place to live. People, the human capital, needs material well-being, health, education, a better environment, resilience, increase in people's capabilities and opportunities. It's a well-accepted thought that health and education are not mere outcomes of economic development; however, they are the essential means of achieving the SDGs and transforming the world to the

desired level of sustainability. This paper aims to consider the role and importance of the right education for reinvigorating human capital as the primary determinant of ecological, social, and economic development and sustainability. The methodology adopted in this paper is to discuss education as the essential foundation for improved human capital with particular references to India's new National Education Policy (NEP 2020) and the teachings of J Krishnamurti on the right education for a sustainable society and environment. National Education Policy (NEP), 2020, provides a significant opportunity to focus on "human development," enabling every student to develop to their maximum potential. The NEP focuses on foundational literacy and numeracy, with the increased focus on involving parents in education and using technology effectively to bridge the digital divide to lessen the threat of learning crisis after the COVID-19 pandemic severely disrupted education in the world, including India. J Krishnamurti, in his talk (Krishnamurti's Talk in India, 1948), says, 'you know that, throughout the world, education has failed, because it has produced the two most colossal and destructive wars in history; (unfortunately we are at the verge of third World War) and since it has failed, merely to substitute one system for another seems to me to be utterly futile.' Further, Krishnamurti says, 'First of all, to understand what part education can play in the present world crisis, we must understand how the crisis has come into being. Without understanding that, merely to build on the same values, on the same ground, on the same foundation, will bring about further wars, further disasters. So, we must first investigate how the present crisis has come into being, and in understanding the causes we will inevitably understand what kind of education we need". We need holistic education to change our thinking patterns, feelings for the surrounding environment, and attitudes toward our fellow humans for a sustainable society and the environment. The future is always determined by what we think and do now. We cannot change the past, but together we can make better choices necessary to realize our dreams and ambitions for sustainable economic development with advanced and invigorated human beings in a safe environment and a peaceful world.

Keywords: Human Capital, Invigorated Human Beings, Sustainable Development, NEP, J Krishnamurti, Right Education

Impact of COVID-19 on India's International Trade



Kalpalata Dimri

Department of Economics, Vasant Kanya Mahavidyalaya, Affiliated to Banaras Hindu University, Varanasi, India

Abstract: International trade in the 21st Century has been characterized by Global Value Chains (GVCs); where production is broken into smaller activities carried out in different countries. GVCs have increased interdependency amongst countries like never before. After the outbreak of Covid-19, lockdowns and social distancing became important tools to break the chain of virus transmission. This inadvertently also broke the GVC. Over the last 2 decades, India has been integrated into the GVC system, and was immediately exposed to the downward spiral resulting from the pandemic. India's overall merchandise trade declined. The service trade declined as well, led by travel, transport and financial services. The country also witnessed an immediate capital flight, which rebounded soon. As the world begins to tide over Covid-19, there is an opportunity to build back better. India, given its strong macroeconomic fundamentals, is crucial in developing an alternate GVC which is transparent and resilient.

Objective: To assess the impact of Covid-19 on various components of India's external trade (merchandise,

services and capital), and analyze if the crisis has resulted in any structural changes in these categories. **Methodology:** This study is based on secondary data gathered from the government of India publications, contemporary journals and newspapers discussing the problems of Covid-19.

Conclusion: India's external trade has largely rebounded, owing to buoyancy in the services and capital markets. This has been achieved due to prudent monetary and fiscal policies adopted by the Government, as well as growth witnessed by India's major trading partners.

Commodity Price Fluctuation and their Impact on Monetary and Fiscal Policies in West Africa

Gideon Tobechukwu Somty Nweze

HR Manager, Hitech ICT Network Solution, Nigeria

Abstract: Commodity prices play an important role in economic developments in most of the 17 Western African countries covered in this paper. It is confirmed that in the light of rising commodity prices between 1999 and 2005, net oil exporters recorded strong growth rates while net oil-importing countries – albeit benefiting from increases in their major non-oil commodity export prices – displayed somewhat lower growth. For most West Africa countries' economies, inflation rates appear less affected by commodity price changes and more determined by exchange rate regimes as well as monetary and fiscal policies. While passthrough effects from international to domestic energy prices were significant, notably in oil importing countries, second-round effects on overall prices seem limited. Governments of oil-rich countries reacted prudently to windfall revenues, partly running sizable fiscal surpluses. A favorable supply response to rising spending as well as sterilisation efforts and increasing money demand also helped to dampen inflationary pressures. However, substantial excess reserves of commercial banks reflect challenges in financial sector developments and the effectiveness of monetary policy in many West Africa countries. Given currently widely used fixed exchange rate regimes, fiscal policy will continue to carry the main burden of macroeconomic adjustment and of sustaining non-inflationary growth, which remains the key policy challenge facing West Africa authorities.

Keywords: Africa, Fiscal Policy, Monetary Policy, West Africa, Growth

Critical Race Theory (CRT) and Legal, Economic, and Educational Systems



Carolyn Stone

Counselor Education, LSCSM Department, University of North Florida, Jacksonville, USA

Abstract: Critical Race Theory began with the legal field in the 1970s to explain the contradictions between the legal equality achieved through the civil rights struggle and the ongoing visible difference in the impact of the law across racial groups. Currently, in the U.S., CRT has become an approach to race relations that asks white people to consider their advantage within the legal, educational, economic, and business systems. Recently critics have made CRT a catchall target for opposition to equity efforts, affirmative action and “wokeness” in general (Jackson, 2021). The conversations were reignited during the Black Lives Matter movement during the

summer of 2020. CRT is about people of color and the role race and racism has played in systems, practices, policies, laws, and research against people of color. This presentation is intended to ignite a discussion around the tenets of critical race theory and the cumulative injustices in systems.

Examining the Relationship between Emotional Intelligence, Job Satisfaction, and Job Performance: Study of Banking Sector Employees

Kashif Yousaf Badar

Department of Business Administration, University of Gujrat, Pakistan

Abstract: Latest research study outcomes are collecting proof that Emotional Intelligence is positively linked with key job performance. Therefore, study on emotional intelligence normally done in medical, administrative, psychological and business fields in the developed world; thus, here is a less research study on emotional intelligence in banking sector. The purpose of this research is to find impact of emotional intelligence on job satisfaction and job performance and job satisfaction as the mediator among the employees of the banking sector. The current research founded on (Mayer and Salovey's, 2000) emotional intelligence ability model. Sample was taken consists of 300 employees of six banks who filled self-managed questionnaire and out of 208 usable questions entered in SPSS23 for reliability and correlation. Factor analysis to test model fit, and for hypotheses and mediation SEM was used through AMOS 21. The study revealed that emotional intelligence is significantly connected with job satisfaction and job performance of employees. The results confirm job satisfaction mediatory role in association between emotional intelligence and job performance of employees. It is recommended that emotional intelligence may be utilized to forecast job satisfaction and job performance, thus emotional intelligence theory can be understood and its implications' can be encouraged for employees through the banking sector in Pakistan.

Keywords: Emotional Intelligence, Job Satisfaction, Job Performance, Pakistani Banking Sector, Factor analysis

Does Financial Literacy Reduce the Vulnerability of Financial Conditions During COVID-19?



Armania Putri Wardhani

Department of Business and Finance, Diponegoro University, Kabupaten Pekalongan, Indonesia

Abstract: This study examines the relationship between financial literacy and financial vulnerability during COVID-19. It further examines whether financial literacy has a different impact on financial vulnerability based on psychological (financial trust), economic (wealth) and social (race) factors. The authors used data from the Central Bureau of Statistics of the working age group, collecting six different data sets collected over different time periods to conduct this study. Based on the literature study and observations of 100 households in the working age group (15 – 64 years), the authors conducted a logistic regression analysis to test the proposed relationship. This study is one of the first studies to examine the antecedents of financial vulnerability. Based on

time lag data, the author's study examines the relationship between financial literacy and financial vulnerability. Although scholars have investigated financial literacy and its implications, scientific work in this domain during COVID-19 is very limited. This study contributes to the literature by examining the effect of boundary conditions that can change the impact of financial literacy on the vulnerability of financial conditions.

Keywords: Financial Literacy, Financial Fragility, Financial Vulnerability, Financial Confidence, Wealth, Race, COVID-19

Role of Business Incubators and Social Capital on Innovation and Growth of Firms: Evidence from Ethiopia

Hailemariam Gebremichael Gebretsadik

College of Business and Economics, Addis Ababa University, Ethiopia

Abstract: To satisfy the high need for ICT entrepreneurship and rectifying the weak entrepreneurial culture in Ethiopia, the country has established ICT Business incubation centers with the intention of preventing business failures, promoting innovation; accelerate the growth and success of firms. This study investigates the role of business incubators and social capital on innovation and growth of firms in Ethiopia. In this research innovation and growth of firms were considered as dependent variables whereas business incubation and social capital were treated as independent variables. The researcher employed e-mailed survey among 137 tenant SMEs (SMEs that joined and/or graduated to/from the Business incubation centers available in Ethiopia to collect the data and obtained 113 responses which were appropriate for this research. The result of this study reveals that the dimensions of business incubation (physical resource, business support and networking) have a significant impact on innovation of SMEs but these dimensions of business incubation do not show a significant effect on the growth of firms. On the other hand, the dimensions of social capital (structural, cognitive and relational) show positive significant impact on the likelihood of SMEs to grow but not for the innovation of firms. Moreover, the result of this study indicates that the dimensions of business incubation and social capital together have a significant effect on the likelihood of tenant firms to innovate and grow.

Keywords: Business Incubation, Social Capital, Innovation, Growth, Tenant Firms, Ethiopia

The Importance of Complaint Management in Attribute-based Shopping



Farzaneh Soleimani Zoghi

International Business and Leadership, SRH University of Applied Sciences, Berlin, Germany

Abstract: The aim of this study is to identify the attributes which play a significant role in customers purchase preferences. Attribute-based shopping is a purchase method which matches customers individual desires with the purchase of product/service. Looking at the most complaint attributes mentioned on online reviews by hotel guests could provide a greater understanding of the dynamics of poor reviews and their impacts on customers purchase decision making and satisfaction. The study is designed as explorative and inductive. The methodological approach is a content analysis on secondary data and the data used in this research is scraped

from Booking.com. The original dataset contains 515000 customer reviews and scoring of 1493 luxury hotels across Europe. The data related the hotels in Italy have been extracted from this dataset and has been analyzed separately for the purpose of current study. Findings of the study certify that the most common complaints are related to front desk staff, bathroom issues, room cleanliness, and guestroom noise issues.

Keywords: Attribute-based Shopping, Complaint Management Online Reviews, Customer Satisfaction, Reputation Risk, Hospitality Business.

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Perceptions Of Vietnamese Youth Regarding Public Service Motivation: An Experiment with Q Methodology



Phan Windy Thi-Ngoc-Minh

Department of Public Administration and Policy, National Chi Nan University, Taiwan

Abstract: Public Service Motivation (PSM), in recent years, has received more concerned from many scholars and practitioners of public administration discipline worldwide, and Vietnam is not an exception. Perry (1990,1996,2014) illustrated a PSM measurement scale, which includes 24 items in four dimensions: (1) attracting public policy, (2) commitment to the public interest, (3) compassion, and (4) sacrifice. This article's purposes are twofold: firstly, testing Perry's scale in Vietnam, a communist nation, and then addressing the following question: How the individual concepts about PSM of Vietnamese students are different from each other? To be more precise, students who are enrolling in the Business Administration Program and Public Administration Faculty in the first year and last year in university participate in the survey. Q-Methodology was utilized both to examine the motives of these students and to hope to identify the thinking of potential employees in public and private sector in the near future.

Keywords: Public Service Motivation, Student Thinking, Q-Methodology, Perceptions, Vietnam

Global Vaccine Access as a Human Right: A Global Duty of Assistance & a Subsistence Basic Right

Faris Zwirahn

Department of Near Eastern Studies, Princeton University, USA

Abstract: There are basic foundational facts and principles required to reach the basic circumstances for human rights to exist in the first place. And these are basic global subsistence needs which human beings require to be able to demand and/or enjoy their human rights. Being alive, in reasonably good health, and with a certain level of physical security are some of the most basic needs and conditions we must first achieve in order to enjoy our global human rights. Simply put, all our human rights are threatened if our physical security is threatened. Thus, when viral deadly pandemics (like COVID-19) threaten the health of certain people or even their mere existence in some parts of the world, and at the same time certain other people (wealthy western liberal societies) have the means to prevent such harm, this becomes a global human rights justice issue. Therefore, providing the necessary means (vaccines and medications in this case) to prevent physical harm enables us to enjoy our human rights. Here we can argue for more equitable vaccine access. That said, do western liberal democratic societies have a duty to assist other nations gain access to vaccines? If making the case for equitable global vaccine access a human rights issue, does that mean vaccine nationalism arguments and policies violate other nations' human rights and deprive them of basic subsistence needs? Utilizing Shue's subsistence and basic rights principles, and Rawls's duty of assistance, I will answer these questions by making the case for a more equitable global vaccine access from a basic liberal values perspective.

Keywords: Human Rights, Subsistence Basic Right, COVID-19, Global Justice, Vaccine Nationalism

The Polemic of Morality Police and Sharia Criminal Offenses Enforcement in Democratic Countries with Muslim Majority: A Comparative Study of Malaysia-

Indonesia



Aldi Nur Fadil Auliya

Faculty of Social Science, Indonesian International Islamic University, Indonesia

Abstract: This paper investigates political turmoil related to why a democratic country with Muslim-majority has Morality Police and Sharia criminal offences, while others do not. The presence of Morality Police, having the authority to arrest individuals who violate Syariah Criminal Offences such as ‘khalwat’ or close-proximity has been intriguing many quarters, particularly due to claims that it encroaches on personal freedom and violates human rights. This paper employs process tracing for theory-building and conduct comparative history in Malaysia and Indonesia as a case-study. The author argues that the regime in a democratic country with a Muslim majority is more likely to impose a religious restriction policy when confronted with the vulnerability of political survival, which is a combination of two threats: intense political rivalry between religious parties and weak social capital in the community to promote religious inclusivity. The authors' findings from the Malaysia case show that the electoral competitiveness between religious parties and weak social capital to promote religious inclusivity pushed the ruling regime to set the most accessible alternative policy – imposing sharia restrictions. Meanwhile, the authors' findings from the Indonesian case show that the competition among religious parties that is more dynamic has reduced the electoral competitiveness and combative Islamic politicization, and strong social capital in Indonesia to promote religious inclusivity has provided many options for the ruling regime to not impose Sharia restriction policy.

Diplomatic Assurances in International Law

William Worster

Faculty of Law, The Hague University of Applied Sciences, The Hague, The Netherlands

Abstract: Diplomatic assurances issued by states declaring that they will not mistreat individuals returned to them occupy a strange middle ground between being legal and non-legal obligations. States assert that they are non-binding, yet at other times, that they are binding. However, this assertion may not be the end of the discussion. The International Court of Justice and other tribunals have concluded that similar instruments were binding, states have disagreed that certain similar instruments were binding, and the Vienna Convention on the Law of Treaties and its travaux preparators do not appear to contemplate non-binding instruments. This paper is a case study of diplomatic assurances but by necessity touches on the delicate question of whether certain texts are treaties, promises or non-binding political statements. International law, and law in general, requires a binary approach to obligation. All communications must be binding or not, even if the fit is not precise. Through this study we will find that some of the obligations in certain assurances can be understood as legal and some not. We will attempt to state the current methodology for determining which obligations are legal under the law of treaties and law on binding unilateral promises. The paper begins with some background of the legal environment of diplomatic assurances and their use in cases of expulsion. The paper then turns to discuss the legal nature of diplomatic assurances, proceeding to address various possibilities for legal value as treaties and as binding unilateral statements. This paper will not examine the legal value of diplomatic assurances solely

under customary international law other than the way in which customary international law might further refine the treaty definition. In order to identify whether any assurances are contained in legal acts, this study identifies a pool of relevant assurances, and qualitatively analyzes whether any of those are contained in treaties or binding unilateral statements. To the best knowledge of the author, this is the first large scale, qualitative analysis of assurances as a group of instruments that accounts for their heterogeneous nature. It is also the first study to identify the indicators of whether an instrument is a treaty or promise.

Using Stakeholder Theory to Explore the Effectiveness of Festival Activities



Ke-Tsan Wei

Tourism, Recreation and Leisure Studies, National Tung Hwa University, Hualien, Taiwan

Abstract: This research uses in-depth interviews and stakeholder theory to explore Green Expo Activities held in Taiwan. The main purpose of this study is to understand the motivation of stakeholders to participate in the event and the various benefits brought about by the event through interviews. Difficulties with regard to the execution of activities. The research results show that the motives of stakeholders in participating in activities are different. For example, the organizer (government unit) is mainly to promote the green concept, stimulate spring tourism activities, and improve tourism economic benefits; the organizer (consortium) is mainly to , practice the three concepts of ecology, life and production and operate the green expo sustainably; the cooperation units (official organizations and BOT organizations) are mainly to improve ticket sales (strategic alliance, one ticket can visit three places) and promote local culture; local Organizations (local community associations and civic associations) are mainly to activate the community, increase revenue, and expand visibility. Among the benefits brought about by holding the Taiwan Green Expo, all stakeholders believe that this event can promote the local tourism economy (accommodation, catering, other businesses, etc.) and enhance the reputation of the region; It can also stimulate the tourism market and activate the tourism economic system. In addition to the benefits of the above-mentioned activities, the difficulties encountered by various stakeholders in participating in festival activities are also different. The difficulties encountered by the organizers and the organizers mainly lie in "insufficient budget and innovation difficulties", cooperation and cooperation. The difficulties encountered by units mainly lie in "the theme of festival activities is less attractive", and the difficulties encountered by local organizations are mainly due to "lack of communication channels and difficulty in coordinating the theme" and other factors.

Keywords: Stakeholder, Motivation, Benefit

Sportainment: A New Ecosystem for the Sport Industry- Opportunities and Challenges for Asia



André Richelieu

Phd, Full Professor, Consultant & Expert in Sportainment, School of Business, Uqam University, Montreal, Canada

Background: The purpose of this paper is to analyze the dynamics that exists between the different stakeholders that are now part of the ‘sportainment’ industry. Indeed, sport, music, video gaming, social media, TV, streaming and other forms of entertainment are merging and competing for consumers’ time and money. In this new era, branded entertainment through sport can become a strategic lever to help organizations differentiate themselves from the competition and cajole individuals to consume their respective brands. Besides, what are the opportunities and challenges for Asia?

Methods: This is a conceptual research based on an extensive literature review. Borrowing from Schumpeter’s ‘creative destruction’ theory enabled us to understand the reshaping of the sport industry boundaries into sportainment. This theory was complemented by Debord’s society of the spectacle, Gabriel’s age of entertainment and Derrida’s epoch of desire and enjoyment. Furthermore, the Covid-19 pandemic has acted as an accelerator for innovation (‘tech-celeration’). An illustration of the latter phenomenon is the implementation of Artificial Intelligence for delivering immersive added-value brand experiences. This is in line with ‘gamification’ which incorporates gaming techniques and game-style rewards in order to increase customer engagement and loyalty.

Findings: We started by segmenting the clientele according to its connection with sport in the era of the spectacle, by considering three sportainment layers (1. Sport [game on the field]; 2. Sport + Entertainment from traditional sport actors; 3. Sport + Entertainment from traditional & non-traditional stakeholders). This allowed us to position the stakeholders in accord with their relationship with sportainment, encompassing traditional and non-traditional stakeholders who gravitate around the industry. In addition, the specific case of Asia is addressed. Sportainment can be integrated into the place branding strategy and the development of a ‘soft power’ for Asian cities and countries. Consequently, Asia could become the next sportainment hub in a world that appears increasingly volatile.

Discussion: Sportainment has been magnified by the society of the spectacle, the notion of life as entertainment, as well as by desire and enjoyment. The study has highlighted how stakeholders can leverage ‘sportainment’ in order to deliver an added-value brand experience to fans, by segmenting audiences according to their association with sport. It has also discussed what role Asia could play in this new era of sportainment, by combining sportainment and place branding strategies to differentiate itself globally.

Keywords: ‘Sportainment’, Spectacle, ‘Gamification’, Experience, Strategy, Place Branding

Importance of Leadership During a Time of Crisis

Courtley Pharaoh

School of Business and Finance, University of the Western Cape, Bellville, South Africa

Prof DJ Visser

School of Business and Finance, University of the Western Cape, Bellville, South Africa

Abstract: Purpose: This study aimed to identify why leadership is an important competency during a crisis through the perception of stakeholders who experienced and lived through a crisis. **Introduction:** During the #FeesMustFall student movement, South Africa Executive Management was scrutinized by various stakeholders for their management of the student crisis. This process raised the question of whether executive management possessed the appropriate management competencies to manage during a time of crisis.

Methodology: This exploratory study made use of a mixed-methods research design to establish the management competencies deemed as important during a time of crisis, as well as to establish the reasons behind the importance, as perceived by the stakeholders. A self-administered questionnaire incorporating open-ended questions was used to identify and explore the management competencies and the respective importance of each.

The Results: The findings of the study, as perceived by the stakeholders during a time of crisis, not only identified that leadership is an important management competency but also highlighted why these competencies are deemed as important by the stakeholders.

Conclusion: This study, through the lived experience of stakeholders at a national university, who lived through a student crisis identified and motivated why its leadership believed that leadership competency is important during a time of crisis. The researcher recommends further studies at other universities affected by the #FeesMustFall movement within South Africa.

Keywords: University, Crisis, Leadership, Management Competencies, Crisis Management Competencies, Fees Must Fall

Using Big Data to Assess Press Sentiment's Influence on RCEP Membership

Bradley Richard Barnes

School of Business, The Hang Seng University of Hong Kong, Hong Kong, China

Extended Abstract: Background: Perceptions about the Regional Cooperation Economic Partnership multilateral free trade agreement in 15 countries were explored using sentiment analysis covering 7.6 million news articles. The tone of the news coverage was taken as shaping and also reflecting public sentiment towards the agreement. The RCEP is considered to be one of the largest free-trade deals ever, surpassing the US-Mexico-Canada Agreement, the Canada-European Union Comprehensive Economic and Trade Union and the Transatlantic Trade and Investment Partnership. It is also the first such agreement linking the ten East Asian signatories with five major trading partners. The fifteen account for almost a third of the world's population and gross domestic product (GDP).

Approach and Hypotheses: The Global Database of Events, Language and Tone (GDELT), an online repository of global news was used to extract the relevant data in this study. Sentiment about the RCEP in different economies was used to evaluate and identify influential factors since 2017. The following hypotheses are posited: H1. The tone of sentiment at the RCEP country member (and non-member) level is positively associated with RCEP sentiment at a global level. H2. Global sentiment surrounding the RCEP is positively influenced by the global sentiment of US-China relations. H3. Global sentiment surrounding the RCEP is positively influenced by the global sentiment of China-India relations. H4. Global sentiment surrounding the RCEP is negatively influenced by the global sentiment relating to the linkages between China and Covid-19.

Analysis: Ordinary least squares regression was used to test the hypotheses. First, the data signal that online news from anywhere related to the RCEP is positively associated with global RCEP sentiment (adjusted R-square of 0.73, $F = 462.07$, $p \leq 0.001$). Among all these sources, news from the US in particular had the strongest positive association with overall RCEP sentiment ($\beta = 0.57$, $p \leq 0.001$), followed by China news. Thus, H1 was fully supported. Global RCEP sentiment is influenced by global sentiment about China-US relations ($\beta = 0.08$, $p \leq 0.001$), so H2 is also supported. However, global sentiment about China-India relations was not a significant predictor of global RCEP sentiment, so H3 is not supported. Finally, global sentiment about the China-COVID connection is also a significant predictor of global RCEP sentiment ($\beta = 0.11$, $p \leq 0.001$), supporting H4. The F-

value for the US-China relations is 287.87, for China-India relations is 324.26 and for COVID-19 it is 1447.44. All three factors have p-values <0.001.

Conclusion: The findings reveal that China and COVID-19, India-China relations and US-China relations all proved significant predictors of sentiment. Through drawing on big data, the study provides an alternative research approach using rapid retrospective learning to help examine complex business relations, which traditional research methods may not be easily able to achieve. This approach constitutes something of a departure from traditional international business research. Advances in the availability of large volume data, coupled with affordable computing power have greatly facilitated the use of such techniques. Several implications are extracted from the study and avenues suggested for future research.

Abusive Supervision and its Negative Effects - Improvement Programs and Psychological Response of Employees

Chih-Chi Lee

Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Chi-Tung, Tsai

Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Abstract: One of the factors that influences employee turnover is the leadership style of the supervisor. Appropriate leadership style can effectively motivate employees, enhance their psychological security and organizational performance; abusive supervision can cause psychological turmoil among employees and bring many negative effects to the organization. The purpose of this study is to investigate the abusive supervision of Company K and the subsequent adverse consequences. The results show that abusive supervision can indeed lead to negative consequences such as psychological insecurity, lower self-efficacy, and increased turnover intention of employees. Therefore, this study proposes three improvement plans, and suggest that organizations should try to reduce abusive supervision and avoid talent loss and hidden costs.

Talent Recruitment Management in the Technology Industry in the Age of Lack of Labor—Taking Company K as an Example

Yu Jen Chang

Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Abstract: In recent years, labor shortages have swept across the globe and have impacted the balance of supply and demand in Taiwan's labor market. The decrease in the young labor force due to the sub-replacement fertility, coupled with the increase in the number of job openings in the labor market, has given job seekers more choices, which has led to unsatisfactory recruitment by companies. In addition, the epidemic factor has caused a sharp decrease in the number of migrant workers, further exacerbating the manpower shortage problem. This study takes Company K as an example and examines the situation that it is facing a serious shortage of industrial talents, and is unable to smoothly deploy manpower in the face of capacity enhancement. Company K's current recruitment mainly uses platforms such as manpower banks to search for suitable talents, and is unable to effectively attract talents due to external factors such as salary and location, and lacks the flexibility to respond to fluctuating manpower demand. Therefore, this study proposes three suggestions from short-term to long-term, including making good use of internal recruitment channels, reducing talent push, and enhancing employer brand image, to enhance the company's pull-on talent, alleviate recruitment pressure, and respond to environmental challenges.

Human Resource Development for Small and Medium-Sized Enterprises with a Hybrid Work Model: A Case of I-Tech Company

Wei Chi Chen

Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Chi-Tung, Tsai

Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Abstract: Affected by the impact of the covid-19 in recent years, many companies have gradually adopted a hybrid working model. When faced with unexpected situation, small and medium enterprise are less able to use resources flexibly than large enterprises. As a result, companies may suffer from poor operations or close down. In addition, are likely to feel anxious and panic when they receive the change of work pattern within a short period of time, which will affect their performance, work attitude and willingness to leave the company. This study found that the turnover rate of Company I reached a new high after implementing the hybrid work model. In order to retain talented people and increase the competitive advantage of the company, the researcher investigated the reasons for employees' departure and the change of employees' mentality after the implementation of the hybrid work model in small and medium-sized enterprises. Therefore, this study proposes to use exit questionnaires and interview questions to understand employee turnover factors in response to the talent crisis faced by companies.

The Expenditure Cascade among Rural-to-Urban Migrants in Vietnam

Hung Thai

Faculty of Sociology, Pomona College of the Claremont University Consortium, United States

Abstract: This paper examines the monetization of family life among rural migrants from the Mekong Delta to Ho Chi Minh City, Vietnam. The presence and dramatic rise in recent years of workers from rural areas of Vietnam to the economic center of the country have created numerous social contradictions and personal inconsistencies in the spatial typologies of the region. These rural-to-urban migrants have become visible in different regions of rural Vietnam as they bring back money to their home villages and spend them on externally verifiable goods, such as housing and clothing. In this paper, I establish that these rural migrants are increasingly turning to the home villages as one response to their economic exclusion in the city, where they are unable to keep up with the cost of living, as well as a response to the rise of competitive spending in their home villages. These rural relatives are returning to a village and are bringing consumption behaviors and dynamics with them and exercise them at the family level through monetary circulation. I show how they have changed the fabric of rural life by raising the "expenditure cascades" among their families, thereby potentially producing many forms of social inequalities, including the acquisition of consumptive debts. This paper utilizes more than 100 depth interviews and seven years of ethnographic data to analyze the pleasures, contradictions, and tensions within the context of rural-to-urban migration.

The Historical and Social Role of the First Slovak Womens Periodical, Dennica

Eliška Gunišová

Department of Slavonic Studies, Faculty of Arts, Masaryk University, Brno, Czech Republic

Abstract: The first Slovak women's periodical "Dennica" has had a very important place in Slovak literature. The author of this paper does not want to point out the literary importance of "Dennica", however it was a

periodical where a lot of significant writers published their literary outputs. This article attempts to present the role of the first Slovak periodical for women and its historical and social conditions. This paper explains what Terézia Vansová (female editor of “Dennica”) main aims were and what “Dennica’s” biggest merits for Slovak society were.

The Importance of the Holiday Trips to Support, Promote and Develop the Czech Slovak Reciprocity

Jana Bujnakova

Department of Slavonic Studies Faculty of Arts, Masarzk University, Brno, Czech Republic

Abstract: At the last third of 19th century, when the Czech-Slovak and Slovak-Czech Cultural and Literary reciprocity basically had not existed yet, there were a very few individuals who put their focus into this direction and started to organize and promote the holiday trips. Those were organized from “developed” Czech environment to the “poor”, but exotic traditional Slovak regions, where any access towards the education was impossible, predominated was strong religion orientation, societal misery, and alcoholism. However, names such as Josef Kajetán Tyl (1808-1856), Czech dramatist, writer and actor or Adolf Heyduk (1835-1923), Czech writer and poet put the focus on the issue of the “younger and weaker brother” Slovakia. Rudolf Pokorný (1853-1887), the spiritual creator of the idea of Czech-Slovak reciprocity, had continued and developed the idea and realized 3 very important trips to Slovakia. The aim was to get to know people, traditions, environment and to identify the areas, where the help could make a difference. He also focused to “build the bridges” and moved things forward. The overlap had big impact on the local culture and had brought the opportunities for Slovak activists from the field to expand their work to the Czech environment. Literary works were published as the results of this cooperation. Although Pokorný made small steps, from today’s perspective it has led towards the 1st Czech-Slovak Republic and the literature and culture were driving forces.

Psychological Implications of Counseling of Arjuna by Krishna in the Bhagavad Gita and its Relevance in the Contemporary Field of Psychology

Sunita Sehrawat

Humanities, GD Goenka university, Gurugram, India

Abstract: The Bhagavad Gita is a multidimensional, multifaceted and a pithy book by Maharishi Vyas. Easwaran very aptly designate it “a manual to life”. The book is endowed with extremely beneficial knowledge to survive joyfully in all conditions of life. It not only provides a strong and clear perspective towards life but also give insight for an understanding the self eventually leading us to spiritual elevation which is the goal of life. The psychology embedded in the Bhagavad Gita is very thorough and if exploited well it can do wonders in the field of psychology. Rangaswamy rightly said that “The Bhagavad-Gita is the masterpiece of psychotherapy”. Arjuna, the best archer of all the times got confused when he was looked upon as the most skilled one among all on the battlefield. Arjuna is a representation of all men in the state of confusion and becoming fearful when a situation of crisis occurs. An anxious and bewildered Arjuna sought guidance from Krishna, intaking decision, to fight or not to fight. This paper intends to present a psychological analysis of Arjuna’s state of mind on the battlefield, its similarities with the modern psychoanalysis of Freud and the relevance of this analysis in the contemporary field of psychology.

Keywords: Bhagavad Gita, Counseling, Psychotherapy

Mobile Commerce Adoption

Kayhan Tajeddini

Institute for International Strategy, Tokyo International University, Saitama, Japan

Abstract: Although recent advancements in mobile commerce have made significant headway in developed countries, their adoption in many developing countries remains well behind predictions. This study extends the unified theory of acceptance and use of technology (UTAUT2), incorporating location-based services and service ubiquity reflecting the unique characteristics of mobile commerce services to investigate the factors influencing mobile commerce adoption. In addition, perceived credibility is added as a determinant of mobile commerce adoption by anticipating that privacy and security concerns may hinder customers from adopting mobile commerce. Findings stemmed from a self-administered questionnaire survey conducted with 342 mobile commerce users from Pakistan, revealing that habit, performance expectancy, effort expectancy, facilitating conditions, hedonic motivation, and perceived credibility positively influenced the customers' behavioral intention to use mobile commerce. Moreover, the findings uncovered that location-based services and service ubiquity positively enhanced effort expectancy and performance expectancy.

Keywords: Service Ubiquity, Location-Based Service, Perceived Credibility, UTAUT2

Turkey as a Center of Islamic Common Market; Gravity Model Approach



Ibrahim Guran Yumusak

International Trade and Finance Faculty of Business and Management Sciences, Sabahattin Zaim University, Istanbul, Turkey

Ahmed Cemaleddin Gülenay

International Trade and Finance Faculty of Business and Management Sciences, Sabahattin Zaim University, Istanbul, Turkey

Abstract: This paper initially employs the gravity model in order to analyze the trade data of selected 23 OIC countries and its 4 different subgroups. Then it applies stochastic frontier analysis to the model to gain efficiency scores and uncapped trade potential among countries in order to determine whether the group would have trade creation effect once they go for a Common Market structure. According to the statistical results the 23-country group give statistically significant results while deriving a %62 uncapped trade potential among group countries. Additionally, the 13-country subgroup also gives statistically significant results while deriving a %59 uncapped trade potential among them. While there is a limited number of studies in Türkiye which applies stochastic frontier analysis to the gravity model and gains efficiency scores, this study is the first to employ the method for OIC countries in order to determine the best possible country group for an Islamic Common Market without having trade diversion affect. The purpose of this study is to determine the Common Market options for Türkiye in the scope OIC in order to be a reference point for future Common Market initiatives.

Keywords: Gravity Model, Stochastic Frontier Analysis, Islamic Common Market

Toxic Leadership: Behaviors, Characteristics, and Consequences

Dr. Franco Gandolfi

Faculty of Management, California Institute of Advanced Management, Alhambra, California

Abstract: Toxic leadership is a type of leadership that is destructive to members of a team, an organization, and society at large. It is ubiquitous and ever-present in a variety of settings. Yet, within the larger body of the leadership literature, toxic leadership accounts for a surprisingly small percentage of the leadership research. There are dozens of widely known and well documented cases of the devastating consequences of toxic leadership. So, why is there such little scientific interest in conceptualizing and operationalizing toxic leadership? This paper explores the multi-faceted elements of toxic leadership and reviews the behaviors, characteristics, and consequences associated with toxic leadership. The paper demonstrates what healthy leadership looks like and presents a working definition of toxic leadership. Such a working definition is vitally important to allow the academic community to build upon for further study and research.

Keywords: Leadership, Toxicity, Health, Toxic

Remote Work, Emotional Exhaustion and Task Performance Relationship Self-Control as a Moderator

Yu-Cheng Wu

Graduate Institute of Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Chen-Hsien Lin

Graduate Institute of Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Yi-Hsin Pan

Graduate Institute of Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Shih-Ting Huang

Graduate Institute of Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Abstract: With the rapid development of the 5G generation, remote work has become an alternative work mode for employees. After the outbreak of COVID-19, the proportion of remote work implemented by enterprises, including Taiwan, has increased. Looking at past research, people have a positive attitude toward discussing the impact of remote work on task performance. For example, remote work can increase employee autonomy and improve task performance, and less research is on environmental uncertainty in remote work. Whether time duration can cause employees to have emotional exhaustion, this study also explores the impact of emotional exhaustion on task performance. In sum, this study redefines the mediating process of remote work on task performance with negative factors. Moreover, this study included remote workers in various industries and occupations and distributed them through online questionnaires. The samples were collected for seven consecutive working days, and the convenience sampling method was used for the survey. One hundred ninety-eight samples were collected as samples, and those that did not match were deducted. One hundred

forty-eight questionnaires were used for data analysis. The study's results revealed that the remote work mode has a negative relationship; the remote work mode does not increase emotional exhaustion and improves task performance; the remote work mode does not affect emotional exhaustion after self-control adjustment. The findings additionally found that self-control increases the level of emotional exhaustion.

Keywords: Remote Work, Task Performance, Emotional Exhaustion, Self-Control

Developing the Film Location Bus Tours: An Actor-Network Theory Approach



Chihiro Nakayama

School of Commerce, Meiji University, Tokyo, Japan

Abstract: Film-induced tourism is growing in popularity worldwide. Film-induced tourism is referred as tourist visits to a destination or attraction featured on films and TV dramas. Along with the increased attention to film tourism, the need for research to understand the processes of film tourism has increased. The purpose of this study is to understand how film location bus tours can succeed in the complex processes of film tourism involving different actors. Existing studies have failed to notice that the relations created by the interactions between various humans and non-humans are significant in understanding the process of film tourism development. A case study is adopted to Hokkaido as countless films are shot there. This study employs actor-network theory to reveal the dynamic relations between various actors involved in film tourism. It critically examines and attempts to constructively overcome the dichotomy of host and guest in tourism studies by using translation in actor-network theory. This study finds that power lies in the network formed by collaborating with all actors, including human and non-human actors. It indicates that translation can or cannot succeed, end up in convergence or divergence, and may fail after the mobilization of different actors is successful. Film tourism networks change constantly, and examining the translation phases enabled an understanding of the structure of the film tourism network. The future of film tourism development relies on how heterogeneity is processed.

Keywords: Collaboration, Film-Induced Tourism, Tourism Development

Implementation of Government Communications to Realize Tourism Development Governance in Karawang Regency, Indonesia



Firdaus Yuni Dharta

Communication Department, University of Singaperbangsa Karawang, Jakarta, Indonesia

Rastri Kusumaningrum

Department of Communication Studies, Faculty of Social and Political Sciences, Singaperbangsa
University Karawang, Indonesia

Lina Aryani

Department of Communication Studies, Faculty of Social and Political Sciences, Singaperbangsa
University Karawang, Indonesia

Abstract: Tourism development is an important aspect of the regional development process. Tourism development requires collaboration between the government and elements of society in communicating to apply the principles of tourism governance. This study aims to analyse the application of government communication to realize collaborative governance in supporting the success of tourism development. The research method used is descriptive research with a qualitative approach. This research involves the Regional Planning and Development Agency of Karawang Regency, the Karawang Regency Tourism Activist Community (Genppari and Kompepar), the community, and the village government. Researchers carefully investigate a program, event, activity, process, or group of individuals by focusing on a case intensively and in detail. Data was obtained using an observational literature study and interviews. Data analysis used the Miles and Huberman model, namely data reduction, classification, tabulation, presentation, and conclusion. The results showed that tourism development in Karawang Regency was still partial, running independently. Most of the tourist attractions are managed by the private sector and the Community or the Community. Therefore, government communication is considered as a process, community involvement in tourism development programs as an output, and the achievement of community welfare as an outcome.

Keywords: Collaborative Governance, Government Communication, Government Support, Tourism Development

Cognitive Hypnotic Psychotherapy



Nitin Shah

Faculty of Cognitive Hypnotic Psychotherapy, Institute of Clinical Hypnosis and Related Science,
Mumbai, India

Abstract: Cognitive Hypnotic Psychotherapy is a unifying approach to psychotherapy that uses hypnosis (hyper-suggestibility) as a base to seamlessly integrate all major approaches to psychotherapy i.e., Cognitive, Behavioural, Humanistic and Psychodynamics with techniques from Metaphors, Mindfulness, Guided meditations and NLP. The approach is based on the understanding that problems are multi-layered. One needs to work with a combination of these layers to be able to create lasting change. These layers include 1. Clearly defining the problem 2. Understanding and exploring the desired outcomes 3. Dysfunctional behaviors 4. Unhelpful thoughts, physical feelings and emotions 5. Limiting beliefs, conflicting values 6. Secondary gains or positive intention 7. Suppressed emotions, traumas, repressed memories. Since different approaches to psychotherapy work with different layers in different ways, integrating them into one holistic process provides us with the opportunity to comprehensively work with an issue quickly and effectively. More details about the

approach along with case studies detailing the application of this approach can be found here.

Does Style Matter? The Influence of Individual Board Secretaries on Financial Reporting Quality in China

Yi Hang Eden Chow

Department of Accountancy, The Hang Seng University of Hong Kong, Hong Kong, SAR

Julia Junxia Liu

Department of Accountancy
The Hang Seng University of Hong Kong

Abstract: Research Objectives: All listed firms in China are required by law to appoint a board secretary (also known as company secretary) as a member of the top management team (TMT). In addition to having similar duties as their peers in other jurisdictions for coordinating board meetings and managing internal information flows, board secretaries in China are responsible for information disclosures, investor relations and liaising with regulatory bodies. They report directly to the board of directors and are subject to greater litigation risks. Relative to company secretaries in other markets, Chinese board secretaries play a more important role in information disclosures, particularly financial information disclosures. Focusing on their duty in mandatory information disclosures, we investigate whether individual board secretary styles affect the financial reporting quality (FRQ) of Chinese listed firms.

Methodology: Adopting the methodology of Bertrand and Scholar (2003), we first construct a board secretary-firm matched panel dataset that tracks board secretaries across different firms over time. We then examine whether individual board secretaries affect the FRQ of listed firms to identify differences in board secretary fixed effects or styles. Finally, we investigate whether the differences in board secretaries' styles can be explained by their observable demographic characteristics.

Findings: After controlling for economic determinants of disclosures and firm and year fixed effects, we expect to find that board secretaries exert a unique and economically significant influence on their firms' financial information disclosure quality, suggesting board secretary styles influencing FRQ. Further, we expect to find how age, gender, expertise, education, political connection, and equity holdings affect board secretaries' styles.

Research Outcomes: This study adds to TMT studies by focusing on the influence of board secretaries on FRQ. It also adds to the FRQ literature by documenting new evidence that individual board secretaries develop unique and economically significant styles relating to mandatory financial information disclosures and that these styles reflect their personal demographic characteristics. Our evidence highlights board secretaries' incremental role in FRQ, which is over and above that of CEO and CFO.

Keywords: Board Secretary, Company Secretary, Individual Styles, Financial Reporting Quality (FRQ), Top Management Team (TMT)

Determinants of Micro and Macro-Level of Ghanaian Women Entrepreneurs' growth using Multilevel Approach

Irene Boateng

School of business, Valley View University, Ghana

Professor Tshidi Mohapelo

Associate Professor, Rhodes Business School

Abstract: Entrepreneurship contributes to socio-economic development and cultural structures of every society (Yetim, 2008). In developing countries, entrepreneurship plays a key role in economic growth, job creation and social well-being ((Dzisi et al, 2018; Britwum, Ghartey & Agbesinyale 2006). In Ghana 46.4% of businesses are owned by women (MIWE, (2022). However, women's businesses in Ghana are still uncompetitive and majority are engaged in micro-businesses. Socio-structural challenge such as is the misconception that men are more capable of running businesses than women., hamperes the required assistance for women entrepreneurs from the business ecosystem. Embedded with social institutions dominated by patriarchal values that indirectly prevent women from actively exploiting opportunities to improve their economic livelihoods. Ghanaian women-led businesses are stuck at the micro-level and are unable to expand with low aspiration for growth. Our aim through this empirical research work, was to explore and unpack determinants for entrepreneurial behaviour change using COM-B model. The problem is that COM-B theory does not incorporate innovation, culture and technological, especially in the post-Covid-19 thus its extension through this study. Our objectives start from exploring; Capability, Opportunity and Motivation as these factors interact over time as part of a dynamic system with positive and negative feedback loops, (Susan et al 2011). The next objective was to determine how micro and macro-level entrepreneurship factors of Ghanaian woman interact using multilevel approach. Consequently, micro-macro level determinations called for a methodological approach that can analyze relationships between variables with both top-down and bottom-up techniques at different levels (multilevel). The data gathering and analysis was done through a multitude of qualitative approach used such as interviews (in the form of focus group discussions), journal records, to help describe and understand reflective thought processes, emotional and habitual factors interact to help appreciate the reality using the assumption that individuals are not conceived of as discovering or finding truths about external reality people may build or make knowledge to understand the world and their experiences (epistemological constructivism). Findings revealed how the micro-level theory focuses on individuals and their interactions, whilst at macro-level the focus is on social structure, social processes and problems, and their interrelationships. Therefore, the integration of Micro-macro theoretical does not present competing claims, nor does it ignore the possibility of variance at the other level something not substantiated in this study.

Keywords: Micro-Macro Level, Women Entrepreneurs, Multilevel Approach

Implementation of the Critical Thinking Model in the Financial Technology Industry



Vidya Purnamasari

Department of Development Economic, Faculty Economy and Business, Universitas Negeri Malang, Indonesia

Linda Seprillina

Candidate Phd Student at University Kebangsaan Malaysia

Imam Mukhlis

Department of Development Economic, Faculty Economy and Business, Universitas Negeri Malang, Indonesia

Ermita Yusida

Department of Development Economic, Faculty Economy and Business, Universitas Negeri
Malang, Indonesia

Abstract: The financial technology industry is one of the most consequential sectors influencing various countries' economies. In economic development, fintech has a chance to bring great opportunities and potential in developing MSMEs, especially in Indonesia. At the beginning of 2020, the Covid-19 pandemic affected the opportunities and potential. The impact caused by Covid-19 pandemic has affected the Fintech industry, which has started to be cultivated by the MSME sector, especially in Malang. The purpose of this study was to determine the impact before and after the COVID-19 pandemic on the development of the financial technology industry in MSMEs in Malang City using the Critical Thinking Review Model. This research uses primary data from 200 MSMEs in Malang City. The results of this study are that 73% of MSMEs in Malang City did not use Fintech accounts before the COVID-19 pandemic, and 27% already had one. However, since the pandemic, 98% of MSMEs in Malang City have used the fintech platform in their product payment activities. Therefore, there are positive implications due to this pandemic condition in which business people (MSMEs). The public has started using various fintech services, which leads the increasing financial literacy and indicates that the growth of financial inclusion.

Keywords: Industry Financial Technology, Critical Thinking Model, MSME

Georgian Migration to Western Europe: The Cases of Healthy vs Unhealthy Adaptation



Ekaterine Pirtskhalava

Faculty Psychology and Educational Sciences, Ivane Javakhishvili Tbilisi State University, Tbilisi,
Georgia

Tinatin Babunashvili

Clinical psychologist. NGO Psychological Service Center "Open House"

Natalia Ebanoidze

Clinical psychologist. Center for Mental Health and Prevention of Addiction

Abstract: This work describes Georgian Migrant's life in a new social environment. After the collapse of the USSR Georgia found itself in a completely new geopolitical and socioeconomic situation. According to the census of the last two decades have shown from a population reduction of around 1,241 (22, 72%) persons. Motivation and processes of migration differ among individuals and family migrants. People's decision to migrate is often motivated by a complex of interrelated factors. Social, institutional, political, health and even environmental factors. During the first decade of independence, a majority of emigrants from Georgia had chosen post-Soviet space, but later EU countries became more attractive for them. Based on conducted in-depth interviews with

migrants, living in Portugal (21), France (15) and Germany (30), the study focuses on the study perception of Georgian emigrants about the dynamic of adaptation process; factors of healthy and unhealthy adaptation. The process of integration is traumatic and stressful for migrants who are going through the psychological and cultural changes; and this difficulty has influence on the life style Georgian migrants differently, some of them feels depressively, some of them feels more freely, and breaks the old rules is starting new life. The study revealed that the factors which is more helpful for adaptation and migration process are different, and depends from the knowledge of host countries languages, from living with family or without, ages and education of migrants.

Keywords: Migration, Adaptation Factors, Integration, Identity

A Market Solution to The Free Rider Problem

Susan Christoffersen

School of Business, Thomas Jefferson University, Philadelphia, United States

Abstract: In any course in economics, there is the topic of market failures, when market forces do not achieve a desirable outcome. One facet of this topic is the provision of public goods. These goods have the distinguishing characteristics of being non-excludable and non-rival in consumption. Because people cannot be excluded from their use, there arises the free-rider problem, people will use the good but avoid paying for its use. The classic example of this is the lighthouse. Because it is difficult to get paid for the benefits conferred by the light, the free market will not provide this good despite the obvious benefit of safe navigation. This creates a role for the government to provide public goods. This paper investigates the construction of lighthouses in colonial America, built before we had our own government, and when Britain was uninterested in funneling more resources into those colonies. Who built the colonial lighthouses and how did they avoid the free rider problem?

Analyses of Capital Structure in Increasing Profitability at Suzuki Branch in Indonesia

Nitri Mirosea

Accounting Department, Halu Oleo University, Indonesia

Abstract: The purpose of this study is to determine and analyze how the capital structure in increasing profitability at Suzuki Branch. The research approach used is a quantitative approach. The types of data used in this research are qualitative data and quantitative data. Sources of data used in this study are primary data and secondary data. The data collection technique used in this research was collected by interview and documentation. Data analyses was performed using quantitative descriptive analyses. The results of this study indicate that the capital structure is still unable to increases causes profitability to tend to decline.

Keywords: Capital Structure, Profitability, DER, DAR, ROE, ROA

Social Risks and Threats: Sociology under the Shad of COVID-19

Fawaz Alanezi

Sociology, Kuwait University, Kuwait City, Kuwait

Abstract: This study tries to address the issue of social risks and threats through the evolving viewpoints expressed by sociologists - the early pioneers, contemporary, and the new generation. The early pioneers (e.g., Comte, Durkheim, Marx, and Weber) paid more attention to the aspects of social construction, solidarity, social

cohesion, modernity and rationality, social relations, social classes, and other topics that have a strong relationship with the engineering of society and the relations among its various groups and classes. Since the 1970s, a new generation of sociologists (e.g., Ulrich Beck, Mary Douglas, David Le Breton, Giddens, and Tim Rhodes) were more interested to understand threat dynamics due to the increasing global risks and the ever changing industrial, environmental, health, and social sectors. Social scientists in general and sociologists in particular did not stand idle in the face of this new and unprecedented reality. Instead, they studied the social risks and threats to develop an appropriate scientific explanation for reducing the danger and finding appropriate ways to manage them. In this study, descriptive analytical approach was used to describe and analyze the phenomenon of social risks and threats. In conclusion, social risks and threats impose difficult choices on societies, as in the case of COVID-19, and strategies for managing social risks and threats need to be developed. The sources of these threats are no longer the industrial and post-industrial society alone, but rather the individuals' way of life, food, bad habits, and the environment.

Cultural Globalization and Youth: Kuwait as a Case Study

Ali Alzuabi

Dept. of Sociology and Social Work, Kuwait University, Kuwait

Abstract: This study investigates the effects of cultural globalization on Kuwaiti youth, by interviewing 290 students randomly selected from various colleges of the University of Kuwait. It relies on/deploys descriptive analysis to explore the dimensions of the relationships and interactions of cultural globalization, and their impact on common trends among Kuwaiti youth. This research is based on empirical observation and monitoring of the interaction between young Kuwaitis and the mechanisms and techniques of globalization, with the objective of identifying positive/negative youth attitudes towards globalization. The results indicated/highlighted/revealed two main opposing views of the impact of globalization from the perspective of Kuwaiti University students. The effects of globalization were perceived as primarily negative by youth respondents/subjects; yet, some participants stressed the positive influence of certain important aspects of globalization on them and on their communities. This study also revealed/exposed statistical variations in youth responses, associated with social characteristics, such as gender, age, nationality, academic discipline, educational level of parents, etc.

Keywords: Culture, globalization, youth, Kuwait

Intention to Stay of Employees in the Electronics Industry in Vietnam: The Impact of Perceived Organizational Support and Job Satisfaction

Cong Hiep Duong

College of Management, Chang Jung Christian University, Taiwan

Ho Yi Huia

Thai Nguyen University of Economics and Business Administration

Abstract: This study aims to explore the role of perceived organizational support and job satisfaction on the intention to stay in the Electronics industry in Vietnam. The sample includes 192 from five companies in northern of Vietnam. Quantitative research method is applied with online survey questionnaires for data collection. SPSS and PLS SEM are used for data analysis. The results support that the positive relationship between perceived organizational support and job satisfaction. organizational support and job satisfaction significantly and positively impact the intention to stay. Job satisfaction mediates the positive relationship

between perceived organizational support and intention to stay. The study suggests managers should consider organizational support as one of the important ways to improve job satisfaction and impact to intention to stay of employees.

Keywords: Vietnam, Intention to stay, job satisfaction, electronics Industry, perceived organizational support, PLS SEM

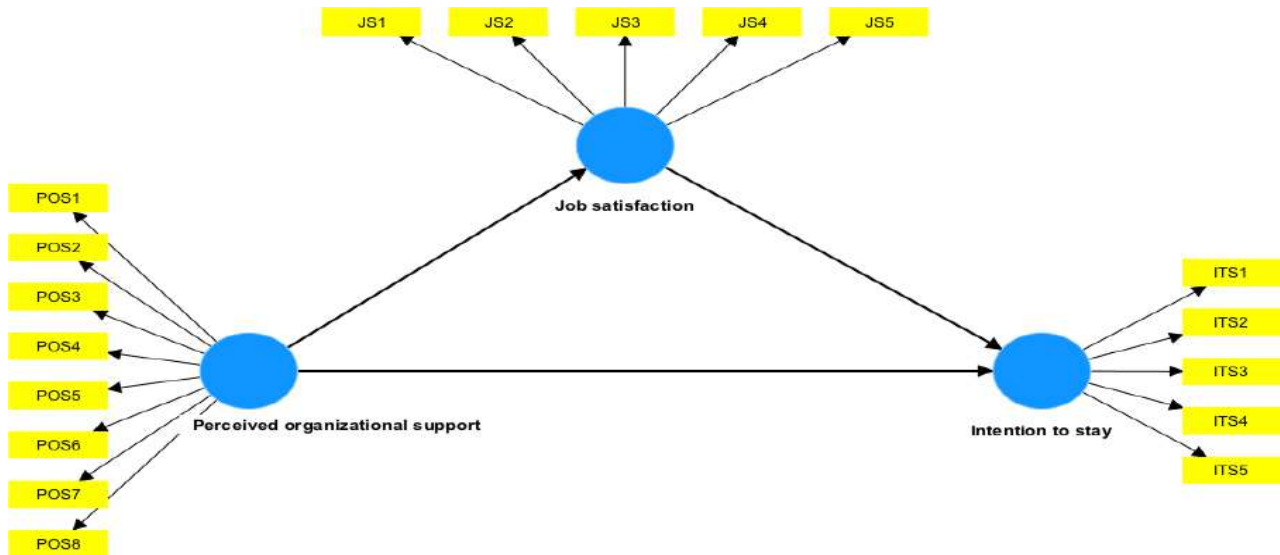


FIGURE 1: Conceptual model of relationships among perceived organizational support, job satisfaction and intention to stay of employees in the Electronics industry in Vietnam

The Relationship Between Social Capital and Work Performance: The Mediating Effect of Workplace Friendship and the Sense of Achievement

Chung Chi Hsu

Graduate Institute of Human Resource Management, National Changhua University of Education, Taiwan

Abstract: This study takes government civil servants as the research object. The main purpose is to explore the relationship among the social capital, workplace friendship, the sense of achievement and work performance. A questionnaire survey was conducted by purposive sampling, 320 copies were issued, and 315 valid questionnaires were collected. Descriptive statistics and confirmatory factor analysis (CFA) were first computed, and the results were calculated and analyzed with regression analysis. The results found that the social capital positively effect workplace friendship and the sense of achievement, and workplace friendship partial mediation work performance, the sense of achievement complete mediation work performance.

Finally, this study proposes management implications and future research based on the research results, through the good social capital can enhance workplace friendship and sense of work achievement, and then improve work performance.

Keywords: Social Capital, Workplace Friendship, The Sense of Achievement, Work Performance

The China’s Policy towards Russian Military Intervention in Ukraine

Zeinab Ahmed

International Studied, Zayed University, Dubai, UAE

Abstract: Recent Chinese foreign policy has attracted a lot of attention. The current trends in Chinese foreign policy have contributed to China's rapid rise as a global power. These trends demonstrate an unprecedented level of confidence and assertiveness in promoting China's worldwide influences. Chinese elites and officials now follow a proactive and outward-looking foreign policy. There is widespread evidence to support this change in the Chinese foreign policy. China has shown great interest in many hot spots of the world. One of the main principles of China's foreign policy towards international conflict has been opposing the use of force in international relations. This principle has constantly been repeated by China's Ministry of Foreign Affairs, reflecting Beijing's long-standing opposition to the use of military force outside the limitations which determined by the U.N. Charter (Article 2{4}). It is a fundamental principle of its approach to international law and a significant feature of its self-portrayal as neutral, peaceful state in contrast to the United States. China has always been a consistent defender of the centrality of the U.N. Charter to the conduct of international relations. Nevertheless, China has repetitively refused to criticize Russia's invasion of Ukraine. Accordingly, it appears to have abandoned its long-standing legal and diplomatic position. Beijing's silence on Ukraine has provoked not only criticism but also a lot of questions about the explanation of this change and if it represents a shift toward a more aggressive and dangerous Chinese foreign policy and to what extent this position may reflect on the international system structure. Accordingly, this paper aims to answer the following questions: 1- What has been the constant Chinese policy towards using force to intervene in other sovereign state? 2- Does China consider Russia's action an invasion? 3- How can the China's policy towards Russian invasion of Ukraine be explained? 4- How does the Chinese spokesperson explain its policy in the light of the principle of the "indivisibility of security"? 5- What are the reflections of this Chinese tendency on the structure of the international system and the distribution of power in it?

Keywords: China's foreign policy- Russian invasion of Ukraine- International System Structure - Intervention in other countries- International law- Global powers

Social Capital, Labor Mobility and Multi-Dimensional Relative Poverty of Rural Residents

Xuan Wang

School of Public Administration, Sichuan University, Chengdu, China

Abstract—Based on the data of 2018 China Family Panel Studies, this paper uses AF method to measure the multi-dimensional relative poverty of farmers, and then analyzes the impact and mechanism of social capital on farmers' multi-dimensional relative poverty by using OLS linear regression model and intermediary effect model. The results show that the social capital is helpful to alleviate the multi-dimensional relative poverty of farmers. Further analysis to the mechanism shows that social capital promotes rural labor mobility to a certain extent, and labor mobility is negatively correlated with farmers' multi-dimensional relative poverty. Besides, social capital indirectly affects the multi-dimensional relative poverty through the intermediary effect of labor mobility. The paper suggests that we should implement precise policies for different types of farmers, strengthen the construction of social capital and increase the stock of social capital of farmers, improve the policy system for urban and rural development, and guide the rural labor force to reasonable flow.

Managing Regional Tourism Product: Case Study of Mangystau Region, Kazakhstan



Zhanyi Bekmurzayeva

L. N. Gumilyov Eurasian National University, Astana, Kazakhstan

N. Uruzbayeva

L. Gumilyov Eurasian National University, Astana, Kazakhstan

Abstract: Modern trends in the formation and development of regional tourism require a revision of traditional methods. Managerial tools for the destination development must be used on the basis of primary sources, namely the theoretical understanding of ongoing processes and the improvement the ways to increase the regional destination attractiveness. The purpose of this study is to conduct a factor analysis of the tourism industry development of the region, as well as ways to apply project management in the formation and development of the regional tourism product. The following scientific methods were used during the study: discourse analysis, content analysis and factor analysis. As a result of the analysis, there were identified the key factors and points of their influence on individual sectors of the tourism industry. The authors give recommendations on design thinking to solve the identified problems and increase the attractiveness of the regional tourism product. The measures proposed in the article are primarily aimed at unifying their own attractiveness for the tourist flow, both in the domestic and international markets. This article forms the scientific basis for making managerial decisions using project management tools.

Keywords: Tourism, Analysis, Regional Tourism Product, Tourism Management, Kazakhstan

Understanding the Mercury Supply Chain on The Artisanal Small Scale Gold Mining (ASGM) Industry Cluster to Support Sustainable Tourism in Developing Country

Embun Suryani

Management, University of Mataram, Indonesia

Lalu M. Furkan

Management, University of Mataram, Indonesia

Agusdin

Management, University of Mataram, Indonesia

Diswandi

Management, University of Mataram, Indonesia

Akhmad Saufi

Management, University of Mataram, Indonesia

Baiq Handayani Rinuastuti

Management, University of Mataram, Indonesia

Siti Nurmayanti

Management, University of Mataram, Indonesia

Dwi Putra Buana Sakti

Management, University of Mataram, Indonesia

Luluk Fadliyanti

Management, University of Mataram, Indonesia

Abstract: Aim of this research is understanding the mercury supply chain on the ASGM industry cluster to support sustainable tourism in Lombok Island Indonesia. In order to achieve the research objective, a qualitative research approach was applied. In-depth interviews through mercury stakeholders were conducted in Lombok Island. Pelangan and Prabu village were selected as the research focus area since those area was the most massive ASGM activities. The result found the mercury supply chain and actors involved in the cluster. The role of many actors explained on the paper. Thus, understanding the mercury supply chain and the role of each actors involved assists to many new regulation and perspectives to come along with sustainable tourism efforts surrounding the research focus area.

Keyword: Mercury, ASGM Industry, Supply Chain, Cluster, Tourism, Sustainable Tourism

Portfolio Construction and Performance Evaluation: Evidence from India and Iran



Fatemeh Kiassi

Social Science and School of Economics, University of Hyderabad, Hyderabad, India

Abstract: The purpose of this study is to comparatively examine asset management practices among practitioners in India and Iran as examples of emerging economies, to understand to what extent they apply sophisticated techniques introduced in finance literature by academia in constructing portfolios under their management as well as evaluation of their portfolio and managers' performance. Data is collected from a survey conducted in asset management institutions listed in Association of Mutual Fund India (AMFI) and Financial Information Processing Center of Iran (FIPIRAN). The sophistication of adoption of a particular technique in both portfolio construction and performance evaluation are those given by Amenc et al (2011). This paper used the same criteria to find out the level of sophisticated techniques applied by practitioners in the field. The results of the survey indicate that companies in both India and Iran in overall use less sophisticated techniques and models in construction of their portfolios. However, it seems that practitioners in both countries are well aware of factor models. Regarding the performance evaluation, it seems ratios based on factor models such as Sharpe ratio, Treynor ratio, and Jensen's alpha are popular and widely used by practitioners in both countries.

However, results show a slightly different approach between the two countries; Indian respondents seem to adopt various sophisticated measures in addition to the non-sophisticated ones in the process of portfolio optimization. On the other hand, it seems that respondents from Iran use more sophisticated measures to evaluate the ex-post-performance than respondents from India.

Keywords: Portfolio Management, Performance Evaluation, Portfolio Construction, Risk, Portfolio Practitioners

“Ecclesiastic History” and “The Life of Peter the Iberian” (5th c.)

Marika Chachibaia

Head of the Hebrew-Aramaic Studies Department, Iv. Javakhishvili Tbilisi State University, Tbilisi, Georgia

Abstract: “The Life of Peter the Iberian”, a great 5th-century ecclesiastic figure, is ascribed to Zacharias Rhetor (Scholasticos), a famous 5th-6th-century author of hagiographic, historical and philosophical works. “The Life of Peter the Iberian”, written by him, has not come down to this day, only its fragment, the so-called “the vow of silence” has survived. This fragment absents from the so-far known Syriac and Georgian redactions. It is unknown whether it was included in the Georgian version, for the text is damaged; besides that, in difference with the Syriac one the Georgian text was abridged and edited by the author himself; but nothing like that can be said about the Syriac version: the fragment, mentioned above, as a matter of fact, is absent from it and hence this redaction was never written by Zacharias Rhetor. Some researchers (St. Sikorski) construe that the above-mentioned fragment is a remnant of the abridged (later) variant of Zacharias’ “Life of Peter the Iberian”. But it is not even known whether there were one or two redactions of Zacharias’ work, accordingly it is impossible to determine from which redaction the surviving excerpt was taken. Zacharias Rhetor’s “Ecclesiastic History”, which includes Peter’s biographical material, fails to provide ample information about Peter. It is difficult to determine whether Zacharias Rhetor’s composition “The Life of Peter Iberian”, which, as it is considered has not survived, was really “The Life” in the literary meaning of the word and if so what was its contents and how big it was. But one is indisputable: this lost composition is not the original source of the surviving Syriac or Georgian redactions, since the prototype of these redactions, as is clear from the study of the Syriac and Georgian texts, was written as a result of the direct impressions of the eye-witnesses and Peter’s contemporary, or inspired by the narrations of Peter himself of his disciples.

Keywords: Zacharias Rhetor’s, Hagiographic, Syriac Source, Ecclesiastic

Impact of Land Pooling on Dalit Women. A Study of The Capital City of Andhra Pradesh, Amaravathi



Galanki Sreeja Vasthavi

Centre for Social Exclusion and Inclusive Policy, University of Hyderabad, India

Abstract: Ever since the bifurcation of Andhra Pradesh to form two states and the construction of the new capital for the residual Andhra Pradesh, many issues such as capital formation, land alienation, land pooling,

dispossession, displacement, central government's aid, foreign investment, and the legality of the whole process have drawn attention of the researchers. The site of choice for the construction of the capital city has become a subject for most of the researches and discussions when Amaravathi was announced as capital city which is built by destructing the fertile agricultural land by the government of Andhra Pradesh. The most fertile land is acquired through the process of land pooling in 29 villages between Guntur and Vijayawada thereby destroying both precious natural fertile land and daily wage agricultural dalit women labour livelihood. The planned global model affluent absentee landlords and intermediate real estate developers and seems to neglect the reality of hundreds of landless marginalized women labourers, especially Dalit women who live on agriculture have lost their livelihood due to the land pooling. This paper mainly focuses on the lives and likelihoods conditions of working dalit women labourers before and after forming Amaravathi and understanding the living conditions of these women, who were once considered as the local from generations had been thrown out in making the futuristic world class city.

The Impact of Equity Pledge Behavior on Company Stock Volatility in Pharmaceutical Manufacturing Industry

Terrell Li

College of Business and Public Management, Wenzhou-Kean University, Wenzhou, China

Abstract: Through regression analysis, this study mainly focuses on the stocks of all listed companies in the pharmaceutical manufacturing industry in the Chinese stock market. Collect equity pledge data from CNRDS, collect stock transaction data and financial data from the CSMAR database, and perform a 99% winsorization on all variables for each sample, and obtain 305,099 monthly data. As a robustness check, the results are applied to the overall model, different plate models, and regressions with lags. We found that companies with higher equity pledge ratios amplify stock volatility, indicating that equity pledge behaviors significantly affect stock price volatility and affect investor choices. At the same time, the study also found that equity pledges have a greater impact on the GEM than on the main board. The results of this research have guiding suggestions for the financing behavior of company managers and investors' investment behavior, and give suggestions for the securities market and listed company financing supervision.

Keywords: Equity Pledge·Stock Volatility·Pharmaceutical Manufacturing Industry

The Impact of Research and Development Innovation on Company Performance of Listed Companies During the Covid-19 Pandemic

Jiatong Li

College of Business and Public Management, Wenzhou-Kean University, Wenzhou, China

Abstract: In 2019, covid-19 swept the world, causing countless deaths and economic losses, and severely affected all enterprises and countries around the world. R&D innovation is very important to an enterprise. It determines whether an enterprise can become the first among many, and is an important indicator to measure an enterprise. This paper aims to study the impact of R&D innovation on the performance of listed companies during the covid-19 period. The samples in this paper come from the data of China's A-share listed companies from 2010 to 2021, with a total of 32,228 annual company observations. The relevant financial data comes from the CSMAR database, and the enterprise patent data comes from the Wind database. We use return on net assets (ROE) to measure corporate financial performance. Through ROE, we can clearly understand the changes in the company's performance.

Keywords: Research and Development (R&D), Company Performance, Covid-19

Ownership Concentration and Firm Performance of Chinese Financial Companies

Jiale Zhang

College of Business and Public Management, Wenzhou-Kean University, Wenzhou, China

Abstract: The ownership of major shareholders affects the efficiency of the firm's decision-making, while the decentralization of ownership can make the firm's decision-making more democratic, which is a challenge. Based on the existing literature, a panel data, ordinary least squares method was used to establish the association equation, which was used to model the relationship between ownership concentration and performance for a 12-year study of 75 Chinese financial sector companies in the industry research report of Guotai Junan Securities Company. In addition, a random effects model was used for robustness. We find that the concentration of equity in the top shareholder of a company shows a significant positive signal on firm performance, which indicates the company's governance structure. We also find that the impact of the COVID-19 epidemic reduces the effect of equity concentration on firm performance. In addition, the difference in the nature of equity also leads to the difference in the impact of equity concentration on firm performance. The results of this study provide insightful guidance to company shareholders in making corporate governance decisions and support the hypothesis that high equity concentration increases company performance.

Keywords: Firm performance, Corporate ownership, COVID-19, State-owned enterprises

The Existence of Jews and Christians in the Area in which Islam Came into Being

Marika Chachibaia

Hebrew-Aramaic Department, IV. Javakhishvili Tbilisi State University, Tbilisi, Georgia

Abstract: The significance of the Syriac culture on the formation of Islam at an early stage is not studied well. The contemporary researchers of Islam state the existence of Jews and Christians in the area, in which Islam came into being, but almost nothing is known in this respect about the sources, depicting Syriac people's history of religion and culture. The first stage of converting to Muslim religion started in the ninth century, which can clearly be seen in the apologetic works of the Syriac writers of the early Islamic period. Analysts depicted Arab conquests in the chronicles and expressed their viewpoints about how Islam came into being and the principal doctrines. The commentators of the Bible evidently paid attention to the issues of Islam teachings, which were significant to them. There were created apocalyptic tractates, in which Islam's hegemonic role was defined. There were also apologetic and polemic tractates in the Syriac language, devoted to the Christians' and Muslims' arguments on religion. Islam pressured Christian writers to bring into system and in a short, compact way to express their own traditional exegesis of the Holy Scripture. From this point of view the work of Theodore bar Kônî, the researcher of the Oriental Church of the early VIII century is significant. He wrote a work "Scholion" about the doctrine of his church, in the form of the profound comments on the Bible. It is a response of the Christians to the dispute on the Christian doctrine, which the Muslims held in the late eighth century. Theodore bar Koni's definition of "the Muslims" is significant. The Syriac writers continued creating apologetic and polemic texts in the Islamic environment even after the beginning of the Christian "Kalam" in Arabic, when Christian writers, coexisting with Islam created opposing theology (Nonnus of Nisibis). The dispute with the Muslims is expressed in the work of the Syriac Orthodox scholar Bar Salîbî in which numerous data of Muslim history and philosophical ideas of different schools are preserved. The above-mentioned works are unique among the Medieval Christian works about Islam.

Effectiveness of Teacher Training, Challenges and Perspectives

Klodiana Leka

Faculty of Education, Aleksander Moisiu University, Durrës, Albania

Abstract: The continuing qualification of teachers is one of the biggest challenges that pre-university education teachers face today. Various agencies offer training on different topics to meet the needs of teachers that are to be trained. This paper aims at exploring the efficiency of these training topics for the continuing qualification of pre-university teachers. This paper includes the following research questions. - Are these offered trainings in accordance with the real needs of teachers? - What is the level of efficiency of these trainings according to the point of view of the teachers and according to the point of view of the training providers? - What are the challenges faced by these shareholders? - How are these challenges to be faced in the future? The methodology used is qualitative. The data are obtained from 27 in-depth interviews with teachers, school leaders, and providers of teacher training, combined with secondary data obtained from institutions that have in focus this issue. The study highlighted that the topics offered for training are not always in alignment with the real needs of the teachers. The majority of training topics are held because teachers are more interested in getting credits, to fulfill legal obligations, or moving to higher rankings for the sake of qualifications, rather than getting trained for their professional development. Teachers suggest that there should be a mechanism added to these training topics. The mechanism includes training topics according to the contracts they sign when they enter a position and also training topics that are free of charge in this regard.

Keywords: Training, Teachers, Professional Development, Continuing Qualification

State Capacity and Political Vigilantism in Ghana's Fourth Republic from 1992 to 2020



Maclean Ninsaw Gbati

Department of Political Science, University of Hradec Kralove, Ghana

Abstract: This study sets out to contribute to state of the art and academic understanding of the phenomenon of political vigilantism in Ghana's Fourth Republic. The main purpose is to examine the relationship between state capacity and political vigilantism in the country. Political theory advocates the centrality of trust for democratic legitimacy and stability. It holds that democracy works best if citizens trust governance institutions. Building on this view, this study adopted state capacity theory as analytical framework, and argues that political trust arises from state institutions projected to citizens within a polity. Methodologically, the study adopts an explanatory sequential mixed method research design, and was grounded in the philosophy of pragmatism. The results of analysis revealed that, political vigilantism is very pervasive in Ghana's Fourth Republic due to a number of factors including weaknesses in the state's capacity to provide employment opportunities for the youth, lack of trusted security provided by the state, inability of the state to engender public trust in the political and electoral space, lack of capacity to enforce its own laws, lack of capacity to provide some basic amenities such as quality education, quality health care, shelter, and portable drinking water, and hard economic challenges. Based the findings, the study concludes on the note that the capacity of the state to deliver on its core functions is crucial in understanding political vigilantism and the fight against it. The quest to understand the phenomenon of political vigilantism and to deal with its threats to democratic maturity of flattering democracies like Ghana will be problematic without a firm of full appreciation of state capacity as a major

catalyst. Drawing from the conclusion of the study findings, the study made the following considerable recommendations: first, the state should create employment opportunities for all Ghanaians in general and the youth in particular; second, the state should provide trusted security for all citizens irrespective of their political, social, economic, and cultural affiliations and also to opposition presidential and parliamentary candidates in every general and bye election; third there should be a stiff enforcement of law and order in the country without fear or favour; fourth there should be trust in the electoral space; and finally, there should be pragmatic economic policy interventions to enhance job creation, living conditions, and other needs of the people.

MARITAL RAPE: 'Delineating' Acquiescence in Marriage, An Indian Perspective

Ajayita Sandhu

Department of Laws, Punjab University, Chandigarh, India

Abstract: Spousal rape is a ubiquitous fact established across the globe. Despite this fact, marital rape still continues to be ignored in the legislative framework and the domestic laws literature of India. While most of the countries recognise this act as an offence against women and makes it punishable, India is of the 36 countries where perhaps it is quite evident that we are invalidating the very existence of this act under the garb of ignorance and morality. The one manifestation of domestic violence is marital rape, an unjust yet an uncommon way to degrade and disempower women. From the Vedic times, Marriage is considered to be a sacrament under the Indian law. This notion of sacredness of the institution of marriage has been conditioned upon the Indian society in such a manner that a certain class of people feel that the relationship shared between husband and wife is merely that of a master and servant. Hence the master cannot be prosecuted for raping his own possession. This primeval thinking needs some introspection as, the sanctity of marriage itself becomes questionable. The stigma created by the society where speaks of men dominance, sometimes is taken too far where the husbands exercise control over their wives' body. This paper aims to establish the present situation in India and the need for criminalizing marital rape.

Keywords: Rape, Wife, Society

An Analysis of Causes of Bank Failures in Zimbabwe, Bank Liquidators' Perspectives

Cosmas Kanhai

Chief Executive Officer, Zimbabwe Asset Management Corporation, Zimbabwe

Abstract: The purpose of this paper is to establish factors contributing to bank failures in Zimbabwe. It focuses on a review of literature to identify factors that cause bank failures and seeks to explore the criticality and influence of the identified factors in a practical context i.e., using the views of curators/liquidators of failed banks in Zimbabwe. Through a detailed review of the literature, 15 causes of bank failures were identified and the extent to which they contribute to bank failures were assessed in an experience survey using a questionnaire administered to staff from seven (7) accounting firms that were involved as curators/liquidators of failed banks in Zimbabwe. Based on the empirical data for the research the study concluded that the top five causes of bank failures in Zimbabwe are capital inadequacy, high levels of non-performing loans, poor risk management systems, poor corporate governance systems and insider abuse. Capital inadequacy is regarded as the major or extremely influential and critical factor causing bank failures in the Zimbabwe. This finding would be invaluable to regulators when setting minimum capital requirements or when assessing adequacy of bank capitalisation during onsite and offsite examinations as the study has shown that capital adequacy is critical in the safety and soundness of a bank.

Keywords: Bank failure, curator, liquidator, capital adequacy, safety and soundness, non-performing loans and

An Analysis of the Causes Contributes to Low Income among Older Women in Rural China

Jianan Liu

Department of Taobao Special Online Consumption, Alibaba Groups, Hangzhou, Zhejiang, China

Background: Getting old presents a significant, additional risk of becoming or remaining poor. Older women are at much greater risk than older men in income poverty (UN, 2015). Moreover, the old in China are facing low welfare and high poverty rates. China ranks 75th out of 96 countries assessed in terms of global income security in old age (UN, 2002) At the same time, poverty among old people in China is characterised by a large gap between men and women, urban and rural areas. Among those 75 and older, 19.2% of chinese women are poor, in contrast to 15.5 % of men. (Zhao, R., & Zhao, Y. (2018). Meanwhile, rural women earn significantly less than rural men and urban women, only 1/2 of rural men and 1/3 of urban women. (China Women's White Paper, 2000).

Methods: The first step in this study was to select the databases from which to retrieve data. The data retrieval was conducted in March 2022, and repeated in November 2022, on Science Direct, and Google Scholar, the two largest and most popular online scientific databases. In addition, references were traced in order to discover cross citations in the published articles. Second, keywords for data screening were identified as follows. The keywords of online reviews, and the terms "low income," "material poverty," "rural China," "elderly women," "were used to search for online review-related articles published in academic journals. In the third step, 30 articles published between 1970 and 2022 were determined to be relevant to this study.

Results: Systematic analysis of the influential factors, which are lower participation rates in the labor market, few families support, incomplete pension welfare and social assistance, are four main reasons that contribute to low income among Chinese senior females in remote areas.

Future Scope: Future research should focus on multidimensional poverty in China. Also, attention should be paid to the unfairness of the Chinese pension system based on region, job and the urban-rural gap.

KEYWORDS: Elderly Women, Gender, Rural China, Sustainable Development, Material Poverty.

A Third-Party Service Indicator of SMEs Succession Strategy to Facilitate Digital Transformation Approaches

Chung Wei Kan

Institute for Information Industry, Digital Education Institute (DEI), Taipei, Taiwan

Chung-Yen Wang

Institute for Information Industry, Digital Education Institute (DEI), Taipei, Taiwan

Abstract: Digital transformation curriculum has been increasingly adopted by many companies in order to enhance the credibility of their succession strategy. As family businesses play a vital role in the socio-economic dynamics of emerging social changes, this study thus investigates the correlation of family-controlled firms, interviews the propensity between business founders and successors assertively adoption of digital transformation services, using case study of domestic listed firms from the SME Succession and Digital Innovation Leadership Project, which proactively participating corporate employees' competence reforming the period 2021-2022. Disparate the assumption of Pivoting in economics theory, this study demonstrates the governance of family-owned firms have less motivation or strong determination to relatively engaging in digital

transformation compared to intergenerational transitions. Moreover, findings indicate that family firms with pre-eminent business founder dominance have less motivation to engage in confrontational digital transformation approaches. In contrast, family firms with heired-Successors nor independent non-executive board directors have greater motivation to engage in digital transformation trainings. This study contributes to Small and Medium Enterprises (SMEs) succession literature by highlighting the importance of Explorative third-party service indicator, articulating. The acceptance of digital transformation for comprehensive decision making. Finally, this research analyzes and propose six new indicators of comparing the various levels of family firms align with the concept of C-SOP to facilitate business succession planning in a digitally transformed manner.

Keywords: C-SOP, Digital Transformation, Indicator, SMEs, Succession

The Effect of Servant Leadership on Service Behaviours: Work Engagement and Perceived Social Impact as Mediators

Yi-Fong Liao

Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Hui-Rui Chen

Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Anyi Chung

Human Resource Management, National Changhua University of Education, Changhua, Taiwan

Abstract: This research explored the relationship between servant leadership and service behaviors, as well as the mediating effects of work engagement and perceived social impact. Based on the conservation of resources theory (Hobfoll, 1989), the mediating role of work engagement was illustrated. In addition, we adopted the social information processing theory to explain the mediating effect of perceived social impact. Servant leadership provides emotional and instrumental resources for followers to accomplish tasks. According to conservation of resources theory, employees who have job resources will be motivated to work. Hater, Schmidt, & Hayes (2002) noted that supportive leadership increased employee work engagement. Schaufeli et al. (2006) argued that work engagement predicted role behavior. In addition, van Dierendonck et al. (2014) explained that servant leadership improved employee role behavior via intrinsic motivation. Therefore, we predicted servant leadership improved employee in-role and extra-role service behaviors via work engagement. Servant leadership influences follower perceptions of themselves. According to social information theory, servant leaders who put their followers first and help them grow send a message to their followers that they are worthwhile and can make a difference in others' life. Prior research found that servant leadership was beneficial to employee service behavior (Moynihan, Sanjay Pandey & Bradley Wright, 2012). Therefore, we predicted servant leadership improved employee in-role and extra-role service behaviors via perceived social impact. This research collected data from service industries, including finance and insurance, medical care, and restaurants. It was a three-wave survey. Front-line employees completed data on servant leadership in the first wave, and work engagement and perceived social impact in the second wave. Their supervisor answered questions concerning follower service behaviors. A total of 201 questionnaires were returned. Structural equation modeling was used to test research hypotheses. The results showed that servant leadership did not predict in-role service behavior ($\beta = .11$, $p > .05$) and extra-role service behavior ($\beta = .06$, $p > .05$) However, work engagement mediated the relationship between servant leadership and in-role service behaviors, as the 95% confidence interval excluded zero (CI .08, .23). Moreover, perceived social impact mediated the relationship between servant leadership and in-role service behaviors, as the 95% confidence interval excluded zero (CI .01, .15) , and extra-role service behaviors, as the 95% confidence interval excluded zero (CI .27, .25). This study

investigated employee service behaviors and illustrated the motivational process of servant leadership through improving employee work engagement and perceived social impact. The finding that work engagement merely mediated between servant leadership and in-role service behavior shed light on the mediating role of employee perceived social impact in the relationship between servant leadership and employee in-role and extra-role service behaviors. Specifically, it is imperative for organizations with a serious orientation toward customer service to develop their supervisors to be servant leaders who instill social impact in their followers.

Keywords: Conservation of resources theory, Extra-role Service Behavior, In-role Service Behavior, Perceived Social Impact, Servant leadership, social information theory, Work engagement

Listener

Oyekusibe Richard Igbaroola Jessmond World link Limited, Entrepreneur, Ibadan, Nigeria ERCICSSH2213056
Muhammad Tahir Ayub Radiology, Patel Hospital, Karachi, Pakistan ERCICSSH2213061
Shakil Ahmed Radiology, Patel Hospital, Karachi, Pakistan ERCICSSH2213062
Bimal Das India ERCICSSH2213063
Arpan Barua The Buddhists Temple in Mumbai, Kolkata Buddhist University in India, Mumbai, India ERCICSSH2213064
Sudip Barua Humanities Research, Insight Buddhist Meditation Center, West Bengal, India ERCICSSH2213065
Debit Roy Humanities Research, Haidarpara Gyanjyoti Vidharshan Dhyana Ashram, West Bengal, India ERCICSSH2213066
Uday Mog Buddhism, Humanities Research, New Delhi, India ERCICSSH2213068
Rupon Roy Buddhist Studies and Social Science, Buddhist Social Adarsh Vikas Mandal Trust, Mumbai, India ERCICSSH2213071

Alireza Rastkar Allameh Tabatabai University, Mashhad, Iran ERCICSSH2213076
Syed Shawkat Humanities, Dhanai Baitur Mamur Jame Mosque & Orphanage Madrasah, Bangladesh ERCICSSH2213069
Abdulhakam Alsudani College of Law, Seville University, Iraq, Baghdad ERCICSSH2213152
Ngene Oluokwukwe Social Science, University of Science and Technology, Boen vic global concept limited, Enugu, Nigeria ERCICBELLP2213053
Abu Bakar Mansaray Department of Accounting and Finance & Economics, University of Sierra Leone, Institute of Public Administration and Management, Freetown, Sierra Leone ERCICBELLP2213054
Dr. Mohamed Jah Bah Department of Accountancy & Economics, University of Sierra Leone, Freetown, Sierra Leone ERCICBELLP2213055
Tesfahun Moges Law, University of Gondar, Addis Ababa, Ethiopia ERCICBELLP2213056
Adeyemi Oyeneye Finance and Administration, MDBEE Global Concept Limited, Lagos, Nigeria ERCICBELLP2213059
Emmanuel Ajiboye Social Sciences, University of Ado, Ekiti, Nigeria ERCICBELLP2213060
Solomon Onovughakpor Oтуру Security, Chapel Security and Consultancy Limited, Mosogar, Nigeria ERCICBELLP2213062
Jamiu Adeola Afolabi CEO, Logisticzeal Ltd, Lagos, Nigeria ERCICBELLP2213063
Ezekiel Chibuzor Benson Director, BEC Merchandise International, Lagos, Nigeria ERCICBELLP22131064
Isaac Onaolapo Adeyemo CEO, Gbenaacole Ventures Ltd, Lagos, Nigeria ERCICBELLP2213065
Seifeldein Baka Agricultural Economy, Bachelor of Agricultural, Zefta, Gharbeya, Egypt ERCICBELLP2213066
Gabriel Omotayo Elesha CEO, Motfam Suites Ltd., Lagos, Nigeria ERCICBELLP2213068
Luke Israel Technical Officer, Jecovenant International School, Lagos, Nigeria ERCICBELLP2213069
Lailatul Hasanah Faculty of Economy and Business, UPN Veteran Jawa Timur, Surabaya, Indonesia ERCICBELLP2213071
Bankole Micheal Olushola Faculty of Social Science, Ondo State University, Akungba Akoko, Nigeria ERCICSSH2215053
Mostafa Amin Hamza

Social Science, Ministry of Social Solidarity, Kalyoubiya, Egypt ERCICSSH2215054
Sourav Das Buddhism, Humanities Research, Sujata Nagar, Bihar, India ERCICSSH2215059
Pria Barua Humanities Research, Paschim Dhali Udalia Shanti Niketan Bihar, Chattogram, Bangladesh ERCICSSH2215061
Abdel Baki Djaidja Directorate of Youth and Sports, Msila, Algeria ERCICSSH2215062
Toufik Djaidja Faculty of Humanities and Social Sciences, Mohamed Boudiaf Msila University, Msila, Algeria ERCICSSH2215063
Esther Irete Ayodele Administration, K-Swiss Nigeria Limited, Lagos, Nigeria ERCICBELLP2215051
Adeyemi Ikusedun Administration, K-Swiss Nigeria Limited, Lagos, Nigeria ERCICBELLP2215052
Vimal Chandulal Vasani Technician, J.A Gabari Enterprises, Kano, Nigeria ERCICBELLP2215055
Jamilu Aminu Gabari General Manager, J.A Gabari Enterprises, Kano, Nigeria ERCICBELLP2215056
Murtala Musa Umar Technician, J.A Gabari Enterprises, Kano, Nigeria ERCICBELLP2215057
Umar Sani Isa Technical, J.A Gabari Enterprises, Kano, Nigeria ERCICBELLP2215058
Carole Okolom Managing Director, CEO, Leecan Global Consult Ltd, Lagos, Nigeria ERCICBELLP2215059
Usman Ismaila Abubakar Technician, J.A Gabari Enterprises, Kano, Nigeria ERCICBELLP2215060
Desalegn Biruk Finance, Finance Administration, Addis Ababa, Ethiopia ERCICBELLP2215063
Linus Okereke Administrative, Oasis Global Help Foundation, Nigeria ERCICSSH2214051
Kehinde Afekhai Administration, World Hope Foundation, Lagos, Nigeria ERCICSSH2214052
Akinola Ilupeju Programs, World Hope Foundation, Lagos, Nigeria ERCICSSH2214053
Olawale Salami MD/CEO, S & B Mega Resources Limited, Lagos, Nigeria ERCICSSH2214054
Charles Tambwe Lombe Epst Ministry, Democratic Republic of Congo ERCICSSH2214055
Gbenupo Samson Ayedogbon

Education Consult, Psalm Consult International Limited, Lagos, Nigeria ERCICSSH2214056
Udolisa Desmond Nwagborogu-Obi Founder and CEO, Supreme Anointing Global Ministry, Lagos, Nigeria ERCICSSH2214057
Charles David Oluwatominiyi Customer Service Representative, United Bank for Africa (UBA), Lagos, Nigeria ERCICSSH2214058
Adedeji John Kayode Consultant, Purrytech Consult International Limited, Lagos, Nigeria ERCICSSH2214059
Emmanuel Oluwaseun Ojo International Logistics, M & S Global Logistics Limited, Lagos, Nigeria ERCICSSH2214060
Olabode Richard Olatunde Chief Press Secretary, Ondo State Media, Ondo, Nigeria ERCICSSH2214064
Vijaeneyi Segun Hunsu Vijas Integrated Services, Lagos Badagry Expressway, Lagos, Nigeria ERCICSSH2214065
Luboya Wa Luboya Moise Kinshasa, Ministry of Interior, Democratic Republic of the Congo ERCICSSH2214066
Banzi Okadjanga Noella Kinshasa, Ministry of Interior, Democratic Republic of the Congo ERCICSSH2214067
Kapuya Kabamba Yves Kinshasa, Ministry of the Interior, Democratic Republic of the Congo ERCICSSH2214068
Nkembilu Mvemba Laurette Kinshasa, Ministry of the Interior, Democratic Republic of the Congo ERCICSSH2214069
Nlandu Manzambi Esther Kinshasa, Ministry of the Interior, Democratic Republic of the Congo ERCICSSH2214070
Mushiya Kadima Anny Kinshasa, Ministry of the Interior, Democratic Republic of the Congo ERCICSSH2214071
Mamingi Nsimba Floribert Kinshasa, Ministry of the Interior, Democratic Republic of the Congo ERCICSSH2214072
Kotifa Ngunga Ordya Kinshasa, Ministry of the Interior, Democratic Republic of the Congo ERCICSSH2214073
Precious Amaechi Faculty of humanities, Babcock University, Nigeria ERCICSSH2214075
Akinsowon Victor Adeola Consultant, Aloxxco Business Enterprises, Lagos, Nigeria ERCICSSH2214076
Semiu Seriki Consultant, Seriki Consult Nigeria Limited, Lagos, Nigeria ERCICSSH2214077
Metros Park International Schools, Nigeria, Africa

Bayode Sunday Ogunmola ERCICSSH2214079
Mbau Kayongo Christiane Agent Administrative, Kinshasa Democratic Republic of Congo, Kinshasa ERCICSSH2214080
Marta Sales Municipal Secretary of Economic Development, Belo Horizonte City Hall, Brazil ERCICSSH2214086
Yinka Ekunniyi Accounts, Federal College of Animal Health and Production Technology Moor Plantation, Ibadan, Nigeria ERCICBELLP2214052
Babatope Iseyemi Branch Services, First City Monument Bank, Ado Ekiti, Nigeria ERCICBELLP2214053
Ireti Esther Ayodele K-Swiss Nigeria Limited, K-Swiss Nigeria Limited, Lagos, Nigeria ERCICBELLP2214054
Adeyemi Samson Ikusedun K-Swiss Nigeria Limited, K-Swiss Nigeria Limited, Lagos, Nigeria ERCICBELLP2214055
Anil Kumar Branch Manager, Oversee the branch, E-Commerce, Finance, Managing resources & staff, team management etc., Prudential Life Insurance (C) Limited- Karnal, Haryana, Karnal, India ERCICBELLP2214057
Virender Singh Finance Manager, Oversee the branch, E-Commerce, Finance, Managing resources & staff, team management eRadisson Blu- Paschim Vihar, Delhi, New Delhi, India ERCICBELLP2214058
Rajesh Kumar Branch Manager: Oversee the branch, E-Commerce, Finance, Managing resources & staff, team management etc., Prudential Life Insurance Limited, Panipat, India ERCICBELLP2214060
Ravi Kumar Business Development Manager Collecting and analyzing financial, political, and socioeconomic data., PTC India Fin Services Limited, New Delhi, India ERCICBELLP2214061
Gbenupo Ayedogbon Education Consult, Psalm Consult International Limited, Lagos, Nigeria ERCICBELLP2214062
Michael Whenupo Mofunlewi Modern Technologies, Modern Technologies, Bishkek, Kyrgyzstan ERCICBELLP2214063
Fahad Hussain Department of Criminology, University of Karachi, Karachi, Pakistan ERCICBELLP2214064
Ashwani Saharan Financial Economist: Collecting and Analyzing Financial, Political, and Socioeconomic Data, Radisson Blu (RHG) Kaushambi (UP), Ghaziabad (UP), India ERCICBELLP2214066
Anupreet Kaur Sekhon Finance Manager: Collecting and Analyzing Financial, Political, and Socioeconomic Data, Hilton Garden Inn, New D India ERCICBELLP2214067
Victor Semilore Maiye Clothings, Y. M Clothings, Lagos, Nigeria ERCICBELLP2214068

Osamudiamen Omoriyekemwen Sales Executive, Kyte Interior Enterprises, Benin Edo State, Nigeria ERCICBELLP2214069
Manal Hadj Laroussi Cader D'etudes NIV 1 in the Fund for Social and Cultural Services, Electricity and Gas Industries, Algiers, Algeri ERCICBELLP2214071
Narbeer Singh Co-Owner & Financial Advisor- Distribution Network of Partner, Secure Finance- New Delhi, New Delhi, India ERCICBELLP2214072
Nishan Singh Bath Co-Owner & Finance Advisor, A V Solutions, New Delhi, India ERCICBELLP2214073
Amit Kumar Financial Economist, Collecting and Analyzing Financial, Political, and Socioeconomic Data, Gurugram, India ERCICBELLP2214074
Ranjit Singh Regional Manager, Collecting and Analyzing Financial, Political, and Socioeconomic Data, Gurugram, India ERCICBELLP2214075
Festus Uwabunkonye Oneh MD/CEO, JAF Technologies Ltd, Lagos, Nigeria ERCICBELLP2214076
Abdulaziz Alsaad Faculty of Business Administration, Shaqra University, Shaqra, Saudi Arabia ERCICBELLP2214077
Taiwo Henry Olorunfemi Information Technology, J Rabbi Global Resources, Ibadan, Nigeria ERCICBELLP2214078
Kehinde Felix Oloorunfemi Business Administration, J Rabbi Global Resource, Ado Ekiti, Nigeria ERCICBELLP2214079
Felicia Ewemade Ugiagbe Shareholder, Kyte Interior Enterprises, Benin City, Edo State, Nigeria ERCICBELLP2214080
Michael Taiwo Adejumo Chief Executive Officer, Mik Adeplus Integrated Ltd, Abuja, Nigeria ERCICBELLP2214081
Chisom Nwafor Criminology and Security Studies, Chukwuemeka Odumegwu Ojukwu University, Anambra State, Igbariam, Nigeria ERCICBELLP2214082
Samuel Mercy Omodara Haulage Manager, Josybek Nigeria Enterprises, Nigeria ERCICBELLP2214084
Olusesan Suraju Jolaoso Program Officer, Josybek Nigeria Enterprises, Nigeria ERCICBELLP2214085
Bunmi Abiola Dosunmu Microbiology

<p style="text-align: center;">Olabisi Onabanjo University, Nigeria ERCICBELLP2214086</p>
<p style="text-align: center;">Olufunke Olabisi Ogungbemile Chief Accountant, Federal Civil Service Commission, Lagos, Nigeria ERCICBELLP2214090</p>
<p style="text-align: center;">Oladimeji Desmond Akinyemi Management, Promofleet Managers Consult, Lagos, Nigeria ERCICBELLP2214091</p>
<p style="text-align: center;">Kazeem Ademola Adeniji Engineering Manager, ATC Nigeria, Lagos, Nigeria ERCICBELLP2214092</p>
<p style="text-align: center;">Obadare Joseph Ajibade Principal Registrar, F.C.T Judiciary, Abuja, Nigeria ERCICBELLP2214093</p>
<p style="text-align: center;">Weyinmi Musediku Managing Director, Wems Shop D'Varieties, Lagos, Nigeria ERCICBELLP2214094</p>
<p style="text-align: center;">Efe Emmanuel Agbebaku Management, Edo State Government, Government House Complex, G.R.A, Benin City, Edo State, Nigeria ERCICBELLP2214096</p>
<p style="text-align: center;">Douglas Chigozie Nwofor Finance, Federal Airport Authority, Lagos, Nigeria ERCICBELLP2214097</p>
<p style="text-align: center;">Declan Chilotam Ngene Manager, Chideclan Enterprises, Lagos, Nigeria ERCICBELLP2214098</p>
<p style="text-align: center;">Adedoyin Abike Adedeji Finance and Administration, Playhouse Communication, Lagos, Nigeria ERCICBELLP2214099</p>
<p style="text-align: center;">Oluchi Elizabeth Patrick Sales Manager, Haldane Mccall Plc, Lagos, Nigeria ERCICBELLP2214100</p>
<p style="text-align: center;">Patience Eiwanehi UKE Management, EDO State Government, Benin City, Nigeria ERCICBELLP2214101</p>
<p style="text-align: center;">Najmah Alzahrani Psychology, Leicester University, Leicester, England ERCICBELLP2214103</p>
<p style="text-align: center;">Chidiebere Uwaoma Faculty of Business Administration, University of Unilag, Lagos, Nigeria ERCICBELLP2214104</p>
<p style="text-align: center;">Jagwinder Kumar Branch Manager, ICICI Prudential Life Insurance Company Limited, New Delhi, India ERCICBELLP2214106</p>
<p style="text-align: center;">Sejalben Bhanuprasad Barot Financial Economist, SMC Global Securities Limited, Mumbai, India ERCICBELLP2214107</p>
<p style="text-align: center;">Sejalben Bahecharbhai Chaudhari Business Economist, Almondz Global Securities Limited, Mumbai, India</p>

ERCICBELLP2214108
Afam Ikwuemesi Nigerian Content and Industry Collaboration, Petroleum Technology Development Fund, Nigeria ERCICBELLP2214112
Abdulrahman Almowallad LLM candidate at King's College, King's College, London UK ERCICBELLP2214113
Moisette Mungema Mangala Epst Ministry, Democratic Republic of the Congo, Central Africa ERCICBELLP2214114
Mohammed Shihabuddi Director, Anti-Drug Human Rights & Social Justice Moulvibazar, Bangladesh ERCICSSH2216052
Anik Chowdhury Buddhist Studies and Humanities, Ichapur Tathagata Vihar Sabha, Kolkata, India ERCICSSH2216057
Elijah John Senior Researcher Officer, Joda Global Services Nigeria Limited, Abuja, Nigeria ERCICSSH2217051
Abid Bashir NGO, Muzaffarabad Poverty Alleviation Program, Pakistan ERCICSSH2217052
Stephen Emeka Awazie History and International Relations, Imo State University, Owerri, Nigeria ERCICSSH2217053
Karifa Thoronka Residential Elderly Care Foundation, Freetown, Sierra Leone ERCICSSH2217055
Luboya Mvuama Rodolphe Monitoring and Evaluation Officer, General Territorial Inspectorate, Kinshasa, Rdcongo ERCICSSH2217056
Mbamu Ndonzwau Dalicia Office Manager, General Territorial Inspectorate, Kinshasa, Rdcongo ERCICSSH2217057
Pooja Rani Institute of Management Studies and Research, Maharshi Dayanand University, Rohtak, India ERCICSSH2217058
Lupata Katshi Papy Chargé du Développement Durable, Inspecion Generale De La Territoriale, Kinshasa, RD Congo ERCICSSH2217059
Yengo Kimavungu Nana Chargée du Sociale, Inspecion Generale De La Territoriale, Kinshasa, RD Congo ERCICSSH2217060
Boimbo Bosawa Patrick Chargée de Communication, Inspecion Generale De La Territoriale, Kinshasa, RD Congo ERCICSSH2217061
Muskan Singla IMSAR, Maharshi Dayanand University, Rohtak, India ERCICSSH2217062
Mamta Gaur

Department of Management, Galgotias University, Greater Noida, India ERCICSSH2217064
Joseph Bee Abu Department of Social Science, Njala University, Bo, Sierra Leone ERCICSSH2218051
Musa Khalil Koroma Management, Global Youth Network for Empowerment and Development, Freetown, Sierra Leone ERCICSSH2218055
Baron Letha a Mutunda Social, Assemblée Provinciale Kwilu, Democratic of Congo ERCICSSH2218054
Bilal Zulfiqar Charity and Welfare Department, Sahara for Life Trust and Red Crescent, Lahore, Pakistan ERCICSSH2218058
Muhammad Nadeem Khan NGO, North American Muslim Foundation, Islamabad, Pakistan ERCICSSH2218059
Gbenupo Samson Ayedogbon Education Consultant, Psalm Consult International Limited, Lagos, Nigeria ERCICSSH2218060
Adetutu Anastasia Adeosun Education, Oxford International School, Bishkek, Kyrgyzstan ERCICSSH2218061
Yasmine Lahnin Faculty of Governance Economics and Social Sciences, University Mohamed Polytechnic, Morocco ERCICSSH2218062
Konstantin Tarasov Faculty of Social Sciences, Higher School of Economics, Moscow, Russia ERCICSSH2218067
Vladimir Shishov Financial Department, Financial University, Russia ERCICSSH2218068
Almagul Mukhamedkhanova Institute of Continuing Education, National Academy of Education, Kazakhstan ERCICSSH2218070
Ainur Arkhymatayeva Researcher at the Institute of Secondary Education, National Academy of Education, Astana, Republic of Kaza ERCICSSH2218071
Moxira Mavlanova Department of Foreign Languages, Tashkent Institute of Architecture and Civil Engineering, Tashkent, Uzbe ERCICSSH2218072
Uduma Precious Education Correspondent, The Authority Newspaper, Nigeria ERCICSSH2219052
Adel Lahbib Humaine Sciences, El Anis Association for Youth, Khraicia, Algeria ERCICSSH2219054
Salisu John

Business Administration, Federal Polytechnic, Kaura Namoda, Nigeria ERCICSSH2222057
Nelson Chinedu Emecheta Faculty of Business, IMO State University, Nigeria ERCICBELLP2216052
Leatus Onyekachi Ugwuere Purchasing & Supply, Kriswin Concept International Nigeria Limited, Abuja, Nigeria ERCICBELLP2217054
Kristina Kalaj Clinical Psychologist, Ltd Psychological Services, Detroit, USA ERCICBELLP2217055
Runamani Baro Faculty of English, Goreswar College, Assam, India ERCICSSH2219057
Matthew Tamba Gboku Department of Economics, Njala University, Mokonde, Sierra Leone ERCICBELLP2218052
Zainab Kamara Department of Business Management, University of Sierra Leone, Moyamba, Sierra Leone ERCICBELLP2218053
Dana Albustami Psychology, Doha Institute for Graduate Studies, Doha, Qatar ERCICBELLP2218054
Ivan Antonov Law Department, Voronezh State University, Voronezh, Russia ERCICBELLP2218055
Basiru Abimbola Yusuff Asst. Chief Administration Officer Administration Department, Ifelodun Local Govt Osun Nigeria, Ikirun, Nigeria ERCICBELLP2219051
Muritala Kayode Gbadamosi Deputy Director of Administration and General Duties, Ifelodun Local Government, Ikiru, Nigeria ERCICBELLP2219052
Andrews Kofi Arhin Mental Health and Hygiene Organization, Project Lory Foundation Ghana, Accra, Ghana ERCICBELLP2219053
Blay Abdul Rashid Mental Health and Hygiene Organization, Project Lory Foundation Ghana, Accra, Ghana ERCICBELLP2219055
Ollennu Adelaide Mental Health and Hygiene Organization, Project Lory Foundation Ghana, Accra, Ghana ERCICBELLP2219056
Basma Ghoniem Mansoura Specialized Hospital, Mansoura Faculty of Medicine, Egypt ERCICBELLP2219057
Kamal Raj Jaishi Bussiness, Pokhara University, Lamki, Kailali, Nepal ERCICBELLP2219058
Bharat Sarki Lamki, Pokhara University, Nepal

ERCICBELLP2219059
Khagendra Tamatta Research, Pokhara University, Lamki, Nepal ERCICBELLP2219060
Joseph Okechukwu Omeni Business Management, Kriswin Concept International Nigeria Limited, Abuja, Nigeria ERCICBELLP2219061
Djeugnia Tchapelch Fabrice Elizer International Trading, Kangstar International Trading Co. Ltd, Zibo, China ERCICBELLP2219062
Eslam Ahmed Elsaid Ahmed Abdelfattah Faculty of Computer Engineering, Cairo University, Cairo, Egypt ERCICBELLP2219063
Joshua Tunji Aladegbaye Business Management, Kriswin Concept International Nigeria Limited, Abuja, Nigeria ERCICBELLP2219064
Leatus Onyekachi Ugwuere Purchasing & Supply, Kriswin Concept International Nigeria Limited, Abuja, Nigeria ERCICBELLP2219066
Duke Oluikpe Linguistics Faculty of Arts, University of Nigeria, Nsukka, Enugu, Nigeria ERCICBELLP2219067
Muritala Kayode Gbadamosi Deputy Director of Administration and General Duties, Ifelodun Local Government, Ikirun ERCICBELLP2219069
Nagwa Elbashir Political Science, College of Law and Political Science, King Saud University, Saudi Arabia ERCICSSH2221054
Grace Yeboah Blankson School of Commerce, Jain Deemed-to-be University, Bangalore, India ERCICBELLP2221055
Lorena Barnard AISJ American International School of Johannesburg, School AISJ, Johannesburg, South Africa ERCICBELLP2221056
Gebregziabher Gebreyesus Fiseha Development Studies, University Fort Hare, Alice, South Africa ERCICSSH2222053
Taufiqurrahman Hasyim Faculty of Economic, Open University, Indonesia ERCICBELLP2222051
Gebregziabher Fiseha Development Studies, University of Fort Hare, South Africa ERCICSSH2223051
Ajayi Adeniran Logistics Consultant, Fly Save Travels & Logistics, Lagos, Nigeria ERCICSSH2223052
Pius Olaniyi Oloko Metros Park International Schools, Lagos, Nigeria ERCICSSH2223055
Dada John Ogunike

CEO, Ogunnike Memorial Clinic, Abeokuta, Nigeria ERCICSSH2223056
Tariq Javed NGO, Muzaffarabad Poverty Alleviation Program-MPAP, Muzaffarabad, Pakistan ERCICSSH2223057
Abiodun Olujide Department of Socio and Human Welfarism, The Nigerian Police, Lagos, Nigeria ERCICSSH2223058
Bilema Kalenda Cecile Chargée du Protection de la Nature, Inspecion Generale De La Territoriale, Kinshasa, RD Congo ERCICSSH2223059
Matondo Mbanzu Bashelier Chargé de changement Climatique, Inspecion Generale De La Territoriale, Kinshasa, RD Congo ERCICSSH2223060
Luboya Wa Luboya Moise Chargée des Questions Humanitaires, Inspecion Generale De La Territoriale, Kinshasa, RD Congo ERCICSSH2223061
Banzi Okadjanga Noella Agent Administrative, Inspecion Generale De La Territoriale, Kinshasa, RD Congo ERCICSSH2223062
Kapuya Kabamba Yves Attachée du Bureau, Inspecion Generale De La Territoriale, Kinshasa, RD Congo ERCICSSH2223063
Nkembilu Mvemba Laurette Attachée du Bureau, Chargée de Formation, Inspecion Generale De La Territoriale, Kinshasa, RD Congo ERCICSSH2223064
Musasa Kazez Odon Bernard Inspecteur Général, IGTER, Inspecion Generale De La Territoriale, Kinshasa, RD Congo ERCICSSH2223065
Oladipo Taiwo MBA, Business School Netherlands, Nigeria ERCICSSH2223066
David Lawrence Sule College of Engineering Abuja, Me Nigeria Limited, Abuja, Nigeria ERCICSSH2223067
Bombusa Lokoka Sophie Chargée d' Aménagement des Territoires, Inspection Generale De La Territoriale, Kinshasa, RD Congo ERCICSSH2223068
Hilary Osawaru Research, Boomwalk Global Limited, Lagos, Nigeria ERCICSSH2223069
Simon Chowdhury Social Science & Humanities, Ajanta Buddha Vihar, Maharashtra, India ERCICSSH2223070
Moni Chowdhury Social Science, Ethics & Humanities, Gautam Buddha Vihar & Meditation Centre, Maharashtra, India ERCICSSH2223071

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<p style="text-align: center;">Olakunle Sobitan Information Technology, KSHO Ventures, Lagos, Nigeria ERCICBELLP2223062</p>
<p style="text-align: center;">Oluwaseyi Olaitan Akintoye Industrial and Labour Relations, Self-Nomination, Southend-On-Sea, United Kingdom ERCICBELLP2223063</p>
<p style="text-align: center;">Aliyu Yusuf Political Science, Usmanu Danfodiyo University, Sokoto, Nigeria</p>

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Stephen Otokpa Otse Business, Teesvad Global Services Limited, Abuja, Nigeria ERCICBELLP2223067
Muhammad Dawood Khan NGO, Pakistan Association Dubai, UAE ERCICBELLP2223068
Richard Addai Mental Health, Accra Psychiatric Hospital, Accra, Ghana ERCICBELLP2223069
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Carole Nkechi Okolo Managing Director/CEO, Leecan Global Consult Ltd, Lagos, Nigeria ERCICBELLP2223074
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Sejalben Mukeshbhai Suthar Financial Economist: Collecting and Analyzing Financial, Political, and Socio-economic Data, Almondz Global Securities Limited, Mumbai, India ERCICBELLP2223077
Rajesh Rajesh AFinancial Economist: Collecting and Analyzing Financial, Political, and Socio-economic Data, SMC Global Securities Limited, Mumbai, India ERCICBELLP2223078
Hiteshkumar Madhabhai Chaudhari Business Economist: Collecting and Analyzing Financial, Political, and Socio-economic Data, Edelweiss General Insurance (C) Limited, Mumbai, India ERCICBELLP2223079
Eric Appiah Managing Director, Marycsarp Ventures, Accra, Ghana ERCICBELLP2223080
Bichene Okongor Deputy Manager, Nigeria Deposit Insurance Corporation, Benin, Nigeria ERCICBELLP2223081
Gurmeet Singh Business Economist, Collecting and Analyzing Financial, Political and Socioeconomic Data, Indiabulls Housing Finance Limited, Mumbai, India ERCICBELLP2223083
Vanitababen Rajeshkumar Patel Financial Economist, Collecting and Analyzing Financial, Political and Socioeconomic Data, Mindtree Limited, Mumbai, India ERCICBELLP2223084
Shivani Bhartkumar Sadhu Business Economist, Collecting and Analyzing Financial, Political and Socioeconomic Data, ICICI

Lombard General Insurance (C) Limited, Mumbai, India ERCICBELLP2223085
Monikaben Vishnubhai Patel Financial Economist: Collecting and Analyzing Financial, Political and Socio-Economic Data, ICICI Prudential Asset Management (C) Limited, Mumbai, India ERCICBELLP2223086
Krishan Sheokand Business Economist: Collecting and Analysing Financial, Political and Socioeconomic Data, Almondz Global Securities Limited, Chandigarh (UT), India ERCICBELLP2223087
Martina Kelechi Opusunju Managing Director, Kelestina Fashion World Rivers, Nigeria ERCICBELLP2223088
Justina Mike Ngwobia Project Director, Justice, Peace and Reconciliation Movement, Plateau, Nigeria ERCICBELLP2223089
Popo-Ola Oladipupo Ojikutu Central Procurement Manager, Deux Project Lagos, Nigeria ERCICBELLP2223090
Mahta Ahadi Faculty of Law and Political Sciences, University of Tehran, Tehran, Iran ERCICBELLP2223091
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Yogeshkumar Rajeshbhai Barot Business Economist, Piramal Capital Housing Finance Limited, Mumbai, India ERCICBELLP2223093
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<p>Bankole Micheal Olushola Faculty of Social Sciences, Adekunle Ajasin University, Ondo State, Nigeria ERICSSH2225068</p>
<p>Toyin Alabetutu</p>

Admin, Ayinke Aladire, Lagos, Nigeria ERCICSSH2225073
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Freda Mensah Ghana Police Service, University of Education, Winneba, Ghana ERCICBELLP2225073

<p>Yusuf Afeez Akinwole Business Entrepreneur, Sonnex Integrated Global Services Ltd, Ibadan, Oyo State ERCICBELLP2225075</p>
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<p>H. Lalhriatkimi Department of Botany, Pachhunga University College, Mizoram, India ERCICSSH2226063</p>
<p>Mayani Chaudhary Faculty of Home Science, PSB Govt. Degree College Lambgaon, SDSUV, Higher Education, , Tehri Garhwal, India ERCICSSH2225082</p>
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<p>Sumit Barua Bachelor of Arts in English, Sukhothai Thammathirat Open University, Nonthaburi, Thailand ERCICSSH2225075</p>
<p>Simranjeet Kaur Sidhu</p>

Anand Sagar Academy, Koir Singh Wala, Punjab ERCICBELLP2225080
Khiera Benbabba Material Sciences Science and Technology, Algeria, ERCICSSH2224054
Anvesha Singh Research Scholar, Jiwaji University, Gwalior, Madhya Pradesh, India ERCICSSH2224055
Anthony Chukwuma Ekpendu Inventory Management, Kriswin Concept International Nigeria Limited, Abuja, Nigeria ERCICSSH2224056
Leatus Onyekachi Ugwueru Purchasing & Supply, Kriswin Concept International Nigeria Limited, Abuja, Nigeria ERCICSSH2224057
Joseph Okechukwu Omeni Business Management, Kriswin Concept International Nigeria Limited, Abuja, Nigeria ERCICSSH2224058
Mokhira Mavlanova The department of foreign languages, Tashkent University of Architecture and Civil Engineering, Uzbekistan ERCICSSH2224059
Muna Alamoudi Biology department, Science college, Hail university, Kingdom Saudi Arabia ERCICSSH2224060
Tariq Alabdallah Geography, Universiti Sains Malaysia, Jordan ERCICSSH2224061
Ibada Said Faculty of Business, University of Selangor, Malaysia ERCICBELLP2224055
Muhammad Imran Law, International Islamic University, Petaling Jaya, Malaysia ERCICBELLP2224056
Rupsa Mahapatra School of Management, Centurion University of Technology and Management, Bhubaneswar Campus, Odisha, Bhubaneswar, Odisha, India ERCICSSH2223083
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