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**METEC2021**  
RESEARCH EXCELLENCE

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## **PREFACE**

### **Proceedings of the 2nd International Conference on Management, Business, Economy, Education, Engineering, Social Science and Technology (METEC2021)**

It is my pleasure to welcome you to 2nd International Conference on Management, Business, Economy, Education, Engineering, Social Science and Technology (METEC2021). **METEC2021** aims to provide a platform for connecting academic scholars and industry practitioners world-wide to share the research findings from various disciplines and create a space for intellectual discussion, exploration and reflection of key issues that are shaping the world today. This is a great opportunity for delegates to expand knowledge, plan and implement innovative strategies, overcome barriers and move forward with the initiatives that benefit the community.

Your participation in this conference and submission of research papers is greatly appreciated and on behalf of the Organizing Committee, I wish you all the safety and health and together we must strive to get over with the Covid-19 pandemic challenge as soon as possible. Our research works must endure despite these challenges to continue contributing to the body of knowledge from new research ideas, methods and problem resolutions.

Thank you.

**Dr. Safaie Mangir**  
**Conference Chairman**

## **ABSTRACT**

The objective of this conference is to provide a platform for scholars, intellectuals and professionals from various academic and industrial disciplines to share the research findings from various disciplines and create a space for intellectual discussion, exploration and reflection of key issues that are shaping the world today. The conference welcomes all authors from related fields of research to submit and/or present the research papers. All accepted papers will be published in the conference proceeding book with ISBN number. More importantly, the accepted papers will also be published in refereed journals indexed by Malaysia Citation Centre (MCC). Papers that have the merits for publication in high index journals will be selected for publication in SCOPUS-indexed journals.

The conference has attracted quite a number of participations especially in the Video Presentation category and accepted research papers from various research disciplines for publication in proceeding book and journals. All submitted papers were reviewed by the review committee and the corresponding acceptance notifications were emailed to the authors upon acceptance approval by the review committee. Subsequently all accepted papers will be published in conference proceeding book which is targeted to complete by middle of July 2021. All accepted papers correspondingly, will be published in September 2021 Issue of the refereed journals. The proceeding (with ISBN) will be provided in PDF format while the journal is online and the related online URL links will be provided via email upon successful journal publication of the papers.

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# ATTRACTING JAPANESE OFFICIAL DEVELOPMENT ASSISTANCE FOR ROAD TRAFFIC IN VIET NAM

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**Abstract:** *Official Development Assistance (ODA) is one of important sources of aid for Viet Nam in the process of economic development, in which, Japan is always the largest ODA donor to Viet Nam, especially in the field of traffic infrastructure development. This paper, using quantitative and qualitative tools, identifies the factors affecting the attraction of Japanese ODA investment in road traffic and proposes solutions to attract this source of capital in the period of 2020 - 2030.*

**Keywords:** Capital attraction, ODA, Japan, road traffic.

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## 1. Introduction

Since the normalization of relations (1992), Japan has always been the largest official development assistance (ODA) donor to Viet Nam, especially in the field of infrastructure development, focusing mainly on road traffic infrastructure, including projects that are considered as key projects of road transport system in Viet Nam, namely the bridge on National Highway 1; North - South unified railway line; Hai Van road tunnel in the Central region, and Can Tho bridge in the Mekong River region, etc. connecting the North and South regions of Viet Nam, etc. However, so far, the attraction of ODA investment has faced a number of difficulties such as changes in terms of support when (i) Viet Nam signs many new agreements (such as EVFTA, CPTPP, etc.); (ii) Viet Nam has gradually moved up to a low-middle-income country, which has resulted in changes in funding sources (*i.e.* ODA) (stricter preferential terms); (iii) The change of external factors such as the industrial revolution 4.0 leads to a change in technology in many fields, including the field of road transport infrastructure (Hoàng Cao Liêm, 2018). The following article will assess the attraction of Japanese ODA investment for road transport infrastructure with the use of quantitative research tools and software (SPSS v.20).

## 2. Theoretical Background

### 2.1 Theoretical Basis for Attracting ODA Capital in Road Traffic

There have been many different views on ODA investment. The viewpoints on ODA of the World Bank and Organization for Economic Cooperation and Development (OECD) are widely used as a guide for ODA policy.

The World Bank's view on ODA (1999) is: “ODA is a part of official development finance, in which grant aid must account for at least 25% of total aid, plus concessional lending” (World Bank, 1999).

The OECD's view on ODA (2012) is: “ODA is an official transaction established with the aim of promoting the socio-economic development of developing countries. The financial condition of this transaction is of a favorable nature and the grant component is at least 25%” (OECD, 2012).

In Viet Nam, the concept of ODA, which is clearly shown in Chapter 1, Article 1 of Decree 17/2001/ND-CP, effective from May 4, 2001 of the Government of Viet Nam, stipulates: Support for development official development, abbreviated as ODA, is a development cooperation activity between the State or the Government of the Socialist Republic of Viet Nam and donors including foreign governments, intergovernmental or transnational organizations; forms of ODA provision including non-refundable ODA, concessional ODA with weak non-refundable at least 25%; ODA delivery methods include balance of payments support, program support, and project support (Prime Minister, 2001).

In the Decree 131/2006/ND-CP, ODA is understood as a development cooperation activity between the State or the Government of the Socialist Republic of Viet Nam. Viet Nam with donors being foreign governments, bilateral donor organizations and inter-national or inter-governmental organizations (Prime Minister, 2006).

The Decree No. 38/2013/ND-CP stipulates that ODA is a source of official development assistance and concessional loans from foreign governments, international organizations, inter-governmental or intergovernmental organizations. Countries (hereinafter referred to as donors) provide the State or the Government of the Socialist Republic of Viet Nam in two forms: ODA grants (free of interest and with no provision for repayment), and ODA loans (repaid with preferential conditions). The preferential conditions are specified on interest rates, grace period and repayment period, ensuring that the non-refundable factor reaches at least 35% for the donors for tied loans and 25% for unsecured loans. The method of calculating the non-refundable factor is stated in Appendix I of this Decree (Prime Minister, 2013).

From the above analysis, the author's perception of ODA is as follows: *ODA is the capital of rich countries or international organizations that sponsors poor or underdeveloped countries and is expressed as follows: various forms (money, goods, etc) as refundable or non-refundable.*

The road traffic system is a part of the infrastructure, playing an important role in the movement and development of that area to ensure smoothness in social activities, as a bridge from production to consumption, maintaining commercial activities, tourist services and meeting people's travel needs.

In this sense, the road traffic system can be conceptualized as: *Road traffic system is a collection of works, traffic routes, vehicles and control organization to ensure the connection between different areas. The road traffic system is composed of three components: traffic works, means of transport and traffic management system* (National Assembly, 2008).

According to the above analysis on ODA and road traffic, the author gives an overview of attracting ODA capital in road traffic: a total of scientific solutions (mechanisms, policies, science and technology) to promote international donors (i.e., developed countries, international organizations, etc.) to invest capital in different forms, suitable to the interests of investors, society, and the State in accordance with the law to develop road traffic in Viet Nam.

## **2.2 Literature Review**

There have been a variety of studies on ODA under many different dimensions. In addition to the analysis and assessment of ODA in general, there are also a number of studies on Japanese ODA as the largest source of support for Viet Nam from different angles, typically problems of attracting and using those capital.

- *Regarding road traffic development*, a research paper by Bui Hoang Lan (2010) emphasized the role of road traffic network development when analyzing and assessing impacts of road system development. When assessing impacts of road system development in relation to the gross domestic product (GDP) growth rate of the Northern key economic region of Viet Nam, Phi Vinh Tuong (2015), gave a view on the development of transport infrastructure, the relationship between economic growth and transport infrastructure development, pointing out changes in the role of world's transport infrastructure development and private sector involvement.

- *Regarding ODA for infrastructure development*, some Vietnamese authors (e.g., Nguyen Thi Hoang Oanh (2005, 2006)) analyzed the role of ODA in building infrastructure and the influence of factors namely objectives and scale of ODA provision of donors; stability of political and macroeconomic institutions, legal documents, etc. and the level of economic development of the grantee to ODA management in the context of Viet Nam. Tu Quang Phuong (2008) assessed the actual situation of attracting ODA investment in the fields of transport, electricity, urban water supply, post and telecommunications, etc. and its contributions to developing infrastructure, promoting economic growth in Viet Nam in the 2001 - 2007 period; At the same time, upon analyzing limitations and weaknesses in the mobilization and use of ODA in Viet Nam, the article proposed three groups of solutions to enhance the attraction and improve the efficiency of using ODA for infrastructure development investment in the near future.

Duong Van Thai (2014), in his research on attracting general investment capital in road traffic, studied basic contents of road transport infrastructure, and their role in the socio-economic development of a country. He also systematized and clarified basic theories of capital investment for the development of road transport infrastructure, especially capital mobilization and development for the road transport infrastructure. Thai surveyed the situation of mobilizing investment capital for the development of the road transport infrastructure in Bac Giang province to analyze and assess the situation of investment capital mobilization for developing the road transport infrastructure in the area in the period 2001 - 2013 to propose feasible solutions to mobilize foreign investment capital for development with a vision to 2030.

Nguyen Xuan Cuong (2017) analyzed the situation of diversifying investment capital for road construction in Viet Nam from 2011 to 2017 and offered some common solutions related to awareness and development planning, roles of the state, capital and science and technology, human resources and management, and foreign investment attraction to promote investment in road construction.

Hoang Cao Liem (2018) provided a theoretical basis for state management of investment in road transport infrastructure from the provincial budget, thereby evaluating this process for Ha Nam province in the period 2011 - 2017 with a number of remarkable results including some limitations such as slow promulgation of policies and laws; limited planning work; underperformance of staff, etc.

The above-mentioned literature review has illustrated a general picture of capital attraction and practical needs for Viet Nam's transport infrastructure development following the socio-economic development plans. Currently, the state budget capital is increasingly limited while attracting Foreign Direct Investment (FDI) and Public-Private Partnership (PPP) is also limited due to problems in procedures and policies. Therefore, it is really necessary to take advantage of diverse funding sources, especially ODA in the construction of road traffic.

### **2.3 The Need to Attract Japanese ODA Capital into Vietnam**

Firstly, it can be affirmed that Vietnam has an important strategic position in Southeast Asia. Vietnam is located on sea transport routes in the Western Pacific region with many gateways to the sea, large ports such as Hai Phong, Cam Ranh, Da Nang, Vung Tau ... which is very important area for military, can be seen as a factor affecting the security strategy of Japan and ASEAN countries. Japan has clearly identified the importance of Vietnam in the Asia-Pacific region: "Vietnam will be a country that plays an important politically and economically role in the Asia-Pacific region in this twenty-first century"<sup>1</sup>.

Secondly, Japan is a major economic power, always wanting to affirm its role and position in international politics. For Japan, ODA has always been an important tool in foreign policy. Japan develops a consistent and long-term ODA policy for Vietnam and Southeast Asia. Through the provision of ODA to Vietnam, Japan will have long-term benefits for politics, binding on Vietnam's foreign policy and Vietnam's support for Japan in the international stage.

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<sup>1</sup>*Hiyoshi Đại sứ Nhật Bản tại Việt Nam (1991), Chính sách của Nhật Bản ở Đông Nam, Tạp chí Quan hệ quốc tế, số 9*

Thirdly, ODA loans bring a lot of economic benefits to Japan, such as expanding the consumption market of goods, affecting the Vietnamese economy, and being an effective, high safety and profitable investment. Total Japanese ODA provided to Vietnam from 1992 to 2014, about more than 2,000 billion yen, in which 80% is loan money with an interest rate about 1.4%/year and with a repayment term of 30 years with 10 years grace<sup>2</sup>. Therefore, the debt that Vietnam has to pay in the future is not small. The debt of Viet Nam will be a great source of profit for Japan. ODA capital also brings benefits to Japan from providing equipment for orders as well as directly participating in project implementation. Through that, Vietnam sells products to Japanese manufacturers, and Japan receives a large amount of money from Vietnam. Nominally, Japanese ODA loans in Vietnam are bid internationally, but due to high technical requirements, most of the winning bidders are Japanese companies. Obviously, thanks to ODA loans, Japanese companies have the opportunity to do business and officially enter the Vietnamese market, moreover, this is a business form with high security.

Fourthly, Japan's preference for Vietnam comes from Japan's interests because ODA plays the role of "paving the way" and creating "friendly gestures", so that Japan can then carry out trade promotion policy and FDI investment. Through ODA, Japanese businesses can access Vietnam faster through specific project construction contracts, Japanese investors also come to Vietnam more easily because of the developed infrastructure. On the contrary, Vietnam has more good conditions to attract foreign FDI. In addition, when the Japanese economy is in recession, the country's foreign currency reserves are still very large, so they provide ODA to Vietnam because through ODA, Japan also opens up their export channels by other countries. ODA projects are mainly made by Japanese contractors, using Japanese equipment, thereby having a positive impact on the Japanese economy. Therefore, Japan does not suffer any loss when increasing ODA to Vietnam. Obviously, ODA is the foundation and focus in economic cooperation between Vietnam and Japan, playing an actively role in contributing to the two countries' foreign policy goals. Moreover, when Japan invests ODA for Viet Nam, Japan has a low risk. Vietnam is still one of the ideal investment areas due to the combination of factors such as skilled labor resources, low labor costs, improved investment environment, many preferential policies and political stability.

Moreover, Japanese Government is very interested and focused in the fields such as the transport infrastructure, especially road traffic in Vietnam. Since the normalization of relations (1992), Japan has sponsored Vietnam with large projects in the field of road traffic and considered as key projects of the road transport system in Vietnam such as: the bridge on National Highway 1; North-South unified railway line; Hai Van road tunnel in the Central region or Can Tho bridge in the Mekong River region - traffic connecting the two North and South regions of Vietnam.

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<sup>2</sup> <http://www.jica.go.jp/vietnam>

During the period 1992 to 2013, including works under construction, Japan supported Vietnam to renovate and build a total of 3,309 km of roads and 287 bridges. In particular, Japan has supported Vietnam to renovate and build 650 km of national highways, equivalent to 70% of Vietnam's national highway system. Japan supported the Ministry of Transport of Vietnam in formulating a master plan for national transport development in the first half of the 1990s. Along with that, a number of other projects improved the circulation of goods in the North to attract foreign investment. Japan has supported the renovation of railway bridges on the North-South Reunification Railway, "Vietnam - Japan Friendship Train" is one of the activities to celebrate the 40th anniversary of diplomatic relations between Vietnam and Japan.

Japan has also supported the enhancement of urban functions with projects to build Ring Road 3 (Hanoi), East-West Highway (HCMC), urban railways in Hanoi and Ho Chi Minh City... and upgrading international gateways with the project of renovating Hai Phong Port, Noi Bai International Airport... In 2013, Japan supported the replacement of bridges on national highways passing through localities across the country<sup>3</sup>.

In 2018, Japan was the leading ODA source for Vietnam's transport infrastructure development with 43% of Japan's ODA for the transport sector. Through the Japan International Cooperation Agency (JICA), the Japanese Government has been supporting the Ministry of Transport to implement 52 projects with a capital of 10,801 million USD<sup>4</sup>. Projects funded by Japan are all important, large-scale projects with complex technical standards, application of many advanced and modern technologies, which ensure requirements and meet for quality and efficiency when put into operation.

From the above analysis, it can be seen that attracting Japan's ODA has been effective in many aspects such as:

- Increase the number and scale of ODA projects in road traffic. By 2020, Japanese ODA has contributed to the construction of a relatively large transport system, mainly road traffic with relatively large capital sources such as the Dai Ngai Bridge construction investment project on National Highway 60: Thu Prime Minister approved the investment policy of JICA loan project (Decision No. 1478QD-TTg dated October 28, 2019). JICA loan is expected to be 34.5 billion yen, equivalent to 302 million USD<sup>5</sup>.

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<sup>3</sup> [https://www.jica.go.jp/vietnam/office/others/pamphlet/ku57pq0000221kmaatt/Japan\\_Vietnam\\_Partnership\\_To\\_Date\\_and\\_From\\_Now\\_On\\_vie.pdf](https://www.jica.go.jp/vietnam/office/others/pamphlet/ku57pq0000221kmaatt/Japan_Vietnam_Partnership_To_Date_and_From_Now_On_vie.pdf)

<sup>4</sup> Nhật Bản - Nhà cung cấp ODA hàng đầu hỗ trợ phát triển giao thông Việt Nam, <http://vccinews.vn/news/21064/nhat-ban-nha-cung-cap-oda-hang-dau-ho-tro-phat-trien-giao-thong-viet-nam.html>

<sup>5</sup> <https://baodautu.vn/diem-mat-9-du-an-oda-giao-thong-tri-gia-12-ty-usd-sap-trien-khai-d126428.html>

- Promote the development of national and local road traffic, gradually linking regions, for example, typical traffic projects using Japanese ODA loans with linking areas such as upgrading Noi Bai International Airport has contributed to increase the number of passengers used from 3.6 million people/year (in 2010) to 8.9 million people/year (in 2017); or Hanoi's 3rd Ring Road including Thanh Tri Bridge, Lach Huyen Port has shortened the travel time on this route, which can be converted to equivalent to 357.84 billion VND/year as of 2017<sup>6</sup>.

### **3. Research Methods**

#### **3.1 Documentary Research Methods**

Research on road traffic works has been carried out using reports with data, process, success assessment, experience from each completed road traffic project. These reports will be analyzed with reference to construction works in different areas to conduct a more accurate, comprehensive and in-depth assessment of the attraction of capital for road traffic development in Viet Nam. This is the basis for studying the current situation and proposing applicable solutions to attract ODA capital to develop Viet Nam's road traffic.

We also studied theoretical issues related to ODA in road traffic, such as road traffic system and ODA attraction in road traffic, from scientific works, articles, theses, monographs, relevant textbooks, information on the Internet, newspapers and other sources of media.

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<sup>6</sup> <http://tapchitaichinh.vn/nghien-cuu-trao-doi/von-oda-nhat-ban-se-theo-huong-moi-302732.html>

### 3.2 Questionnaire Survey Method

We designed the questionnaire to study factors affecting the attraction of ODA for Viet Nam's road traffic development (with closed-ended questions) and proposed solutions (with open-ended questions), thereby identifying key solutions to attract Japanese ODA in developing Viet Nam's road traffic.

The questionnaire was then sent to relevant government departments and institutes in the North of Viet Nam, namely: Ministry of Transport (Department of Planning and Investment; Department of Transport Infrastructure; Institute of Science and Technology for Transport; Department of Strategy and Transport Development); and Ministry of Finance (Investment Department).

**Table 1: Survey sample size**

Sort order	Survey recipients	No. of survey issued	No. of survey received	Percentage (%)
1	Department of Transport Infrastructure	50	38	76
2	Institute of Transport Science and Technology	70	52	74.28
3	Department of Planning and Investment	60	31	51.66
4	Department of Strategy and Transport Development	70	43	61.42
5	Investment Department	50	37	74
	Total	300	201	67

Source: Author's compilation

Time of survey: from July 2019 to November 2019

Qualifications of respondents: College degree (5.8%), University degree (68.9%), Postgraduate degree (25.3%).

Working experience years of respondents: 5 - 10 years (61%); 10 - 20 years (30.8%); over 20 years (8.2 %)

Questions are designed with 5-point Likert scale from *Not at all influential* to *Extremely influential*.

**Table 2: Criteria for scoring influential factors**

Points (pt)	Level of Influence
1	<i>Not at all influential</i>
2	<i>Slightly influential but almost negligible</i>
3	<i>Somewhat influential</i>
4	<i>Very influential</i>
5	<i>Extremely influential</i>

Source: Author's compilation

### 3.3 Mathematical Statistical Methods

We employed both quantitative (questionnaire) and qualitative (in-depth interview) research methods to provide comprehensive analytical results based on collected data. The quantitative results were processed using SPSS v.20 with targeted values related to Mean (Mean) and Standard Deviation (SD).

## 4. Research Results

### 4.1. Factors affecting the Attraction of Japanese ODA in Road Traffic

To build these 10 factors of influence, we interviewed experts in this field with closed and open-ended questions for the respondents to evaluate. After collecting and processing with SPSS v.20 software, the results are as follows.

**Table 4.1: Factors affecting attraction of Japanese ODA in road traffic**

Factors affecting attraction of Japanese ODA in road traffic	Medium (Mean)	Standard Deviation (SD)
1. Orientation and planning for road traffic development	3.95	1.21
2. Policies on using Japanese ODA in road traffic	3.84	0.98
3. Process of attracting Japanese ODA in road traffic	3.81	0.82
4. Preferential policies for road traffic development: loan interest support, fee incentives, tax, etc.	3.80	0.95
5. Political and social stability with attraction of Japanese ODA for road traffic	3.65	1.04
6. General strategy on attracting ODA capital for road traffic	3.76	1.01
7. The stability of the international financial system (exchange rates)	3.55	0.94
8. Ability to manage and use investment capital transparently	3.90	0.86
9. Profitability with Japanese investors	4.02	0.96
10. Transparency in capital recovery of Japanese investors	3.89	0.94
Average score of the factors	<b>3.817</b>	

Source: Author's processing from spss.20 software based on survey results

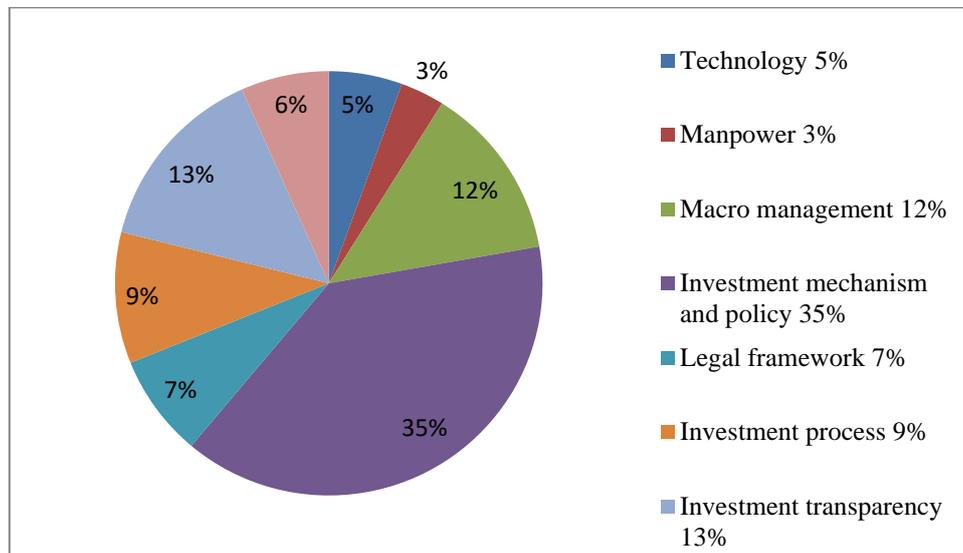
In Table 3, the factors affecting the attraction of Japanese ODA in road traffic can be seen as follows: All 10 factors have a relative level of influence on the attraction of Japanese ODA for Viet Nam's road traffic. The average level of influence of all factors is 3.817/5.

None of the above 10 factors have a decisive influential level (level 5 – extremely influential) on the attraction of ODA capital for the development of road transport in Viet Nam. This result means that these influential factors come from the combined impacts of many factors, not too much from one factor. In this sense, the solutions have to deal with all factors in order to enhance the ability to attract Japanese ODA for Viet Nam's road transport development.

### 4.2 Survey of Proposals for Attracting Japanese ODA Investment in Road Traffic

In order to find out how to effectively attract Japanese ODA investment for Viet Nam's road traffic development in the next 10 years (2020 - 2030), we have collected experts' opinions using Open and close-ended questions, for example: "In order to attract Japanese ODA in the period of 2020 - 2030 for road traffic, a system of solutions is needed. In your opinion, what are the most urgent solutions that need to be done immediately to attract Japanese ODA capital in road traffic development to be effective?"

After collecting opinions from experts, managers, officers, we summarized those answers into groups of opinions shown in the following graph:



**Figure 4.2: Groups of opinions proposing solutions to attract Japanese ODA for road traffic**

**Group of opinions on investment mechanisms and policies:** This is the group of opinions that are mentioned the most, accounting for 35% of the total of 201 comments, including: Site clearance policy; Policy on protection of project works; Policy on ensuring the right to collect fees, exploit, franchise and recover capital; Preferential policies to support for all kinds of projects; Mechanisms and policies are suitable for each locality.

**Group of opinions on investment transparency:** This is the second most mentioned group of ideas, accounting for 13% of the total of 201 comments, including: Detailed and synchronous traffic development planning; Planning associated with economic development of the region, region, region (economic, cultural, political, social, etc.); Planning the land fund on both sides of the road to exploit financial resources from infrastructure; Completed road projects to invest in new projects;

**Group of opinions on macro management:** This is the third most mentioned group of ideas, accounting for 12%, including: Improving the country's macroeconomic situation; Political stability, financial stability; Drastic direction of all levels in attracting and promoting the development of the special traffic system; Good governance at all levels eliminates corruption; Clear management hierarchy.

**Group of opinions on investment process:** This group of opinions accounts for 9%, including: a transparent process for the collection and use of maintenance funds, fees for BT and BOT projects, and state budget capital. country; Fair and clear profit sharing; Transparency in bidding, cost estimation, etc. approval of projects; Enhanced monitoring and exploitation.

***The group of opinions on the legal framework:*** This is the group of opinions accounting for 7%, including: clear legal basis in the field of investment in the transport industry; legal framework for dealing with and preventing corruption; More simplified Investment procedures.

***The group of opinions on technology:*** This is the group of opinions accounting for 5% of the total 201 comments, including: Seeking and applying advanced road construction technologies to ensure construction time and payback time, durable; Strengthening research and application of science and technology

***The group of opinions on human resources:*** This is the group of opinions accounting for 3%, including: Improving the management capacity of managers; Improving qualifications and performance of engineers and workers;

## **5. Proposing Solutions to Attract Japanese ODA in Road Traffic Development in Viet Nam**

From the survey of factors of influence and suggested solutions to attract Japanese ODA in the road traffic, in the coming period, we proposed a number of recommendations to attract more Japanese ODA investment in road traffic in Viet Nam as follows.

### **5.1 Building and Perfecting Legal Basis for Investment in Road Transport Infrastructure**

Firstly, the Viet Nam governmental organizations and agencies need to step by step complete the bidding mechanism and contract institution in road traffic infrastructure construction investment in line with international practices; complete the targets and norms related to investment in road transport infrastructure.

Secondly, specific, strong and deterrent sanctions regulations should be completed. Current conflicting legal provisions, etc. should be supplemented and amended in line with reality to build a mechanism of openness, transparency and fair competition.

Thirdly, research, supplement and amend mechanisms and policies related to site clearance and compensation for people according to market mechanisms or self-selecting new places of residence such as renting and buying should be completed. At the same time, amending and supplementing standards in line with scientific and technological advances and international practices need to be conducted in time.

## **5.2 Step by Step Completing the Road Traffic Development Planning Through Development Mechanisms and Policies**

To carry out those activities, the State should:

Firstly, develop and provide adequate information on development strategy as well as road traffic planning in the order that the Ministry of Transportation develops the development plan, and the Departments of Transportation approve the provincial road traffic development plan after being approved by the Ministry of Transportation.

Secondly, build a legal basis for toll collection and transfer of the right to collect tolls with different types of roads through transparent and highly legal investment mechanisms on roads.

## **5.3 Gradually Applying High Technology in Road Construction to Ensure a Safe and Durable Road Traffic System**

The development trend of the industrial revolution 4.0 is getting stronger and closer in the world with advanced and modern science and technology, promoting higher labor productivity and efficiency, thereby facilitating the thrive and prosperity of industries. Road traffic is of no exception as this application will help develop a modern and advanced road system in terms of quality, time and progress.

## **5.4 Completing and Developing High-quality Human Resources in the Transportation Industry, Especially Road Traffic**

This is only possible through the following solutions:

- Conduct in-depth and intensive training in the field of transportation in specialized universities such as University of Transport or University of Transport Technology, ensuring high quality of graduates in both theory and practical experience.
- Improve the quality of the management team with high professional qualifications and comprehensive understanding of the field (in particular, road traffic) through training activities, international seminars, etc., at the same time attach the responsibility of the individuals in approving the planning to the competent person such as dismissal, material compensation, etc.
- Clearly define the roles and functions in the management and operation of road traffic construction investment activities, overcome the overlap between the state management agencies in charge of investment in the construction of traffic infrastructure. Ministries and branches formulate road development strategies with state budget, while provincial departments and agencies make plans to advise provinces on investment policies, bidding plans, etc.

## **5.5 Stabilizing the Macro-Economy and Financial Stability to Ensure the Smooth and Efficient Operation of Japanese ODA**

This is reflected in the macroeconomic stability of the country such as stable economic growth, stable markets, especially the financial system (especially the exchange rate of Viet Nam currency against Yen of Japan). Therefore, it is necessary to have supportive and preferential policies for Japanese ODA projects such as building research funds to call for investment projects or socializing investment capital through donor banks.

## **6. Conclusion**

It can be said that Japanese ODA is one of important sources of capital for the construction of infrastructure for road traffic in Viet Nam. The article has analyzed the theoretical basis for attracting ODA, thereby assessing factors of influence of Japanese ODA on road traffic by quantitative and qualitative tools. From the above analysis, the article recommends a variety of solutions to attract Japanese ODA for road traffic development in Viet Nam. These groups of solutions focus on planning mechanisms and preferential policies for road traffic in terms of planning, technology, and macro solutions of the government such as harmonizing interests between the state and investors, financial system stability.

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# CHALLENGES AND DIRECTION OF ENGINEERING EDUCATION

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**Abstract:** *This paper deliberates the direction of engineering education by discussing the challenges faced by engineering education institutions and the present state-of-affairs of the engineering education. In specific, the deficiency in the essential graduate employability skills among the engineering graduates demands for changed and innovative methodologies in engineering education. With this, higher education institutions can produce a new breed of engineering graduates who are globally qualified, proficient and competent.*

**Keywords:** curriculum, graduate employability, pedagogy, technical and non-technical skills.

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## 1. Introduction

In 2008, Adams and Felder (2008) foresaw rapid and profound changes in engineering education in the United States and in the world. Where the United States was previously the leader in engineering education, China was a rising nation at that time churning out a quarter million engineering graduates in a year. Unfortunately, the high number of engineering graduates is not a testament to the quality of the engineering graduates. On the contrary, employers find that the engineering graduates are not equipped with skills needed to survive and thrive in the current employment scenario (e.g., Azmi, Kamin & Noordin, 2018; Kamaruzaman et al., 2019; Mekala, Harishree & Geetha, 2020). Engineering graduates lack both technical and non-technical skills particularly the latter due to mismatch of skills during their industrial trainings and lack of industrial experience, says Azmi, Kamin and Noordin (2018). The non-technical skills include communication skills, business skills, teamwork, creativity, lifelong learning and problem solving skills (Brunhaver, 2017 as cited by Azmi, Kamin & Noordin, 2018). Within the Malaysian context, the Ministry of Higher Education (MOHE) emphasis of the thirteen skills and competencies for the engineering graduates (Azmi, Kamin & Noordin, 2018) is as shown in Figure 1.



**Figure 1: Skills and competencies for the engineering graduates**

The increase in the number of people with higher education, over the past 50 years, brought about challenges to educational systems with greater focus on student-centered pedagogy (Felgueiras, Rocha & Caetano, 2017). In engineering education specifically, the lack of necessary graduate employability skills in the high number of engineering graduates also called for different and new approaches to engineering education. The first part of this paper discusses the challenges faced by engineering education from the aspects of pedagogy, curriculum and quality. Then, the second part of this paper looks at the present day engineering education and how the challenges are met to produce globally capable and competent engineering graduates.

## **2. Challenges in Engineering Education**

One of the main challenges in ascertaining the quality of engineering graduates is the informal and poor indicators of the quality of engineering education. As said by Graham (2018), poor indicators of quality especially involve universities with international rankings because rankings of these universities rely on proxy measures such as staff-to-student ratios and graduate employment profiles. However, these engineering education programs largely have mono disciplinary structures rendering it inadequate. Moreover, the predominantly theoretical scholarly activities posed barrier towards collaboration and cross-disciplinary learning (Graham, 2018).

Instead, these universities should develop the capacity to deliver world-class education that can influence educational practice worldwide (Graham, 2018). This includes delivering active learning and high quality student centric education to large and diverse cohorts of students (Graham, 2018). As said by Mitchell et al. (2021), engineering institutions struggle to provide engineering education that meets the present demands within their existing curriculum. This calls for alignment between policy makers and education institutions in their provisions and practice of engineering education. In addition, there is a need for educational cohesion that coordinates approaches and good practices (Graham, 2018).

More than a decade ago, Adams and Felder (2008) highlighted the inadequacy of professional development approaches for the engineering educators despite their demanding responsibility. To quote Adams and Felder (2008), an ideal engineering educator is someone who is a scholarly teacher and a reflective practitioner. This means engineering educators must be excellent teachers as well as efficient in research and service. Therefore, discussion and exchange of ideas about pedagogy, materials and good teaching practices are required to meet these demands (Adams & Felder, 2008).

According to Mitchell et al. (2021), engineering graduates should possess a range of skills, knowledge and attributes to be able to meet the demands of the industry and the working world. Having a strong foundation in mathematics and science alone does not suffice. Instead, it is highly imperative to design a curriculum that prepares engineering graduates to function efficiently within a society taking into considerations lifelong skills such as sustainability, ethics and entrepreneurship.

### **3. Present Day Engineering Education**

Engineering education has and is undergoing rapid global changes to deliver human centred and globally applicable world leading programmes (Graham, 2018). This includes a cross disciplinary curriculum that integrates engineering education with other disciplines (Adams & Felder, 2008; Felgueiras, Rocha & Caetano, 2017; Graham, 2018) to offer more options, flexibility and diversification of engineering studies (Graham, 2018). However, Kamp (2016) points out that curriculum changes should not affect the technical depth of the engineering education. The diversification of engineering education should not be at the cost of the strength of the current engineering education. In other words, engineering education should be enriched without losing its essence. For example, the contents of the engineering courses are integrated instead of being reduced, ideas are implemented instead of just developed and instead of abstract learning focus should be on experiential learning.

Mitchell et al. (2021) regard engineering field as more than knowledge and technical acquisition but a creative field that requires development of skills through experience. Thus, engineering graduates must have collaboration and communication skills, able to think critically and should be creative (Fomunyam, 2019). In addition, they must be able to apply engineering fundamentals and engage in research activities (Graham, 2018). According to Kamp (2016), engineering graduates have three different roles to play in their future careers: (1) as technical experts, (2) as integrator in a complex environment, and (3) as a change agent. Thus, engineering graduates must be technically adept, broadly knowledgeable, culturally aware, have leadership skills, are ethical, and able to think creatively and work collaboratively.

Undoubtedly, this necessitates an innovative curriculum, content and pedagogy so that engineering graduates can be internationally able concerning content, skills and values (Adams & Felder, 2008). Ercan and Khan (2017) feel that the highly specialized and demanding conventional engineering curriculum limits learning of social skills and team work. Besides, the pedagogical approach of this curriculum that focuses on individual effort rather than teamwork contributes to lack of non-technical skills in engineering graduates. Therefore, the changes required are a student-centred curriculum that includes student-led technology-based extra-curricular activities and experiential learning through multiple hands-on experiences (Graham, 2018). Furthermore, this curriculum should link learning to development of entrepreneur capabilities and social responsibilities involving long standing partnerships with industries (Graham, 2018).

Moore and Frazier (2017) suggest integrating active learning and problem based learning into the traditional lecture-based curriculum as active learning and problem based learning improve students' performance, develop creativity and increase students' engagement. By integrating learning activities, learning focuses on the development of students' knowledge and skills to solve complex and multidisciplinary engineering problems by learning independently and working collaboratively. On the other hand, Graham (2018) proposed that engineering education incorporate work based learning, experiential learning and non-curricular experiences into the curriculum. For instance, Mitchell et al. (2021) developed and implemented an integrated engineering programme that combines theoretical learning and practical transferable skills. The program also provided an integrated view of engineering as multi-disciplined whereby students are required to work collaboratively in order to deliver innovative solutions to practical problems.

Technological development has caused higher education institutions to rethink and transform teaching methods. Beginning with computer-based instructions in the 1960's, at present online learning and blended learning are not uncommon terms. The advantages of blended learning are often mentioned and includes more enhanced learning experience for the students, increased students' performance, and promotes student-centered learning and critical thinking (Krishnan, 2019). In engineering education, the adoption of blended learning supports modelling, and virtual and augmented reality. For instance, Makarova (2017) proposed use of specialized software such as PTV Vision and models of road network for transport engineering modules. Meanwhile, software such as Tecnomatix is proposed for design of production process modules. These proposed innovative educational platforms are expected to improve learning process and increase the quality of engineering graduates.

Another key factor in improving the quality of engineering education is improving the quality of engineering educators. Byvalkevych, Yefremova and Hryshchenko (2020) believe that besides being socially adapt and possessing professional mobility, engineering educators must have technical creativity. However, the training of engineering educators does not give enough importance to the development of technical creativity. Therefore, training content and activities should facilitate development of the future engineering educators' creative skills. In addition, engineering educators can have better synergy between being an engineer and being an educator by keeping themselves well informed about the changes in educational practices (Adams & Felder, 2008).

#### 4. Conclusion

The features of leading engineering education institutions, as mentioned by Graham (2018), include established international profile, external engagement, educational collaborations and strategic global partnerships (Graham, 2018). Higher education institutions must offer a culture of innovations and continual learning besides emphasizing on reflective practice (Adams & Felder, 2008) because higher education institutions are responsible in ensuring that engineering graduates have the skills to fulfil the working requirements of the employees (Kamala, Harishree & Geetha, 2020). In this culture of education innovation, higher education institutions take an evidence-based approach to their engineering programmes to ensure that the critical mass are enthusiastic and knowledgeable about engineering education (Graham, 2018).

The complexity of engineering changes with time and cannot be forecasted due to involvement of human factors and rapid global changes. Since the complexity requires not only strong foundation in mathematics and sciences, Kamp (2016) stresses that engineering graduate skills must encompass different fields. The present day engineers should be creative, have problem solving abilities, is professional, upholds ethical standards, have leaderships skills, business skills and management skills, is dynamic and resilient, and have global awareness (Fomunyan, 2019). Mekala, Harishree and Geetha (2020) urges the integration of 21st century skills in engineering education in view of employment deficit caused by lack of these skills. Mitchell et al. (2021) also agree that engineering graduates cannot only have technical skills but a wider transferable professional and problem solving skills.

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# CULTURAL IMPACT OF CHINESE DRAMA TOWARDS MALAYSIAN AND CHINESE AUDIENCES

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**Abstract:** *It cannot be denied that of late the phenomena of Chinese TV drama penetrating the Asian market, has gotten the attention of media and audience. The ‘Story of Yanxi’ in particular, has shattered records with 15 billion of viewers and was been dubbed one of the top searches in Google search engine in 2018. This paper attempts to explore various Chinese cultural values portrayed in TV drama in Malaysia and to understand whether the values portrayed in TV drama are authentic. It also aims at finding out to what extent the TV drama has made an impact on Chinese viewers and Malaysian’s younger generation. The findings revealed that Malaysia is at its infancy of TV drama production and most of its content is imported from overseas. In the case of ‘The Story of Yanxi’, the values portrayed are in line with the Qing era with a modern twist. It was also found that the TV drama has tremendously impacted the Malaysian and Chinese audience that many social media content creators discussed in many issues including culture and its history.*

**Keywords:** Cultural, impact, TV drama, audience, Chinese drama, Malaysian audience, Chinese audience, etc.

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## 1. Introduction

China today produces about 15,000 episodes of TV Drama each year and has nearly 55,000 movie screens (CGTN, 2018). Added with advancement of technology, everyone can now stream live videos. The industry has added value to the country’s Gross Domestic Product (GDP) making it reach nearly 3.5 trillion yuan in 2018 (up to 4.2% of China’s total GDP).

Back in Malaysia’s landscape, most Chinese TV dramas produced in Malaysia are produced in collaboration with Singaporean media such as Media Corporation. Malaysia has very few Chinese TV dramas that is locally produced and very dependent on other countries.

## 2. Literature Review

Culture (Martin & Nakayama, 2014) can be defined that everything inside and outside of us. Culture is learned. The way we eat, sleep, seek shelter and motivation to be loved are culture. It involves patterns of perception, values and behaviour that is shared by a group of people. Culture is not static, always changing and heterogeneous. It also involves our emotions and feelings.

Asian culture in China is very much embedded in Confucian values such as paternal authority, educational emphasis and family values (Jocelyn Yi-Hsuan, Liew Kai Khiun, 2020). In Singapore, one of the earliest TV drama ‘The Little Nyonya’ (2008) reflects on the its female ‘Nyonya’ as protagonist. It reflects a traditional Chinese culture called neo-Confucianism.

However, with the latest TV drama, ‘The Story of Yanxi’ that make a hit across East Asia in Sinophone places, it has altered the culture of Confucian values. Instead, the TV drama called ‘The Story of Yanxi’ portrays a culture that reflects the opposite of Confucian values called the Qing era.

The ‘Story of Yanxi Palace’ is no doubt one of the most phenomenal growth of audience in the history of Asia. It was streamed 15 billion times during its premier in July to August 2018 and acclaimed ‘drama king’ of the year. It was also one of the top searches in Google search engine (BBC, 2018) despite Google being banned in China. It was then distributed to 70 markets worldwide (BBC,2018).

Its’ leading actor and actresses have won numerous awards in the 5<sup>th</sup> China Actor Award Ceremony. The drama itself represented China and won Best Soap Opera in Asian Creative Awards in 2019 (2019 Award Winners List).

Despite the overwhelming achievement attained by the TV drama, critics believe that the drama has defiled the social norms promoted by the socialist. An official government newspaper, Beijing Daily, criticized the program for failing to promote socialist values (Sina Entertainment, 2019). It was later banned. Cable News Network and other media outlets called it Chinese censorship.

This paper investigates into a specific case of a TV drama called ‘Story of Yanxi Palace’ and its authenticity and impact on its audience from a cultural perspective.

## **2.1 Problem Statement**

By understanding the definition of culture, this paper seeks to explore the various Chinese cultural values portrayed in TV drama in Malaysia. It also aims at understanding whether the values portrayed in TV drama are authentic and to what extent that the drama has created an impact on younger generation.

The research objectives are:

1. To explore the various Chinese cultural values portrayed in TV drama in Malaysia.
2. To understand whether the values portrayed in TV drama are authentic.
3. To what extent that the drama has created impact on Chinese and Malaysian younger generation.

### 3. Method

For the purpose of this study, the researchers choose to do qualitative methodology as the choice of subject. It involves methods to understand the rich content delivered in ceremonies, interpersonal communication and soap opera. The researchers had to understand the influence of the rich Chinese culture and its authenticity which was portrayed in the drama. Deetz, S. (1977) argued that the qualitative textual analysis is a type of research where the researcher focusses and tries to find meaning by highlighting how the social context is placed by using an interpretive means. The researchers hand picks certain scenes and episodes where the cultural authenticity has been portrayed by taking screen shot and studying the dialogues in the Chinese drama.

Lewis-Beck, Bryman & Liao (2004, p. 341) stated that to understand and bring light to the thoughts and feelings of a small group of subjects a well-suited method is the focus group interviews. To achieve the desired outcome on understanding the authenticity, the portrayal of Chinese culture and its influence on the Chinese people from two different countries such as Malaysian Chinese and China Chinese, the researcher carried out focus group research method to understand the rich cultural value portrayed and its impact on the audience.

#### 3.1 General Research Questions

The research questions are:

- 1) What are the various contents of the Chinese TV drama in Malaysia?
- 2) Has the producer of the TV drama portrayed the Chinese culture authentically? True or dramatize?
- 3) Has this drama created an impact on the audience?

The discussion centred around these 3 questions.

Beside textual analysis, focus group was divided into 2 groups namely: Malaysian and Chinese participants. Participants are required to watch at least 50 out of 70 episodes. It is noted that all participants have watched all episodes except 1 participant from China who have watched up to 57 episodes. As the number of episodes were extensive, the researcher has provided them questions and hand pick scenes to help them recall.

The scenes include selecting concubines, ceremonies (ancestor worship, eating meat without salt, wedding, funeral, release of new life), ancient hierarchies, clothes, dining etiquette and free flow of discussion depending on participants' ability to recall the scenes. Below are some of the cultural scenes shown to the participants.



**Figure 1**



**Figure 2**

**Figure 1** Ancestor Worship practice during Qing dynasty is still practice in some of the Sinophone culture today.

**Figure 2** Eating meat without salt symbolizes the suffering of ancestors as they could not enjoy a proper meal when they were out for war.



**Figure 3**



**Figure 4**

**Figure 3** Eating raw fish or meat symbolizes giving birth to babies to be passed on to the next generation.

**Figure 4** The emperor always dines alone and is not accompanied by concubines. Emperor's concubines are not to interfere in the state affairs.

### 3.2 Collection of Information

During covid-19, the best way to collect data is secondary and primary data. Secondary data was used to determine categories and conceptual refinement. Primary data was used to focus on meaning and interpretation. Learning Management Platform was used to record primary data.

The participants were from China aged 20-21 years old coming from Sichuan, Shannxi, Anhui and Jiangxi provinces. Participants from Malaysia were aged 19-22 coming from Selangor, Negeri Sembilan, Melaka and Johor states. The focus group was conducted on 10 & 24 April 2021.

### **3.3 Transformation of Data and Interpretation of Data**

To ensure that the data collected is valid and reliable, the moderator focuses on asking questions related to research questions. The researcher has also omitted the moderator's view when transcribing the interview transcripts. Similarity of themes and perspectives between Malaysian and Chinese participants were then checked against each other to ensure what was said is valid and reliable.

## **4. Results and Discussion**

Below are the results and discussion after transcribing both focus group transcripts.

### **Research Objective 1: To explore the various Chinese cultural values portrayed in TV drama in Malaysia**

On the first research question on finding out Chinese cultural values portrayed in TV drama in Malaysia, it is interesting to note that most Malaysian participants in the focus group did not express any cultural values. All of Malaysian participants explained that most content of the Chinese TV drama has little or no relation to cultural values.

The closest they could recall on the cultural values is cultural history (during Japanese occupation) and collective culture (love story, human relationship in a family, friendship or community) that touches the heart of the audience. One participant mentioned that some stories are adapted from novel to kids' channel like (鹅卵石) Pebbles 2016. Others include joint productions with Singaporean media such as Quarters (猪仔馆人家) 2012 and Baba and Nyonya 2008 story.

Most Chinese TV dramas are imported from overseas. The first research question was not asked to participants from China as it is not applicable to them.

### **Research Objective 2: To understand whether the values portrayed in TV drama are authentic or dramatize**

When the second research objectives were asked to both participants: Malaysian and Chinese participants, it is interesting to note that Chinese participants are able to deliberate well on the cultural issues. As to whether how authentic the values portrayed in the 'Story of Yanxi', most of them replied 'yes' with a high percentage of authenticity up to 90%. However, when it comes to restoration of cultural history, the accuracy of cultural restoration is about 40-50%.

The Chinese participants found that Chinese culture such as weddings, funeral, ancient hierarchies' system of inferiority and interpersonal communication are authentic. Handicrafts such as embroidery of velvet flower (cloth taken from silk worm) and women wearing three earrings on one ear are true and authentic.

In the ancient hierarchies' system (the ancient feudal society of China), it has a very powerful hierarchy. For example, the leader of China is emperor and the emperor can decide on anything. However, the leader of the harem is the queen. Although the queen is the first person in the world, she is restrained by the queen mother.

Other authentic culture includes Kunqu Opera (My TV Super, 2018) (Figure 5) portrayed in the drama, was recognized as an intangible Chinese culture heritage way back in 2001. The Fire Tree of Yinhua (Figure 6 & 7) in Episode 32 is also very famous in China. However, Chinese participants expressed concern that the skill maybe lost.



Figure 5



Figure 6

**Figure 5:** Imperial Noble Gao performing Kunqu Opera

**Figure 6** A worker carrying fire element before displaying fireworks during ancient time.



Figure 7



Figure 8

**Figure 7** Fire Tree of Yinhua

**Figure 8** Embroidery needle was found in the collar of the Emperor Qianlong's clothes.

In Episode 7, the character Wei Yingluo used normal clothes as bait to hide embroidery needles (Figure 8). This case was found in ancient history books and it is actually happened in the 16<sup>th</sup> year of Qianlong emperor.

Nevertheless, participants from Malaysia and China felt the portrayal of a character called Fucha Fuheng, was inauthentic. This is because judging from real events, Fucha Fuheng actually has another wife and his feeling for Wei Yingluo are not so deep. However, in the TV drama, Fucha Fuheng has always been devoted to Wei Yingluo from beginning to the end. Another point of inaccuracy is in addressing of the surname. It is not right to say Fucha Fuheng directly. He has to be addressed as Master Fu.

One Malaysian participant also highlights similar inaccuracy. While the love between the Emperor Qianlong and first empress Fucha Rongyin is real, the love between Fucha Fuheng and Wei Yingluo is not accurately portrayed. Although the attire and hairstyles may have a small part of inaccuracies, it does not affect much of the whole drama.

Malaysian participants generally agreed that culture portrayed in the TV drama such as wedding, funeral and release of new life (such as release of birds and fishes) are authentic. However, in Malaysian context, the cultural aspect of weddings, funerals and release of new life are similar with China with modification. For example, in funerals, the attire worn is usually black and white but it has been modified to several colours for different levels of generation such as children, grandchildren and great grandchildren. On wedding gowns, instead of the usual red, some were seen posting black colour to represent favourite colour and personalities. This is a sign that indicates that despite originating from the same are Sinophone, culture experiences changes through time.

Interestingly, most participants from Malaysia think that the authenticity of the culture portrayed in the TV drama is about 50%, an indication they are not sure of the cultural aspects themselves compared with Chinese participants. In other words, Malaysian participants does not regard cultural significance in the drama.

**Research Objective 3: To what extent that the drama has created impact on Chinese and Malaysian younger generation.**

### **Cultural Reflection**

Chinese participants are more reflective of their culture and their social problems. For example, among the question asked are:

*“why China’s international status has gradually declined since Emperor Qianlong? Is it a problem caused by this feudal system? We can understand how we can avoid this kind of inconsistency from now on by having equal social status and develop social potential (talent development).”*

Some have said the movie has allowed them to know more about the cultural aspects such as traditional calligraphy, embroidery, crafts and lettering. One participant specifically mentioned velvet flowers, jewellery and etiquette. Some have created an interest in cultural history such as learning the golden area of Ming dynasty starting from Kangxi to Yongzheng and Qianlong Emperors.

A Malaysian participant had the similar experience. One even went and searched the characters of Master Fu and Emperor Qianlong.

## Cultural Values

The TV drama has brought forth the cultural values.

*“There is a saying in China that people are always kind, and you know how to protect yourself. People as a whole are negotiable, but the defensive heart is indispensable. This should be a principle of dealing with things. It is also a kind of benefit, like there are only eternal interests and no eternal enemies.”*

One of the Chinese participants was fascinated by the values uphold by the Empress Fucha Rongyin. She mentioned that her values far transcend our moral values today.

*“if your kindness wants to be seen by others, it is not true kindness. Nowadays, people do some things as if they always do it for a reason. Maybe other people inner thoughts have hidden agenda, but the queen's words, she has always been for others from beginning to end. In order to make everyone better, the empress has always been simple and selfless to do some things, this is a relatively rare quality.”*

## Excellent Characters Portrayal

Some Chinese and Malaysian participants were impressed by various characters portrayed in the TV drama. For example, the 1<sup>st</sup> Qianlong empress is kind, Mingyu (Queen’s servant) next to the Empress Fucha Rongyin is honest, while Erqing (Queen’s servant) is the one who stabbed the Empress. Just like Concubine Xian, in fact, she has quite a big contrast in character.

The TV drama was so good that many Malaysian followed through into Season 2: Princess Adventure. Two Malaysians participants even mentioned that they hardly watch TV drama but because the TV drama was excellent, parents also joined along.

### Storyline Full of Inspiration

Many Malaysian participants agreed that the storyline was different. There are two sides of the characters and twist of events. The storyline is full of ups and downs because it interests them to continue watching.

*“During the ancient time, it quite crazy for me to find the ladies fighting for one position. To me, it was like “Oh, my god, why... fighting until like that. You kill me, I kill you, you do this to me and I do that to you...it’s like playing a horror game or watching a horror movie and then they are acting innocent ... oh no, I didn’t do anything, I am innocent (acting innocent). oh my gosh” To me, it left a very huge impact on me. I know this happened in ancient time but I didn’t expect this to be happening in the drama. Wow!”*

*“For me, the impact, shocked me because the storyline was different. This character (Wei Yingluo) confirmed that she will become the empress in the end. She will be successful and loved. Even through it was a good ending, but the process she went through was like how normal people can be successful in the end with her own type of thinking. She didn’t follow the flow and didn’t use marriage to tie herself down. It impressed me in this kind of drama. Sometimes, in historical drama, women need to become one of the emperor’s woman only then you can be successful. This showed a different perspective that you can fight in your own way by not being dependent on a rich man (position) in the end.”*

Another two Chinese participants found that the protagonist, Wei Ying Luo worked differently. “An eye for an eye.” If she was bullied by others, she would bully them back. A Malaysian also agreed that Wei Yingluo went out of the norm.

The TV drama had an impact on the audience, as when ‘Yanxi’ came out, it was full of social media posts. One Malaysian participant even saw some You Tubers making a funny version of this.

### 5. Conclusion

In summary, Malaysia Chinese TV drama is still at its infancy stage. Malaysian Chinese TV drama is an adaptation or imported from various sources. In the second research objective, all participants found that the values portrayed in the TV drama was authentic with some minor exemption of a character portrayal. It is important to note that some of the culture portrayed in the drama such as weddings and funerals have been changed to cater to the local context. This is fulfilling the context of culture is dynamic as defined by Martin and Nakayama (2014).

All in all, it can be summarized as “A cultural TV drama with a modern twist.” This is consistent with cultural perspectives that covers values, perspectives, clothing, etiquette, ancient feudal hierarchies that stir many social media users to talk about it. However, when it comes to covering socialist values that promoted to Leninists and Marxism, true enough the values are rare.

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# EFFECTS OF INDIVIDUAL PERFORMANCE ON HUMANITARIAN OPERATIONS PERFORMANCE IN HUMANITARIAN ORGANISATIONS IN MALAYSIA

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**Abstract:** *The purpose of this study is to assess the effects of individual performance on humanitarian operations performance in Malaysia's humanitarian organisations. A cross-sectional survey across Malaysia yielded 593 valid responses. The sample was restricted to respondents registered with the National Disaster Management Agency (NADMA). Smart PLS version 3.0 was employed to assess the proposed reflective-formative model through path modelling and bootstrapping techniques. The results show that individual performance is positively related to humanitarian operations performance. This paper provides empirical evidence on the positive effects of individual performance on humanitarian operations performance from the perspective of humanitarian organisations in Malaysia.*

**Keywords:** Humanitarian operations performance, individual performance, humanitarian organisations.

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## 1. Introduction

The recent increase in interest and understanding of the importance of humanitarian operations has resulted in more focus on logistics in humanitarian areas (Kovacs and Spens, 2009). Humanitarian operations include a number of activities, from initial procurement to the distribution of aid to recipients. However, inadequate planning, ineffective operations, and lack of cooperation between teams are all important issues that have directly and negatively affected humanitarian operations performance (Schulz and Heigh, 2009). According to Van Wassenhove (2006), 80% of the costs of humanitarian operations come from logistics, which clearly demonstrates the importance of having effective and efficient logistics for successful humanitarian operations.

Humanitarian operations performance is critical to achieve the aims of humanitarian operations (saving lives and reducing human suffering), and to secure donor fundings (accountability) or economic viability (Laguna Salvadó et al. 2017). Abidi et al. (2014) identified the challenges of measuring humanitarian operations performance as difficulty in obtaining accurate data, limited information technology, lack of motivation, and potential.

Cozzolino et al. (2012) asserted that proper measures of performance in humanitarian operations provide the main opportunity to develop and implement effective and efficient use of resources in humanitarian operations. In addition, a more strategic use of resources allows humanitarian organisations to gain trust and secure long-term commitment from increasingly sceptical benefactors (Scholten et al. 2010). Abidi and Scholten (2015) stated that humanitarian operations performance is particularly important in the humanitarian sector, where limited resources should be used in the most efficient and effective way. Furthermore, the increased frequency and severity of natural and man-made disasters, the costs involved in humanitarian operations, as well as the growing competition for scarce resources and donor funding, have made performance measurement vital for all organisations involved in disaster management (Beamon and Balcik, 2008; Santarelli et al. 2013). When individuals are well trained and equipped, the ability to compete nationally and even internationally enhances the performance of the employees. Thus, this helps to accomplish economic success and boost the performance of the humanitarian organisations.

## **2. Literature Review**

### **2.1 Humanitarian Operations Performance**

Researchers have recently begun to direct their attention to operations performance in the humanitarian context (De Brito et al. 2007; Schutz and Heigh, 2009; Beamon and Balcik, 2008; Blecken et al. 2009). However, operations performance in humanitarian has received little attention, with only a few studies found in the literature (Larrea, 2013). Humanitarian operations performance has become critical to achieve the aims of humanitarian operations (saving lives and reducing human suffering), and to secure donor funding (accountability) or economic viability (Laguna Salvadó et al. 2017). There is no agreement on the definition of humanitarian operations performance so far, with both academicians and practitioners showing more interest in the underlying concept.

Ramalingam and Mitchell (2009) posited that an effective operations performance is the collective performance of a complex system of international, national, and locally-based organisations that work to save lives, alleviate suffering, and maintain human dignity, both during and in the aftermath of man-made crises and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations. In addition, an effective operations performance would mean undertaking work in ways that are consistent with humanitarian principles, such as mobilising and deploying sufficient financial, material, and human resources in ways that are relevant, well-managed, accountable, impartial, durable, and of good quality (Arnold, 2008).

Abidi and Scholten (2015) confirmed that humanitarian operations performance is particularly important in the humanitarian sector, where limited resources should be used in the most efficient and effective way. Furthermore, the increasing frequency and severity of natural and man-made disasters, the costs involved in humanitarian operations, as well as the growing competition for scarce resources and donor funding, have made operations performance vital for all organisations involved in disaster management (Beamon and Balcik 2008; Santarelli et al. 2013).

## 2.2 Individual Performance

Individual performance is a core concept within work and organisational psychology. Individual performance is an important aspect in an organisation and for its employees. Performance comprises both behavioural and outcome aspects (Sonnentag and Frese, 2002). According to Semedo et al. (2016), individual performance can be defined as “the set of behaviours that are relevant to the goals of the organisation or the organisational unit in which a person works”. Therefore, individual performance plays a vital role in the growth of the organisation because it could influence the overall performance and functions of the organisation, as the key variable in work and organisational psychology (Sonnentag and Frese, 2002; Zacher, 2009).

According to Pradhan and Jena, (2017) three dimensions of individual performance, namely task performance, contextual performance, and adaptive performance effects the humanitarian operations performance. These types of individual performance can be considered to capture the full range of behaviours that constitute individual performance in virtually any job. Task performance refer as the proficiency (i.e., competency) with which one performs central job tasks (Koopmans et al. 2011). Contextual performance is a kind of pro-social behaviour demonstrated by individuals in a work set-up (Pradhan and Jena, 2017) and adaptive performance is defined as an employee’s ability to adapt to changes in a work system or work role. Frese and Sonnentag (2000) opined that individual performance is highly important for an organisation and the individuals working in it. Organisations need highly performing employees to meet their goals, to deliver the products and services they are specialised in, and to achieve a competitive advantage.

Moreover, from extant literature, the association between the constructs (individual performance and humanitarian operations performance) is evident. This relationship has been theoretically hypothesized time and again by different authors. In line previous studies, the author will empirically test relationship to provide further insights. Hence, we can hypothesize as follows:

**H<sub>1</sub>**: There is a positive relationship between individual performance and humanitarian operations performance

**H<sub>1a</sub>**: There is a positive relationship between adaptive performance and humanitarian operations performance

**H<sub>1b</sub>**: There is a positive relationship between task performance and humanitarian operations performance

**H<sub>1c</sub>**: There is a positive relationship between contextual performance and humanitarian operations performance

## **2.2 Problem Statement**

Individual performance will affect the overall performance of humanitarian operations. Therefore, lack of information on individual performance will lead to ineffective and inefficient humanitarian operations. According to Van Emmerik, (2008) stated that individual contributes to improving the performance of the humanitarian organisations, it is essential that an individual performance is in place that helps them understand their role in achieving the objective (O'Boyle, 2013). It is clear that humanitarian operations performance is directly associated with performance at the individual level, and therefore must be managed effectively (O'Boyle, 2013). According to Rajakaruna et al. (2017), the humanitarian practitioners (individual who involved in disaster) increase performance of humanitarian operations in organisations. This is because any change in an organisation requires changes of individual behavior.

## **3. Research Methodology**

### **3.1 Questionnaire Development**

The method of survey by questionnaire was used to collect the data to test our research model. We designed a questionnaire based on variables adapted from prior literatures (Pradhan and Jena, 2017; Koopmans et al. 2011; Tatham and Hughes, 2011) that suggested individual performance namely; task performance, adaptive performance and contextual performance are important to describes the performance of humanitarian operations in organisations in Malaysia. A five-point "Likert Scale" was used to elicit the responses with a range of 1 = strongly disagree to 5 = strongly agree. A random sample of fifteen respondents was drawn from the population to check if the questionnaire possessed clarity and correctness. As a result of this pilot study, wordings for a few items on the instruments were changed for better understandability. The answers from the pilot test were not included in the study.

### **3.2 Sample and Data Collection**

Our data is considered as a primary data. Primary data collection method is selected because we use survey research in this study. Primary data is gathered from the feedback of the questionnaires that is distributed to the individuals who are involved directly in humanitarian operations. The list of potential respondents was obtained from National Disaster Management Agency (NADMA). In this research, two thousand (2000) sets of questionnaires were distributed to the respondents through the humanitarian organisation offices across the country but only 593 returned questionnaires were usable. The sampling technique that is conducted in this study is non-probability sampling. In particular, the technique is called convenience sampling which is under the non-probability sampling (Saunders et al., 2012; Sedgwick, 2013). This technique is chosen because it is easier to recruit the respondents in the survey and collect the questionnaire effectively and efficiency. Therefore, huge amount of completed research questionnaire can be collected from respondents (Sedgwick, 2013).

### 3.3 Data Analysis

Data in this study is analysed using “Partial Least Square-Structural Equation Modelling” (PLS-SEM). It is a second-generation technique that is used for analysis. This technique analyses the data through two basic models: (i) Measurement Model and (ii) structural Model (Hair et al. 2009). Furthermore, using this technique a researcher can incorporate unobservable variables measured indirectly by indicator variables (Hair et al. 2017). Also, this method emphasizes the prediction of a set of hypothesized relationships that increases the explained variance in the dependent variables (Hair et al. 2017).

This technique is nonparametric in nature, which means that this method does not require any assumption regarding the distribution of the data. However, PLS-SEM derives a distribution from the data using bootstrapping method, which is then used for testing the significance (e.g., path coefficients). In addition, PLS-SEM uses the data to estimate the path relationships with the objective of reducing the error terms. The most widely used application for PLS-SEM (i.e., Smart PLS version 3.0) is used to analyse the quantitative data. The research model developed in this study is composed of first order reflective variables. It is analysed in two different stages.

In the first stage, the outer layer (i.e., the Measurement Model) is assessed. In this stage, we will inspect and assess the reliability and validity of the instrument. Then, in the second stage the Structural Model is analysed to retrieve the t-statistic which will enable us to answer our formulated hypothesis, using the bootstrapping method.

## 4. Results and Discussion

### 4.1 Descriptive Analysis

The largest number of responses came from government agencies (Malaysia Civil Defence Force, APM) where 25.8% came from east zone followed by south zone (23.1%), north zone (22.1%), and central zone (16.2%). As for non-governmental organisations (NGOs), the largest number of responses came from Malaysian Red Crescent (3.4%), followed by MERCY Malaysia (3%), Islamic Relief Malaysia (IRM) (2.7%), other NGOs (2%), and Humanitarian Care Malaysia (MyCare) (1.7%). Most of the respondents are Malaysian Certificate of Education (SPM) holders (42.2%), followed by Diploma and Bachelor’s degree holders with 39% and 16.7% respectively, seven respondents (1.2%) are Master’s degree holders while six respondents who accounted for 1% of the distribution possess a Ph.D. Voluntary teams (others) in the organisations accounted for 44.7%, whereas 22.3% of the respondents are in administrative positions. The average experience in humanitarian operations for the respondents was 20 years. Table 1 shows the demographic profile of the respondents.

**Table 1: Demographic Profile of the Respondents**

Variable	Frequency	Percent
Qualification		
Diploma	231	39.0
Bachelors	99	16.7
Masters	7	1.2
Ph.D.	6	1.0
Malaysian Certificate of Education (SPM)	250	42.2
Total	593	100.0
Position Held		
Manager	24	4.0

Professional	23	3.9
Administration	132	22.3
Supervisor/Executive	48	8.1
Clerical	101	17.0
Others	265	44.7
Total	593	100.0
<hr/>		
Humanitarian Operation Related Experience		
Less than 5 years	278	46.9
6 to 10 years	200	33.7
11 to 15 years	70	11.8
16 to 20 years	26	4.4
20 years plus	19	3.2
Total	593	100.0
<hr/>		
<b>Variable</b>	<b>Frequency</b>	<b>Percent</b>
<hr/>		
Types of Organization		
A. Government Agency		
(Malaysia Civil Defence Force, APM)		
State		
- North Zone	131	22.1
- Central Zone	96	16.2
- South Zone	137	23.1
- East Zone	153	25.8
<hr/>		
B. Non-Governmental Organization		
(NGO's)		
- MERCY Malaysia	18	3.0
- Malaysian Red Crescent	20	3.4
- Islamic Relief Malaysia (IRM)	16	2.7
- Humanitarian Care Malaysia		
(MyCare)	10	1.7
- Others	12	2.0
Total	593	100.0
<hr/>		

## 4.2 Assessing the Model Using PLS-SEM

The two-stage approach, using PLS, as proposed by Becker et al. (2012) was used to analyse the measurement and structural model. In the first stage, the first-order constructs were assessed for internal reliability and validity. In the same stage, the scores for latent variables for each first-order construct were saved in the original data set. Later, in the second stage, the first-order latent variable scores were used as indicators for the higher order, formatively modelled constructs. Finally, the structural model was assessed to determine the nature of relationship between the higher order constructs (Chin, 2010; Hair et al. 2017).

### 4.3 First Stage of Measurement Model Analysis

The measurement model in this stage was analysed using the procedure defined for reflective measurement model (Hair et al. 2017). Initially, the inter-item consistency of the measurement items was assessed using the Cronbach's Alpha ( $\alpha$ ) coefficient (Sekaran and Bougie, 2016). Nunnally and Bernstein (1994) suggested that the threshold for Cronbach's Alpha is 0.6. The results show that the minimum Cronbach's alpha value was 0.738. Therefore, the measurement items adapted in this study are considered reliable. Table 2 summarises the alpha values.

Hair et al. (2017) suggested the use of an alternative measure for internal consistency; the Composite Reliability which measures the reliability of individual indicators. The degree to which the reflective items indicate the latent variable is understood through the composite reliability (CR) values. Hair et al. (2017) recommended a threshold value of 0.7. The CR values for this study ranged from 0.852 to 0.922 indicating the integrity of the adapted measures (see Table 2).

After having confirmed the reliability, the instrument was subjected to validity test. Hair et al. (2017) suggested that the instrument should be tested for convergent and discriminant validity for reflective constructs. Convergent validity reveals the extent to which an indicator correlates with its alternate measures. Convergent validity is evaluated using two statistics: i) Factor loadings and ii) Average Variance Extracted (AVE).

Higher factor loadings, such as 0.7 on a construct indicate that the alternate measures have much in common. However, a loading between 0.4 and 0.7 is considered acceptable if the CR and the AVE are above the threshold. The minimum factor loading observed was 0.738, which is above the required level (Hair et al., 2107). Furthermore, the total variance in the indicators that accounted for the latent variables was understood by the AVE. The AVE values in this study were in the range of 0.630 and 0.757, surpassing the suggested value of 0.5 by Hair et al. (2017). Therefore, the measurement model's convergent validity is considered to be acceptable.

**Table 2: Assessment of Measurement Model for First Order Constructs**

Constructs Name	Number of Items	Minimum Factor Loading	AVE	CR	Cronbach's $\alpha$
Task Performance	4	$\leq 0.794$	0.661	0.886	0.829
Adaptive Performance	3	$\leq 0.738$	0.658	0.852	0.738
Contextual Performance	7	$\leq 0.755$	0.630	0.922	0.902
Speed	5	$\leq 0.780$	0.671	0.911	0.877
Flexibility	3	$\leq 0.862$	0.757	0.903	0.840
Service Quality	3	$\leq 0.814$	0.701	0.875	0.786
Efficiency	3	$\leq 0.829$	0.722	0.910	0.808

After ensuring the convergent validity of the instrument, we tested the measures for discriminant validity. Chin (2010) stated that discriminant validity is the extent to which the construct is distinct from other constructs. The discriminant validity can be assessed using the method suggested by Fornell and Larcker (1981). They suggested that the discriminant validity can be verified through the comparison of the square root of the AVE for each construct and the correlation of the remaining constructs. Table 3 shows that the square root of the average variance extracted by the reflective indicators measuring the latent formative construct was greater than the squared correlations for each construct, signifying a satisfactory discriminant validity.

**Table 3: Discriminant Validity of Reflective Constructs (Fornell and Larcker, 1981)**

	1	2	3	4	5	6	7
Adaptive Performance (1)	<u>0.811</u>						
Contextual Performance (2)	0.699	<u>0.794</u>					
Efficiency (3)	0.613	0.687	<u>0.850</u>				
Flexibility (4)	0.662	0.702	0.706	<u>0.870</u>			
Service Quality (5)	0.649	0.704	0.707	0.762	<u>0.837</u>		
Speed (6)	0.635	0.714	0.716	0.666	0.738	<u>0.819</u>	
Task Performance (7)	0.683	0.666	0.612	0.659	0.712	0.635	<u>0.813</u>

Note: Diagonals (bold) represent the square root of the average variance extracted while other entries represent the correlations

#### 4.4 Second Stage of Measurement Model Analysis

In the second stage, the measurement model was further assessed by creating the second order constructs; namely i) individual performance and ii) humanitarian operations performance. These constructs were conceptualised as formative in this present study. Becker et al. (2012) and Hair et al. (2017) suggested that the indicator weights, the significance of the weights, and the multicollinearity statistics of the variables should be reported to validate the second order formative constructs.

Becker et al. (2012) suggested that the outer weights of formatively modelled constructs should be significant. Table 4 shows that the outer weights are significant for the formative constructs. Additionally, the Variance Inflation Factor (VIF), i.e., the collinearity statistics of the indicators for the formative constructs were below the threshold ( $VIF < 5$ ) indicating that there are no multicollinearity issues among the indicators.

**Table 4: Assessment of Measurement Model for Higher Order Constructs**

Formative Construct	Scale Type	Indicators	Weights	P Value	VIF
Individual Performance	Formative	Task Performance	0.411	0.000	2.156
		Adaptive Performance	0.236	0.000	2.349
		Contextual Performance	0.475	0.000	2.248
Humanitarian Operations Performance	Formative	Speed	0.248	0.000	3.059
		Flexibility	0.268	0.000	3.196
		Service Quality	0.381	0.000	2.969
		Efficiency	0.218	0.000	2.516

In summary, the measurement model demonstrates the sufficiency of both the convergent validity and discriminant validity for the reflective variables. Additionally, the outer weights of the higher order formative constructs are significant with no multicollinearity issues.

#### 4.5 Assessing the Structural Model

The structural model can be assessed by examining the results of three different tests: i) collinearity among the constructs, ii) path coefficients, and iii) R-square ( $R^2$ ) (Chin, 2010; Hair et al. 2017). Collinearity among the constructs can be determined by carefully observing the Variance Inflation Factor (VIF) statistics in the model. Hair et al. (2017) suggested that in order to check for collinearity, the VIF statistics must be less than 5, whereas, Diamantopoulos and Siguaw (2006) recommended a more stringent criterion of  $VIF < 3.3$ . The VIF statistics among project success, its dimensions, and corporate reputation in the model were well below the threshold, indicating that there are no collinearity issues in the model.

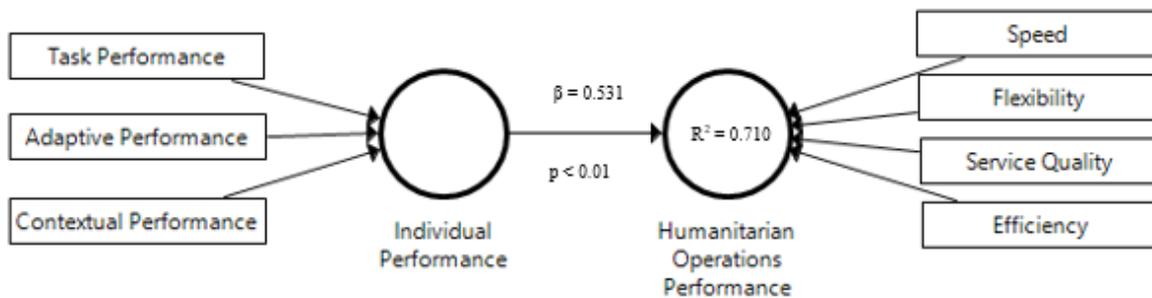
Next, the path coefficients were examined to answer the proposed hypotheses in the study. Hair et al. (2017) suggested that the path coefficient values in a model should be closer to 1 and statistically significant. Accordingly, the results show that the values of path coefficients were approaching 1 and were significant at a confidence interval of 0.05. Table 5 presents the summary of the results.

**Table 5: Assessment of Structural Model**

Hypothesis	$\beta$	P-Value	T statistic	Decision
H <sub>1</sub> : Individual Performance → Humanitarian Operations Performance	0.531	0.000	10.859	Supported
H <sub>1a</sub> : Adaptive Performance → Humanitarian Operations Performance	0.199	0.000	4.670	Supported
H <sub>1b</sub> : Task Performance → Humanitarian Operations Performance	0.291	0.000	6.409	Supported
H <sub>1c</sub> : Contextual Performance → Humanitarian Operations Performance	0.453	0.000	8.526	Supported

The results support the hypotheses developed earlier in this study, i.e., indication of a positive relationship between individual performance, its dimensions, and humanitarian operations performance.

Lastly, the structural model was evaluated by observing the score of R-square ( $R^2$ ), which is important because it determines a model's predictive power (Hair et al. 2017). The  $R^2$  value in this study was 0.710 which demonstrates that roughly 71% of variance in humanitarian operations performance ( $R^2 = 0.710$ ) was explained by individual performance and its dimensions. Furthermore, the results indicate that among the dimensions of individual performance, contextual performance had a large effect on humanitarian operations performance, whereas, the other two dimensions had smaller effects. Figure 1 presents the summary of the results of the structural model assessment.



**Figure 1: Summary of Assessment of Structural Model**

#### 4.6 Discussion

The purpose of this present study is to investigate the relationship between individual performance and humanitarian operations performance in the context of Malaysia's humanitarian organisations. The results have provided empirical evidence in support of the formulated hypotheses. As highlighted in this study, humanitarian operations performance is positively and significantly influenced by individual performance.

After examining and investigating the data, the results have demonstrated that individual performance has a substantial effect on the humanitarian operations performance of humanitarian organisations ( $\beta = 0.531$ ,  $t = 10.859$ ,  $p < 0.01$ ). The summary of the research hypotheses is statistically supported by the empirical findings of the study (i.e.,  $H_1$ ,  $H_{1a}$ ,  $H_{1b}$ , and  $H_{1c}$ ).

The results are consistent with previous studies presented by Rajakaruna et al. (2017), Kovacs et al. (2012), Kovacs and Spens (2011), De Leeuw (2010), Beamon and Balcik (2008), and Barber (1998) that individual performance improves the operations of humanitarian organisations. Furthermore, it can help to reduce the suffering of disaster victims by enabling humanitarian organisations to employ and train individuals who are involved directly in disaster to be more effective and efficient.

## 5. Conclusion

Excellent performance in humanitarian operations is important to improve the efficiency and the quality of the operations. Thus, it is essential to adopt a well devised step-by-step procedure to achieve it. This study takes into consideration three dimensions of individual performance in humanitarian operations. At the end of the model, we have obtained the importance and influence of each dimension which will help in measuring the performance of humanitarian operations. This could give direction to the humanitarian organisations with high-potential individuals involved in disaster operations to concentrate on the essential dimensions for improvement. From the study, creativity, knowledge of individuals involved, and individual involvement satisfaction are the most important dimensions to achieve overall excellence. Finally, it is recommended that this model be used in humanitarian organisation sectors to identify the relationships between individual performance and humanitarian operations performance in different contexts.

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## FIGURATIVE LANGUAGE IN JALALUDDIN RUMI'S POEMS

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**Abstract:** *This article entitled "Figurative Language in Rumi's Poems". The study aims to find out figurative languages used in Rumi's selected poems (metaphor, simile, personification, and apostrophe) to uncover the most figurative language used in the poem that affected by Sufism. This study employed qualitative and descriptive research. Then, poems collected by using several steps; reading, underlining, coding, re-reading, and tabulation. The materials were nine selected poems by Rumi. It showed that 18 appearances of metaphor, 40 personifications, 14 similes, and 30 apostrophes. While the figurative that affected by Sufism 18 appearances of metaphor, 39 personifications, ten similes, and 30 apostrophes. Altogether, there were 102 metaphorical languages in the poems where 97 figurative languages were affected by Sufism. Finally, the result showed metaphors, personification, simile, and apostrophe appeared in the poem, the most figurative language used was personification, and the most figurative language affected by Sufism was also personification.*

**Keywords:** Figurative Language, Jalaluddin Rumi Poems, Sufism.

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### 1. Introduction

Maulana Jalaluddin Rumi Muhammad Hasin al-Kattabi al-Bakhri, or most commonly known as Rumi, was born in Wakhsh, a village on the Vakhsh River in present-day Tajikistan, or the city of Balkh, in present-day Afghanistan (1207-1273). Rumi is an influential Sufi figure of his era, he is the number one teacher of the Mevlevi or Maulawiah tariqat, which is a tariqat centred in Turkey and growing in the surrounding area. In addition, he is also a poet. His poems were widely known and popular in his era until now (Lewis, 2000).

Someone very influential in his work was Shams who taught him Sufism. Before meeting Shams, Rumi's major work is *Mathnavi Manavi* (spiritual couplets). Soon after his spiritual friend Shams appeared in his life, Rumi started his marvellous work, *Mathnavi* (Chittick, 2005).

Rumi's poetry is strongly influenced by Sufism as he was also a Sufi, and Rumi's writing has its appeal. Therefore, his writing style has led me to investigate his poems. Rumi has been using numerous figurative languages in these poems; therefore, analyzing what types of figurative language in Rumi's poems is one way to understand his writing. According to McLaughlin (1989), figurative language is a word that cannot be taken literally because it will not make any sense. "Figurative Language is a conspicuous departure from what user of a language apprehend as the standard meaning of words, or else the standard order of words, to achieve some special meaning or effect" (Abrams, 2012, p. 130).

Moreover, Wren and Martin (1981) state that figurative language is created from ordinary forms, expressions or ideas that produce more effects than others expected. They also say that numbers and symbols are images that are used in a certain way to find out what is known less through what is known. Therefore, in contrast to literal interpretation, figurative language is that language cannot be understood literally. Figurative language is very common in literary works, such as novels and poetry or poem. In this study, the writer deals with analyzing poems. Cuddon (2013, p. 542) states "Poem, a composition, a work of verse, which may be in rhyme or maybe a blank verse or a combination of the two". Another opinion from Coleridge (2004), states that a poem is a work that is different from a scientific work seen from its composition and cannot be understood directly as in scientific work.

Rumi's poem is a kind of classical Persian poetry that transfer messages related to Sufism (Moghaddas, 2015; Kaya, 2016). Many quotes found in the poem from the Qur'an as Nasr (2008) states: some experts have been able to show the poems of Divan and Masnavi can be considered as translations of the verses of the Qur'an into Persian poetry. In addition, Schimmel (1996) comments that reading Rumi's poetry will be useful as an interpretation of the Qur'an.

Figurative language in poetry is an interesting area to study as many studies have been carried out. Iryanti (2010) analyzed figurative language on the poems entitled "A Figurative Language Analysis on Sylvia Plath Poems", Maula (2013) analyzed figurative language on the poems entitled "Classic Poetry Series" by William Blake, and Wulandari (2015) studied figurative languages used in Robert Frost's Selected Poems. In this present study, the writer chooses Jalaluddin Rumi's poems. This is interesting to study because Jalaluddin Rumi's poetry has a deep meaning that often makes the poems are difficult for the writer to understand, then the selection of dictions by Rumi in each poem is very beautiful and it is different from other poets which makes Rumi's poems unique and different from other poems. In this article, the aims can be identified as to find out figurative languages used in Jalaluddin Rumi's selected poems and most affected.

This study is expected to have some useful impact on students, lecturers, and researchers. It is hoped that students can have more knowledge and understanding of the literature, especially in knowing and understanding the figurative language in the poem. Besides, the students can find out more about the process of English learning in developing the students' knowledge of literature, specifically about figurative language in the poem.

## 2. Literature Review

Figurative language is an expressive language which words are used in a non-literal way to give illuminating comparisons and similarities (Crystal, 2008). According to Perrine (1992), figurative language is a language which is cannot be literally. Figurative has several characteristics; first, it gives imaginative enjoyment in the literature to the reader, then it is able to add emotional intensity to informative statements and shows attitude when conveying information, and this is a way to convey additional images into verses, making literature more sensual.

There are several kinds of figurative language from Sylvia, Annas, Rosen, and Leech. Sylvia (2006:745-749) states there are four kinds of figurative language: simile, metaphor, personification, and apostrophe.

The name of sufi name comes from the word safa' which means purity and sufis are one of the purified elects from all worldly contamination (Stoddart and Nicholson, 1998). The greatest sufi Imam Al-Ghazali, defines "sufism is all about the progress to the great end of self-realization or God realization" (Edson, 2012, p. 73).

In islamic context, sufism is considered one of the most holistic paths to become a perfect human being and a practicing muslim in this world and the hereafter (Salleh, 2014, as cited in Saifullah, 2016). "sufism is all about the progress to great end of self-realization or God realization" (Edson, 2012, as cited in Saifullah, 2016). The islamic tradition of sufism involves "metaphysics, ethical discipline, devotional practices, music, poetry and mystical experiences" (Bruinessen & Julia, 2007, as cited in Saifullah, 2016).

Poetry is one of the most prominent genres of sufi literature. Most of the sufis have been poets and their sufi poetry dates back to 10th century AD. Jalaluddin Rumi, a great teacher of love and peace, writer of books, scholar and a bestselling mystical poet in the West holds a very high rank. Rumi was the author of a vast collection of mystic odes and lyrics in Persian Language. He spreaded his whole philosophy through poetry. All Rumi's books have common elements that they all suggest the very madness of divine experience. Rumi had three main texts written in different forms of poetry: the Masnavi, the Rubaiyat (quatrains), and Diwan-i Shams-i-Tabriz (odes) (Nicholson, 2001, as cited in Saifullah, 2016).

### 2.1 Problem Statement

What kinds of figurative languages are used and most affected in Jalaluddin Rumi's selected poems?

### 3. Method

According to Creswell (2011, p. 3) “research is a process of steps used to collect and analyze information to increase our understanding of a topic or issue.” In this study which is to analyze the text of poems by Jalaluddin Rumi, we used qualitative and descriptive research because this study is in the form of text, not in the form of numbers. “Qualitative analysis is (or should be) a rigorous and logical process through which data are given meaning” (Gray, 2004, p. 319). While according to Isaac and Michael (1995, p. 50) “The purpose of descriptive research is to describe systematically the facts and characteristic of a given population or area of interest, factually and accurately”.

#### 3.1 Source of Data

The source of data was from Jalaluddin Rumi's poems which were translated into English by the Poem Hunter website.

##### 3.1.1 Samples

The sample of this research was chosen randomly consisting of nine poems titled: *"Did I not say to you"*, *"I Closed my Eyes to Creation"*, *"Lord, what a Beloved is mine!"*, *"Rise, Lovers"*, *"When I am Asleep and Crumbling in the Tomb"*, *"This is Love"*, *"Who is at my Door"*, *"We are as the Flute"*, and *"Reason Says, Love Says"*.

##### 3.1.2 Site

Nine selected poems of Rumi's because of limited time.

##### 3.1.3 Procedures

1. Reading all nine poems by Jalaluddin Rumi
2. Underlining the words related to the figurative language.
3. Coding to mark the words of the figurative language.

#### 3.2 Measurement

Verifying through systematic data collection then describe the meaning of the texts analysing.

#### 3.3 Data Analysis

In analysing data, the author uses a qualitative approach, namely Grounded theory. Grounded theory is discovering, developing, and provisionally verified through systematic data collection and analysis of data about that phenomenon (Stauruss and Corbin, 1998 as quoted in Gray, 2004).

In the process of analysing data, we used open coding. Hancock (1998, p. 17) said that "the qualitative research has no system for precoding so needs a method of identifying and labelling (coding) of data items in the text of a transcript." Moreover, it is an analytical process where the code for the observed data is attached during qualitative data analysis, this is one of the procedure for working with text that aims to develop substantial codes that explain, name or classify phenomena being considered in single words or short word sequences (Uwe, 2009).

### 3.3.1 Validity and Reliability

1. What kinds of figurative languages are used in Jalaluddin Rumi's selected poems?
2. What is the most used figurative language in Jalaluddin Rumi's selected poems?
3. What figurative language is most affected by sufism in Jalaluddin Rumi's selected poems?

## 4. Results and Discussion

The following table summarizes the result of Rumi's poem analysis:

**Table 4.1: Figurative Language of Rumi's Poem**

No.	Types of FL	Title and Line	Frequency of FL	Frequency of Sufism
1.	Metaphor	Did I not Say to You; 1, 2, 7, 8, 10, 12, 14, 17, 18 I Close my Eyes to Creation; 3, 4,6 Rise, Lover;17, 26 When I am Asleep and Crumbling in the Tomb; 3, 5 We are as Flute; 10 Reason Says, Love Says; 11	18	18
2.	Personification	Did I not Say to You; 1, 5-6, 7, 9, 11, 13, 15 Lord, What a Beloved is Mine!6, 8, 10, 12, 14, 16, 21, 22 Rise, Lovers; 6, 8 This is Love; 8, 9 Who is at my door; 1, 3, 5, 7, 11, 15, 19, 21, 23, 25, 27, 29,31,33, 35, 37, 39, 41 Reason Says, Love Says; 1, 2, 3	40	1
3.	Simile	Did I not Say to You; 9 I Closed my Eyes to the Creation; 11, 12, 17 Rise, Lovers; 5,9, 13, 21, 23, 24, 25 We are as Flute; 1,2, 3	14	9
4.	Apostrophe	Lord, What a Beloved is Mine! 7, 9, 11, 13, 15 This is Love; 4-5, 6, 7 Who is at my Door;2, 4, 6, 8, 9-10,13-14, 17-18, 20, 22,24,26, 28,30, 32, 34, 36,38, 40, 42 We are as the flute; 5, 6	29	18
<b>Total</b>			<b>101</b>	<b>46</b>

From table 4.1 above we find there are 18 times metaphor appeared in the poem, 40 personifications, 14 similes, and 29 apostrophes, the total shows 101 figurative languages appeared in the poem. We also find there are 18 metaphors affected by Sufism (sign with bold mark), 1 personification, 9 similes, and 18 apostrophes, therefore 46figurative languages are affected by Sufism. In this study, we focus on four types of figurative language; those are simile, metaphor, personification, and apostrophe.

## 2. Discussion

This section covers the elaboration and discussion of the analysis of four types of figurative language, those are simile, metaphor, personification, and apostrophe. However, we only give a few samples of lines containing figurative language (further information can see in the appendix). The elaboration and the discussion of the findings are below:

### 2.1. Metaphor

According to Perrine (1992), metaphor is a figurative language where the comparison between two things is not the same but has the same quality. Metaphors use specific words such as "is", "our", "was", or "were".

We found the metaphor in the four poems, there are: *Did I not Say to You, Rise, Lover, when I am asleep and crumbling in the Tomb, We are as a Flute, Reason Says, Love Says.*

#### a. The first poem “Did I not Say to You”

1) P.1. L.1. M: Did I not say to you, “Go not there, for **I am your friend**;

The underlined words above are a figurative language that cannot be understood literally (Perrine, 1992). The kind of figurative language is a metaphor with a sign “am” in this metaphor. “I” identified as “your friend”. The further meaning is “I” (Allah) is a substance that has given human abundant mercy, and what human need. “I” means Allah because line 16 said, “I am the creator”. The line is also related to the poem “Who is at my Door?” (P.1. L.20-22.)

*I said, 'To have you as my constant friend.'*  
*He said, 'What do you want from me?'*  
*I said, 'Your abundant grace.'*

The figurative language above has a Sufi element because it invites remembrance of God as a place to ask (Beg, 1972), leaves the world (Stoddart and Nicholson, 1998) and it also refers to the style of language and meaning of verses in the Qur'an (Schimmel, 1996), one of them is in surah Ar-Rahman;

*What is the favour of your Lord, which do you deny?*

God repeats this verse up to 31 times, Allah confirms that all that humans need comes from God. The figurative contains a Sufi element marked with bold.

2) P.1. L.7. M: Did I not say to you, “**I am the sea** and **you are a single fish**”

The kind of figurative language underlined above is a metaphor because using “am” and “are” to identify “I” as the object. The meaning of the words is that Allah is great and humans are weak creatures who need Allah in their lives. “I am the sea” means God is great, while “you are a single fish” means humans are weak creatures who need God in their lives.

These bold figurative influenced by Sufi because invites human back to God as a place to ask, has all of the humans need while humans are weak creation. It is also related to the Quran surah Al-Hajj: 62

*"That is because God is the truth, and that which they call upon other than Him is falsehood, and because God is the Highest, the Grand"*

then An-Nisa: 28

*"And mankind was created weak."*

3) P.1. L.10. M: come, for **I am the power of flight and your wings and feet?**

The underlined words above are metaphor sign with "am". The meaning of the figurative words in the line above is that Allah is great, He has power over all that He wants, then we must beg and surrender to Him, perform obligatory deeds, then carry out the actions of the Sunnah, then Allah will be near to His servant and raise the degree from the degree of faith to the degree of Ihsan. So when a servant walks in the world, he walks because of Allah. This figurative is influenced by Sufi because it reveals that in life, God is everything, leave the world and worship him. The meaning is related to the hadith Qudsi, Allah says:

*There is nothing I love most from a servant except worshipping me with something that I have obliged to him. As for if my servant always carries out the act of Sunnah, surely I will love him. If I have loved him, then (I) becomes his hearing that he hears with it, (I) becomes the vision that he sees with it, becomes the hand that he hits with it, becomes the foot that he walks with it. If he pleads with me, I will undoubtedly give it and if he asks forgiveness, I will forgive, and if he asks me for protection, I will protect.*

**b. The fourth poem "Rise, Lover"**

1) P.4. L.17. M: It is a road full of tribulation, but **love is the guide.**

These underlined words are a metaphor. It is indicated by the word "is". As a figurative, in literal meaning, these words do not make sense because love cannot be a guide, but if we think more these words have ordinary meaning; love is a faith in God, so this faith becomes the saviour of life in the world and the hereafter.

These words contain Sufi elements because the figurative reveals that loving God is highest with a pure feeling, clean from the love of the world. The words also refer to the surah Al-Baqarah: 1-2 which explains about the faithful person getting instructions

*This is the Book of God, there is no doubt in it; it is a guidance for the pious, For those who have reached the point of view, who has established a Prayer and spend out of what we have provided them.*

2) P.4. L.26. M: if **we are lion's whelps,** let us go to that Lion.

The underlined word is a metaphor because it uses the word "are" (Leech, 1992). Lion means king, and king means the mercy of Allah. This figurative means if humans are created because of the mercy of Allah, so let us seek the will of Allah to meet His substance in heaven (return to Him).

The metaphor is influenced by Sufi because this line wants to invite humans to return to God. After all, humans are created because of the mercy of God. "If" before these underlined words mean to make the humans aware that we are created by the grace of God, if we are truly so then let us return to the path of God. In addition, the meaning correlates with the Quran surah Shaad: 27

*and We did not create the heaven and the earth and that between them aimlessly.  
That is the assumption of those who disbelieve from the fire.*

In the Quran of Surah Adz-Azariah: 56

*And I did not create the jinn and mankind except to worship Me*

from these verses, we can understand that humans are created from the grace of God (we are lion's whelps) because Allah created humans to worship Him sincerely, hoping only for His pleasure, then Allah becomes very loving to His servants.

### c. The fifth poem "When I am Asleep and Crumbling in the Tomb"

#### 1) P.5. L.3. M: You are for me the blast of the trumpet and the resurrection,

The underlined words above are metaphors because "you" interpreted as "the trumpet and the resurrection" by the sign "are". The true meaning of these underlined words is "you" means Shams who considered as a noble person ( an angel), blowing trumpets means resurrection music. This figurative is influenced by Sufi because it is talking about the nobleman who overpowering all sensuous desires of the devil and *nafs*. moreover, it uses the word trumpet and resurrection which relate to Quran in surah Yasin: 51

*"And the Horn will be blown, and at once from the graves to their Lord they will hasten."*

#### 2) P.5. L.5. M: Without your lip, I am a frozen and silent reed; what melodies I play the moment you breathe on my reed!

This becomes a metaphor because "I" defined as "a frozen and silent reed" with a sign "am" (Leech, 1992). Reed considered as an imperfect human, raw material from a flute which is a perfect human being, it has been spiced in such a way then produces a beautiful sound and the beautiful sound comes from Your lip (God's mercy) (Konuk, 2010). Therefore this figurative means someone who is not perfect without God's mercy. It certainly contains Sufi elements because discuss a pure soul, to be a perfect human as a servant of God.

#### **d. the poem "We are as a Flute"**

- 1) P.8. L.10. M: We all are lions, but lions on a banner;

The underlined words which use "are" are a metaphor. "We" is defined as "lions" on wind-driven banners. A banner is an inanimate object and what makes it moved is God's mercy (P.8. L.11). the meaning of this metaphor is we are kings or rulers, but in a banner, there is something that moves us namely God's mercy (P.8. L.11). This figurative affected by Sufi because it discusses about the nature of corruptible man and a true manifestation of God that in Sufism God is the only reality (Saladdin Ahmed, 2008 as cited in Shapoo, 2018). It utters in a Rubais "I am nothing! I am nothing! I am nothing!" (Rubais, collected by Firuzanfer no: 1304, as cited in Kaya, 2016)

#### **e. The ninth poem "Reason Says, Love Says"**

- 1) P.8. L.11. M: He is an angel, though in the form he is a man;

The underlined words above are metaphor because the sign "is" to identify "He" as the object. The meaning of the metaphor above is Shams like angels who have no lust for the world. Angel refers to Shams; this can be seen from P.8. L.29. "Shams-e Tabriz, who is chosen and beloved-perchance."

The figurative is influenced by Sufi where Rumi equates human who tries to control lust, and his or her thought is seeking the pleasure of Allah so that human looks like an angel, as Allah explains about angels in the Al-Anbiya Qur'an:19 -20:

*"To Him belongs whoever is in the heavens and the earth. And those near Him are not prevented by arrogance from His worship, nor do they tire."*

*"They exalt [Him] night and day [and] do not slacken."*

### **1. Personification**

Personification is a figurative language in which make something, animals, or abstract terms (truth, nature) are made like humans (Kennedy, 1991).

We found the metaphor in the four poems, there are: *Did I not say to you, Lord, what a beloved is mine! Rise, Lovers, This is Love, Who is at my Door, Reason Says, Love Says.*

#### **a. The first poem "Did I not Say to You"**

- 1) P.1. L.5. P: Did I not say to you "Be not content with worldly forms, for I am the fashioner of the tabernacle of your contentment? "

The underlined word above is Personification because "I" is the creator (P.1. L.16) characterized as a human who has words to speak; "Be not content with worldly forms, for I am the fashioner of the tabernacle of your contentment." While God exists but not like a human who can talk, or can be seen and heard.

In this poem Rumi personifies God but it does not mean God is a person. Rumi's goal of personification is to convey God's message in a way that easy to be understood by humans, so that personification is a way for Rumi to express God's messages to humans, as said by Nasr (2008) Rumi's poetry reveals the meaning of the God message (Quran).

**b. The third poem “Lord, what a beloved is mine !”**

- 1) P.3. L.6. P: The moon said, "I am running in his wake, my foot is in his dust."
- 2) P.3. L.8. P: The sun said, "Out of shame for his countenance I have a face of gold."
- 3) P.3. L.10. P: Water said, "Because of his incantation I move like a snake."
- 4) P.3. L.12. P: Fire said, "Because of the lightning of his face my heart is restless."
- 5) P.3. L.14. P: Wind said, "My heart would burn if the choice were mine."
- 6) P.3. L.16. P: Earth said, "Within me, I have a garden and spring."

The underlined words above are personification because "moon", "sun", "water", "fire", "wind", and "earth" characterised as humans who can speak. The meaning of the figurative above is that nature will move according to God's will. Quran Surah Al-Baqarah: 117 explains about fate if God has desired something then happens.

*“Originator of the heavens and the earth. When He decrees a matter, He only says to it, “Be,” and it is”*

- 7) P.3. L.21. P: Be silent, that without this tongue **the heart may speak;**

The underlined word is personification because the heart characterized as a human who can speak and have spoken tools so it has sound to be heard. It is affected by Sufi because it discusses pure heart which always remembers God so that it can feel the truth. It correlates with the hadith of the Prophet Muhammad Sallallahu Alayhi Wa Sallam:

*"O Wabishah, ask for a fatwa in your heart (3x) because goodness is what makes your soul and heart calm. And sin is what makes your heart waver and your heart shake. Even though you ask a fatwa for people and they give you fatwa” (Ahmad no.17545, Al Albani)*

**c. The fourth poem “Rise, Lovers”**

- 1) P.4. L.6. P: then let us go foaming upon the face of the sea.

The face of the sea is personification because the sea considered like a human who has a face. The purpose of the words is to invite people to be united with the mercy of Allah. It can be seen in line 5 that "Let us go prostrating to the sea like a torrent" where it can understand that let's prostate continuously to God then bubbly on its surface, this means after prostrating to God, we unite with his mercy in a way dhikr.

- 2) P.4. L.8. P: Let us go from this saffron face to the face of the Judas tree blossom.

The meaning of the personification above is to leave the world, towards the true nature of beauty (the purpose is inviting people to leave the world).

**d. The sixth poem “This Is Love”**

- 1) P.6. L.9. P: The heart said, 'I was in the factory whilst the home of water and clay was baking.

The underlined words above are personification because the heart can speak like humans. The further meaning of it is the spoken of spirit when the spirit wants to go to the circle of lovers, to leave the world and gather with God's love. In addition, this line is referring to the hadith, the prophet said: “*You are with the person who invites love*”

**e. The seventh poem “Who is at my Door”**

- 1) P.7. L.1. P: He said, 'Who is at my door?'
- 2) P.7 L.7. P: He said, 'How long will you boil in the fire?'
- 3) P.7 L.41. P: He said, 'How do you benefit from this life?'

The underlined words above are personifications because "He" is God characterised like a human who can speak. A further meaning of this line is God going to hold humans accountable.

**f. The ninth poem “Reason Says, Love Says”**

- 1) P.9. L.1. P: Reason says, “ I will beguile him with the tongue.”

"Reason" is an abstract word that is made as if it had a mouth that can speak like a human, it is called personification. The further meaning of this word is to think about how to influence Shams because he is like an angel.

**3. Simile**

A simile is a figure of speech in which a comparison is expressed by the specific use of word or phrase such as: like, as, than, seems or as if (Annas and Rosen, 2007).

We found simile in the four poems, there are: *Did I not Say to You, I Closed my Eyes to the Creation, Rise, Lovers, We are as the Flute.*

**a. The first poem “Did I not Say to You”**

- 1) P.1. L.9. S: Did I not say to you, “ Go not like birds to the snare; come, for I am the power of flight and your wings and feet? ”

The words underlined above are simile forms signed with the word "like" (Kennedy, 1991). "I" reminds "you" that does not go like a bird entangled means God reminds humans must be free from everything that holds humans to be appetite by remembering God. It contains Sufi elements because it asks humans to be brave, free from *nafs*, and turn to Allah. The meaning correlates with firman Allah in Thaha: 124

*And whoever turns away from my remembrance – indeed, he will have a depressed life, and we will gather him on the Day of Resurrection blind.*

### **b. The second poem “I Closed my Eyes to the Creation”**

- 1) P.2. L.12. S: Like a thief, I gathered jasmine from my garden.

The underlined words are simile because "I" is equated with "a thief". The meaning of "thief" is a person who is fearful and hopeful, and the meaning of "jasmine" is the grace of God given by Allah through Shams-e Tabriz, The meaning of this line is someone who loves Shams that is the mercy of Allah then earnestly looking for it with a fear feeling and strong hope even though the mercy is in him.

This figurative is influenced by Sufi because the meaning is about hope and fear to Allah which is known from the meaning of these words which describe the character of the "thief" are hope (*Raja'*) and fear (*Khauf*) is balanced. Related to the words, Allah said about the *raja'* in the surah Al-Kahf: 110

*“Say, "I am only a man like you, to who has been revealed that your god is one God. So whoever would hope for the meeting with his Lord - let him do righteous work and not associate in the worship of his Lord anyone.”?”*

Regarding *khauf* Allah said in surah Al-Isra:

*“Those whom they invoke seek means of access to their Lord, [striving as to] which of them would be nearest, and they hope for His mercy and fear His punishment. Indeed, the punishment of your Lord is ever feared.”*

Fear and hope in God must be balanced; with the *raja'*, humans will not be easy to despair when worship, and with *khauf*, humans will fear sinning. It is the character of the thief above, at first, Rumi initially felt the loss of God's grace in the form of Shams, then realized that God's mercy is always with him, had never died even though Shams was dead. When he aware the mercy is with him he still feels fear but hopes to be with the one he loves.

- 2) P.2. L.17. S: I am like the crescent of the festival.

The underlined words above is a simile which is marked with "Like", the meaning of the crescent moon is something beautiful and enjoyable, while, festivals mean something crowd. So the meaning of the figurative above is Rumi's sadness at the loss of God's grace in the form of Shams became a sorrowful poem. However, in reality, Rumi's sorrowful poem was very liked by many people.

### **c. The fourth poem “Rise, Lovers”**

- 1) P.4. L.23. S: We are crooked as a bow, for the string is in our throats;  
2) P.4. L.24. S: When we become straight, then we will go like an arrow from the bow.

The underlined words in the first line are similes which are marked with the conjunction "as". In this simile, humanly considered crooked like a bow. In the second line, the words underlined are simile marked with conjunctions "like", in this simile, the human who will go is considered as an arrow.

The simile underlined above is related to the poem "Reason Says, Love Says" line 7-8: *I should use the shaft of his gaze with a bow*. Then it can be understood that "bow" characterized as a tool that can be affected by pulling or removing its string. While "an arrow" characterized as a tool that goes straight. Therefore the meaning of simile in the first line is human is easily influenced by hunger, food, giving (**We are crooked as a bow**, for the string is in our throats). While the meaning of simile in the second line is when we only seek the will of Allah human will be free from weaknesses and meet a path full of grace (When we become straight, then **we will go like an arrow** from the bow). The figurative is influenced by Sufi because it is related to the character of zuhd, leaving the desire of *nafs* and return to Allah.

3) P.4. L.25. S: **We cower like mice** in the house because of the cats;

The meaning of the underlined words above is humans should be brave creatures (as lion's whelps in line 26), not losers who are afraid of something that should not be feared.

#### d. The eighth poem "We are as the Flute"

1) P.8. L.1. S: **We are as the flute**, and the music in us is from thee;

The underlined words above cannot be understood literally, this is a figurative type of simile which is marked with "as". "We" resembles the "flute" which means a reed that has been perforated and produces a beautiful sound. The true meaning of the figurative is a perfect human whose words are good and full of wisdom (Rumi, 1988) and it caused by Allah's will. It is influenced by Sufi because it talks about humans as weak creation, has nothing, and mortal being because of everything from Allah's will.

2) P.8. L.2. S: **we are as the mountain** and the echo in us is from thee.

The underlined words above are simile which signed by the conjunction "as". It means a noble one, who doesn't falter with the world test, and then his words are full of wisdom because of the mercy of Allah. This figurative is influenced by the Sufi because this is related to human as weak creation who has nothing, everything is from Allah.

3) P.8. L.3. S: **We are as pieces of chess engaged** in victory and defeat:

The meaning of underlined words above is that we have a role in pursuing a life following God's rules, we try to obey the rules as well as possible then after our efforts are exerted, victory and defeat are the wills of God. This figurative is influenced by Sufi because related to human as a servant of God that should accept what Allah's want to us. In the Quran surah Al-An'am: 32

*"And the worldly life is not but amusement and diversion, but the home of the Hereafter is best for those who fear Allah, so will you not reason?"*

#### 1. Apostrophe

The apostrophe is a way of mentioning someone or something invisible or usually unspoken such as dead objects, none, abstract, or spirits, and mentioning inanimate objects by using quotes to announce a noble and serious tone (Kennedy, 1991). It refers to someone who is absent or something which is not human as if it is a human being or an existing and living thing that can reply to what is said (Perrine, 1992).

We found the Apostrophe in the three poems, there *is Lord, What a Beloved is Mine!, This is Love, Who is at my Door.*

**a. The third poem “Lord, What a Beloved is Mine!”**

- 1) P.3. L.9. Ap: “Water, you are prostrate, you are running on your head and face.”
- 2) P.3. L.15. Ap: “Earth, what are your meditation, silent and watchful?”

The underlined words above are Apostrophe because they assume "water" and "earth" can answer this question. The meaning of these two lines is the process of thinking about nature and the greatness of God who has created. This was asking about nature. The figurative language was related to the surah Al-Alaq "Read!" Where Allah told humans to read or think of signs of the greatness of Allah.

**b. The sixth poem “This Is Love”**

- 1) P.6. L.4-5. AP: 'Heart, congratulations on entering the circle of lovers, 'On gazing beyond the range of the eye, on running into the alley of the breasts.'

The underlined words are apostrophe because these words addressed to the heart where the heart is likened to human nature that can reply to human words (Perrine, 1992). The meaning of these underlined words is the joy of the soul that has joined the circle of lovers, namely the lovers of God. The figurative is influenced by Sufi because the poet wants to leave the world and gather with God's love because there is no desire for Dunya. Referring to the hadith of the prophet said: *“You are with the person who invites love”*

- 2) P.6. L.6. AP: Whence came this breath, O heart?
- 3) P.6. L.7. AP: Whence came this throbbing, O heart?

The underlined words are apostrophe because it makes the heart seem to be able to answer this question, like a human who has a mouth to speak. The purpose of this verse is the process of thinking about breath (P.6. L.6. AP) and life (P.6. L.7. AP).

**c. The seventh poem “Who is at my Door”**

- 1) P.7. L.8. Ap: I said, Until I am pure.

The underlined words above included apostrophe. In this line, "I" is a servant who is speaking to God. "I" speaks to God like talking to humans who will respond to his words by using words.

**d. The eighth poem "We are as the Flute"**

- 1) P.8. L.5. Ap: O thou whose qualities are comely!
- 2) P.8. L.6. Ap: Who are we, O Thou soul of our souls

The words underlined above are apostrophe because they use exclamation, call the soul as if the soul can answer it. The meaning of the figurative above is thinking about the essence of

humanity as a servant of God. The figurative is also relates to the Quran surah Ali-Imran: 190-191 which explain *muhasabah* activity.

*“Indeed, in the creation of the heavens and the earth and the alternation of the night and the day are signs for those of understanding.” “Who remember Allah while standing or sitting or [lying] on their sides and give thought to the creation of the heavens and the earth, [saying], “Our Lord, You did not create this aimlessly; exalted are You [above such a thing]; then protect us from the punishment of the Fire.*

## 5. Conclusion

After analyzing the data, we conclude that every poem has figurative language and affected by Sufi. The types of figurative language used in Jalaluddin Rumi’s poems are metaphor, personification, simile, and apostrophe. The total of figurative language in the poems is 101. There are 18 appearances of metaphor, 40 personifications, 14 similes, and 29 apostrophes. Thereby, the most figurative language used in Jalaluddin Rumi is personification. While the total figurative language affected by Sufi is 46. There are 18 appearances of metaphor, 1 personification, 9 similes, and 18 apostrophes. Therefore, the most figurative language affected by Sufi in Jalaluddin Rumi’s selected poems is metaphor and apostrophe.

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# **FORTY SHADES OF PRO-ENVIRONMENTAL BEHAVIOUR AT THE WORKPLACE: A SYSTEMATIC LITERATURE REVIEW FROM 2009 TO 2019**

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**Abstract:** *A thorough analysis of pro-environmental behaviour (PEB) at the workplace has not been made so far. To address this gap, the present study has conducted a systematic literature review (SLR). The purpose of this paper is twofold: to review the literature on the determinants influencing employee PEB at workplace; and to propose areas for future research. The present study was based on the publication standard, and the selected articles from two main databases and supporting database. A total of 40 articles were reviewed consists of quantitative and qualitative study and were carried out in developed and developing countries. Based on the five themes explained by 23 sub-themes identified in this systematic review, the organisational and individual factors received the greatest attention from the researchers and were found as the influencing factors on employee PEB at workplace. The paper presents a structural overview of 40 peer-reviewed articles published in leading academic journals from 2009 to 2019. This review provides a further understanding of the existing state of research and future research directions in the environmental behaviour discipline.*

**Keywords:** Pro-environmental Behaviour, Proenvironmental Behaviour, Systematic Literature Review.

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## **1. Introduction**

The need to adopt green practices in today's business environment is imperative, and looking at the impact of climate change, world economies and organisations have attempted to change the behaviour of employees and reengineer business practices by transforming conventional practices into "green practices". It can be done through the implementation of formal policies, procedures and specific activities in light of these changes (Saeed et al., 2019; Afsar & Umrani, 2019; Ojo & Raman, 2019; Ones & Dilchert, 2012b). Employees are required to reconsider discretionary acts and the willingness to weigh these acts to the impact on the environment through the involvement of the employees themselves (Alt & Spitzeck, 2016; Boiral & Paillé, 2012; Robertson & Barling, 2013). One of the ways to achieve low-carbon economy in the future is to shape the pro-environmental behaviour (PEB) of employees which will aid in accelerating the implementation of green practices across organisations (Yong et al., 2020; Yong et al., 2019). PEB is one of the preventive behaviours and measures to reduce the risk of climate change by educating employees of the potential impacts of their actions on the environment and encouraging employees to be mindful of their actions towards the environment (Safari et al., 2018). The importance of encouraging employees to acquire PEB

has been a significant concern globally, shared among policymakers and organisations regardless of the type or nature of business and nations where organisations have started to implement green policies and activities to increase environmental protection (i.e. sustainability) and improve environmental performance efficiency (Ardito & Dangelico, 2018). However, the success of the environmental performance is not solely dependent on the imposition of policies and procedures, but it relies on the positive behaviour of employees and their reaction to environmental matters by participating in PEB (Unsworth et al., 2013; Afsar et al., 2018).

Pro-environmental behaviour (PEB), employee green behaviour (EGB) or organisational citizenship behaviour towards the environment (OCBE) has been utilised interchangeably by researchers and other scholars for many years. PEB can be defined as a set of employee behaviours, which often go unrewarded by the organisation but on the other hand improves the environment within the work context that constitute to organisational environmental performance (Paillé & Meija-Morelos, 2019; Dumont et al., 2017; Ones & Dilchert, 2012b; Cheema et al., 2019; Daily et al., 2009; Norton et al., 2012; Paillé et al., 2016). It can also be perceived as voluntary behaviour where workers demonstrate their willingness to act with discretion (conscious or unconscious) that inevitably benefits the environment (Bissing-Olson et al., 2013; Robertson & Barling, 2017).

It has been suggested that employees' PEB is influenced by organisational and individual factors (Renwick et al., 2013), and even though PEB's prominence at the workplace has increased in terms of green business practices and sustainability, evidence on how, why and when employees adopt these behaviours are still quite scarce, therefore PEB at the workplace remains inconclusive (Dumont et al., 2017; Fawehinmi et al., 2020; Saeed et al., 2019) and requires further examination (Yong et al., 2019; Yusoff, 2019b).

## **2. Prominence of Systematic Review on Employees' PEB at the Workplace**

Studies on employees' PEB at the organisational level are gaining more attention among scholars from multiple perspectives such as promoting employees' PEB through green human resource management (GHRM) (Fawehinmi et al., 2020; Zhang et al., 2019; Chaudhary, 2019; Dumont et al., 2017; Saeed et al., 2019; Luu, 2019; Pham et al., 2019), corporate social responsibility (Cheema et al., 2019; Afsar et al., 2019; Cheema et al., 2019; Su & Swanson, 2019; Islam et al., 2019; Afsar et al., 2018; Suganthi, 2019; Tian & Robertson, 2019) and leadership styles (Graves et al., 2013; Mi et al., 2019; Afsar et al., 2019; Robertson & Barling, 2013; Wang et al., 2018; Luu, 2019b; Tuan, 2019). Despite these considerable number of studies on employees' PEB at the workplace, efforts in reviewing systematically the existing studies are rather lacking. Prior to this paper, reviews on employees' PEB did not utilize nor follow systematic review approaches comprehensively (e.g., database searched, article included and excluded, search string missing) (Lo et al., 2012; Norton et al., 2015) where it will lead to the possibility of missing important information due to the lack of rigour search and relevant articles are not included in the review or the study's focus is on employees' PEB at the workplace (Udall et al., 2020; Yuriev et al., 2020), while this paper generally focuses on the factors influencing employees' PEB at the workplace. This paper aims to fill the gap by systematically reviewing past related studies to gain better understanding specifically on the organisational and individual determinants that influence employees' PEB at the workplace, due to the dearth number of existing systematic review encompassing the factors influencing employees' PEB at the workplace. Due to this scarcity, future researchers might not be able to

replicate the study, confirming past findings and understanding or analyse in-depth the horizon of the phenomenon (Shaffril et al., 2020).

This paper attempts to expand the body of knowledge on PEB through a systematic literature review (SLR) of the determinants influencing employees' PEB at the workplace. SLR is an approach where researchers are strictly guided by a pre-defined process through searching, assessing the quality and synthesizing existing literature in the review, to come out with sound evidence and conclusion with an aim to answer formulated research questions and achieve the research objective (Kraus et al., 2020; Tranfield et al., 2003). By doing a systematic review, researchers are able to claim the rigorous approach employed to identify study gaps (Shaffril et al., 2018) and assist them to answer the research question (Xiao & Watson, 2017).

The present paper was guided by a central research question – a) what are the determinants influencing employees' PEB at the workplace? The main focus of the study was on individuals' environmental behaviour. A special focus was given to employees at their workplace as they spent most of their day at work to perform their task (Razak & Sabri, 2019; Wells et al., 2020). Although other individuals such as green consumers are also practicing environmental behaviour, they are not included in this review as the nature of their environmental behaviour are voluntary, compared to individuals in organisations where sometimes the environmental behaviour are task-related or required behaviour (Bissing-Olson et al., 2013; Norton et al., 2015). This study attempts to analyse existing literatures on employees' PEB at the workplace. This section started with the author discussing the prominence to conduct a systematic review of employee PEB, followed by the second section detailing the methodology using the Preferred Reporting Items Systematic Reviews and Meta-Analysis (PRISMA) Statement approach. The third section is where the literature included has been systematically reviewed and synthesized to identify, select and appraise relevant research on employees' PEB. Finally, the last section discusses and provide recommendations that offer significant practical and theoretical contribution to the body of knowledge and research avenue for future scholars.

### **3. Method**

In this section, the method employed to retrieve articles related to PEB among employees at the workplace is discussed. This study follows the basic systematic literature review (SLR) methodology suggested by Shaffril et al. (2020) for non-health researchers that listed seven points of SLR which starts with: (1) the development and validation of the review protocol/publication standard/reporting standard/guidelines, (2) the formulation of research questions, (3) systematic search strategies (identification, screening and eligibility), (4) quality appraisal, (5) data extraction, (6) data synthesis, and (7) data demonstration. The reviewers employed and adapted the PRISMA as a basis of publication standard which utilizes resources (Scopus, Web of Science and Google Scholar as an additional database) to conduct a systematic review, utilize searching strategies (identification, screening, eligibility), inclusion and exclusion criteria, and data abstraction and analysis.

### **3.1. The Publication Standard - PRISMA**

As mentioned by Shaffril et al. (2020), an SLR should at least be guided either by review protocol, publication standard, reporting standard, established guidelines or past published SLR articles. Hence, following the suggestion, this review was guided by the publication standard of PRISMA Statement (Preferred Reporting Items for Systematic reviews and Meta-Analyses). PRISMA is a published standard to conduct a systematic literature review (Moher et al., 2009). Generally, publication standards are required to guide authors with the related and necessary information that will enable them to evaluate and examine the quality and rigour of a review (Shaffril et al., 2019). The elaboration of a review protocol will determine the outcomes of the synthesis of the literature (Kitchenham & Charters, 2007). According to Sierra-Correa and Cantera Kintz (2015), although PRISMA is often utilised in the medical field of study, it is also suitable to be employed in environmental management study due to its ability to clearly define the research questions towards the need for a systematic review. In addition, it also enables the identification of the inclusion and exclusion criteria, through the examination on large database of scientific literature in a defined time, which allows an accurate search of terms to be conducted in regard to employees' PEB at the workplace. Subsequent to the establishment of the publication standard (PRISMA) for this study, specific research question was developed and a search strategy to identify the largest possible number of articles discussing the determinants and the outcomes from the determinants which is employees' PEB at the workplace, was developed. Lastly, the current review followed the suggestion of Shaffril et al. (2019) to practice modification of flow diagram to fit the current SLR. Hence, the current study will include quality appraisal in the current SLR flow diagram as proposed by Shaffril et al. (2020) before the authors proceed to the synthesizing process.

### 3.2. Systematic Searching Strategies

In this process, three stages were involved, and the searching review process were performed from the month of July 2020 till September 2020. The three stages are identification, screening, and eligibility (see Figure 1).

**Table 1: The Search Strings**

Main databases	Keywords used
Web of Science (WoS)	TS= (("employee green behavi*r" OR "employee pro*environmental behavi*r" OR "employee environmental commitment" OR "voluntary pro*environmental behavi*r of employee*" OR "organi*ational citizenship behavi*r for the environment" OR " green workplace behavi*r"))
Scopus	TITLE-ABS-KEY (("employee green behavi*r" OR "employee pro*environmental behavi*r" OR "employee environmental commitment" OR "voluntary pro*environmental behavi*r of employee*" OR "organi*ational citizenship behavi*r for the environment" OR " green workplace behavi*r"))
Additional database	Keywords used
Google Scholar	<p>allintitle: ("employee green behaviour" OR "employee green behavior" OR "employee pro-environmental behaviour" OR "employee pro-environmental behavior" OR "employee proenvironmental behavior" OR "employee proenvironmental behaviour")</p> <p>allintitle: ("employee environmental commitment" OR "voluntary proenvironmental behaviour of employee" OR "voluntary proenvironmental behavior of employee" OR "voluntary pro-environmental behavior of employees")</p> <p>allintitle: ("voluntary pro-environmental behaviour of employee" OR "organizational citizenship behaviour for the environment" OR "organisational citizenship behavior for the environment" OR "organizational citizenship behavior for the environment")</p> <p>allintitle: ("organisational citizenship behaviour for the environment" OR "green workplace behaviour" OR "green workplace behavior")</p>

#### 3.2.1 Identification

Identification is the first process in systematic searching where it utilises but is not exhaustive, all the synonyms, related or similar terms, and variations of the main keywords for the study which is PEB, with an aim to provide more search options in selected database to retrieve related articles for the review (Kraus et al., 2020). As suggested by Okoli (2015) and Xiao and Watson (2017), the keywords should be determined based on the research question and the identification process relied on online thesaurus, past studies, and keywords suggested by experts.

Based on these suggestions, the authors managed to ascertain the precise keywords and constructed full search string (based on Boolean operator, phrase searching, truncation, wild card, and field code functions) on the two main databases: Web of Science (WoS) and Scopus. The third database, Google Scholar, was selected as an additional database. Identification process through Google Scholar was done in four separate search strings, by taking into consideration the different spelling of American and British English, and the hyphen of PEB published in certain articles. Combination of keywords such as “proenvironmental behaviour”, and “pro-environmental behaviour” were used via functions of phrase searching and Boolean operator (OR, AND). During the process, the researcher discovered other keywords similar to PEB such as employee’s green behaviour and green workplace behaviour. The search strings used in the searching process in three databases namely Scopus, Web of Science (WoS) and Google Scholars which were developed in July 2020 (Refer Table 1) have resulted in identification of 304 articles.

### **3.2.2 Resources**

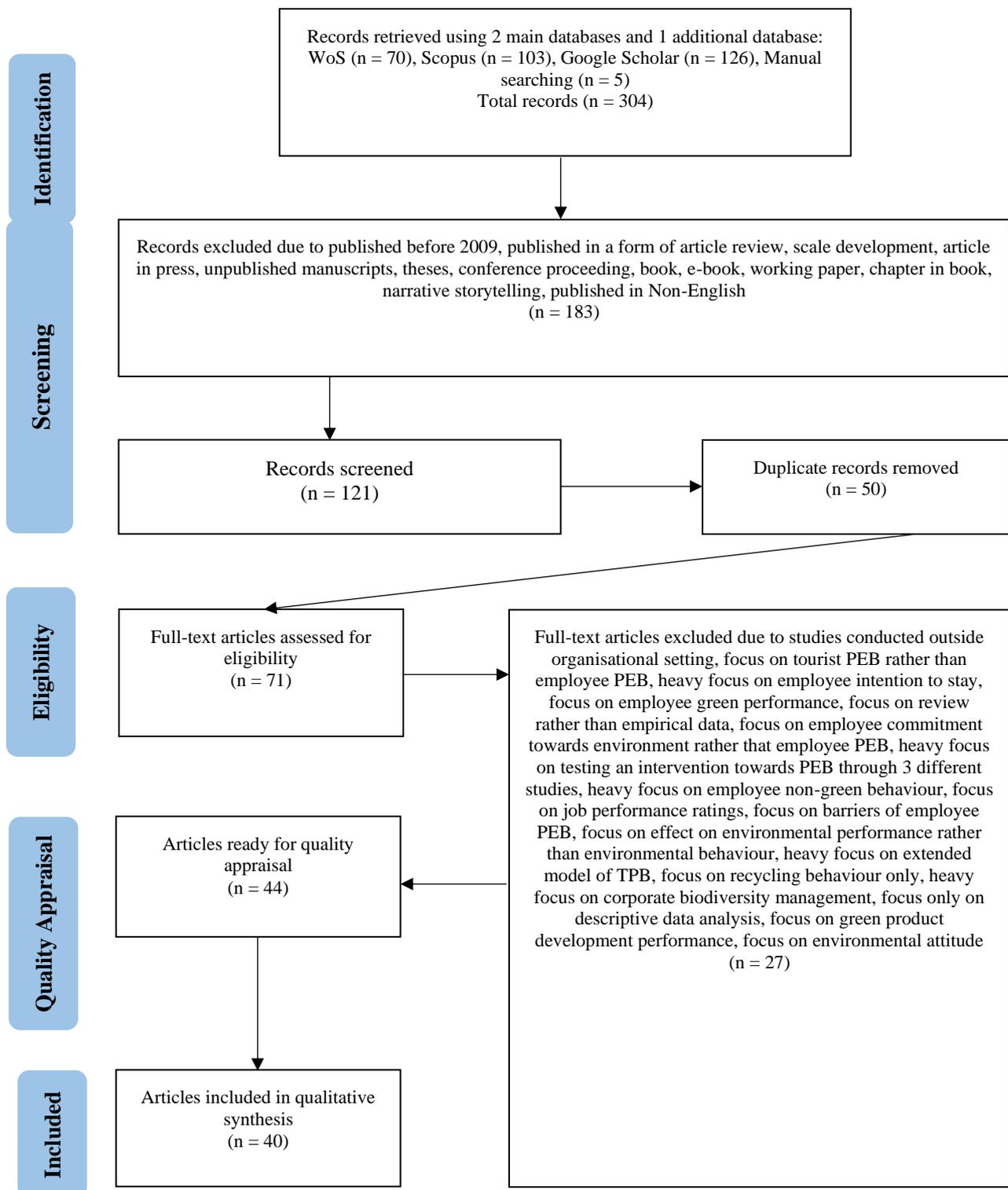
As suggested by Xiao and Watson (2017), a systematic search should be drawn from multiple databases since no single database contains the complete set of published materials. Hence, the present study was conducted using two main journal databases, namely Web of Science (WoS) and Scopus due to its robustness (Shaffril et al., 2018; 2019). These two databases have the ability to be a leading database in a systematic literature review due to several advantages it possesses such as advanced search functions, comprehensive, ability to control the quality of the articles and possess multi-disciplinary study areas, including social science and environmental management related studies (Gusenbauer & Haddaway, 2020; Martín-Martín et al., 2018). However, no database provides a complete set of published material; hence, this study utilised Google Scholar as an additional database due to its ability in searching up more than three-quarters of open access publications (Xiao & Watson, 2017) and has been regarded as the most comprehensive academia search engine and able to act as a supporting database in a systematic review process (Gusenbauer, 2019). The utilisation of more than one database for systematic searching as suggested by Bramer et al. (2017) is to lessen the probability of losing relevant references since relying only on a single database will cause insufficient retrieval of relevant references. In addition, as suggested by Shaffril et al. (2020), researcher should utilise manual searching on top of database searching to maximise the list of literature. Therefore, this study opted for citation and reference tracking, where researcher tracked the authors who has been cited in the text, followed by the full title written by the authors and include said article (if it is relevant to the study), during the identification process. Hence, the current study used the most optimal database and manual searching method combinations.

### **3.2.3 Screening**

Screening is the second process in the systematic searching which includes relevant articles for the review or excludes duplicate articles from the review with the assistance of the database advanced searching. Screening process should be considered a comprehensive criteria (Xiao & Watson, 2017), however, since there is no specific criteria for inclusion and exclusion in SLR (Okoli, 2015), reviewer should determine the inclusion and exclusion criteria that assist them to answer the research questions (Shaffril et al., 2020; Kitchenham & Charters, 2007). For the current study, only articles that meet the study objectives are selected (See Table 2).

### **3.2.4 Screening Based on the Inclusion and Exclusion Criteria**

In the first stage of the screening process, all 304 articles identified earlier have been screened based on several inclusion and exclusion criterion determined by the reviewer and in this first stage of screening process, the articles selection was done automatically based on the advanced searching function available in the database. The first criterion was the timeline as it is near impossible for the reviewer to review all the existing published articles, hence, Okoli (2015) suggested the researchers should determine range of period that they are able to review. The timeline used for this study's database search was from January 2009 to the December 2019. The starting date was selected based on the significant growth and development of employee's PEB field of study since 2009 which assesses employee's environmental behaviour that often applied within organizational context (Wells et al., 2020). Meanwhile, the reason for limiting the search to 2019 was due to the searching process that started in July 2020 and the year still have not come to end. Therefore, the timeline between 2009 and 2019 was considered appropriate to be one of the inclusion criteria. Furthermore, to ensure the quality of review, only articles with empirical data published in a journal are included. Hence, this further implies that publication in the form of systematic review, review, scale development, book, e-book, chapter in a book, working paper, theses, unpublished manuscripts and conference proceeding were excluded in the current research to ensure transparency in review process (Kraus et al., 2020). In addition, only articles published in English are included in the review to suit the authors' language proficiency. To ensure only articles related to reviewers' field of study, which is non-health, only articles published in the Social Science and Environmental Science field are selected for review. Subsequent to the first stage of screening process, 183 articles were excluded as they did not fit the inclusion criteria and in the second stage of screening process, 50 duplicated articles were removed. The remaining 71 articles were used for the third process which is eligibility.



**Figure 1: The Flow Diagram (adapted from Shaffril et al. (2020))**

### **3.2.5 Eligibility**

Eligibility is the last stage in systematic searching process where the authors manually screen the remaining articles from the screening process to suit the criteria that assist reviewer in minimising the deficiencies from database searching (Shaffril et al., 2020). The current study needs the reviewer to focus on the title, the abstract and thoroughly examine the literature section and the findings section to ensure that the articles fulfilled the inclusion criteria and fit to be employed in the current review in order to answer the research questions. Consequently, a total of 27 articles were eliminated due to irrelevant focus as stated in the flow diagram. All in all, only 44 articles remain for assessment in the quality appraisal stage.

### **4. Quality Appraisal**

The current study appointed two expert reviewers to assess the quality of the 44 remaining articles to ensure the quality of the articles' content and it will be categorized into three quality categories namely high, moderate and low quality and only articles that meet the minimum requirement (high and moderate) will remain for data extraction and analysis, as suggested by Petticrew and Roberts (2006). The experts focused on the literature section, methodology and findings of the articles to ascertain the rank of the quality. Both experts must mutually agree that the quality must at least lie at a moderate level and the articles should be able to answer the research questions. This process had ranked 39 articles as high-quality, 1 as moderate and 4 articles as low-quality. Thus, 40 articles (high and moderate) were eligible for the data extraction and 4 were excluded, however, the excluded articles will be used as part of the foundation in the discussion section later on. Subsequent to the quality appraisal, the remaining 40 articles will be assessed and synthesized. The data that fit the research objectives will be extracted and the process will be done independently by the first author, with the advice from the two co-authors who assist in finalising the suitability of the extracted data. The data extraction and synthesis will employ qualitative synthesis (thematic analysis) to create the appropriate themes and sub-themes that identify determinants that influence employees' PEB at the workplace.

### **5. Data Extraction**

Although combining diverse data sources is complex and challenging, this study relied on integrative review to provide systematic and rigorous approach in data extraction process due to its potential to present a comprehensive understanding of the topic of interest (Whittemore & Knafl, 2005). This study opts for qualitzing all selected data since the best way to synthesise integrative data is by using qualitative or mixed-method techniques which will enable the researcher to conduct iterative comparisons across the primary data sources as suggested by Whittemore and Knafl (2005).

The thematic analysis was employed for this study, where appropriate themes and sub-themes were developed as suggested by Braun and Clarke (2006). After reviewers familiarize themselves with the data from all 40 articles retrieved earlier, coding will be generated before themes and sub-themes were defined and created for data synthesis stage. The reviewer read the articles in-depth, particularly in the abstract, literature review, results and discussions sections. The data extraction was conducted based on the research questions; it denotes that any data from the reviewed studies that could provide the answer to the research questions were extracted and organized in a table (Whittemore & Knafl, 2005).

**Table 2: Inclusion and Exclusion Criteria**

<b>Criterion</b>	<b>Inclusion</b>	<b>Exclusion</b>
Timeline	2009 - 2019	< 2009
Document type	Article journal (empirical data)	Journals (reviews, scale developments, article in press), unpublished manuscripts, theses, conference proceeding, book, e-book, working paper, chapter in book, narrative storytelling
Language	English	Non-English
Subject area	Social Science and Environmental Science	Other than Social Science and Environmental Science

## 6. Data Synthesis

The present study selected the qualitative technique for data synthesis process due to its ability to decrease the potential bias and error (Whittemore & Knafl, 2005). Subsequent to the data extraction process, the authors generate themes and sub-themes through thematic analysis technique by identifying patterns and themes, clustering, counting, noting similarities, and relationship that existed within the abstracted data (Braun & Clarke, 2006). The development of themes and sub-themes were done using this technique and initiated by the corresponding author before the findings of the themes and sub-themes were presented to co-authors. During the presentation of the themes, any inconsistencies and ideas were discussed, and the themes and sub-themes went through several adjustments as agreed by the authors. The brainstorming session with the co-authors has resulted in five main themes namely 1) leadership, 2) organisational policies, 3) employee perceptions, 4) workplace characteristics and 5) motivation. Subsequently, any themes, concepts, or ideas with similarity within the developed themes will be created as sub-themes and were adjusted accordingly in order to ensure their consistencies, and eventually resulted a total of 23 sub-themes which help in answering the research question. Table 3.

## 7. Data Demonstrations (Results)

Based on the thematic analysis, five themes were developed; namely leadership, organisational policies, employee perceptions, workplace characteristics and motivation. Further analysis of the themes has resulted in 23 sub-themes. Out of 40 selected articles, five studies were conducted in Vietnam, eleven studies were conducted in China, five studies were conducted in Pakistan, three studies were conducted in Australia, two studies were conducted in Sri Lanka, two studies were conducted in the United States of America, two studies were conducted in Taiwan, and one study was conducted in multiple countries namely India, Iran, Nigeria, Canada, Jakarta, Poland, Russia, Cyprus, Thailand and Korea. Out of 40 selected articles, two were published in 2013, one in 2015, three in 2016, five in 2017, nine in 2018 and twenty articles published in 2019. In addition, out of 40 articles, 38 studies employed quantitative approach, and two mixed-method approach respectively. In regard to the study context, studies were done in various sectors, such as tourism and hospitality, manufacturing industries, profit organisations, tertiary educations, renewable energy provider, telecommunications, agriculture, port, financial and services industries.

**Table 3: The Themes and Sub-Themes**

Studies	Years	Region	Determinants																							
			Leadership		Motivation		Organisational Policies and Culture				Employee Perceptions			Workplace Characteristics												
			LS	LC	AM	EM	CM	GHRM	CSR	GC	OT	PCSR	POS	PGC	OP	OI	CM	EK	EN	WV	WA	WO	WI	EC	WS	OTC
1	Afsar et al.	2016	Thailand	√		√												√						√		
2	Afsar et al.	2018	Pakistan	√											√											
3	Afsar and Umrani	2019	Pakistan												√											
4	Chaudhary	2019	India						√																	√
5	Cheema et al.	2019	Pakistan												√											√
6	Dumont et al.	2017	China						√							√										
7	Fang et al.	2019	Taiwan																							
8	Graves et al.	2013	China	√		√	√																			
9	Graves et al.	2019	Russia	√	√	√	√	√																		
10	Graves and Sarkis	2018	US	√		√	√																			
11	Han et al.	2019a	China	√		√	√																			
12	Han et al.	2019b	China	√	√																					
13	Hicklenton et al.	2019	Australia			√		√				√														
14	Islam et al.	2019	Pakistan									√														
15	Kim et al.	2016	Seoul			√	√																	√		√
16	Kura	2016	Nigeria	√																				√		
17	Luu	2019a	Vietnam	√																						√
18	Luu	2019b	Vietnam	√					√						√											√
19	Mi et al.	2019	China	√																						
20	Norton et al.	2017	Australia										√													
21	Pail�� et al.	2013	Canada									√														
22	Pham et al.	2018	Vietnam						√			√														
23	Pham et al.	2019	Vietnam						√																	
24	Pratiwi and Salsabiela	2015	Jakarta										√													
25	Priyankara et al.	2018	Sri Lanka		√	√																				
26	Rayner and Morgan	2018	Australia		√				√			√														
27	Rezapouraghdam et al.	2018	Cyprus																							
28	Saeed et al.	2019	Pakistan						√																√	√
29	Safari et al.	2018	Iran																							
30	Su and Swanson	2019	China																							√
31	Tosti-Kharas et al.	2017	US																							√
32	Tuan	2019	Vietnam	√																						√
33	Tsai et al.	2017	Taiwan									√														
34	Vinojini and Arulrajah	2017	Sri Lanka		√																					
35	Wang et al.	2018	China	√																						√
36	Wu et al.	2019	China																							
37	Yang et al.	2019	China																							
38	Zhang et al.	2019	China						√				√													
39	Zhao and Zhou	2019	China	√	√																					
40	Zientara and Zamojska	2018	Poland									√														

Leadership	Motivation	Organisational Policies and Culture	Employee Perceptions	Workplace Characteristics
LS – Leadership Style	AM – Autonomous Motivation	GHRM – Green Human Resource Management	PCSR – Perceived Corporate Social Responsibility	OI – Organisational Identification
LC – Leader’s Characteristics	EM – External Motivation	CSR – Corporate Social Responsibility	POS – Perceived Organisational Support	CM – Employee Commitment
	CM – Controlled Motivation	GC – Green Climate	PGC – Psychological Green Climate	EKA – Environmental Knowledge
		OT – Others	OP – Other Perceptions	EN – Employee Norms
				WV – Workplace Values
				WA – Workplace Attitude
				WO – Workplace Orientation
				WI – Workplace Intention
				EC – Environmental Concern
				WS – Workplace Spirituality
				OTC – Other Characteristics

## **7.2 The Themes and the Sub-Themes**

This section discussed the five main themes, namely 1) leadership, 2) organisational policies, 3) employee perceptions, 4) workplace characteristics and 5) motivation, along with 23 sub-themes. The discussion in this section is mainly to answer the research question which is what are the determinants influencing employee's PEB at the workplace?

### **7.2.1 Leadership**

Under this theme it will discuss two sub-themes which are leadership styles and characteristics of a leader on employee's PEB. Under leadership styles, 14 studies (environmentally-specific charismatic, environmental transformational, environmentally-specific transformational, green transformational, environmentally-specific servant, transformational, responsible leadership, transformational-transactional-laissez-faire and spiritual leadership) were identified, and 7 articles focused on sub-themes of leader's characteristics (leader's role, leader's support, leader's behaviour, leader's identification, leader-subordinate guanxi and top management commitment).

#### **I) Leadership Style**

Leadership styles found to be effective in influencing employees' PEB at the workplace. Study by Tuan (2019) in Vietnam-based tourism organizations demonstrated the magnitude of influence that environmentally specific charismatic leadership has in fostering, among their employees, pro-environmental attitudes, perceptions, and green behavior-induced attributions. On the other hand, to extend the notion of environmentally specific charismatic leadership, transformational leadership similarly served as the best leadership style in motivating employees to be environmentally conscious, beyond organisation's expectations, since it focuses on how leaders evoke extraordinary performance from their employees.

Graves et al. (2013), Graves and Sarkis (2018), Kura (2016), Wang et al. (2018), and Mi et al. (2019) demonstrated in their studies that managers with environmental transformational leadership will communicate a comprehensible and coherent environmental vision they wish to create in their area of responsibility. They also act as role models for employees by sharing their environmental values, opinions on the importance of sustainability, and go the distance by demonstrating commitment to addressing environmental problems that motivate employees (through discussion, training, informal rewards and compensation) by portraying a future where work activities are more environmentally sustainable. Meanwhile Graves et al. (2019) found the positive link between transformational-transactional-laissez faire leadership with PEB, where the study suggests that employees respond favourably to this combination of behaviors where it will provide employees with a vision, inspiration, and increased capabilities. The same study however, found that passive-avoidant leadership, encompassing passive management by exception and laissez-faire behaviors, was unrelated to employees' PEBs, given its disengaging nature.

Study by Luu (2019a) in hospitality industry in Vietnam found that environmentally specific servant leadership redefine employees' self-identity by internalizing pro-environmental altruistic values and develop strong intention to engage themselves as well as others in PEB beyond what is required of them at work. In addition, it served as a catalyst to strengthen the relationship between organisational factor and employees' PEB. For example environmentally specific servant leadership is found to strengthen the positive relationships between organisational factors and collective green crafting as well as PEB at the individual and collective levels (Luu, 2019b). Employees working under leaders who display servant leadership characteristics, especially towards the protection of the environment, tend to engage in PEB more often and their perception about organisational factor such corporate social responsibility is positive (Afsar et al., 2018).

Meanwhile, study by Afsar et al. (2016) in Thailand's software and banking industries, demonstrates that spiritual leadership influence employees' PEB indirectly based on employees' positive perception towards organisational support and care by educating the employees that assist them in understanding environmental problems and how crucial it is to be environmentally responsible, which in turn may lead to increased PEB.

Meanwhile, responsible leadership considers the ecological environment as an important stakeholder from ethical perspectives i.e., the norms, values, and principles (Han et al., 2019b). Responsible leadership committed in mobilizing various stakeholders to cooperate and work together for a common vision of sustainable development, by combining CSR and leadership ethics (Zhao & Zhou, 2019). Through such behaviour, responsible leadership conveyed relevant information to employees by interacting with them, and they gradually accept and internalize the values of the leadership by observing and imitating such behaviour (Han et al., 2019a).

## **II) Leader's Characteristics**

Study by Priyankara et al. (2018) found leader's support for the environment positively impacts OCBE and helps to improve the employee's self-determination in greening and in turn influences the display of OCBE. Meanwhile study by Vinojini and Arulrajah (2017) also found leader's support influence employees' PEB at the workplace. However, although employees' perceptions of organisational policies are likely to be formed by how their supervisor practice these policies and influence the working environment, study by Rayner and Morgan (2018) found otherwise. The line managers do not strengthen the relationship between environmental knowledge and green behaviours due to the lack of environmental knowledge among the employees or in certain cases, leaders might not influence employees to act in environmental ways due to the individual values held by the line managers or the complexities and paradoxes associated with the role.

According to Zhao and Zhou (2019), employees share common interests with their leaders and treat the leader's perspectives and beliefs as their own, hence, they become inclined to imitate and respond to the leader's values, norms, and visions to define their own job roles if employees possess high leader identification. This will lead to employees will be more considerate towards their leader's request, and more willing to satisfy the leader's expectations through forging a stronger will to develop and maintain favourable social exchange relations with the identified responsible leaders.

Study by Han et al. (2019b) in Chinese organisations found that a strong supervisor-subordinate guanxi (relationship) helps to enhance employees' felt obligation for constructive change. Employees are psychologically safe when they have built high-quality supervisor-subordinate guanxi to improve their psychological security, increasing their tendency to be more responsible for the goal and feel an enhanced sense of constructive responsibility. In addition, a strong supervisor-subordinate guanxi allows employees to obtain more resources such as leadership support and resources from the organization that consequently improve their confidence about changing the status quo, thereby enhancing their felt obligation for constructive change.

Meanwhile, study by Graves et al. (2019) in Russian organizations found that top management commitment influences employees' PEB at the workplace which confirms the notion that employees follow senior managers' example on sustainability.

### **7.2.2 Motivation**

Under this theme, current study obtained three sub-themes: autonomous motivation, external motivation and controlled motivation. Eight studies were identified for autonomous motivation, five studies for external motivations and two studies focus on controlled motivation. All sub-themes will be discussed on the next sub-sections.

#### **I) Autonomous Motivation**

As suggested by Kim et al. (2016), autonomous motivation was positively related to actively displaying PEB as well as increased levels of environmental concern and self-efficacy in hospitality industry across generations (generation X and generation Y). In addition, this finding explained that autonomous motivation reflects employees' underlying values, goals, and interests leads them to be autonomously motivated towards PEB. They are likely to be self-consistent and voluntary in accepting and internalizing these value and goals, increasing the degree to which environmental activities are personally meaningful to them. On the other hand, study by Han et al. (2019a), Graves et al. (2013) and Graves and Sarkis (2018) suggested that employee's autonomous (intrinsic) motivation are the subtle effect from leadership style that encourages the employee to engage in environmental behaviour through motivation.

However, result is mixed for Graves et al. (2019) which found that intrinsic motivation does not affect employee's PEB, but identified motivation which fall under autonomous motivation based on self-determination theory (SDT) may be helpful for encouraging employee' PEBs in Russia due to the availability of the resources for employees to practice the PEB. Meanwhile study by Priyankara et al. (2018) found that leader's support have a positive impact on an employee's autonomous motivations which lead to the display of voluntary behaviour. Study by Afsar et al. (2016) found that employee's autonomous motivation can be increased by workplace spirituality as well as environmental passion which both in turn, increase the tendency of pro-environmental behavior by the employees. In a different study, work climates that support both pro-environmental activity and worker autonomy will lead to both workplace PEB and non-workplace PEB. This climate can be explained by the degree to which workers in such environments experienced increased autonomous for engaging in PEB (Hicklenton et al., 2019).

## **II) External Motivation**

Study by Han et al. (2019a) in various Chinese industries found that external motivation play a mediating role between responsible leadership and employee PEB. It can be concluded from the study that external motivation seems to be positively related to PEBs when managers depicted high levels of responsible leadership. Meanwhile, a study done by Kim et al. (2016) based on the generations differences provides a mixed result. It has been found that external motivation influences employees' PEB at the workplace for generation Y but not for generation X. Based on the findings, it is concluded that generation Y of hospitality employees are more likely to incorporate environmental issues into their PEBs. In order to prove their efficiency and job position merits, they tend to more curious, flexible and willing to cultivate new concepts into their behaviors. However, there are studies which found that external motivation does not relate at all with employees PEB at the workplace due to various reasons such as leaders are not showcasing substantial environmental leadership (Graves et al., 2013), organizational rewards may not have been sufficient to cultivate much external motivation (Graves & Sarkis, 2018) and in certain country like Russia, external motivation were detrimental since employees will be punished if they do not perform up to the expectation (Graves et al., 2019).

## **III) Controlled Motivation**

Introjected regulation and external regulation are often combined into a general category called controlled motivation, given that such behavior is regulated by consequences administered by others such as external rewards such as bonuses (Hicklenton et al., 2019). Study among employed Australian adult found that higher levels of controlled motivation for PEB were associated with increased employee engagement in non-workplace PEB, but not in workplace PEB, probably due to the fact that most organizations have multiple work climates operating simultaneously (Hicklenton et al., 2019). In addition, the studies concluded that work climates that set forth the workplace behaviors that are expected of employees, will be rewarded. As such, employees with controlled PEB motivation are likely to engage in workplace PEB only in organisations that prioritise pro-environmental climate over other potential climates at it is rewarded. Study by Graves et al. (2019) in Russia on the other hand, found that introjected (controlled) motivation may be helpful for cultivating employees' PEBs at workplace, perhaps because employees who value sustainability believe they ought to perform PEBs and felt remorse when they do not practice it.

### **7.2.3 Organisational Policies and Culture**

Under this theme, current study obtained four sub-themes; eight studies were identified for Green Human Resource Management (GHRM), two studies for Corporate Social Responsibility (CSR), five studies for green climate and four studies discussing others factors (industry type, corporate environmental strategy, information need, Strategic Human Resources Management (SHRM) and environmental orientation). All sub-themes will be discussed on the next sub-sections.

## **I) Green Human Resource Management (GHRM)**

Organisations adopting GHRM practices to changes in their employees' behaviour, in enhancing their energy usage or taking initiatives in recycling and conducting better waste management. In the Indian automotive industry, employees' PEB were influenced by GHRM practices and the factors which were found to be most influential to the said behaviour are green involvement and green training and development, followed by green performance management, green compensation and reward management practices and green recruitment and selection (Chaudhary, 2019). Another study concluded that adoption of GHRM practices by the organization is likely to encourage environmental knowledge, ability, motivation and instil environmental awareness and act as a catalyst for employees to engage in environment friendly behaviors (Rayner & Morgan, 2018). The same goes with a study in Australian multinational enterprise in China (Dumont et al., 2017), various industry in Pakistan (Saeed et al., 2019) and China (Zhang et al., 2019) depicted that GHRM practice did influence employees' to act green either through voluntary behaviour or by providing rewards for their green performance. Meanwhile, in Vietnam hospitality industry, GHRM practices (green training, green employee involvement and green performance management) found to influence employee green behaviour and more specifically, green training has the strongest influence on improving the voluntary green behavior of employees (Pham et al., 2019). Pham et al. (2018) mentioned that green training seen as an important green practice to enhance employees' green behaviour and it can be done through providing green training program for employees and opportunities for them to use the environmental training adequately. Consequently, organization can evaluate employees' green performance after training which will encourage them to voluntarily practice the environmental activities in the workplace. Meanwhile, it is proven that GHRM practices play an important role in shaping employee PEB of a tour operators company (Luu, 2019b).

## **II) Corporate Social Responsibility (CSR)**

This sub-theme discusses on the importance of CSR. In general, CSR refers to efforts by an organisation that directly, or indirectly, provides benefits to society by engaging in a social good or social welfare. Employees adopt what they view as appropriate workplace behaviours by processing the cues visible in the work environment and in this case, is the CSR initiatives undertaken by an organisation (Su & Swanson, 2019; Islam et al., 2019). To add further, both studies concluded that employee perceptions of a firm's CSR programs will communicate to the employees the expected behaviour in that organization and will motivate employees to participate in corporate green initiatives and ensure that company's socially responsible activities are being clearly communicated, ensuring that employees are aware of the firm's effort and be accountable for the organization's effects on the environment and overall social well-being. Employees should be able to easily access information regarding the variety, value, and success of the CSR activities.

### III) Green Climate

Port operators in Taiwan should be aware of the importance of organisational green climate consisting of green port policy, green training, green communication, and green motivation, when developing their green port operations and policy with an aim to influence employees' green behaviours (Tsai et al., 2017). Study by Hicklenton et al. (2019) suggested pro-environmental climate and autonomous support provided by the organisations as part of the work climates and the employees are likely to foster PEB within the workplace and eventually will create the spill over effect of PEB in other non-workplace settings. On a different note, work climates stipulate the workplace behaviours that are expected of employees and clarify the specific behaviours that will be rewarded. As such, employees with controlled PEB motivation are more likely to engage in workplace PEB only in organisations that prioritise pro-environmental climate over other potential competing climates. Meanwhile, in order to create the organisational green climate, it is imperative for the organisation to provide necessary resources to shape the positive employee perceptions towards organisational green initiatives, that showcased organisation's support towards engaging in PEB (Pham et al., 2018). Furthermore, the study suggested hotels that have a clear green strategy and the managerial level's green support and concentrate on the environment-oriented priorities, will help to boost employees' PEB at the workplace. This is because employees feel encouraged and supported by managerial levels in organizations that focuses on developing a green strategy. Logically, it makes sense for hotel organisations to foster the formation of green organisational climate and, at the same time, to attract and to retain individuals who care and are strongly committed towards preservation of the environment (Zientara and Zamojska, 2018). Study by Paillé et al. (2013) in Canada found that environmental management practices (EMP) served as the key aspect in strengthening the HRM implementations within organisations. Employees appear to be more inclined to commit and volunteer for environmental objectives when the organisation shows their commitment through EMP and support its employees through the introduction of an environmental policy or the implementation of an environmental management system which in turn increases the likelihood of employees' voluntary actions.

#### **IV) Others**

Study by Rayner and Morgan (2018) found that ‘industry type’ does not affect employees’ green behaviour at the workplace due to the differences between industries. For example, employees in high carbon emitting industries face a relatively greater pressure from their organisational leaders, regulatory bodies and the general public. In particular, green behaviours were relatively more common for employees in tertiary education and, to a greater extent, green behaviour was reported more frequently, when compared to others. Meanwhile, a study by Norton et al. (2017) found that corporate environmental strategy influencing employees’ EGB through green psychological climate which then strengthen the relationship between green behavioural intentions and next-day EGB. Information needs are imperative for the organisations to convey information about organisational factors (GHRM) implemented to shape employees’ PEB, however too many rewards can dampen employee search of environmental information autonomously (Zhang et al., 2019). Employees not only receive green information from the organization but also through their own initiative to increase environmental knowledge and awareness on the importance of green environment to individuals and organizations and help to form a more comprehensive understanding of the organization’s environmental strategic objectives, and the important role of individuals in organizational environmental management. Meanwhile, another study has found that Strategic Human Resources Management (SHRM) and environmental orientation influences employees’ PEB at the workplace where it demonstrated that employees have the intention and were very inclined to perform PEB in manufacturing organisations in Jakarta (Pratiwi & Salsabiela, 2015).

#### **7.2.4 Employee Perceptions**

Under this theme, the current study obtained four sub-themes; three studies were identified for perceptions corporate social responsibility (CSR), three for perceived organisational support (POS), three for perceived psychological green climate and seven studies discussing other perceived factors (perceived group’s green climate, perceived ease of use and perceived usefulness, felt accountability, perceived ethics and social responsibility, employees’ psychological ownership, perceptions of obligation for constructive change and perceived rationale of sustainability). All sub-themes will be discussed in the next sub-sections.

#### **I) Perceived Corporate Social Responsibility (CSR)**

Study by Afsar and Umrani (2019) posited that employees’ perception towards corporate social responsibility (CSR) will shape employees’ PEB directly and indirectly through integration with several other employees’ personal characteristics such as moral reflectiveness, environmental commitment and with the help of co-worker environmental advocacy. Similarly, a study by Cheema et al. (2019) suggested that an employee’s perception about corporate’s CSR policy is positively associated with their engagement in environmental behaviour.

Meanwhile, in a separate study, organisational implementation of socially responsible policies was found to have a positive and environmentally friendly values which may be further transferred to the individual level that eventually stimulate employees' PEB (Afsar et al., 2018). In addition, they mentioned that attitudes and behaviours of employees are more dependent on their perceptions about how organisations engage in various actions as opposed to what the organisations actually does, as it is organisations' responsibility to devise practices that will protect the employees and encourage them to display positive attitudes and behaviours at the workplace.

## **II) Perceived Organisational Support**

Perceived organisational support (POS) and perceived superior support (PSS) reflects the extent to which an employer is committed towards the employee (Paillé et al., 2013), on the condition that the feeling of being supported by the organization implies that supportive actions must be voluntary and not imposed. Meanwhile study by Afsar et al. (2016) suggested that leadership style have an impact on employees' workplace spirituality, since employee regards it as part of POS. Employees who possess higher levels of perceptions that their organisation supports and realizes their spiritual components are likely to be feel encouraged to bring their environmental behaviour. On the other hand, study by Luu (2019a) found that POS did strengthen the effect of leadership style on employees' environmental engagement. However, employees' environmental engagement does not influence employees' PEB due to when employee regards environmental engagement are part of their roles, they will become self-motivated and highly likely to adopt PEB as part of their roles. Hence, employees will be less need and less influenced by organisational support.

## **III) Psychological Green Climate**

As mentioned by Saeed et al. (2019), since PEB are not officially rewarded or appraised, therefore, this behaviour is influenced by individual perceptions towards organisational green climate following the organisational adoption of green policies or initiatives such as GHRM, rather than the policies influencing the PEB directly. These perceptions are developed through social interactions where employees regard the values provided by organizational practices, policies, processes, and procedures. Study by Dumont et al. (2017) in multinational organisations in China, mentioned that in-role and extra-role green behaviours are effected through different social and psychological process and it has been found that extra-role behaviour is influenced by employees' perceptions towards organisational green climate which stems from organisational adoption of GHRM. Meanwhile, Norton et al. (2017) found that green psychological climate strengthen employee intention to act in environmentally friendly ways, provided the employees possess positive perceptions on green psychological climate. In addition, positive psychological climate bridging the effect between related factors on relevant employee behaviours such as employees' positive perceptions on organisation's environmental strategy will stimulate employees' intention to act green.

#### **IV) Other Perceptions**

Under this sub-theme, seven studies discussed employee perceptions towards organisational green working environment and green policies. Study by Priyankara et al. (2018) found that perceived group climate influences employees' PEB in Sri Lankan apparel manufacturing industry where leader's support influences employees' perceived group climate to act environmentally. Employees respond to leaders' support towards environment activities by demonstrating green behaviour. Hence, it can be said that the integration of organisational factor is able to explain the effect of employees' perceptions towards practicing PEB.

Meanwhile, the second study by Yang et al. (2019) in organisations in central China found that a high level of perceived ease of use and perceived usefulness of organisational green policy increase the level of employees' acceptance, also it alerted the employees on the existence of organisational policy, so that employees are able to showcase their loyalty by putting efforts which ultimately will lead to the possibility of employees acting green regardless of whether this behaviour is directly related to their main job tasks or not.

Study by Wu et al. (2019) in Chinese information technology, telecommunication and financial services industries found employees with felt accountability and specific duty (as a moderator) in organisations such as for bulletin boards, may contribute to employees' voluntary green workplace behaviours. In addition, employees will be more aware of their work values and job requirements, and in turn are more likely to comply with the display rules.

Study by Zhao and Zhou (2019) in Chinese hotel industry found that employees with high cognition level of ethics and social responsibility will strengthen the effect of responsible leadership and leader identification, since employee consistently regards the importance of ethics and social responsibility for sustainable development. Participative attitudes in responsible leadership increases the employee's awareness of sustainable corporate values as well as their support and identification toward their leaders, thus increasing their PEB. In addition, employees who regards the importance of ethics and responsibility positively, respond to leaders' propositions better than those who perceive their own personal interest.

Study by Mi et al. (2019) in China's state-owned, private-owned, foreign enterprise and Sino-venture concluded that employees' psychological ownership help leaders with transformational leadership influence employees' PEB at the workplace for example by suggesting new approach for enterprises' sustainable development through green initiative, such as low carbon development.

Study in Chinese organisations found that by forging a relationship between superior and subordinate through interactions, the employees will replicate leaders' behaviour which it will increase leaders' value and increase employees' felt obligation (Han et al., 2019b). In addition, when leaders showcase their concern and focus towards the environmental issues, employees will be focused towards constructive responsibility whereby employees will be more responsible towards environmental protection initiatives. A high-level relationship between superior and subordinate will create a constructive perception which eventually leads to employee improving their PEB at their workplace.

Study by Tosti-Kharas et al. (2017) in United States' organisations found that when employees believed their organisations did not value sustainability, their personal rationales increased the PEB. However, when employees believe that their organization does value organisational sustainability, they performed PEB regardless of the strength of their personal rationales for both eco-centric and organization-centric rationale. It shows that when employees see their organisation's support towards sustainability through the exposure of the organisations' missions, policies, practices, decision maker action or informal communications, employees will develop opinions about the priorities of their organizations and their supervisors.

### **7.2.5. Workplace Characteristics**

Under this theme, the current study obtained eleven sub-themes whereby five studies were identified for organisational identification, for employee commitment, for environmental knowledge respectively, two studies for employee norms, six for employees workplace values, three for employee workplace attitude, one for workplace orientation, two for workplace intention, environmental concern, workplace spirituality respectively and nine studies for other factors. All sub-themes will be discussed in the next sub-sections.

#### **I) Organisational Identification**

The study in hospitality industry in Pakistan (Islam et al., 2019), China (Su & Swanson, 2019) and in various other industries (Afsar et al., 2018; Cheema et al., 2019) concluded that Organisational identification (OI) is shaped through positive perceptions of employees towards their organisation's environmental involvement such as in CSR which in turn, encourages the employees to engage in PEB at the workplace. Meanwhile, a study by Tosti-Kharas et al. (2017), found that employees with strong OI will perform PEB at work if they believe their organisation value sustainability, even if the employee personally did not believe the significance in acting environmentally.

#### **II) Employee Commitment**

A study in Vietnam's hotel industry (Tuan, 2019) and in Pakistan's manufacturing industries (Afsar & Umrani, 2019) found that employees will increase their Employee commitment (EC) when they encounter leaders with environmental leadership style or employee perceives that the organisation initiatives are inclined towards the environment, such as through CSR. In addition, the study by Afsar and Umrani (2019) suggested that CSR directly impacts moral reflectiveness, co-worker pro-environmental advocacy, EC, and PEB. Meanwhile, a study in Iran's steel company (Safari et al., 2018) suggested that when leaders possess relevant environmental knowledge, their employees' green commitment to environmental activities will be improved. In addition, this commitment is personal, and it is not imposed by a leader's demand. Equally important is another finding, that found affective organisational commitment (AOC) is associated with and influences employees' PEB at the workplace through value congruence that identifies employees to its organisations (Zientara & Zamojska, 2018). On the other hand, a study by Paillé et al. (2013) found that even though environmental management practice (EMP) did influence EC, it does not lead to employees practicing PEB at the workplace, although their findings suggested that employees showed a high level of commitment to the organisation, signifying that they shared the values and objectives of their employer.

### **III) Environmental Knowledge**

The study across different industries in Australia found environmental knowledge positively related to green behaviour, where it assists employees in identifying sources of pollution and developing preventative solutions (Rayner & Morgan, 2018). In a different study, Safari et al. (2018) found that when employees' environmental knowledge and awareness increase, employees' PEB also increases. Meanwhile, a study across different industries in Pakistan by Saeed et al. (2019) found that environmental knowledge and awareness strengthen employee's intentions to implement PEB through the implementation of GHRM within the organisation. In addition, environmental awareness was found to strengthen employee workplace spirituality with employee PEB (Rezapouraghdam et al., 2018) and employee environmental passion which leads to employee PEB (Afsar et al., 2016).

### **IV) Employee Norms**

These sub-themes will discuss employee norms which are personal norms (PN), social norms (SN), awareness of consequences (AC) and ascription of responsibility (AR). Study among central and local government sectors in Taiwan found mixed results (Fang et al., 2019). All three dimensions of norm activation models (PN, AC, AR) were found influencing employees' PEB at the workplace in central government, directly and indirectly, through awareness of consequences and ascription of responsibility. However, in the case of employees in the local government, only PN and AR were found to affect employees' PEB directly and the relationship of awareness of consequences was not established. In a different study in Sri Lankan apparel manufacturing industry, social factors which are PN and SN were found to influence employees' PEB at the workplace (Vinojini & Arulrajah, 2017).

### **V) Workplace Values**

Study by Graves and Sarkis (2018) in United States' manufacturing companies found that employees with strong environmental values have substantially more internal motivation to perform PEBs. Meanwhile, study in China found that employees' work values which are intrinsic preference, interpersonal harmony, innovative orientation, and long-term development (except for utilitarian orientation) had a significant and positive influence on voluntary green workplace behaviour of new generation employees (Wu et al., 2019). Dumont et al. (2017) suggested that employees' green values will produce positive employee workplace outcomes due to the value congruence between individual values and values demonstrated by the organisation. Similarly, study on employee value congruence in food manufacturing company in China found that value congruence served as a catalyst that could enhance employees' PEB at the workplace through green transformational leadership (Wang et al., 2018). In another study, employees with high moral reflectiveness assists in influencing employee perception towards organisation CSR initiative which will lead to employees' PEB at their workplace (Afsar & Umrani, 2019). A study on corporate green policy found that moral reflectiveness assists in strengthening the perceptions of corporate policy and attitude towards the green policy which leads to employees' PEB (Yang et al., 2019).

## **VI) Workplace Attitude**

Study by Yang et al. (2019) indicated that employees' positive attitude towards corporate green policy in organisations in Central China determine their level of acceptance to this policy, which ultimately influence the possibility of displaying green behaviors, regardless of whether such behaviors are part of their core tasks. In another study in Iran's steel company, it is found that when employees' environmental knowledge and awareness increases, employees' pro-environmental positive attitude will increase as well, which leads to organisational green behaviour (Safari et al., 2018). Therefore, it can be said that employees' environmental attitude served as a catalyst between employee knowledge and awareness and employees' PEB at the workplace. Attitudes towards PEB as an internal factor was found to influence employees' PEB *at the workplace* (Vinojini & Arulrajah, 2017).

## **VII) Workplace Orientation**

Organisational study in China found that employees who perceived corporate green policy with high performance orientation had a more positive attitude towards corporate green policy than those with low performance orientation (Yang et al., 2019). It is suggested that employees who are performance-oriented tend to be very much concerned with gaining positive assessments of their abilities, rather than developing their skills and ability to achieve personal growth.

## **VIII) Workplace Intention**

In an Iranian steel company, environmental knowledge and awareness were found to affect green behavior through behavioral intention (Safari et al., 2018), such that environmental knowledge and awareness can lead to green behavior through its impact on individuals' behavioural intentions to perform the environmental act in the workplace. While in various sectors in Australia, it was found that employees' green behavioral intentions have a weak effect on employees' next-day green behaviour, hence it needs the presence of positive green psychological climate to strengthen the employee's green intention to perform PEB at the workplace (Norton et al., 2017).

## **IX) Environmental Concern**

Employees in Nigerian public sector are inspired and intellectually stimulated by environmentally specific transformational leaders and are more likely to show concern about the environment, which in turn positively influence their green behaviour at work (Kura, 2016). Meanwhile, a study in hospitality industry in Korea found that employees' environmental concern is positively related to PEBs, as such employees with higher levels of environmental concern reported participating in more PEBs (Kim et al., 2016). Thus, hospitality organizations can increase their employees' PEBs by focusing on educating and promoting environmental concern.

## **X) Workplace Spirituality**

Workplace spirituality makes individuals feel less alienated from self, work, peers, and their environment as a whole although they spend a lot of time in their work environments (Afsar et al., 2016). One of the studies in the software and banking industries in Thailand found that workplace spirituality leads to the increase in an employee's intrinsic motivation as well as environmental passion which in turn, increases display of pro-environmental behavior by the employee (Afsar et al., 2016). Meanwhile, satisfying employees' spiritual needs at their workplaces will lead to higher workplace spirituality which then will lead employees to exhibit more engagement in PEB in the hotels industry in Cyprus (Rezapouraghdam et al., 2018).

## **XI) Other Characteristics**

Study by Su and Swanson (2019) found that the greater levels of employees' organizational trust and identification will improve employee well-being and increases the likelihood of employees being supportive towards green behaviors in the workplace. In addition, the findings suggested that workers are more likely to engage in green behaviors when there's a positive sense of well-being in the workplace.

On the other hand, study based on generational differences found that self-efficacy did influence employees' PEB for generation Y employees based on the presence of autonomous motivation and environmental concern but not for the generation X employees (Kim et al., 2016).

It is also suggested that green identity strengthens the role of green transformational leadership on employees' green behavior through value congruence (Wang et al., 2018). This is when employees with a high level of green identity view themselves and green transformational leaders as environment-friendly persons, as such employees are more likely to interpret the vision and values conveyed by their green transformational leaders as green, thus creating a deeper congruence between their perceived value of the leader and their own which will lead them to act in environmentally friendly ways at the workplace. Meanwhile, the study on green job crafting demonstrated that collective green crafting strengthen the relationship between green HR practices and employees' (individually and collectively) PEB in tourism industry (Luu, 2019b).

Employees' environmental engagement acts as a mediation mechanism between environmentally specific servant leadership and employees' PEB (Luu, 2019a). Employees' environmental engagement in Vietnam's hotel industry may not only excerpt employees to engage in environmental practices but also to contribute to help other co-workers to understand the meaning of green behaviors for the green sustainability of the organization and the community. It is also suggested that employee pro-environmental person-group fit strengthen the effect of environmentally specific servant leadership on an employee's environmental engagement which will lead to employee's PEB. Meanwhile, study in various industries in Pakistan found that employees with strong environmental orientation fit with the organization demonstrated a high compatibility between employee environmental values with the organisation which makes the employee believe anything that is good for the organisation will be also good for them, thereby leading employees to demonstrate more environmentally friendly behaviour (Cheema et al., 2019). Meanwhile, study done across industries in Pakistan found that when co-workers advocate about pro-environmental actions, the environmental commitment among individuals increases which will lead to increased employee PEB at the workplace (Afsar & Umrani, 2019).

Study in Cyprus hotel industry found that employees' sense of connectedness to nature combined with the ability of organisations to satisfy the spiritual needs of their employees at the workplace as well as their experience of spirituality will enhance their tendency to exhibit PEB at workplace (Rezapouraghdam et al., 2018). As such, the employees who experience spirituality at work will assimilate their self-senses to the nature and, therefore, try to protect the environment through sustainable behavior. Study by Tosti-Kharas et al. (2017) found that personal rationale for organisational sustainability (eco-centric and organization-centric) influence employees' PEB, as such the personal rationale is the extent to which employees personally believe that organisations, including their employers, should prioritize operating in an environmentally sustainable manner.

## 8. Discussion

From the thematic analysis, five themes and 23 sub-themes were developed. This section offered further discussion on the developed themes. Organisational decision does not necessarily influence employee to change their behaviour, rather it will influence through contextual factors, namely; leadership style and characteristics of leaders that are central in changing employees' environmental behaviour (Robertson & Barling, 2013; Stern, 2000). It should be noted that organisational leaders can motivate employee to engage in PEB. Although the role of leaders is paramount and employees' PEB is regarded as critical success to organisation's environmental initiatives, understanding of the leadership mechanisms that foster these behaviours are still quite limited. Leadership style and leader's characteristics can assist employees to adopt environmental behaviour in their workplace, either directly or indirectly. An individual's ability is reflected through environmental leadership; the ability to shape the actions and behaviour of others, in this case, the employees; by encouraging idea, transfer skill or promoting environmental practices to build interests of other members of the organisation to take on issues and challenges surrounding the effort in greening the workplace (Paillé, 2020b). Green capabilities of leaders or managers might have an impact on employees' environmental engagement at the workplace (Sanyal & Haddock-Millar, 2018) where it can be said that employees are willing to practice environmental initiatives when their superior embraces the democratic and practicing openness in communicating environmental ideas (Ramus & Steger, 2000) and practicing inclusivity of employees from all levels to engage in green practices (Renwick et al., 2013) towards achieving organisation's environmental goals (Govindarajulu & Daily, 2004). It is also taking leaders with responsible and spiritual leadership to encourage employees' environmental behaviour through providing deeper meaning in life, a sense of community and care for nature among the employees by convincing them that today's action will lead to long-term consequences on society and future generations. However, since the majority of environmental behaviour are voluntary in nature, leadership style alone is not sufficient to encourage employees to foster PEB at the workplace. For example, despite its proven evidence that top management commitment did influence employees' PEBs, the size of the effect is relatively small in Russian organisations Graves et al. (2019). PEBs was most negatively related to passive-avoidant leadership and when the top management's commitment was high. Furthermore, the behaviors of immediate managers caused employees to doubt top management's positive stance on sustainability and created negative feelings that resulted in decreased likelihood of PEBs. It has been suggested that immediate managers' passive-avoidant behaviors are more salient with pro-environmental messages from the top management, thus increasing their impact on employees' PEBs. Therefore, it is imperative for leaders to lead by example by providing support, such as by providing environmental knowledge in formal manner or through their individual behaviour and showcase their environmental commitment at the workplace which will encourage PEB at the workplace (Afsar et al., 2018). In addition, it would result in deterioration of positive PEB at the workplace if employees perceived that their leader's action and behaviour are not genuine.

Employee motivation is imperative for employees' performance due its effects and important on what employees do, how they do it, and how hard they work and scholars in sustainability field have suggested that motivation is crucial in creating PEBs. Although it is proven that employees' engagement in PEB were caused by either intrinsic, extrinsic or controlled motivation, however, in certain situation, motivation does not influence employees' PEB at the workplace. As for example, employees' interest towards facilitating performance are not pleasurable to motivate them to engage in PEB at the workplace (Graves et al., 2019) or motivation influence generations of employees differently, for example, older generation such as generation X tend to not be motivated by external motivation maybe because when it comes to the workplace, old habits are hard to break (Kim et al., 2016). Amongst the thing that needs to change is work habits and work pattern (Stringer, 2010). Since pro-environmental goals are sometimes peripheral with the core business and employees' needs, therefore it has been perceived as a barrier to practice the PEB and it has been considered as the least of the priority at the workplace, hence, employees are less motivated to engage in said behaviour (Unsworth & Tian, 2018). As suggested by Cheung and Leung (2020) and Unsworth and Tian (2018), organisations should consider the role of organisational factor such as GHRM which includes green involvement to motivate employees' PEB at the workplace.

Organisational policies and culture, and other environmental strategy in an organisation are able to assist the organisation to influence employees' PEB at the workplace. GHRM and CSR were proven to create environmental climate which leads to PEB at the workplace. Creating a pro-environmental organisational culture and climate may increase the reach of initiatives aimed at encouraging PEB throughout the organisation, as well as being a necessary condition for environmental sustainability (Norton, Zacher, & Ashkanasy, 2015). In addition, these organisational policies need other environmental strategies such as environmental orientation and dissemination of the information about the green initiatives implemented by the organisations. However, all of these organisational factors influence employees' PEB differently based on the type of the industry. For example, employees in high carbon emitting industries receive great pressure from their organisation leaders, regulators and public; therefore, they tend to emphasize more on the environmental training. It further supported that education is imperative in increasing employees' knowledge on environmental concerns and it can be done through effective training (Lasrado & Zakaria, 2020). By consistently communicating organisational values in such that encourages a strong climate, organisations also create expectations regarding the types of behaviour that it approves of, which constitutes behavioural norms. Thus, pro-environmental climates may then translate into employees' PEB (Norton et al., 2014). It is easier for employees to act environmentally when the workplace has a conducive organisational climate, leading to the creation of an organisational culture with employees embedded with environmental values, attitudes, and beliefs (Lasrado & Zakaria, 2020).

It is proven that when employees either possess a positive perception towards organisational green initiatives such as CSR, or towards their organisations and superior's support or their workplace's green climate, it will either directly or indirectly shape employees' environmental behaviour at the workplace. In addition, other perceptions of the employees such as the ease of practicing the green initiatives and the perception that the organisation's green initiatives are useful for them and when they feel accountable about their action, they will be inclined to practice the PEB. It is important to explore and further understand how employees perceive their organisational policies since it affects their engagement in PEB because employees are considered to be the most important stakeholder when it comes to making organisational policies and initiatives successful. But then again, the engagement towards environmental behaviour must be voluntary; otherwise it will lessen the motivational factors of employees in performing such behaviour (Tian, Zhang, & Li, 2020). Hence, to enable employees to experience the green work climate of the organisation, generate controlled motivational states, and, thus, perform more required PEB, organisations can establish environmental protection policies and systems. In addition, organisations can also create environmentally friendly climates in their daily work, allowing employees to have autonomous motivation and thereby will engage more voluntarily in PEB. Giving employees more autonomy can further nurture a better work environment in the highly competitive work environment.

When the employees start defining themselves as part of their organization, share the same attributes, thus reducing the differences between them and their employers, leading to the association among workmates and their organisations, this will help to accomplish the organisation's missions and goals. Employees with strong OI will perform PEB because they perceive and believe that their organisation values sustainability even though they don't believe in that practice personally and employees have to commit to their organisational value and objective, for them to practice such behaviour. However, in certain workplace environment, EMP does not influence employees' PEB directly although the employee's value is congruent with organisational values and objectives. This is where the employee's environmental knowledge and awareness are imperative in shaping the employee's PEB. It has been proven that in several industries in Australia, Pakistan, government sectors in Taiwan and steel industry in Iran, that employee knowledge and awareness as well as personal norms strengthen their intentions to practice PEB. Knowledge, awareness and skills are necessary, but it is not sufficient to encourage employees to adopt PEB. Employees need to know how to transform the knowledge into action (Wiernik et al., 2020). Apart from the above-mentioned employee characteristics, the employee's positive attitudes, their environmental concern, their workplace orientation with spirituality traits and employee's intention are amongst the factors that lead to the employee's PEB at workplace. Direct and indirect environmental behaviours act as a driver towards PEB or anti-PEB; therefore, employees with a strong environmental awareness may influence their workmates to engage in PEB (Paillé, 2020a). In addition, Inclusiveness of all employees in green initiatives and activities will contribute to dissemination of environmental ideas and create new awareness that will lead to organisational green culture with green workplace climate.

## 9. Recommendations

Are the green employees always consistent in practicing PEB? Or can they really be consistent? The systematic review of the present study has provided a number of recommendations that may be helpful for future studies to promote employees' PEB at the workplace. First, it is suggested for future scholars to focus on counterproductive environmental behaviour to figure out the reasons why certain employees are still adopting deviant actions that are harmful to the environment even with the knowledge, their actions, whether intentionally or not, could potentially contribute to global warming and climate change as predicted. Furthermore, as suggested by Gifford (2011) to examine which counterproductive behaviours that may be caused by psychological barriers that have been gearing the employee to still act non-green. At micro level, individuals are engaged in environmentally harmful behaviours in their everyday life, however, at organisational level, the effects are very visible and posed a greater environmental damage (Paillé, 2020c). Based on the review, most of the existing studies focused on the positive factors that successfully influenced employees' PEB at the workplace and adding studies on counterproductive environmental behaviour are deemed appropriate in understanding employees' negative actions and provide solutions in mitigating those acts. Second, it is worthy to focus on the obstacles faced by the employees that hamper organisation's efforts to put in place the organisational environmental policies and initiatives for the purpose of promoting environmentally friendly behaviour. Greening the workplace cannot be examined without taking into consideration the key role of employees, since mobilizing the same degree of employees intensity with different level of awareness on environmental responsibilities posed a major challenge in greening the workplace (Paillé, 2020c). Last but not least, from all 40 studies, 38 were quantitative and 2 were mixed method. Hence, more qualitative studies are needed as it offers in-depth analysis and detailed explanation on possible factors that will influence employees' PEB at the workplace.

## 10. Conclusion

The main purpose of this study is to systematically review the determinants influencing PEB of employees at the workplace. Authors have identified five patterns of influencing factors, in which these factors were further extended to 23 sub-themes. The study offers several significant contributions for practical purposes and body of knowledge. The result provides a clearer view on organisational and individual factors which served as a catalyst in influencing employees' PEB at the workplace. The review offers several recommendations for future studies and from the review, the interested parties especially organisations, public, and future researchers, can generate feasible and efficient strategies to promote environmental behaviour at the workplace. The review concluded that employees' PEB at the workplace can be influenced directly and indirectly when organisation implement appropriate green practices and policies that motivates and shape positive employee perceptions towards said practices. The discussed behaviour can also be influenced through possession of relevant environmental knowledge and positive workplace characteristics that assists in stimulating employees to adopt environmental behaviour. It takes all parties, be it at organisational, managerial, or individual level, to make the adoption of PEB at the workplace a success.

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# MEASURING THE BRAND LOYALTY FACTORS OF HALAL COSMETIC IN THE EMERGING MARKET

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**Abstract:** *The Halal cosmetics industry is showing enormous growth in emerging economies such as Malaysia. The importance of Halal cosmetic brands is looking forward to being more competitive by fierce competition. However, comparatively less research exist on Halal cosmetic brands. Brand loyalty is one of the key management aspects of maintaining the competitive advantages of the market. This study would therefore like to examine the factors that led to the brand loyalty of Halal cosmetics brands in Malaysia. There are four independent variables in this research, namely brand price, brand perceived value, brand satisfaction and brand trust, while brand loyalty is a dependent variable. A correlation study was conducted to determine whether there is a positive relationship between the dependent variable and the independent variable. The aim of this study is twofold: firstly, to examine the relationship between brand price, brand satisfaction, brand trust and brand perception of the value of the brand loyalty of Halal cosmetics; secondly, to identify the most important factors contributing to the brand loyalty of Halal cosmetics. A survey was conducted to measure these variables. A total of 200 questionnaires were collected from a commercial hub in Malaysia. The relationship between these variables has been tested by regression and correlation analysis.*

**Keywords:** brand loyalty, brand perceive value, brand price, brand trust, brand satisfaction, Halal cosmetic brand.

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## 1. Introduction

Emerging markets are countries undergoing political or structural transitions that are also experiencing rapid economic development. According to Lagarde (2016), the combined ratio of developed and developing economies to global GDP has raised from just under half a decade to around 60 trillion USD. In addition, emerging markets have led to a significant decline in global poverty and a recovery in global economic growth following the 2008 financial crisis (Lagarde, 2016). The penetration of consumer markets in most developed markets, such as the USA, Canada, and parts of Europe, is pushing global brands to continue to expand in emerging markets such as Malaysia.

The cosmetics sector has been identified as one of the lucrative industries in the emerging economy, generating strong revenues and profitability (Hassali et al., 2015). The market value of the Asian Pacific cosmetics industry has grown to more than USD 70 billion, the second highest in Western Europe (Li, E. P et al., 2008). Since Muslims make up 20% of the world's population, they have nevertheless begun to press the mainstream cosmetics industry to listen to their voices and fulfill their wishes, as well as to increase demand for Shariah-compliant products called halal cosmetics and personal care products. Halal usually refers to items or actions licensed under Shariah (Islamic) rule. The definition concerns all elements of the manufacturing of halal cosmetics, including the supply of halal ingredients and the use of licensed substances, all of which are developed, processed, packaged, and sold in accordance with the Shariah requirements. Islam requires Muslims to comply with its specific rules and criteria for the purchasing of goods and services (Al-Khatib et al., 1995; Rice, 1999).

The demand for halal products is a recent sensation in the global cosmetic industry. This is due to the increased awareness among the growing global Muslim population of the ingredients of personal care and cosmetic products. This new trend in the global cosmetics market is faith-based and may be reflected in the recent shift in the global scenario. The total size of the Halal cosmetics market is estimated to be between USD 5-14 billion (Hassali et al., 2015).

Malaysia is one of the top 10 manufacturers in the world for the halal pharmaceutical and cosmetics industries (Ngah et al., 2018). In Malaysia, a brand that introduces new products must re-apply for the halal certification (Low, 2017). This implicitly means that the majority of domestic cosmetic brands in Malaysia are Halal. The Halal skincare or cosmetic products mean that they are restricted from animal-derived ingredients (e.g., animal fats, placenta, etc.) and materials that are detrimental to health and have not been processed using impurity-contaminated instruments such as blood, urine and faecal products. Some halal-certified beauty products, in accordance with industry standards, also carry vegan, organic, cruelty-free, or ethical labels and certificates.

Total Muslim consumer spending in Malaysia is 31.62 million (2017), with an increasing number of customers concerned about Halal cosmetics that they consume (Hassali et al., 2015). However, Halal's domestic cosmetics brand has been forced to adopt a better strategy to survive and remain on the market due to fierce competition between import brands in Malaysia. It is even more intense as companies add value to gain market share for the customer, which is only possible by building customer loyalty to the brand. On the basis of the cosmetic brand's market share in Malaysia, the import brands still dominated the market (Swidi et al., 2010). Market share is a measure of the preference of consumers for a product over other similar products, according to Cseres (2005). This has shown that, compared to imported brands in Malaysia, consumer preference over Halal domestic cosmetic brands is lower, although the majority of the population of Malaysia is Muslim. Customer preferences for imported products are always linked to better quality and high reputation (Akdeniz et al., 2013), although the Halal status is uncertain. Therefore, a better view should be highlighted in order to increase the value of the Halal domestic cosmetic brands.

## 2. Literature Review

This study will discuss on four independent variables and dependent variables. Based on the review that have been made across a few past studies such as author Sidek & Yahyah, 2008; Omanga, 2010; Cadogan & Foster ,2000, the independent variables consist of brand price, brand satisfaction, brand perceive value and brand trust. Meanwhile dependant variable is brand loyalty.

### Brand Loyalty

The building of brands creates incredible value for businesses and companies. In addition, a seller's promise to consistently deliver on a specific set of advantages, features and services to buyers is important. The best brands deliver a quality guarantee (Kotler, 2010), thus the best branding of today is based on a strong idea. They have remarkable advertising creativity to help them break through the wall of individual indifference to generate brand heat and product list. Consequently, customers will develop brand loyalty, which allows a company to survive in the market (Ahmed, 2014). In the same study, the author stated that customers now specifically choose a product based on their preferences, including the characteristics of the product, the value perceived by the brand and the price of the brand. Brand loyalty occurs when customers consistently purchase the brand again over a long period of time (Sidek & Yahyah, 2008).

Bapat and Thanigan (2016) described brand loyalty as a probability of consumers purchasing a brand again and recommending it to others. Chinomona and Maziri (2017) have described that brand loyalty is a customer engagement that makes it an intangible resource that is expressed in the prices of products/services. Brand loyalty also refers to the commitment and intention of consumers to a brand, including a positive attitude, preference, and psychological commitment (Lamai et al., 2020).

### Brand Price

The primary and most significant consideration for the average consumer is the brand price (Cadogan & Foster, 2000). The customers with high brand loyalty are willing to pay a high price for their preferred brand (Cadogan & Foster, 2000). Therefore, for such customers, the purchase intention is not easily affected by the price. On the other hand, customers strongly believe in the price and value of their favorite brands in such a way that they compare and evaluate prices with alternative brands (Keller, 2003). In addition, customer satisfaction can also be achieved by comparing prices with perceived costs and values. If the perceived value of the product is greater than the cost, the increase in customers will result in the purchase of that product. Yoon and Kim (2000) identified that loyal customers are willing to pay a premium even if the price has increased because the perceived risk is very high and prefer to pay a higher price to avoid the risk of any change. Long-term service loyalty relationships make loyal customers more tolerant of prices, as loyalty discourages customers from making price comparisons with other products by shopping around.

**H1:** There is a significant positive relationship between brand price and brand loyalty.

## **Brand Satisfaction**

Previous researchers have given importance to the brand satisfaction. Most of them said that there is a positive relationship between brand satisfaction and brand loyalty. Brand satisfaction can be defined as the company succeeding in meeting or exceeding the standards of customer expectations. Gerpott, Rams, and Schindler (2011) posited that greater or lesser satisfaction of the consumer will depend on the quality of the brand features offered by the company. Brand satisfaction is a highly significant factor that contributes to the company's future revenue (Moore, Karl, Lewis & David, 1998. Moore et al. (1998) also stated that it is important to satisfy customers with brand loyalty. Unsatisfied customers will not wait for the brand to improve and will switch to other brands once they are not satisfied with what the brand offers. Low-quality services may also lead to disappointed customers. According to Cronin, Brady, and Hult (2000), brand satisfaction will determine whether the quality of service and products provided by the company are good or not, based on whether they fully meet the requirements of the customers.

**H2:** There is significance positive relationship between brand satisfaction and brand loyalty.

## **Brand Perceived Value**

Recently, marketing managers and researchers have become increasingly interested in perceived value as one of the most influential measures of brand satisfaction and loyalty. Perceived value is a recent line of research that is receiving marketers' increasing attention. Perceived value is rooted in equity theory that considers the rationale of the outcome or input of the consumer to that of the outcome or input of the service provider (Oliver, 2011). This interest stems mostly from the importance given to the creation of value for their different target audiences by today's companies. Perceived value not only affects the behaviour of the customer's choice at the pre-purchase stage, but also affects satisfaction and plans to recommend and repurchase at the post-purchase stage (Parasuraman & Grewal, 2000). They indicated that brand perceived value has been found to be a significant predictor of brand loyalty (Cronin et al., 2000).

**H3:** There is significance positive relationship between brand perceive value and brand loyalty.

## **Brand Trust**

Trust is a person's desire to fight with other people or something that he feels can guarantee confidence (Fatimah, Parawansa, Munir, & Entrepreneurship, 2020). Trust has been observed as a key element of the brand's success. This is described as "the average consumer's willingness to rely on the brand's ability to fulfil its stated purpose" (Chaudhuri & Holbrook, 2001). More precisely, trust involves consumer perceptions of goods, brands, services or salespeople, and the establishment where the products or services are purchased and sold (Belanger, 2002). One of the main objectives of building brand trust is to achieve a competitive advantage and thus develop the performance of the company (Khadim, et al., 2018). Indeed, trust has been seen as a vital element in a good relationship (Parasuraman, 1980).

Furthermore, previous studies have shown that brand loyalty is a consequence of trust (Chaudhuri & Holbrook, 2001) because, for example, if customers have confidence in and are satisfied with a certain product in a product line category, there will be a high probability for them not to turn to other similar types of products. This is further supported by a study (Omanga, 2010) where brand trust has a positive impact on brand loyalty.

**H4:** There is a significance positive relationship between brand trust and brand loyalty.

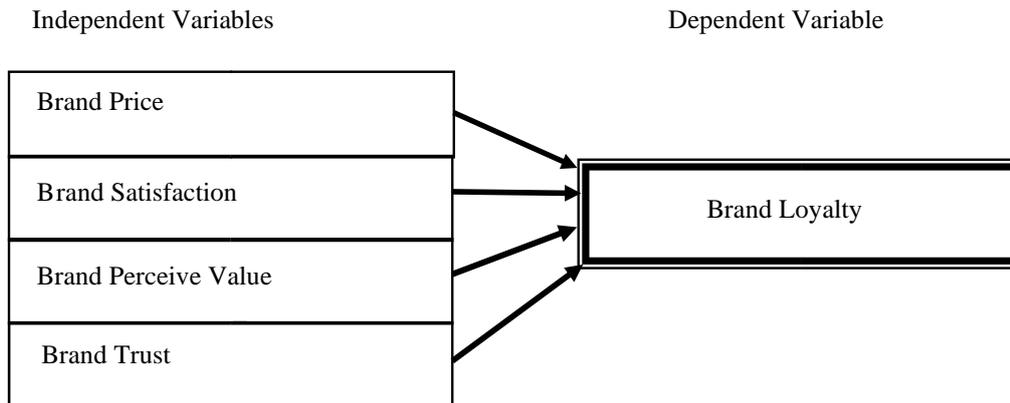


Figure 1: Conceptual framework (Adapted from Omanga, 2010)

## 2.1 Problem Statement

Brand loyalty is one of the key forms of design in maintaining the market's competitive advantages and providing the brand with high values. One of the factors is because marketing cost could be reduced if the organization has loyal customers (Rosenberg and Czepial, 1984). Furthermore, the cost of retaining existing customers is approximately six times lower than the cost of attracting new customers. The other factor that contributes to the significant impact of brand loyalty is that loyal customers spend more cash, compare non-loyal customers (O'Brien & Jones, 1995) and act as main supporters of the brand by engaging in a positive word of mouth (Swan & Oliver, 1989). However, based on past research between 2009 and 2019, there is no research on the factors leading to brand loyalty among Muslim consumers in Halal domestic cosmetics brands. As a result, this research would like to fill the gap. The aim of this study is to investigate the factors that led to the brand loyalty of Halal's domestic cosmetics brand.

In addition, most cosmetic brand loyalty research focuses on utilitarian attributes to preserve consumer loyalty, and very limited research is directly linked to hedonic attributes. However, utilitarian attributes alone do not significantly influence consumer loyalty as a result of past research. In order to maintain customer loyalty to the brand in the long term, it is important to ensure an adequate balance between utilitarian and hedonic attributes (Gentile et al., 2007). This research complements existing literatures by examining the utilitarian (brand price) and hedonic attributes (brand value perception, brand trust and brand satisfaction) of brand loyalty.

## 3. Method

This study was conducted at one of the commercial hubs in Malaysia with minimal interference of the extent of the researcher. The unit of analysis for this study is local cosmetic consumers and a convenient sampling approach was used because of the time constraints (Saunders and Lewis, 2012)

Using Roscoe's (1975) rules of thumbs for determining sample size, 370 sets of questionnaires were distributed. The questionnaire is mostly asking about factors that contribute to brand loyalty of local cosmetic products which includes brand trust, brand perceives value, brand price, and brand satisfaction.

The SPSS software system was used to conduct the analyses. Descriptive analysis, correlation analysis, and regression analysis were used to analyse the data. To test the survey instrument, we ran reliability and validity tests. We used Cronbach's alpha to measure the consistency and correlations analysis for validity.

## 4. Results and Discussion

### 4.1 Frequency Analysis of Demographic Factors

**Table 4.1: Description of Respondent's Demographic Profiles**

Label	Options	Frequency	Percent (%)	Rank
Age	12-20 years old	33	16.5	3
	21-30 years old	89	44.5	1
	31-40 years old	69	34.5	2
	Others	9	4.5	4
Citizenship	Yes	200	100.0	1
	No	0	0.0	2
Profession	Student	83	41.5	1
	Employed	73	36.5	2
	Housewife	28	14.0	3
	Part time employed	16	8.0	4
Experience	Yes	200	100.0	1
	No	0	0	0
Frequency	Once a year	76	38.0	1
	Twice a year	70	35.0	2
	Three times a year	51	25.5	3
	Others	3	1.5	4
	RM 50	34	17.0	3
Total Spending Year	RM 100	43	21.5	1
	RM 150	33	16.5	4
	RM 200	37	18.5	2
	RM 250	31	15.5	5
	RM300	22	11.0	6

Table 4.1 displays the frequency analysis of demographic factors for a total of 200 survey participants. According to the findings, all are customers of domestic cosmetic brands. In terms of age, 16.5 percent (33 respondents) were between the ages of 12 and 20. 44.5 percent (89 respondents) were between the ages of 21 and 30. 34.5 percent (69 respondents) were between the ages of 31 and 40, and 4.5 percent (9 respondents) were over the age of 40.

In general, the age group of 21 to 30 years old has the highest percentage of respondents in this study and the lowest in the other, which is only 4.5 percent (9 respondents). In this study, all of the respondents were asked about their citizenship and 100% of them said they were Malaysian citizens. The majority of total respondents are students, with 41.5 percent, followed by employed people (36.5 percent), and housewives (14%). Part-time employment was the lowest, accounting for 8% of the total.

According to the statistics, all of the respondents had previously purchased a domestic cosmetic brand product. Furthermore, it reveals that the majority of respondents purchased the product once a year, with the highest percentage of 38 percent. It was then repeated twice a year, three times a year, and so on. Total expenditure statistics show the highest percentage of 21.5 percent for RM 100 and the lowest percentage of 11 percent for RM 300 per year.

## 4.2 Reliability Test

**Table 4.2: Summary of Reliability Each Variable**

<b>Variables Item</b>	<b>No of items</b>	<b>Value of Cronbach'sAlpha</b>	<b>Remarks*</b>
Brand Loyalty	12	0.941	Good
Brand Price	3	0.813	Good
Brand Perceived Value	2	0.719	Acceptable
Brand Satisfaction	5	0.914	Excellent
Brand Trust	7	0.933	Excellent

Table 4.2 displays the reliability test results for each variable. The findings show that all variables are reliable, implying that the majority of respondents comprehended the question.

### 4.3 Descriptive Analysis

**Table 4.3: Descriptive Analysis of Brand Loyalty**

Variable	N	Mean	Std. Deviation
Brand Loyalty	200	4.28	.676
Brand Price	200	4.2117	.72074
Brand Perceive Value	200	4.3575	.72877
Brand Satisfaction	200	4.3370	.69241
Brand Trust	200	4.3693	.66349
Valid N (Listwise)	200		

Table 4.3 displays the descriptive analysis for each variable. The outcome indicates that all items received a higher score. This meant that the vast majority of consumers agreed or strongly agreed on each variable.

### 4.4 Pearson Correlation Analysis

**Table 4.4: Pearson Correlation**

Variable	Brand Loyalty	Brand Price	Brand Perceive Value	Brand Satisfaction	Brand Trust
Brand Loyalty	1				
Brand Price	0.811**	1			
Brand Perceive Value	0.734**	0.605**	1		
Brand Satisfaction	0.741**	0.697**	0.622**	1	
Brand Trust	0.752**	0.620**	0.588**	0.667**	1

\*\* Correlation is significant at the 0.01 level (1-tailed)

Pearson correlation analysis of the dependent variable (brand loyalty) and independent variables is shown in Table 4.4. (brand price, brand perceive value, brand satisfaction, and brand trust). As shown in the results, there is a very strong relationship between brand loyalty and brand price (0.811), followed by brand trust (0.752), brand satisfaction (0.741), and finally brand perceive value (0.741). (0.734). As a result, all hypotheses have been accepted.

#### 4.5 Multiple Regression Analysis

In order to test the hypothesis, multiple regression analysis has been conducted to determine the variance of the brand loyalty that could be explained by four independent variables which are brand price, brand perceived value, brand satisfaction, and brand trust.

The purpose of doing the multiple regression analysis is to clarify whether the hypothesis that has been generated in the earlier stage is significant or not. Four hypotheses were generated in this study in order to test the influence of the independent variable on the dependent variable. In this stage, this study had not removed any variables.

From table 4.5 shows the statistical significance of the result (ANOVA), based on the p-value. Based on the p-value of 0.000 (based on the cut-off point of  $p = 0.05$ ), the p-value is less than  $p = 0.05$ , hence the result significance at 0.000, this means  $p < 0.0005$  and reaches statistical significance.

**Table 4.5: ANOVA**

Model	Sum of Square	Df	Mean Square	F	Sig
1. Regression	73.408	4	18.352	205.68	$p < 0.005^b$
Residual	17.399	195	.089		
Total	90.807	199			

- a. Predictors: (Constant), Brand Price, Brand Perceived value, Brand Satisfaction and Brand Trust
- b. Dependent Variable: Brand Loyalty

Table 4.6 shows the combinations between the independent variables predict the customer brand loyalty of Halal cosmetic. Here are two types of information from the output which are coefficients and significance test are referred. Based on the significance column the value of significant unit contribution is less than  $p = 0.05$  are brand price with  $p = 0.000$ , brand perceive value with  $p = 0.000$ , brand satisfaction with  $p = 0.017$  and brand trust with  $p = 0.000$ . Hence these four variables make a significant unique contribution to the brand loyalty.

For the Standardized Coefficient Beta, the highest Beta Coefficient is 0.405, ( $p < 0.05$ ), which is for brand price. That means brand price makes a strongest unique contribution to explaining brand loyalty, when the variance explained by all other variables in the model is controlled for. This is followed by brand trust (standardized Beta = 0.270,  $p < 0.05$ ), brand perceive value (standardized Beta = 0.256,  $p < 0.05$ ), and brand satisfaction (standardized Beta = 0.119,  $p < 0.05$ ).

**Table 4.6: Coefficient Regression Analysis**

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.064	.156		-.410	.682		
	Brand Price	.380	.044	.405	8.618	.000	.444	2.251
	Brand Perceive value	.237	.040	.256	5.931	.000	.527	1.898
	Brand Satisfaction	.116	.048	.119	2.402	.017	.399	2.506
	Brand Trust	.275	.046	.270	5.986	.000	.482	2.076

a. Dependent Variable: Brand Loyalty

## 5. Conclusion

The research is conducted basis on two solid objectives. Namely, first, to investigate the relationship between brand price, brand satisfaction, brand trust, and brand perceive the value to the brand loyalty of cosmetic brand. From the result, it shows that brand price, brand satisfaction, brand trust, and brand perceive have positive relationship towards brand loyalty. Thus, all the hypotheses are accepted. This shows that this factors likely play a very important role in strengthening customer brand loyalty in cosmetic brand. This research confirms the view that the company needs to maintain its market share in today's competitive business environment through brand trust, brand perceive value, and brand satisfaction. Businesses whose customers are not loyal to them cannot enjoy a respectable market position.

Second, to determine the most significant factors that contribute to the brand loyalty of the cosmetic brand. Based on the analysis, brand price has the highest ranking that contribute to the loyalty of Halal domestic cosmetic brands. The study indicates that domestic cosmetic brands need to maintain a price that is competitive relative to rivals. This shows that the price of the brand is very sensitive and can lead to a shift in the preference of the cosmetic brand. As soon as the cosmetic brand raises the price of its product, the consumer will begin to search for other goods at a reasonable price and will afford to purchase them. This is linked to the demographic factors of the consumer, who are middle class, and most of them are students. Students are more likely to experience financial difficulties as they need to pay bills, budget monthly expenses, and manage student debt (Nadome, 2014). It therefore shows that the majority of domestic cosmetic brand customers are price sensitive. In addition, customer trust may be further boosted by including clear labelling details on cosmetic labels. (Lian and Rajadurai, 2020). In order to maintain existing customers and draw new customers, the company can set up the technique of moving closer to consumer and retaining their trust by still Improving their credibility and consumer loyalty by the provision of a good quality product. Meanwhile, according to the data, perceived value is the least favorable factor that contributes to brand loyalty. However, the influence of perceived value on brand loyalty can be increased with other marketing mix elements, e.g., product, place, promotion (Yoon and Kim 2000).

The result finding also reveals the need for the Halal domestic cosmetic brand to pay attention to utilitarian (brand price) and hedonic value (brand perceive value, brand satisfaction and brand trust) in order to maintain customer loyalty as all of these factors have a positive impact on brand loyalty.

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# PROVING INTO URBAN LINKAGE THEORY: THE CASE OF INDIA STREET, KUCHING, SARAWAK

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**Abstract:** *The life of the people on the street is governed by the users who are strangers in general. The activities are the central medium that makes the street alive. This simple paper advancing the urban design theory that has been tested and criticized elsewhere. The main figures like Jacobs, Whyte, Seamon and Gehl have used the western plaza and streets to evaluate the success and failure of cities gauging the same theory. With a similar approach, the far-flung India Street of Kuching is examined via its linkage and place theory supported by the existence of primary and secondary use interweaved by cultural events exemplified by the actions in urban space. The direct and participant observation technique is employed, supplemented by maps and photographs to record the inquiry persuasively. It is learned that the accessibility of the user from all directions (connected by short cut path), the diverse activities at every corner of the blocks of shophouses, the continuous flow of the primary and secondary use intertwine in between the main street and lanes support the connectivity of urban linkage in the area. Finally, the urban phenomenon is distinguished from the intertwines of the street user, activities, and physical aspects as well as surrounding buildings with different functions that rendered the happening through the urban scene.*

**Keywords:** India street, primary and secondary use, urban phenomenon, Kuching.

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## 1. Introduction

The social life of small urban space is the beginning of urban study dynamics of urban activities in parks, the plaza between the buildings, streets and even at the market place (Whyte, 1980; Fitzpatrick, 2016). To apply the same procedure of research complemented with other leading urbanist technique and theorists such as Lynch (1964), Relph (1976), Trancik (1986), Jacobs (1992), Gehl (2013) and Seamon (2019), to name a few, this research attempts to examine the far-flung streets of the developing world of Kuching Sarawak, Malaysia. The case study is used to examine the pragmatic parallelism of the linkage, activities-utterly the stretch of the primary and secondary use and the presence of activity support in the urban areas that became the attributes of place-making.

As the gateway to Sarawak, Kuching is blessed with natural beauty, and the physical features from the remnants of colonial buildings and Malay village across the navigable Sarawak River enchanted the visitor's experience to this humble city. Moreover, Sarawak's diverse ethnic consists of the Iban, Bidayuh, Malays, Melanau and Orang Ulu, to name part of the majority sector of the population added a multifarious cultural integration with the progress of the modern city.

The urban activities of any city are defined by its streets, buildings, and spaces within the urban areas. The visibility and imageability as propagated by Lynch (1964) and reviewed by Hospers (2010) can be evaluated through the five elements of urban features. The path of the street in the city defined the route of the participant to their destination. Although landmarks became the distinguished image in the urban space, however, Lynch (1964) and Hospers (2010) assert that it can be any object of significant interest to the locals in identifying the place. In Kuching, the landmarks are always associated with the culinary delicacies of its speciality. This observation was supported by Wahid and Harman Shah (1992), Karsono and Wahid (2015), Karsono et al (2016), Karsono et al (2018), where the local people are attached to their favourite food stalls or shops where it is served. This meeting place is nourished by its popular food that attracts visitors. It shows that the meaning of place is converging on the aspect of human existence, regardless of condition or locations. Inevitably, a place integrates multi-dimensional human activity, be it personal or overcast, on environment dominated by certain culture overarching through human experience. Relph (1976) explained that places as a "... fusions of the human and natural order are significant centres of our immediate experiences of the world." This is the quality of the place of accumulation and centralization of thought where the power of synthesis is considerable. Seamon (1987, 1997 & 2000), added that such phenomenon is due to the human experience. Any object, event, situation, or experience that a person may hear, see, touch, smell, taste, feel, sense, know, understand, or live is the legitimate topic for a phenomenological investigation. The elements of architecture attributes derived from these phenomenologies such as light, colour, and landscape portray the urban fabrics of 'place', which encapsulates the power of seeing travel, learning, of relationship sociably. All of this happens because humans can encounter, experience or live through it in many ways.

India Street is an ordinary street consists of two storeys-shop houses with moderate architecture style, pedestrian mall, and local cultural elements presented in the area. It is located at the heart of the town centre that creates a district by itself due to the activities and perimeter of the building blocks and boundary. It became one of the most successful streets where pedestrians can shop, relax, see people passing by, safe and secure circulation networks due to its perimeter and demarcated space. It is a must-visit street in Kuching for the local and visitors alike. The colourful and diverse choices of items attract the visitors, and the linkage through small lanes and connected streets also ease the pedestrians to reach this area easily. This street is also reachable by pedestrian from the colonial era's, historic buildings, the new waterfront, and some iconic structures recently added to the townscape.

## 2. Literature

The creation of a place for a specific use sometimes only appears during the planning process where the architects or planners only create space expecting the people to use it. The significance of the street may have started since 1765 with the Industrial Revolution (Allen, 2012) when Watt successfully built the steam engine (Spear, 2008 & Cameron, 1982). The railway track divided the urban space and creates boundary and edges. After the late industrial revolution, the cities and urban spaces were taken over by automobiles. The idea of “drive-in or drive-through” became the new habits among the street users. This is the beginning of the disappearance of urban space that led to the emergence of urban design as a new discipline combining the planning, architecture, engineering and urban governance to look back at the street’s life and activities (Gehl 2010). Jacob (1992) and Laurence (2006) stressed the idea of reviving American streets through her classical literature *The Death and Life of Great American Cities*, and the writing became a “wake-up” call for most architects and planner alike to review back the land use and integration of urban plaza and street location as well as the idea of zoning as imposed by the city council. In the developing world, the success and failure of the urban space can be learned from the western examples.

Place-making coined by urban designers to recreate the urban space is a new phenomenology in physical development in creating a place in the urban environment. Jacobs (1992) and Laurence (2006) point out that the urban environment's quality is based on the community’s activities and how they keep alive of their streets. Seamon (2019) propounded that the place is not entirely dependent on the physical aspects of what is there or the existence of the iconic building, nonetheless, the way the integration of the primary, secondary and activity support is vital for the urban community to create a “place”. Relph (1976), Seamon and Sowers (2008) referred to the human experience as an important factor in giving life to the urban space by understanding and integrating the diverse daily chores and activities that is not planned. These collective urban phenomena are what Jacobs (1992) and Laurence (2006) drawn as street ballet. Time and again Relph (1976), Seamon and Sowers (2008) with the concept of 'place and placelessness', Lynch (1964), Hospers (2010) - 'urban image', Jacobs (2016), Laurence (2006) - 'eye on the street', Shirvani (1985), Seamon (2019) - 'space and phenomenology', Trancik (1986) - 'lost space' and Gehl (2013) - making city works, to name a few examined the impending of human experience and linkage that evolve parallel to the local conditions as utilized by the user. The evidence of crisscross of the path, activities presented by the “primary and secondary use” enable the continuity of happenings in the urban areas. The structure of 'place' will explain the terms "landscape", "settlement" and will be analyzed in terms of "space" and "character." The space that is described as a three-dimensional organization creates a 'place'. While "character" is something considered as "atmosphere" and it is more comprehensive in defining the 'place'. Lynch (1964 & 1984, 1995), on the other hand, it could only be explained by human experience in determining its concept as "nodes", "landmarks", "path", "edge" and "district" which is a strong foundation for human orientation of their 'place' (Schulz, 1976).

Generally, the city's main features are roads and streets, buildings and unused spaces due to gutted buildings waiting to be reconstructed or some idle urban spaces for the plaza and urban parks. The available spaces left by the building and the physical structure are the pathways for vehicles and humans. Inner space (micro) relationship with external space (macro) provides continuous integration. However, not all these spaces can meet the needs of people or users within the city. Some of these spaces were left idle due to no integration, which Trancik (1986) termed as 'lost space'. These spaces include plazas, alleys, roads, terrain, parks and undeveloped areas. Most of these unspecified spaces became an unused area. Instead, suppose this space needed to be designed to the local culture and integrated with the urban environment features tastefully. In that case, it will benefit the user and accentuating the quality of the urban environment. This area will also be a crowd attraction if enhanced by the soft and vibrant landscape so that integration with the environment can create a particular image for the city area. However, not all physical enhancements can give a 'life' to a city area. This assessment will explore through phenomenological methods. According to Bolt (2003), the integration of physical and cultural elements exists when it involves the perception of all individuals and the human need to fulfil their function and purpose of life. Thus, the identity of a 'place' depends on physical, social and cultural factors. According to Rapoport (1977) and Altman (1975), images of a 'place' along the cultural influences and experiences existed in the people. It creates meaning and connection to a 'place' that given an identity for a 'place'. It will also determine the social and cultural values of a 'place', especially for the people who live there. This identity will support the cultural importance and sustainability of a 'place' for it to survive. 'Place' is also associated with many aspects of psychology that help us undergo many changes, especially in the context of urban design that is strongly influenced by the forms of building and globalization of culture (Altman, & Low 1992) and Brehm Eisenhauer & Stedman (2013). These changes will affect physical and human activities. It may have the same meaning, but it has a more profound sense of culture and function from an urban design perspective.

### **3. Methodology**

This is a brief study of street life in Kuching Sarawak, which claimed to be the most successful street visited by locals and people abroad. As the gateway to Sarawak, Kuching is a moderate city with 612,000 people (Jabatan Perangkaan Malaysia, 2021). Since the street is marked as one of the "must-visit" place on the tourist map, it is worth opening "Pandora's box" and examining the importance of India Street to the readers and the main activity area for the authority to consider.

The study of urban space to explore its phenomenon through the "lifeworld" of everyday routine is rather interesting by examining the local street that the people use. The research applied mixed-method techniques that are well suited to urban design discipline which is multi-dimensional in nature (Cresswell, 2017). The method of direct observation and participant observation as mentioned by Whyte (1980) in his study the "Social Life of Small Urban Space" tend to materialize in considering the unknown phenomenon of the urban place. Additionally, informal interview while having coffee in the area also giving additional information in the research. With the help of the mapping technique supplemented by both pictorial images similar to Likert scale improve the result of the analysis. The street layout is viewed to familiarize with its accessibility, familiarity, vitality, diversity, uniqueness, safety and security. The five elements of studying the image of a city propagated by Lynch (1964) and Hospers (2010) gave the opportunity to systematically map the area. Applying each element to trace the significance of the features within the perimeter of the study area is fruitful and works very well.

#### 4. Case Study

India Street has a long history, and a base for early Indian Muslim settlers in Kuching beholds its character in the urban landscape. In the 1960s and 1970s this is the only area that served the people of Kuching with shopping items and other household goods. India Street is located between Barrack Road and Market Street (Figure 1.0). The two lanes, Kai Joo and Ban Hock, that connects the pedestrian mall of India Street to Khoo Hun Yeang Street, provides a legal path to access Electra House, Police Station and even the new Merdeka Plaza. Khoo Hun Yeang Street linked Market Street and Barrack Road, which is diverted Merdeka Plaza's construction. The linkage of Market Street, Barrack Road, Khoo Hun Yeang Street and India Street creates an enclave of diverse activities for the people in Kuching and tourist. Based on observation of the street, there are 87 shops altogether located on the left and right sides of the street. The shophouses along the India Streets are mostly two storeys, and the upper floor is used for skilled crafts business, saloon, offices and living quarters (Figure 5.0). The lower floor is entirely shops selling handphones, gadgets, household items, clothes, books and knickknacks, simple family restaurant, camera and watch shops, selling preserved fruits and souvenirs (Figure 4.0). The shops open as early as 7.00 am, and some shops close at 6.00 pm as the number of pedestrians along the mall reduced. The canopy sheltered the pedestrian from rain and shine. Indirectly it ties the two blocks of shophouses under one roof (Figure 2.0).



**Figure 1.0:** Map showing the linkage (source: googlemap 2020)



**Figure 2.0:** Items sold along the mall



**Figure 3.0:** Entrance to the pedestrian mall



**Figure 4.0:** Pedestrian mall canopy



**Figure 5.0:** Street users

(source: google street view 2020)

India Street's peak time is at 10.00 am till 1.00 pm and 3.30 pm till 5.00 pm. The condition of the weather plays a vital role in daily activities. The patrons from the main entrance at Khoo Hun Yeang Street (Figure 3.0) are those from the village alighting from the boat at *Pengkalan Simpo* and *Pengkalan Panjang* (landing platform), the narrow street from Market Road also accessible through Old Indian Muslim Mosque. There are twelve (12) Malay villagers stretching from Kampung Bintawa until Kampung Tupong Ulu, and eight villages are located close to the stretch facing the Kuching town centre. The patrons from *Pengkalan Simpo* may take the five-foot way at shophouses along the Java Lane and proceed to India Street via Khoo Hun Yeang Street. Here, few Indian Muslim (Figure 5.0) shops selling spices, dried fruits and assorted local condiments make the passer-by sense the unforgettable aroma of this place. Those from Jalan Datuk Ajibah Abol, Rubber Road and Nanas Road will take a shortcut through Ban Hock Lane and Kai Joo Lane. The District Mosque is located on top of the hill overlooking the panorama of old Kuching town. The Java Lane that connects the *Pengkalan Simpo* to the Mosque in the West and Market Street to the East is the primary use for passengers from the boat landing platform from the Sarawak River villages. There are shops selling garments, fruits, machinery, frozen food and small family restaurant facing the Java Lane and Market Street back to back. The services are continuously spread to Khoo Hun Yeang Street until India Street. The new iconic symbols of Kuching are the Darul Hana Bridge and Floating Mosque, which contribute to the must-visit place for the tourists. The location of the two new landmarks is well connected to the path of the enclave. The close proximity of each attraction iconic places within a reachable area helps attract people to these areas.

## 5. Analysis

Urban design principles are essential to evaluate the integration of elements in the city. The street plays an essential role in the city to link the areas within a specific enclave. The building massing of different sizes and length gives a positive space while the streets and roads gave the negative space (Trancik, 1986) as transferred through the 2D images of the plan. From these images, all the important elements can be analyzed with respect to its importance and the people is flowing through the path (Lynch, 1964; Hospers, 2006). The pedestrian from the village walks to the town, and the shady path easily ease the route without much problems with vehicular traffic. Although there are cars and taxi in the area, the pedestrian right of way is well observed. Eventually, the five elements as deliberate by Lynch (1964) and Hospers (2006) (Table 1.0) shows the continuity of the evidence of imageability of the streets.

The shops are about six meters in width and eighteen meters long, and some have continuous access from the front till the rear. These features had been commented by Trancik (1986) that the double frontage allowed the flow of customers and giving life to the rear streets too. Standard practices in some areas where the rear streets or back lane are used for garbage and other services. Primarily, the combination of tangible urban elements, subtle space and social activities in a given area will develop character (Relph 1986). The continuation of this space creates an active atmosphere for a place. Human activities can be exuberant and create a mood of festivities in urban areas (Tibbalds 2003).

**Table 1.0: Visual Interpretation**

Elements	Features	Evidence	Objects
<b>Path</b>	linkage	Streets and lanes	Legal and short cut route
<b>Landmark (s)</b>	Visibility/recognition	Objects, food delicacies	Landing platform, spice shops, noodle stalls, specific shops, Darul Hana Bridge, Floating Mosque
<b>Nodes</b>	People gathering area	Specific shops to get goods	Pedestrian mall
<b>Edge</b>	Building walls, river edge	end of path	Landing platform/wharf
<b>District</b>	enclave around the neighbourhood	Demarcate the reachable area	From Mosque to Barrack Road

(source: developed from Lynch, 1964 and Hospers, 2006)

India Street is designed for specific human activities that have gone through a number of years according to the changes of technology and trends around the world. However, life on the streets did not change drastically with all those transformations. Since the completion of the waterfront project facing the Sarawak River, the number of tourists from West Malaysia, the Western world and within Borneo islanders increased drastically. It gives India Streets an advantage, especially after the beautification program of the street with an additional canopy that embraced the two rows of shophouses and allowing the locals to participate in the informal sector in between the shops. These activities create activity support and increase the diversity of usage under the high-roof of India Street. Not far from the shop blocks connecting to India Street, three boat landing jetties are located at the waterfront along the Java Lane, Ban Hock Road, Gambier Street and Main Bazaar (Table 1.0). Every morning the commuters from the village use these jetties to alight from the sampan to their desired workplaces, and housewives frequenting the market and getting their household items and supplies. The pedestrians are well connected from the boat landing platform to the narrow lane connecting the edge of the waterfront berth to the pathway shops, five-foot pathway to the nearest block without interruption. The presence of primary use from commuters landing at the jetties and the workers from the offices supplemented by secondary use from the pedestrians frequenting the shops and marketplace creates a street ballet (Jacobs, 1992; Laurence, 2006).

The people are also attracted by the street medicine man with their hilarious jokes and metaphors selling their ointments. These activities supplemented the activity support of the street. The people on the upper floor overlooking the street is the “eye” on the street, which Jacobs (1992) and Laurence (2006) asserts as giving security and safety to the users. Wahid (2008), postulates that the integration in the multi-dimensional activity and the place helps to provide an image to the 'place'. Nonetheless, an image of a 'place' is not necessary to be indicated by a landmark, instead, it creates a living community sustaining through an activity pursued by the locals. This is a strong phenomenological element in urban design. This phenomenon is creating by those living in the urban area, unconsciously patronizing the same street daily and developed their understanding of the human-environment relationship. Thus, it is not the Police's task to maintain the safety on the streets, it is the people and strangers.

## **6. Discussion and Conclusion**

It can be concluded that placemaking is not choreographed according to how the designer intended it to happen. The street is full of strangers while the users maintained the safety and security of the street. The presence of human activities is the main ingredients that give life to the street. Each user has their intentions and destinations in their daily chores. The cross path of these users enriches the continuous pattern of movement in urban areas. It is the diversity of goods and crisscross of primary and secondary use that enables urban areas to sustain life in the street. India Street is a proving example of what has been propagated by some urban design scholars about linkage and street activities.

India Street is reachable on foot and more convenient to walk to this place than driving to get some household items. Furthermore, to the locals, there are plenty of shortcut paths from India Street to other destinations to reach the other end of functional areas such as post office, few other streets beyond it that offer different trades and skills for the urbanites to accomplish their wants. India Street is an example of how the primary use, secondary use, activity support proves the social life of small urban space that is intertwined by the linkage developed by the user from the village, the office workers, and the sellers/owners of the shophouses the street itself. The people on the streets are responsible for their safety and safeguard the interest of the user. The presence of shops with diverse goods and items also encourages the crisscross of the path that the pedestrians can access in all directions within the enclave. The shops with the dual entrance are advantageous to the front and rear streets and help to create a continuity of urban space both in function and visibility. Whereas the linkage is essential to determine the smooth flow for the pedestrians within this urban centre.

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# TEACHERS' MODEL FOR TEACHING CRITICAL THINKING IN PRIMARY SCHOOL

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**Abstract:** *The general purpose of this study is to investigate the applicability of the teachers' model for critical thinking in primary school to several selected schools. The model suggested several steps need to be fulfilled to promote critical thinking in the classroom. Thus, the study employed 25 primary school teachers to investigate their understanding of critical thinking skills and their techniques for teaching the skills. A training was given to teachers to help them improve their teaching techniques. Findings revealed that teachers understood the concept and were able to infuse the techniques in their teaching. They believed that the techniques were not new, but after the training, they are able to teach the skills more systematically. This shows that the model can be used in exploring the promotion of critical thinking and primary school classroom.*

**Keywords:** critical thinking skills, primary school students, qualitative approach teaching technique.

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## 1. Introduction

The changing world that society is facing requires adjustment in the teaching and learning process. Individuals face the demands and challenges imparted by the increasing diversity, interconnected population, and globalisation of the economy. People usually have established their comfort zone and uneasy with changes that are forced by technology. It is believed that future success relies on people's mindset when they use the technology rather than the technology itself (McCain & Jukes 2001). Aligned with such development, changes in the school systems are required so that the correct mindset can also be developed. Higher-order thinking skills, such as analysis, synthesis and evaluation, are essential for practical problem solving and must be taught by educators in schools (McCain & Jukes 2001). Thus, to adapt to the need to change the mindset and the new roles of teachers, school systems need to improve in the curriculum policy to be able to teach students new skills for future survival.

A lot of teaching approaches could be employed to enhance critical thinking in children. Among them is Problem-based Learning (PBL), where teachers initiate problems to stimulate, contextualised, and integrates learning (Newman, 2005). In PBL, a problem is the starting point of the learning process. Another approach is the Philosophy for Children (P4C) (Lipman, 2003) and its offshoot, the Hikmah pedagogy (Rosnani, 2013), which aimed to provide some fundamental reasoning skills that apply to various contexts. Bloom's taxonomy is also widely used as a classroom planning tool in education for preparing learning objectives. De Bono (1994) also has produced several books to teach higher-order thinking where in his books he mentioned several teaching techniques that can be used in teaching critical thinking skills.

In 2011, the curriculum for Malaysia primary school system had changed from the New Primary School Curriculum (Kurikulum Baru Sekolah Rendah) or KBSR to the new Primary School Standard Curriculum (Kurikulum Standard Sekolah Rendah) with more emphasis on developing higher-order thinking skills and not only on knowledge acquisition (Malaysia Education Blueprint 2013-2025 p.E-4). Since students should be provided with the skills for the 21st century, the establishment of KSSR was a great move. It has added another skill to the previous curriculum, which only had three skills: reading, writing, and arithmetic. The new skill is the reasoning skill, which specifically known to be a branch of critical thinking skills (McCain & Jukes 2001).

In relation to that, Kamarulzaman (2017) has conducted a study to explore the promotion of critical thinking skills in the KSSR classrooms. With the findings gathered, she proposed a model, namely the Teachers' Model for Critical Thinking in Classroom which laid down several elements that must be achieved to encourage critical thinking in classroom. The model was adopted from A-Four-Part model advocated by Halpern (2014), a stand-alone approach in critical thinking instruction.

## 2. Literature Review

### 2.1 Teachers' Model for Critical Thinking in Classrooms

The current study wished to investigate the applicability of the model introduced by Kamarulzaman (2017) on critical thinking among primary school teachers. Thus, the model, as shown in Figure 1 below, is the framework of the study.

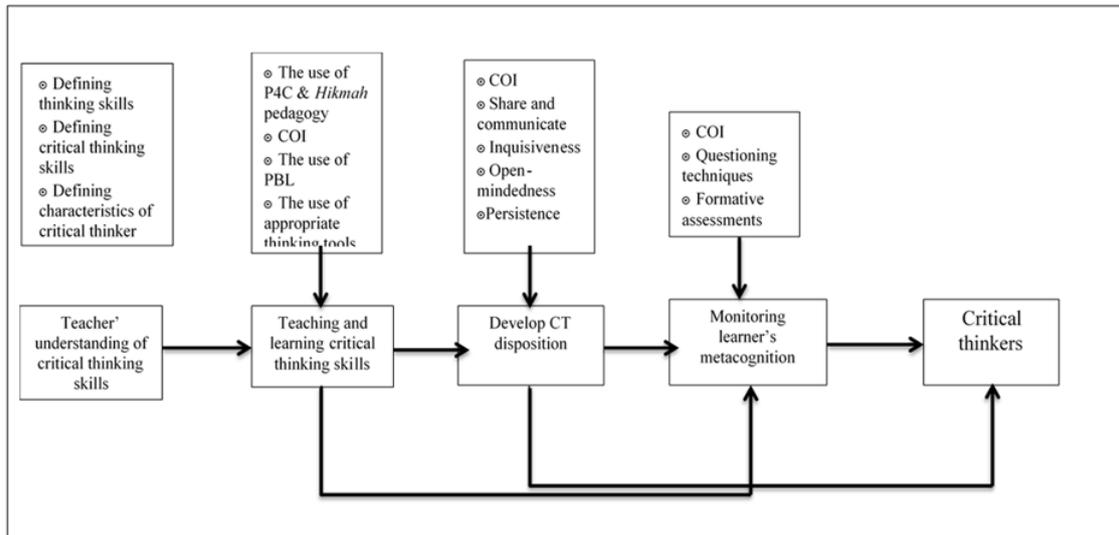


Figure 1: Teachers' Model for Critical Thinking in Classrooms.

#### 2.1.1 Teachers' Ability to Define Critical Thinking Skills and Identify the Importance

Teachers are the agents for student learning. Teachers should equip themselves with the necessary knowledge and information to deliver subject matter efficiently and to be able to produce excellent students. Before a teacher can teach any skills, they must understand the skills fully. For teachers to promote critical thinking skills in classrooms, they need to master the definitions, dispositions and significance of critical thinking skills to be instilled in students. How can someone teach something that they do not well-verse at? Therefore, the first step to promoting critical thinking skills is knowing the critical thinking skills of teachers themselves.

Kamarulzaman (2017) found that teachers have a shallow understanding of the skills where they mentioned that critical thinking is only the ability to gather information, express thoughts, solve problems, and analyse. She also found that the teachers believed that the skills are essential for students as it helps students apply knowledge and make decisions (Kamarulzaman, 2017).

### **2.1.2 Teaching and Learning Critical Thinking Skills Implicitly**

Swartz and Perkins (1990) suggested two approaches to teaching thinking; one is direct, where teaching involves teachers giving specific strategies to go through various steps in thinking, while the other is indirect, through many discussions and questioning method. However, it is believed that the latter is more attractive as it also signifies the application of thinking skills.

According to Kamarulzaman (2017), teachers were able to use questioning techniques and mind-maps in the classrooms, which was mentioned by Swartz and Perkins (1990) as the indirect approach. The types of questions were different when it comes to the academic ability of the students. Good students were asked to give reasons and to explain further, while teachers asked memorisation questions to weak students. The same goes with the selection of i-Think maps used in the classrooms. Good students were allowed to choose the appropriate type of mind-map to be used in-class activities, whereas, for weak students, teachers will select the type of mind maps, and students had to include information in the mind maps (Kamarulzaman, 2017). Kamarulzaman (2017) also found that teachers adopted the student-centred approach since it is crucial to focus on developing critical thinking skills (Lipman 2003).

### **2.1.3 Develop Critical Thinking Disposition**

To think critically, students need to put many efforts and those efforts leading to the development of critical thinking dispositions, which are the internal motivation to use critical thinking skills (Facione, 2000). This step proposed that a critical thinker should exhibit the following dispositions or attitudes, which are the willingness to a) understand and used language; b) be inquisitive; c) evaluate evidence; d) to plan; e) ask for clarity; f) be open-minded, and g) be persistent.

Similar findings were found by Kamarulzaman (2017) when she suggested that teachers acknowledged some critical thinking dispositions among students. They were having inquisitiveness, open-mindedness, reasoning skills, persistence, and communicated their ideas views.

### **2.1.4 Methods to Monitor Learners' Metacognition**

Metacognition is defined as thinking about thinking (Lipman, 2003). Teachers may monitor students' metacognition within the teaching and learning process through the infused method. Students and learners need to have metacognitive skills to be lifelong learners.

Through a student-centred approach, questioning techniques and formative assessment, it was found that teachers were able to monitor student's metacognitive skills (Kamarulzaman, 2017). This is congruent with Darling-Hammond et al. (2003), who proposed that the questioning method is beneficial in developing reflective skills since students will have the opportunity to monitor their learning and its progress through questions given by teachers (Darling-Hammond et al., 2003) and through making predictions to outcomes and providing reasons for solutions and answers. Through various group activities, especially group discussions, teachers will help students build metacognition since discussions promote self-regulations that involve planning, monitoring, and evaluating their thinking.

## 2.2 Problem Statement

When the model was proposed in 2017, it was intended to investigate the readiness to teach critical thinking skills to students, which should be aligned with the development of KSSR in 2011. Although it is considered that each part of the model has been investigated, Kamarulzaman (2017) believed that more could be done to enhance teachers' knowledge and skills in critical thinking so that they can teach the skills to students in the classroom better.

Therefore, the current study aimed extend the model by introducing some critical thinking skills teaching techniques to teachers in a more systematic way and exploring their perceptions and experiences on the techniques. Specifically, the objectives of the study are:

- to explore primary school teachers' understanding and teaching techniques for critical thinking skills in the classroom *before* the training of critical thinking skills teaching techniques,
- to investigate primary school teachers' experience in teaching techniques for critical thinking skills in the classroom *after* the training of critical thinking skills teaching techniques.

## 3. Method

A qualitative design was employed in the research, where interviews, training and observations were involved in the process. Through a qualitative study, rich data can be obtained from the triangulation process where teachers were first being asked about their knowledge and critical thinking teaching technique through focus group interview sessions. Second, they were observed in mock teaching activities. Third, they were trained with some teaching techniques. Fourth, they were observed again in their application of the new techniques introduced to mock teaching activities. Finally, another focus interview session was conducted to explore their perceptions and experience in the study.

### 3.1 Materials

For the training, a brief module was developed, which include the teaching of critical thinking techniques. Among the techniques introduced were Consider All Factors (CAF), Alternative, Possibilities, Choices (APC), Focus and Purpose, and Aims, Goals and Objectives (AGO), which were all introduced by de Bono (1994).

Moreover, a set of semi-structured interview questions were developed for the purpose of focus group interview sessions. The focus group interview sessions were done before and after the training to explore teachers' understanding of critical thinking skills and the techniques they used in the classroom.

Apart from that, the teachers were also asked to conduct mock teachings based on their major teaching areas before they were given the training and afterwards to look into their view and changes in their knowledge about critical thinking teaching techniques and skills. Anecdotal records were made based on the video recording of the mock teaching activities.

### 3.1.1 Samples

A total of 25 primary school teachers from four selected schools were employed for the study. All of them were voluntarily involved when the school was contacted by the researcher. The selection of the teachers was made by the School Principals.

### 3.1.2 Site

Convenience sampling was used to employ the respondents. The schools were in Shah Alam area, which is close to a learning centre of Open University Malaysia (OUM) so that teachers can come to the University during the training.

### 3.1.3 Procedures

Permissions from the Ministry of Education, State Education Department and District Education office were obtained since the research employed teachers from four public schools. After the consent was attained, researchers went to the schools to meet with the School Principals to select five teachers from different teaching areas to participate in the study. Teachers were asked to come to the OUM Shah Alam learning centre for the training and focus group interview sessions.

Several steps were employed in the process of data collection:

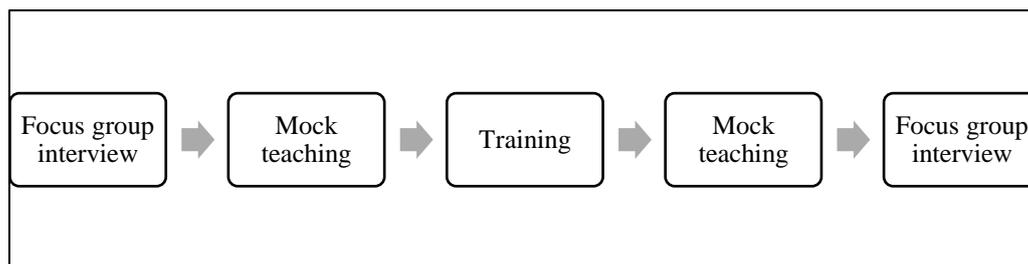


Figure 2: The steps in data collection

The data collection was done in OUM Shah Alam learning centre, where teachers were invited to the centre for three days. On the first day of the gathering, an introduction to the study and a focus group interview session was done. Teachers were grouped into five groups based on their major teaching areas: science, mathematics, English language, Bahasa Melayu, and Islamic education. On the second day, teachers were asked to conduct mock teaching, and they were guided on the teaching techniques for critical thinking skills. On the final day, the teachers ran mock teaching again by utilising the techniques learned. Final group interviews were conducted to investigate their perceptions and experience of learning the techniques and participating in the study.

### 3.2 Data Analysis

During focus group interview sessions, voice recordings were made and later, the tapes were transcribed. While observing the mock teachings presented by teachers, video recordings were made and later transcribed in anecdotal form and analysed. The data was analysed by adopting to qualitative analyses proposed by Creswell (2017), as shown in Figure 3 below:

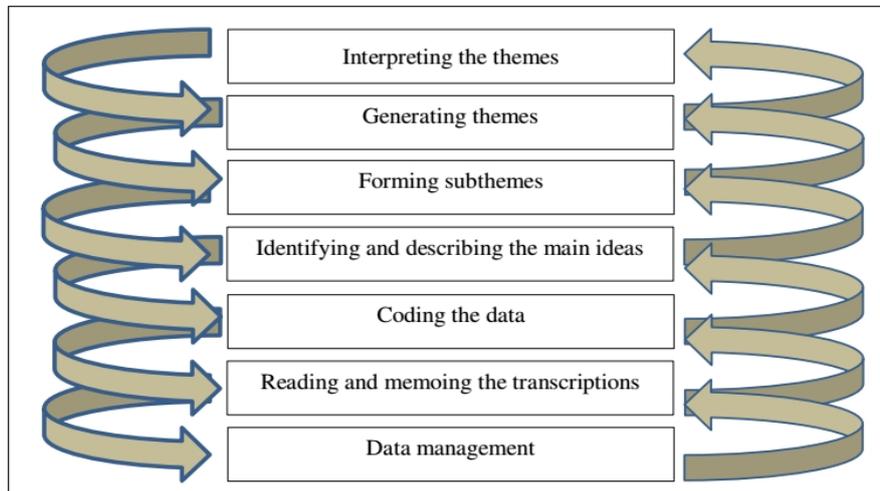


Figure 3: Data Analysis Framework, adopted from Creswell (2017)

### 4. Findings and Discussion

Several themes emerged from the interview data as well as the anecdotal observation reports. The themes were categorised into two sections to be able to see the achievements of the research objectives.

#### 4.1 Primary school teachers' understanding and teaching techniques for critical thinking in the classroom before the training of critical thinking skills teaching techniques.

From the focus group interview session, it was found that teachers defined critical thinking as the ability to find several solutions to a problem. They mentioned that when students face a problem in learning, they can suggest a few answers to the problem and even create new ideas as the solutions to the problems. This view is aligned with Moon (2008), who suggested that critical thinking is to challenge ideas, consider different perspectives, and potentially add value to achieve an extra level of knowledge.

Teachers also believed critical thinking is seen when students can think deeply before making decisions. The notion is supported by Santrock (2011), who believed that critical thinking involves reflective thinking. Moreover, teachers also mentioned that when their students can communicate their views in an appropriate manner, they have critical thinking skills, which is similar to the finding by Elder and Paul (2011) who proposed that critical thinkers communicate effectively with others.

Focus group interviews and mock teaching observation data revealed that teachers used discussions in the classroom where group activities were conducted to teach critical thinking to students. Teachers believed that students would be able to help their peers during group discussions, which is also another opinion of the concept of critical thinking skills, and they can exchange ideas when they communicate in the group. Kamarulzaman (2017) also found similar findings where teachers conduct many group activities in their classroom to promote critical thinking skills among students. Also, another similar finding was the use of the questioning method in the classroom to invite students to think and present their ideas in the classroom (Kamarulzaman, 2017).

#### **4.2 Primary school teachers' experience in teaching techniques for critical thinking skills in the classroom after the training of critical thinking skills teaching techniques.**

After teachers were exposed to some teaching techniques, they were asked to conduct mock teachings by applying the techniques. Observation data revealed that teachers were able to infuse the techniques in their lessons. For example, by using the CAF technique (de Bono, 1994), teachers who major in the English language could create a situation where students must consider all factors before reaching the best solution.

Furthermore, it was also observed that when teachers from science major create questions for class activities, they were able to utilise the Focus and Purpose technique (de Bono, 1994) by preparing key questions and setting the focus of the questions. In short, it was found that teachers were able to impart the techniques in their subject matter and asked more meaningful and constructive questions.

Through interview data, teachers expressed that they noticed the techniques were not difficult to be practised. They believed that they have somehow used the techniques in their teaching and learning process, but after the training, they deemed that they can be more systematic in their teachings, and they are able to prepare lessons in a more organised manner.

### **5. Conclusion**

The study's framework is based on the teacher's model for teaching critical thinking in primary school classroom developed by Kamarulzaman (2017) to explore teachers' understanding of critical thinking skills and their teaching techniques for the skills in the classroom. The model suggested that critical thinking can be taught in the classroom when teachers understand the definition of critical thinking and its importance. The teaching and learning of critical thinking skills can be done with exposure to several teaching techniques. With this exposure, teachers can help to develop students' disposition of critical thinking, and teachers also need to monitor students' metacognitive skills to ensure that students can adapt the skills effectively.

Thus, a brief module of critical thinking teaching techniques was developed and shared with 25 teachers from four selected primary schools to enhance their knowledge of teaching critical thinking skills to students. Findings revealed that teachers understood the concept of critical thinking and believed that it is important to students. They also managed to apply the techniques learned in training to their teaching and learning process with the notion that those techniques were not new to them, only that after the training, they can practice them more systematically.

## 6. Acknowledgement

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# THE EFFECT OF PRICE DISCOUNT AND FREE GIFT ON ONLINE ENTREPRENEURS' BUSINESS PERFORMANCE IN SOCIAL COMMERCE

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**Abstract:** *Marketing is one of the two main activities in social commerce (s-commerce) where this type of e-commerce is dominated by sole entrepreneurs. Marketing requires a large allocation of cost while financial resources of the online entrepreneurs are limited. Thus, they need to focus on the most effective marketing strategy. Studies pertaining to the effect of marketing tools for online entrepreneurs' business performance in s-commerce are rather limited. As such, this study assessed the relationships between marketing tools (price discount and free gift) and online entrepreneurs' business performance in the s-commerce platform. The findings of this study may serve as guideline for online entrepreneurs, apart from adding to the body of knowledge in the fields of entrepreneurship, marketing, and s-commerce.*

**Keywords:** Price discount, free gift, online entrepreneur and s-commerce.

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## 1. Introduction

One of the supporting tools for s-commerce success is marketing (Busalim & Hussin, 2016; Turban, King, Lee, Liang, & Turban, 2015). In the marketing field, s-commerce has been regarded as virtual market, where Web 2.0 or social media serve as a one-to-one direct marketing tool to support customers in decision-making and purchasing behaviour (Constantinides & Fountain, 2008). By performing promotional and marketing activities via social media, businesses, particularly entrepreneurs, can gain benefits, such as awareness, increased traffic, increased networking and viewers, better return on investment, and a boost in sales (Jones, Borgman, & Ebru Ulusoy, 2015; Stephen & Toubia, 2010).

As entrepreneurs constantly face scarcity in resources (Kim et al., 2013), many have focused on specific strategy (Kumar et al., 2004). Hence, it is crucial to identify the specific strategy, where online entrepreneurs can focus on that strategy to succeed in business endeavour (Pansiri & Temtime, 2010; Turban et al., 2015). As most s-commerce activities are linked to marketing activities, it is reasonable to concentrate in this field. Furthermore, marketing is vital for business success (Kotler & Armstrong, 2012; Margolis, 1963; Phonthanukitithaworn, Ketkaew, & Naruetharadhol, 2019; Theng & Boon, 1996).

In marketing activities, promotion have emerged as the most vital and effective tool to increase sales (Balaghar, Majidazar, & Niromand, 2012; Margolis, 1963; Theng & Boon, 1996), where price discount and gift offering are types of sales promotion highlighted in s-commerce studies (Hassan et al., 2015; Phonthanukitithaworn et al., 2019) and are mostly applied by online entrepreneurs in the Facebook (Chandon et al., 2000; Orzan et al., 2013). Nonetheless, the relationships of price discount and gift with online entrepreneur success have not been empirically tested within the s-commerce context. As such, this study examined the effect of price discount and free gift on online entrepreneur success.

To the researchers' knowledge, this study is one of the first to empirically assess the impact of sales promotion on online entrepreneur business performance within the context of s-commerce. The findings serve as a platform for future research work pertaining to online entrepreneurs, marketing, and s-commerce segments.

The remainder of this paper is structured as follows. The next section presents the literature review on s-commerce, online entrepreneurs, and online marketing tools as success factors in s-commerce, along with Attention, Interest, Desire, and Action (AIDA) model. After that, the study methodology is described, and this is followed by presentation of research result and discussion. Finally, this study provides the study conclusion and recommendation for future endeavour.

## **2. Literature Review**

### **2.1 Introduction to S-commerce**

The s-commerce is a new emergence of digital commerce (Busalim & Hussin, 2016; Liang et al., 2012). Basically, s-commerce is about running e-commerce activities via social media platform, especially SNSs, including Facebook, Twitter, and Instagram. To date, a significant trend is emerging as businesses have begun upgrading e-commerce to s-commerce as they believe that such platform may harness their business position by improving their operation and profit (Al-Badi & Al-Qayoudhi, 2014; Grizane & Jurgelane, 2017; Kim & Park, 2013; Liang & Turban, 2011; McCann & Barlow, 2015). Through SNSs, sellers interactively communicate and reach customers at a lower cost and within shorter time, along with less technical skills (Ainin et al., 2015; Ferrer et al., 2013; Gamboa & Gonçalves, 2014; Kim et al., 2013; Liang & Turban, 2011). The presence of s-commerce has overcome the absence of human and social elements, which have been claimed as the biggest hurdles in e-commerce (Hsu, 2008).

The s-commerce derives from the collaboration of social website features, including social media and social networks. It is known as digital commerce application that connects Web 2.0 technologies with social media (Huang & Benyoucef, 2013). The basic idea underlying the concept of s-commerce is the use of social media to run e-commerce activities for selling and buying products and services online (Pansiri & Temtime, 2010; Sau-ling LAI, 2010). The three elements in s-commerce are e-commerce, social media, and Web 2.0 technologies (Sau-ling LAI, 2010), where information communication technology is applied to amalgamate commerce and social activities.

## 2.2 Online Entrepreneur

Entrepreneur is the founder, owner, and manager for small business (Stam et al., 2014; Zhao et al., 2010). The Internet has encouraged entrepreneurs to run online business. Within the context of s-commerce, entrepreneur is one who gains income from commercial activity via SNS, regardless individually or registered firm (Hashim, Nor, & Janor, 2016). In this study, online entrepreneur is defined as the founder and owner of business, who independently conducts commercial activity using SNSs to reap profit.

One can become an online entrepreneur instantly if he/she wishes to run business (Wigand, 2006). This explains why micro online entrepreneurs or customer-to-customer (C2C) business model has overwhelmingly superseded other types of e-commerce model (Zalatar, 2012). Online entrepreneurs contribute to bigger financial figure, whereby profits derived from s-commerce have reported to be five times higher than that obtained from the B2C model (WeiWei & Yue, 2015). Interestingly, studies have found that, entrepreneurs who adopted s-commerce seemed to adhere to the trending online business indulgence without properly identifying the crucial success factors of s-commerce (Ahmad et al., 2018; Grizane & Jurgelane, 2017; Hassan et al., 2015; McCann & Barlow, 2015).

## 2.3 Marketing Tools as Entrepreneur's Success Factor in S-Commerce

Marketing is integral for every business as it generates sales, which later, turns to profitable business (Kotler & Armstrong, 2012). Marketing is a success factor for small businesses, particularly in developing countries (Margolis, 1963; Stefanovic, Prokic, & Rankovic, 2010), and this is no exception for online business. Ineffective marketing strategy is among the top factor for small businesses to fail (Theng & Boon, 1996). The importance of marketing in s-commerce is highlighted when e-commerce and e-marketing are declared as the two main activities in s-commerce (Busalim & Hussin, 2016; Turban et al., 2015), while Facebook has been the most favourable marketing media in s-commerce (Hassan et al., 2015; Stelzner, 2016).

In marketing activities, sales promotion is the most vital and effective tool to gain competitive advantage (Balaghar et al., 2012; Margolis, 1963; Theng & Boon, 1996). Sales promotion is simply defined as a temporary bargain used to raise instant sales (Blythe, 2005). Sales promotions refer to collective of various temporary marketing efforts either to stimulate immediate purchase or to increase sales of product(s) (Blythe, 2005; Kotler, 1988). In this study, sales promotion denotes temporary incentive made by business owners to inspire potential buyers to make instant purchase, thus increasing sales volume. Since the promotion lasts for a short period, people tend to respond positively as their mind is set that the price is below the market price (Stanforth, Lennon, & Shin, 2001).

McDonald (1987, as cited in Abdul Jamak et al., 2014) revealed that 80% of well performing small businesses resulted from the capability of entrepreneurs in offering promotions. The importance of promotion is clearly emphasised in the third step of the AIDA model, in which promotional tools should be used to inform and convince people to purchase the product (Hassan et al., 2015; Ismail et al., 2009). This notion strongly justifies the need to assess marketing activities, which may lead to s-commerce success.

In offline context, the theory of promotion emphasises on increasing sales within short period (Jallow & Dastane, 2016). Thus, entrepreneurs should apply various sales promotion tools, such as price reduction, free gift, coupon, and contest (Hassan et al., 2015; Hopkins, 2012; Jallow & Dastane, 2016; Stanforth et al., 2001) to increase sales. Since sales promotion tool addresses different specific aims and target audience, business owners must wisely learn before deciding on which promotion tool(s) to be deployed especially when resources are in scarcity (Barringer & Ireland, 2008; Blattberg & Briesch, 2010; Kotler & Armstrong, 2012), besides ascertaining its fruitfulness. The contribution of sales promotions has been empirically supported (Balaghar et al., 2012). Brown (1974, as cited in Kotler, 1988) found that sales promotion could result in higher sales than advertising (Margolis, 1963). Amongst the tools for sales promotion applied by entrepreneurs in Facebook are price discount and free gift (Chandon et al., 2000; Orzan et al., 2013). In the apparel industry, gift with purchase strategy or free gift is a common method (Stanforth et al., 2001).

#### **2.4 Attention, Interest, Desire, and Action (AIDA) Model**

The AIDA model was adopted in this study to link sales promotion variables and s-commerce success. The AIDA model stems from the theory of communication introduced by E. St. Elmo Lewis in 1898 (Hassan et al., 2015). The AIDA model is a classical marketing model that is widely applied in marketing strategies for conventional and online marketing methods (Hassan et al., 2015; Jallow & Dastane, 2016). Nonetheless, the applicability of AIDA in social media marketing for small business is still untapped (Hassan et al., 2015). Hassan et al., (2015) claimed that many entrepreneurs have yet to notice the power of social media for effective marketing.

The AIDA model offers guideline about promotion and strategy to achieve promotion objectives (Jallow & Dastane, 2016). The steps embedded in this model to ensure the efficacy of promotional strategies are Attention, Interest, Desire, and Action – the AIDA model. Hassan et al., (2015) applied the AIDA model as marketing and sales strategies in social media by applying all the four steps. First, grasp public attention on the existence of the product. Second, create interest amidst potential customers to know more about the product. Third, create desire among customers to purchase as the product satisfies their demands. Finally, create facilities for customers to take action in making the purchase.

Within the e-marketing domain, studies conducted by Hassan et al., (2015) seem to be the closest to describe online entrepreneurs' business performance in s-commerce. With particular emphasis on the Desire step, they discovered that price discount and free gifts were often deployed as sales promotion activities but seek further empirical investigation. Both variables were also noted in other studies as the widely applied sales promotion tools for businesses in the Facebook (Chandon et al., 2000; Orzan et al., 2013). Hence, this study empirically assessed these sales promotion types (price discount and free gifts) to examine their correlation online entrepreneurs' business performance in s-commerce.

## 2.5 Price Discount and Free Gift

Price discount refers to the price reduced below market price for a temporary period (Blattberg & Briesch, 2010; Combe, 2006). As such, this study refers price discount as the degree of an entrepreneur's inclination to offer their products at a price lower than the market price. In retailing, price discount is the key of promotion, which enables most businesses to increase their sales (Blattberg & Briesch, 2010; Foubert et al., & Rolef, 2017). Sometimes discounts are offered for the purpose of clearing outdated stock and reducing overstock (Turban et al., 2015). The discount depth contributes to store traffic, which in turn, escalates sales and profit (Blattberg & Briesch, 2010; Turban et al., 2015). Customers favour price reduction over free gift promotion in reaping price-saving benefit (Foubert et al., 2017; Stanforth et al., 2001).

Price discount, particularly offered during special occasion, is effective in increasing sales volume (Balaghar et al., 2012). In the Facebook platform, discounts offered by a business increase the "Likes" by viewers, thus promoting better sales (Kwok & Yu, 2016). Therefore, it is reasonable to assume that the price discount variable contributes to s-commerce success.

Price discount has been empirically proven to successfully increase sales and profits, hence lead to business success (Foubert et al., 2017; Jallow & Dastane, 2016; Kuzic, Fisher, & Scollary, 2002; Turban et al., 2015). In Malaysia, price discount is amongst the most influential factor that can increase sales volume for retailer (Jallow & Dastane, 2016). Foubert et al., (2017) asserted that when discount is offered to a national brand (compared to private brand), business owners experience very strong purchasing effect, mainly because during this discount period, the price is inexpensive to price-sensitive buyers. Facebook has facilitated in boosting sales for discounted items as the promotion is instantly dispersed. For instance, Protect & Gamble had sold 1,000 units of pampers within an hour of launching big discount in the Facebook (Turban et al., 2015). This proves that business owners can make extra sales by using the discount strategy in Facebook.

The second sales promotion type highlight in this study is free gift. Free gifts refer to the degree of an entrepreneur's inclination to offer his/her customers a gift upon product purchase. A business owner often applies non-price promotion approach, such as free gift or premium promotions, to replace price promotion (Darke & Chung, 2005; Foubert et al., 2017). This strategy applies the concept whereby gift is awarded when a consumer makes a purchase. The gift can be related or non-related to the product. In the eye of consumers, two products are purchased for the payment of one (Stanforth et al., 2001).

According to Goldsmith and Goldsmith (2002), online apparel buyers sought secure, quick, and fun buying experience when purchasing apparel via online platform. Darke and Chung (2005) asserted that each sales promotion type offers a different perception among customers for product quality. For instance, price reduction of a product is associated with negative customer perception towards the product quality. Meanwhile, giving away free gifts does not affect the consumers' perception towards product quality. Therefore, offering gifts increases the volume of transactions among quality-conscious customers.

Free gifts aid online apparel sellers to increase sales (Kim & Kim, 2004). Free gift has been proven to have a significant correlation with sales performance (Ahmad et al., 2015; Jallow & Dastane, 2016). Hence, it is reasonable to assume that offering free gifts to items sales can intensify the desire amongst customers, as this gives them the enjoyment in purchasing. Similar with price discount, once an entrepreneur posts free gift information, the promotion news will spread widely just in a few seconds, thus increasing the possibility to hike sales.

### **3. Method**

#### **3.1 Sample and Data Collection**

This study assessed Muslim apparel businesses conducted via Facebook, as Muslim apparels and fashions are dominating online sales and are amongst the most purchased items online (Mohamad, 2020; The Edge Market, 2020). To measure business performance, entrepreneurs should be in operation on s-commerce for at least 2 years. In total, 306 questionnaires were gathered from 104 and 202 online and offline respondents, respectively. After discarding questionnaires that did not meet the following criteria: (1) less than 2 years of experience in entrepreneurship, and (2) selling products other than Muslim clothing and apparel, missing value, and outlier; only 169 questionnaires were analysed.

#### **3.2 Measures and Validity**

The dependent variable employed in this study is online entrepreneur's business performance, which was measured using two items retrieved from Ainin et al., (2015) and a global item. As for the independents variables; price discount (3 items) and free gift (3 items), the items were constructed based on prior work (see Combe, 2006; Foubert et al., 2017; Hassan et al., 2015; Jallow & Dastane, 2016; Stanforth et al., 2001). The items were checked for content validity. This study had sought two academicians from two public universities in Malaysia, who are experts in s-commerce and entrepreneurship domains, to gain their opinions and advice on the suitability of the items used to measure the constructs. The questionnaire was refined based on their feedback. Next, a pilot test was conducted prior to the actual data collection process by involving 30 respondents. No refinement was made as no issue was highlighted.

Data obtained from the pilot study were analysed using Statistical Package for Social Science (SPSS) to measure the reliability of the instruments. The Cronbach's Alpha values (0.783 for price discount, 0.971 for free gift, and 0.985 for s-commerce success) were accepted as reliable, as prescribed by Hair et al., (2007). This study had employed the IBM SPSS Statistics version 22.0 and the SmartPLS3.0 software packages for data analysis purposes.

#### 4. Results and Discussion

This study applied descriptive analysis to present the details of respondents' profile and business demographic. Table 1 presents the details of demographic profile for this study. Most of the respondents were 21-30 years old (43.2%) while the least were more than 60 years old (1.2%). More female entrepreneurs (78.1%) were involved in this study than males. Most of the respondents had completed secondary school (40.8%), followed by those who had completed primary school (35.5%). Only 1.8% of the respondents had earned a degree and 3.0% had never attended school. Interestingly, most of the respondents had entrepreneurship experience for 2-4 years (58.6%) and the number of respondents gradually decreased as the years of entrepreneurship experience increased. The least respondents (3.6%) had 14-16 years of entrepreneurship experience.

**Table 1: Demographic Profile of Respondents**

Demographic	Category	Frequency (f)	Percentage (%)
Age	Below 20	8	4.7
	21-30	73	43.2
	31-40	57	33.7
	41-50	20	11.8
	51-60	9	5.3
	Above 60	2	1.2
Gender	Male	37	21.9
	Female	132	78.1
Ethnicity	Malay	161	95.3
	Chinese	6	3.6
	India	0	0.0
	Others	1	0.6
	No response	1	0.6
Education level	Never attended school	5	3.0
	Primary school	60	35.5
	Secondary school	69	40.8
	Certificate/diploma	32	18.9
	Degree	3	1.8
Entrepreneurship experience	2 - 4 years	99	58.6
	5 - 7 years	36	21.3
	8 - 10 years	20	11.8
	11 - 13 years	8	4.7
	14 - 16 years	6	3.6

Table 2 tabulates information pertaining to business demographic. Most of the business establishments can be classified into two groups; less than 4 years (40.8%) and 4-6 years (30.8%). More than half (59.2%) of the respondents ran their business operations on full-time basis, while the rest (40.8%) were operating on a part-time basis. Many respondents sold more than one type of Muslim apparel product. The product items sold based on frequency are listed as follows: shawl (32.7%), *baju kurung* or *kebaya* (21.0%), *jubah* (17.1%), prayer clothing (13.8%), *baju Melayu* (11.7%), and others (3.6%). A majority of the respondents (67.5%) had registered their business with the Securities Commission Malaysia (legal business registration); while 31.4% of the respondents claimed that they would do so later.

**Table 2: Business Demographic Profile**

Demographic	Category	Frequency (f)	Percentage (%)
Year of establishment	Below 4 years	69	40.8
	4-6 years	52	30.8
	7-9 years	20	11.8
	Above 9 years	28	16.6
Mode of business	Full time	100	59.2
	Part time	69	40.8
Business registration status	Registered	114	67.5
	Will register later	53	31.4
	No response	2	1.2
Type of product sold	<i>Baju kurung</i> or <i>kebaya</i>	70	21.0
	Shawl	109	32.7
	Prayer Clothing	46	13.8
	<i>Jubah</i>	57	17.1
	<i>Baju Melayu</i>	39	11.7
	Others	12	3.6

Table 3 presents the results of path coefficients, p-value, and t-value for this study. As this study had positive direction for variables such as price discount and free gift with online entrepreneurs' business performance, one-tailed test was applied at t-value 1.28 ( $p < 0.1$ ). Results provided empirical evidence that price discount  $\rightarrow$  online entrepreneurs' business performance was significantly positive with its path coefficient at 0.303 ( $p\text{-value} = 0.001$ ). Next, the path coefficient for free gift  $\rightarrow$  online entrepreneurs' business performance was weak at -0.030 ( $p\text{ value} = 0.368$ ), thus the relationship was insignificant.

**Table 3: Path Coefficients and Significance Testing Results**

Coefficient Path	Path coefficients	P Values	Significant
Price discount $\rightarrow$ online entrepreneurs' business performance	0.303	0.001	Yes
Free gift $\rightarrow$ online entrepreneurs' business performance	-0.030	0.368	No

This study had empirically tested the relationships of price discount and free gift with online entrepreneur's business performance in the context of s-commerce. The study results have verified that price discount is significant to the business performance of online entrepreneurs. This is in congruence with other empirical studies that contended price discount increased sales and profits (Foubert et al., 2017; Jallow & Dastane, 2016; Kuzic et al., 2002; Turban et al., 2015). This study supports competitive pricing as an antecedent for success. This is consistent with the AIDA model, where promotion strategy (special discount) generates desire, thus leading consumers to change their status from "like" to "want" in order to own the product (Hassan et al., 2015). This suggests that price discount is indeed an effective sales promotion strategy that can influence customers' interest, which in turn, leads to purchase of the product.

As practical implication, based on the study outcomes, Malaysians are mostly price-sensitive consumers. Price discount was the most preferred strategy amongst retailers in Malaysia to benefit from extra sales (Jallow & Dastane, 2016). Price discount escalates sales volume, thus expanding the profit for online entrepreneurs. The practical implication put forward here is that entrepreneurs should use price discount as their sales strategy to enhance their business sales particularly in the market that customers are price sensitive. Online entrepreneurs should grab the opportunity of doubling, or even tripling, their sales during festive season, wedding fever, payroll weeks, and other important events, wherein people shop in flocks to purchase new apparel collection. Purchases and sales substantially escalate during the abovementioned season. In addition, indirectly by doing this strategy, customers will keep following the entrepreneur's post on Facebook while waiting for upcoming offers.

While this study revealed the insignificant correlation between free gift and online entrepreneur business performance. Jallow and Dastane (2016) reported that free gift had positively influenced purchase among Malaysian buyers. The result did not support the idea that free gift increased sales (Darke & Chung, 2005). The first possible explanation to this unsupported relationship is that offering free gift reflects payment for two products under one price, especially when the gift is unsold or an outdated product that the seller wishes to get rid of from the stock. Customers do not feel this benefits them, but more on sellers' side. Second, the free gift offering may not be desired by the customer, thus failing to intensify purchase intention among them.

## **5. Conclusion**

This study had determined the relationships between marketing tools (price discount and free gift) and online entrepreneurs business performance within the context of s-commerce. In light of the sales promotion factors, pricing strategy, particularly price discount, emerged as the most fruitful strategy in s-commerce platform, when compared to free gifts offering. Hence, entrepreneurs should place emphasis on pricing strategy in promoting sales.

This study has limitation where this data gathered from one single respondent type - the entrepreneurs themselves. Therefore, future research may assess perceptions from other parties. Customer perceptions should be weighed in as well, as they are equally as essential as the entrepreneurs in the context of s-commerce. This should offer better explanation about the factors that contribute to online entrepreneurs in the s-commerce platform. Additionally, doing so may verify the consistency of perceptions between entrepreneurs and consumers.

Finally, as this study empirically revealed pricing strategy, emerged as the most fruitful strategy in s-commerce platform but it should be noted that price discount is temporary in nature. Online entrepreneurs should alternate it with other suitable marketing activities. This study did not examine the other marketing strategies related to financial aspect such as free delivery and instalment payments. Thus, it is recommended for next research agenda to study on the relationships of these two strategies with online entrepreneurs' business performance.

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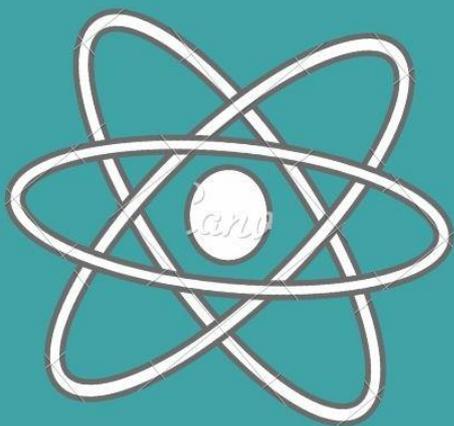
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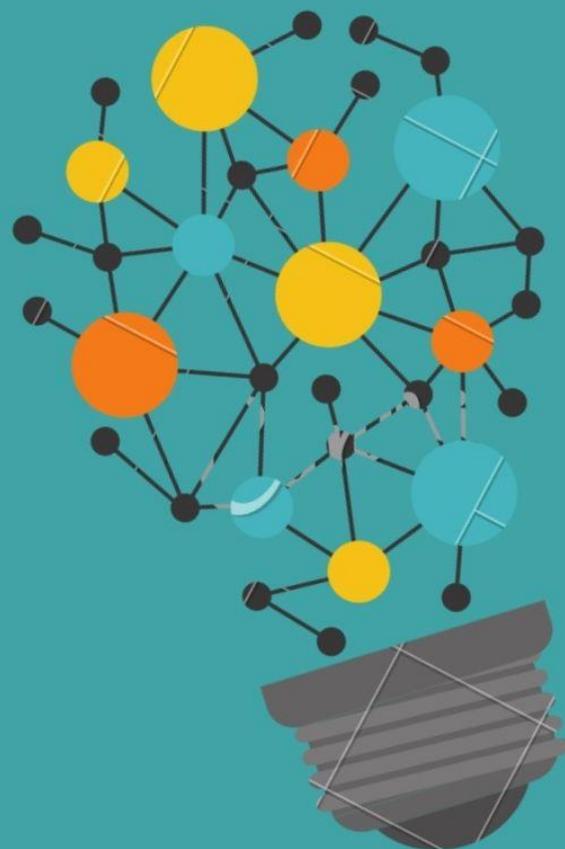
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