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MELAKA

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PREDICTORS OF EMPLOYEE ENGAGEMENT IN MALAYSIA AND THE MODERATING EFFECTS OF JOB DEMANDS AND TOTAL REWARD

**Akmallatiff Ayob¹,
Norzanah Mat Nor²**

¹Mr. Akmal Latiff Bin Ayob, AAGBS,UiTM, Shah Alam, Malaysia.

²Associate Profesor Dr. Norzanah Binti Mat Nor, AAGBS, UiTM, Shah Alam, Malaysia

Abstract

Employee engagement and its benefits are now being rapidly recognized and appreciated by managers, academicians, human resources practitioners, employers and employees because it is a vital ingredient of individual and organisational success, but taking into account the low levels of employee engagement in most countries including Malaysia, and the gaps from academics studies in term of theoretical, methodology, and contextual which had been revealed from past studies especially in Malaysian context, it is clear that employee engagement matters, and become the variable of primary interest (Dependent Variable) for a researcher in this study. Hence, more academic research is needed to advance our understanding of the major factors influence employee engagement in order for us to understand, describe, explain its variability, or predict it. To summarize, the general objective for this study is to contribute to the general body of knowledge and research work in the area of the effects of Job-related variable (Job Characteristics and Job Demands), Personal-related variables (Positive Psychological Capital), and Organizational and environmental-related variable (Total Reward) on Employee Engagement, and seek to address the main questions “To what extent job-related variables (Job Characteristics and Job Demands), personal-related variable (Positive Psychological Capital), and organizational and environmental-related variable (Total Reward) influence Employee Engagement?” This is a correlational study where the main purpose is hypothesis testing that seeks to establish the correlation or to describe the associations or relationships among the independent variables (Job Characteristic and Positive Psychological Capital), moderating variables (Job Demands and Total Reward) and dependent variable (Employee Engagement). The purpose is to investigate whether job-related variable and personal- related variables predict employee engagement. It will also ascertain the role of two moderating variables (Job Demands and Total Reward) in the above mentioned relationship as to gauge their influences. This study employed the Statistical Package for Social Science (SPSS) version 18.0 which will be used to compute the frequencies, means, standard deviations, perform the non-response and common method bias tests. Then, Structural Equation Modeling (SEM) using PLS-SEM analysis will be employed to test the hypotheses in this study. Data for this research will be obtained from employees working in national automotive companies in Malaysia. The selection of Malaysia national automotive manufacturing industry as a scope of population in the study is based on the great emphasis given by the government in strengthening automotive industry in Malaysia. Before pursuing the actual survey, a pilot study will be conducted among selected employees (about 100 employees) from Perodua Sdn Bhd located in Rawang, Selangor. The purpose of this pilot study is to gauge the understanding of



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respondents on the questionnaires and make recommendation for overall enhancement of the survey inputs/outputs.

Keywords: *Employee Engagement, Job Characteristic, Positive Psychological Capital, Job Demands, Total Reward.*

Introduction

The importance of employee engagement and its positive linkages to several organizational outcomes for instance, productivity, business growth, quality, job performance, customer satisfaction, employee retention had been highlighted by many studies such as in Harter et.al (2002), they conducted a meta-analysis which included analysis of 199 research studies across 152 organizations in 44 industries and 26 countries which covered 32,394 business/work units and 955,905 employees. They statistically calculated the available data on business/work unit level relationship between employee engagement and productivity outcomes within each study. Their findings quantified major notable differences between business units ranking in the top and bottom 25% on engagement where they found an 18% drop in productivity levels between the top and bottom performers. In other study, a report by Hay Group (2010) highlighted that 85% of the world most admired companies believe that efforts to engage employees have reduced employee performance problems. In Malaysian context, Norzanah et.al (2014) conducted a study to examine the mediating effect of employee engagement on the relationship between Talent Management Practices and Employee Retention in the Information and Technology (IT) organizations in Malaysia. According to their study, employee engagement has positive correlation with employee retention and the effect of employee engagement as a mediator indicate employee engagement mediated the relationship between talent management practice and employee retention individually.

As highlighted by Arnold B. Bakker, E.D (2008), there are at least four reasons why engaged workers perform better than non-engaged workers; (1) Engaged employees often experience positive emotions, including happiness, joy, and enthusiasm, (2) Experience better health, (3) Create their own job and personal resources, and (4) Transfer their engagement to others.

Research Gaps, Objectives and Questions.

Although the positive effect of employee engagement had been highlighted by some studies, but, in the report “Trends in Global Employee Engagement” by Aon Hewitt Consulting in year 2011 indicated that, only 10% of employees in an organization demonstrate a highly engaged behaviour. In year 2012 based on the survey among employees in 142 countries conducted by Gallup, only 13% employees engaged in their work (Gallup, 2015). In other survey conducted by Hay Group (2013) on 6 million employees in the UK, only 65% of UK employees are engaged. This percentage is below average worldwide and way below countries such as US (72%), Austria (76%), Spain (72%), Netherlands (71%), Italy (69%), Canada (69%) and Belgium (69%). The study also found that the average engagement level in high performing companies globally was 73%. The current study conducted by Aon Hewitt Consulting in year 2016 (based on the data responses by more than 3 million employee in 2014 and more than 4 million employee in 2015 from more than 1000 organizations around the globe); in the report, “Trends in Global Employee



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Engagement”, their findings show that across the globe, in year 2014, only 22% of employees surveyed were “Highly Engaged” and in year 2015, only 25% of employees surveyed were “Highly Engaged”. In a study conducted by a survey consultant namely “People Lab” in year 2016, in their report “Into understanding how organizations approach employee engagement”, they highlighted only 38% of companies have focused on employee engagement for more than five years and 33% of companies are relatively new to employee engagement, having focused on it for two years or less. Other findings from their study also indicated that only 45% of the organizations have an employee engagement strategy, 38% do not have it and another 17% are unsure or do not know either they have it or not. The most important findings from their study revealed that 37% of respondents in their study do not know the company wide definition of engagement and only 14% is well understood about the definition of employee engagement.

Malaysian Employee Engagement Score Value for year 2015 was recorded 61% which is below from “2015 Global Average Employee Engagement Score” which is 65%. This is according to a finding from a survey conducted by Aon Hewitt Consulting in year 2016 (Based on the data collected from employee in year 2015). In other study conducted by MichaelPage Consultant (2015) in the report, “Employee Intentions Report Malaysia”, the key findings from their survey indicated that 25% from Malaysian employee stating that they feel undervalued, 52% stating they have lack of career progression, only 35% stated increased salary as a reason for leaving which indicating heightened levels of ambition among the employee and the need for companies to improve their rewards and recognition programmes. They also revealed that 44% of professionals expect to leave their current role in the next 12 months, with a further 40% stating they only see themselves in the same role for the next one to three years. In a current study conducted by Asian Institute of Finance (AIF) in year 2016, on more than 3000 finance professionals across the financial services industry in Malaysia, revealed that only one-third or 33% of employees working in Malaysian Financial Services are “Highly Engaged” at work, the majority of employees (45%) are only “Moderately Engaged” and another 16% of employees are “Partially Disengaged” or unmotivated, outwardly negative and feeling unvalued by their organization, and another 6% of employees are “Highly Disengaged”.

From academics perspective, there are some gaps from literature on employee engagement studies. Firstly, there are still contradictory or inconsistency findings on the roles of job demands in the studies of employee engagement which used Job Demand-Resources Model. As highlighted by Nancy J. Yanchus (2013), research using the Job Demand-Resource Model found the difference between various types of job demands relative to outcomes such as employee engagement. Secondly, little is known about the moderating roles of job demands on the positive psychological capital (personal related variable). As highlighted by Demerouti et.al (2014), there is still limited evidence for the interaction between personal resources and job demands. Thirdly, analysis of the literature revealed that there are plenty of studies that sought to examine the antecedents of employee engagement using different conceptual framework (for instance in Supriya Ahlowalia, 2014; Dharmendra, 2013; and Solomon Markos, 2010) where majority of these studies have focused on samples in western countries. Despite the benefit of their findings in both academia and practice, empirical evidence on employee engagement in different employment sectors and cultural samples other than the west remains unclear. Fifthly, there is still limited evidence on the role of total reward in the Job Demand-Resource Model. This study proposed total reward as a variable to represent organizational and environmental-



related factor on the Job Demand-Resources Model. Supported by a self-determination theory, total reward is believed to play a role as a ‘booster’ when the job demands becomes as hindrance stressors for employees. Taking into account the low levels of employee engagement in most countries including Malaysia, and the gaps from academics studies in term of theoretical, methodology, and contextual which had been revealed from past studies especially in Malaysian context, it is clear that employee engagement matters, and become the variable of primary interest (Dependent Variable) for a researcher in this study. Researcher believed through the analysis of the dependent variable (i.e., finding what variables influence it), it is possible to find answer or solutions to the problem or gaps as previously highlighted. Hence, more academic research is needed to advance our understanding of the major factors influence employee engagement in order for us to understand, describe, explain its variability, or predict it. Organizations need Human Resources Development professionals who have well-researched, effective, and meaningful approaches to creating, building, and maintaining employee engagement, and practitioners are looking to scholars and researchers for tools and techniques that are well grounded. Furthermore, in comparison with past local researches, this study also aims to extend the array of predictors of employee engagement at workplace. Specifically, the effect of job-related variables (job characteristics and job demand), personal- related variable (positive psychological capital), organization and environmental related- variable (total reward) on employee engagement will be studied.

The general objective for this study is to contribute to the general body of knowledge and research work in the area of the effects of Job-related variable (Job Characteristics and Job Demands), Personal-related variables (Positive Psychological Capital), and Organizational and environmental-related variable (Total Reward) on Employee Engagement, and seek to address the main questions “To what extent job-related variables (Job Characteristics and Job Demands), personal-related variable (Positive Psychological Capital), and organizational and environmental-related variable (Total Reward) influence Employee Engagement?”

Selected Variables for Study

As suggested by Sekaran & Bougie (2013; page77), *“to arrive at good solutions to the problem, a researcher should first correctly identify the problem, and then identify the variable(s) that importantly and potentially contribute to it”*. In this study, the decision made by researcher to select which variable(s) to include is according to its importance based on findings from previous studies, and also according to theories which will be used. In this study, there are four selected variables which are importance and relevant to study about employee engagement which are: Job Characteristics and Job Demands to represent job- related variable, Positive Psychological Capital to represent personal–related variable, and Total Reward to represent organizational and environmental- related variable. The following sub-section discussed each of the selected variable used in this study.

Employee Engagement

The concept of engagement in academics perspective was first introduced by Kahn (1990) as *“the harnessing of organization members selves to their work roles, and in engagement, people employ and express themselves physically, cognitively and emotionally during role performances”*. Engagement is the linked between employee’s emotional, cognitive and physical with his / her



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organization, leaders and working conditions (Supriya Ahlowalia, 2014 & Dharmendra, 2013). As highlighted by Kahn (1990), the more engaged the employee is on each dimension, the higher his or her overall personal engagement. According to Shuck (2011) cited in (Schaufeli W.,2013), based on his reviewed on 213 eligible academic publications on engagement, he concluded that employee engagement had been defined and conceptualized in four approaches namely; (1) The needs-satisfying approach, (2) The burnout-antithesis approach, (3) The satisfaction-engagement approach, and (3) The Multidimensional approach. This study adopted the burnout-antithesis approach, concept and theoretical definition given by Schaufeli, Salanova, Gonzalez-Roma & Bakker (2002) for three reasons as highlighted by Arnold B.Bakker M.P (2010): (1) Khan (1990) did not develop an operational definition of employee engagement although he provided a conceptual basis for it; (2) burnout research uses an engagement-burnout continuum theory that implies a complementary relationship between engagement and burnout, not an independent relationship; and (3) Schaufeli et.al.'s (2001) conceptual definition and measure of engagement (i.e., Utrecht Work Engagement Scale: UWES) are often cited in contemporary engagement literature and research, and has been validated in several countries in Europe, and also in North America, Africa, Asia, and Australia. According to a definition and conceptualization of employee engagement from Schaufeli et.al (2002), in essence, it captures how employees experience their work: *“as stimulating and energetic and something to which they really want to devote time and effort (the vigour component); as a significant and meaningful pursuit (dedication); and as engrossing and something on which they are fully concentrated (absorption)”* (Arnold B.Bakker S.L., 2011).

Job Characteristic

The emergence of Job Characteristic has its roots from work redesign (or “job enrichment” or “job enlargement”), where many scholars have argued that one way to increase employee performance and personal outcomes is by enriching the job. Job Characteristics Theory introduced by Hackman and Oldham (1976) focuses specifically on how the characteristics of jobs and the characteristics of people interact to determine when an “enriched” job will lead to beneficial outcomes, and when it will not. There are five core dimensions of job characteristics (skill variety, job identity, job significance, job autonomy and job feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation etc.) (Oldham;1976).

Positive Psychological Capital

The emergence of Positive Psychological Capital (PsyCap) started after Maslow introduced the term “Positive Psychology” in year 1954, almost 50 years ago. During the time, only about 1000 articles on various positive concepts and capabilities of people compared to approximately 375,000 articles on ‘negatives’ concepts such as mental illness, depression, anxiety, fear and anger (Wright;2003). According to Kenneth R.Thompson (2015) Positive Psychological Capital has its roots in positive psychology and positive organizational behaviour, and the concept of a Positive Psychological Capital as a “positive psychology” is rapidly gaining a momentum in both psychology and organizational behaviour (Wright; 2003), and been emphasizing on the need to focus on the strengths of individuals for better performance results than pondering over



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weaknesses, and ways to fix it (Wafa Khurram;2013). As highlighted by Schaufeli A.B (2008), in the past ten years, efforts to understand human functioning via a positive lens have been applied to the workplace. As mentioned by Kenneth R.Thompson (2015), after an extensive review of the positive psychology literature, four constructs aligned the best with Luthans' inclusion criteria for Positive Psychological Capital: A foundation based on theory and research, having valid measurement, being state-like and thus open to development, and having performance impact. The four positive resources that best met these criteria were Hope, Self-efficacy, Resiliency, and Optimism (HERO). Luthans, Youssef, and Avalio (2004) in the PsyCap book (Human, Social, and Now Positive Psychological Capital Management, Organizational Dynamics) incorporate these four in their widely recognized comprehensive definition of Positive Psychological Capital (PsyCap) as:

"...an individual's positive psychological state of development that is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering towards goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success".

Job Demands

The emergence of Job Demands has its roots in the first published Job Demands- Resources Model by Demerouti, Bakker, Nachreiner & Schaufeli (2001) in an attempt to understand the antecedents of burnout. Job demands refers as *"those physical, psychological, social or organizational aspects of the job that require sustained physical and / or psychological effort and are therefore associated with certain physiological and / or psychological costs"* (Demerouti A.B., 2014). In other definition given by Maria C.W.Peeters (2005), general definition for job demands is *"the degree to which the working environment contains stimuli that require some effort", and the required effort is beyond the usual way of achieving work goals"*. The concept of job demands had been explained in Job-Demands-Resources Model; when job demands are high, additional effort must be exerted to achieve the work goals and to prevent decreasing performance, and this obviously comes with physical and psychological costs, such as fatigue and irritability. Workers may recuperate from mobilizing this extra energy and the associated costs by taking a break, switching tasks, or performing less demanding activities. However, when recovery is inadequate or insufficient, the result is a state of sustained activation that gradually exhausts the employee physically and/or mentally (Taris; 2014). In a discussion by Donald C. Hambrick (2005), when comparing between job demands and job stress, job demands are a potential source or determinant of stress (a "stressor"), and stress itself is a reaction or consequence of extreme job demands and other factors. As mentioned by Evangelia Demerouti (2009), although job demands are not necessarily negative, they may turn into job stressors when meeting those demands requires additional effort while the employee has not adequately recovered from previous work sequences. According to Veldhoven (2015), when defined the short-term and long-term effects of quantitative job demands on employee's attitudes and related behaviour, in the short term, there is an optimal level of quantitative demands for any given task. When job demands are below the optimal level, the worker needs to become more activated to maintain performance, and when job demands are above the optimal level, the worker



needs to manage tension levels so as to maintain performance. In the long-term, when effort and activation induced by quantitative job demands remain high over a prolonged period of time and recovery is insufficient, worker health, well-being and performance may be impaired. According to Maria C.W. Peeters (2005), until recently, most studies concerning the relationship between job demands and strain have focused on quantitative demands (e.g., workload). In this study, three dimensions of job demands namely, Quantitative job demands, Emotional job demands, and Mental job demands was selected and as previously used in a study by Maria C.W. Peeters (2005). Quantitative job demands refer to work overload or work pressure or too much work to do in too little time (Maria C.W. Peeters; 2005), and the working definition of quantitative job demands as given by Veldhoven (2015) refer to those elements of the work environment that concern the amount and speed of work to be performed and require physical and/ or psychological effort. Emotional job demands refer to the affective component of work and the degree to which one's work puts one in emotionally stressful situations. Mental job demands refer to the degree to which work tasks call on a person to expend sustained mental effort in carrying out his or her duties (Maria C.W. Peeters;2005).

Total Reward

The emergence of Total Reward is supported by the assumption that employees likely to work more than money. Total rewards encapsulates all the aspects of work that is valued by employees whether it is related to healthy work environment, better opportunities of learning and development or the benefits packages linked to the pay (Tahira Nazir;2012). According to Hotz (2016), total rewards are seen as the combination of various different rewards, including financial and non-financial rewards and intrinsic and extrinsic rewards, which are made accessible to working individuals in exchange for their value-add in the workplace. Total reward approach is holistic and its aim is to maximize the combined impact of a wide range of reward as explained by Sandra O'Neal (1998) cited in Manus (2003), "*Total reward embraces everything that employees' value in the employment relationship*". The conceptual basis of total rewards is that of configuration or 'bundling', so that different reward processes are interrelated, complementary and mutually reinforcing (Tahira Nazir;2012). As discussed in Hotz (2016), various total rewards models and frameworks have been developed in recent years, offering different reward structures. One of the model which have been discussed in the literature is Nienaber's Reward Preference Model (2010). It was developed based on the integration of the existing models of the majority of reward categories of most of the prominent total rewards models. The Nienaber's Reward Preference Model consisted of two dimensions which are financial rewards and non-financial rewards. Both dimensions have three categories each and total six categories namely (1) monthly salary or guaranteed remuneration, (2) variable pay, (3) benefits, (4) performance and career management, (5) quality of work environment, and (6) work-home integration. In this study, dimensions of rewards given by Nienaber's Rewards Preference Model (2010) which consisted of two dimensions namely; (1) Financial reward (monthly salary and remuneration, Variable pay, Benefits), and (2) Non-financial reward (Performance and career development, Quality work environment, Work-home integration) were used in this study. The model also had been used in a study by Hotz (2016).



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Underpinning Theories and Conceptual Framework for Study

Based on the literature review, the selected variables which are important and potentially contributed to employee engagement can be categorized as personal-related factor (i.e. Positive Psychological Capital), job-related factors (i.e. Job Characteristic and Job Demands), and organizational and environmental-related factor (i.e. Total reward). The association or relationships among these variables are explained by three theories which are Job Demand-Resources Theory, Social Exchange Theory, and Self-Determination Theory. Hence, the proposed conceptual framework of study is presented in the Figure 1.

According to Demerouti (2014), two processes independently involved in the theory of Job Demand-Resource namely a health impairment process and a motivational process. Job demands and Job resources initiate different processes, but have also joint effects. There are two possible ways in which job demands and job resources may have a combined effect on wellbeing, and indirectly influence performance. The first interaction is the one where job resources buffer the impact of job demands on strain. Several studies have shown that job resources like social support, autonomy, performance feedback, and opportunities for development can mitigate the impact of job demands such as work pressure and emotional demands. Specifically, employees who have many job resources available can cope better with their daily job demands. The second interaction is the one where job demands amplify the impact of job resources on motivation/engagement. Thus, research has shown that job resources become salient and have the strongest positive impact on engagement when job demands are high. Specifically, when a worker is confronted with challenging job demands, job resources become valuable and foster dedication to the tasks at hand. The motivational process in the Job Demand-Resources Theory involved a personal resource and job resources. The higher and individual's personal resource, the more positive the person's self-regard and the more goal self-concordance is expected to be experienced, and individual with goal self-concordance are intrinsically motivated to pursue their goals, and as a result they trigger higher performance and satisfaction.

As discussed by Russell Cropanzano (2005), one of the basic tenets of Social Exchange Theory is that relationships evolve over time into trusting, loyal and mutual commitments and to do so, parties must abide by certain "rules" of exchange. Rules of exchange form a normative definition of the situation that forms among or is adopted by the participants in an exchange relation. In this way, rules and norms of exchange are "the guideline" of exchange processes. One of the rules that most of the management research are focused on is reciprocity or repayment rules. When individual receive economic and socio-economical resources from their organization, they feel obliged to respond in kind and repay the organization and one way is through their engagement levels. As highlighted by Rajendran Muthuveloo (2013), employees will decide to engage themselves in different level as an answer to the resources they obtain from their organization. Self-Determination Theory is a macro-theory of motivation comprised of five inter-related mini-theories namely: basic needs theory, organismic integration theory, goal contents theory, cognitive evaluation theory, and causality orientations theory, where each mini theory was created to explain specific motivational phenomena and to address specific research questions (Reeve, 2012). In relation to this study, Job characteristics provides the stimuli that satisfy the basic needs, the employee will be more likely to experience greater task enjoyment (intrinsic motivation where the employee find the job interesting). Employee with Positive Psychological Capital is considered as employees with high internal motivation which can force and energized them to effectively deal



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with job demands. Total reward which consisted of all the aspects of work that is valued by employees is selected by a researcher to become a source of motivation (extrinsic motivation where the employee do the job because of something or consequences such as tangible or verbal rewards) for employees in order to engage with their work.

Research Methodology

This study is a correlational study investigating the relationships among studied variables. The unit of analysis is individual. Structured questionnaire will be used to collect data. The questionnaires will be sent by hand to the companies' Human Resource Manager who will then distribute them to the respondents. The direct, as well as, the indirect relationships of the studied variables will statistically test using multiple and hierarchical regression analysis. This study employed the Statistical Package for Social Science (SPSS) version 18.0 which will be used to compute the frequencies, means, standard deviations, perform the non-response and common method bias tests. Then, Structural Equation Modeling (SEM) using PLS-SEM analysis will be employed to test the hypotheses in this study. Data for this research will be obtained from employees working in national automotive companies in Malaysia. The selection of Malaysia national automotive manufacturing industry as a scope of population in the study is based on the great emphasis given by the government in strengthening automotive industry in Malaysia. Before pursuing the actual survey, a pilot study will be conducted among selected employees (about 100 employees) from Perodua Sdn Bhd located in Rawang, Selangor. The purpose of this pilot study is to gauge the understanding of respondents on the questionnaires and make recommendation for overall enhancement of the survey inputs/outputs.

Significance of the Study

The novelty of this present study is that it contributes an original knowledge through the development of an interactive, multidimensional and comprehensive theoretical framework which combined the job-related, person-related, and organizational and environmental-related factors as variables for employee engagement, which is appropriate and useful for decision making at the management level in the industry especially on the issue of 'how' to increase the employees engagement in their organization.

Thus, by understanding the extent of predictors and moderators on employee engagement, then, they could carefully strategize the effective ways on how to improve their personal-related, job-related factors and organizational and environmental related factors. In other words, the proposed theoretical framework is purposely used to predict employees' engagement by looking at important variables which play important roles in the organization where he or she worked with, which could then guide decision makers and policy makers in the organization.

For academicians, the empirical insights from this study will add to the literature on the relationships between the various factors affecting the successful implementation of employees' engagement plan. This will aid in a better understanding of the pre-requisite necessary to succeed in the Human Resources Management especially in today's competitive environment and provide additional avenues of research in the area.

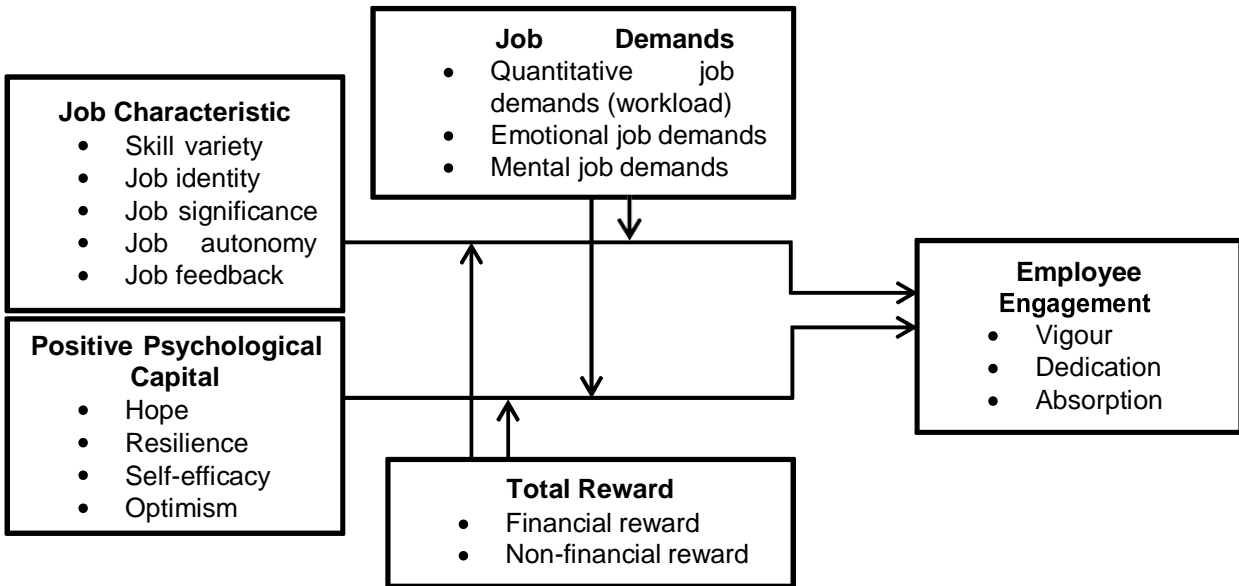


Figure 1: Conceptual Framework for Study

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THE EFFECT OF ENTREPRENEURIAL ORIENTATION TOWARDS ORGANIZATIONAL PERFORMANCE OF E- BUSINESS IN MALAYSIA

**Sabrina Adam¹,
Batiah Mahadi²,
Siti Aisyah Panatik Abdul Rahman³**

¹Faculty of Management, Universiti Teknologi Malaysia, 81310 Skudai, Johor, Malaysia. Email: sabrinah.adam@gmail.com

²Dr. Batiah Mahadi, Faculty of Management, Universiti Teknologi Malaysia, 81310 Skudai, Johor, Malaysia. Email: batiah.kl@utm.my

³Assoc. Prof. Dr. Siti Aisyah Panatik Abdul Rahman, Faculty of Management, Universiti Teknologi Malaysia, 81310 Skudai, Johor, Malaysia. Email: saisyah@utm.my

Abstract: *This paper aims to investigate the effect of entrepreneurial orientation and organizational performance of e-business in Malaysia. Although entrepreneurial orientation and organizational performance are primarily studied in business organizations, these issues are still important for e-business. However, few attempts have been made to investigate the relationship between entrepreneurial orientation and organizational performance, particularly in the context of Malaysian e-business. The present study fills the research gap by examining the effects of entrepreneurial orientation towards organizational performance of owner/founder in Malaysian e-business. A quantitative approach via self-administered questionnaire was adopted. In all, 400 copies of the questionnaire were distributed to owner/founder of e-business in Malaysia, and 381 usable copies were subsequently collected, suggesting that non-response bias was not a major issue. Structural equation modeling using partial least squares (PLS-SEM) was performed to test the hypotheses. The findings indicated that entrepreneurial orientation has positively affect organizational performance. The current findings prove that a better decision making, method, and practices able to achieve better performance. Therefore, the organizations are advised to make sure to implement a good entrepreneurial orientation in order to benefit the customers and the organization. The findings of this paper have implication for academics and practitioners.*

Keywords *Entrepreneurial orientation, Organizational performance, E-business, Malaysia.*

Introduction

The Internet and online advances have reshaped the business world at an uncommon pace. The Internet is a critically new innovation, and it is nothing unexpected that it has received such a great amount of consideration from entrepreneurs, executives, investors, and business observers. E-business is perceived as a strategy that directs business processes across organizational boundaries successfully (Khamis, Sulaiman, & Mohezar, 2014). The quick development in information technology (IT) has empowered e-business to noticeably end up as a worldwide phenomenon (Zabukovšek et al., 2015). Although global e-business is rapidly expanding and several trillion



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dollars are annually exchanged over the web, the same cannot be said in the Malaysia context. E-business in Malaysia is still green and need to develop. There is an absence of research, particularly in published reports or journals, about e-business development in Malaysia (Paiz et al., 2014).

The importance of the entrepreneur to have the right entrepreneurial orientation and the effective entrepreneur should have five dimensions and the dimensions are innovativeness, poactiveness, risk taking, competitive aggressiveness and autonomy. These dimensions are defined as entrepreneurial orientation which enable the entrepreneur to develop decision making in order to act entrepreneurially in the organizations. Entrepreneurial orientation has been seen as an effective tool to achieve business success (Lomberg, Urbig, Stöckmann, Marino, & Dickson, 2016). The entrepreneur making the decision to achieve the business performance. Undoubtedly, there are numbers of entrepreneurs or known as the owners in the organization make business decisions without a significant amount of input or feedback from others. As a result, they generally do not have the experience needed to make well-informed decisions in the areas with which they are unfamiliar. Hence, it is important to look on the development of decision making by the entrepreneurs in the e-business to achieve superior performance.

The failed Internet entrepreneur has been blamed for not developing their decision making properly. Mahadi (2011) have raised concerns and highlighted the issue of not developing a proper decision making. The arrivals of the 21st century were accompanied by the ‘dot-com crash’ with hundreds of companies around the worlds laying off thousands of employees and filing for bankruptcies (Mahadi, 2011). Due to that, a number of parties were blamed for the ‘dot-com crash’ of which the majority of these businesses was established and run by young entrepreneurs who lacked the ‘essential experience in planning, organizing, and managing the business (Foster & Lin, 2003). However, little is known on how the entrepreneurs of e-business develop a decision making to achieve business success, but various of research are focusing on the drivers or consequences of e-business (Ekemen & Yildirim, 2016; Fleenor, 2015; Omar & Anas, 2014; Chang & Dasgupta, 2015). Hence, according to Lomberg et al., (2016), entrepreneurial orientation is an effective tool that provides organizations with a basis for decision making and action with the purpose of creating a competitive advantage.

Literature Review

Entrepreneurial Orientation and Organizational Performance

Entrepreneurial orientation is an important competency in becoming an entrepreneur and managing a firm’s performance. The role of the entrepreneurial orientation is crucial due to its positive influence a firm’s business performance (Covin & Slevin, 1989; Lumpkin & Dess, 1996). Firms with high levels of entrepreneurial orientation tend to constantly scan and monitor the activities of entrepreneurship in order to find new opportunities and strengthen their competitive positions (Covin & Miles 1999). According to Miller (1983), entrepreneurial orientation construct is comprised of three dimensions that are risk taking, proactiveness and innovativeness (Hussain et al., 2015). Two additional dimensions of entrepreneurial orientation construct namely competitive aggressiveness and autonomy were included by Lumpkin and Dess (1996). They were of the view that these five dimensions are required to define the entrepreneurial orientation construct in a comprehensive way.

On the other hand, organizational performance refers to a concept that measures a firm's position in the marketplace and the firm's ability in meeting its stakeholders' needs (Griffin, 2003; Lo, Mohamad, Ramayah, & Wang, 2015). The emergence of e-business together with an increasing intense of competition in both local and international markets, require appropriate performance indicators to enable managers to act speedily to sustain the firms' commercial viability (Ekemen & Yildirim, 2016). Applying the concept of the balanced scorecard (Kaplan & Norton, 1992), the current study examines the variables of financial and non-financial performance measurement. Therefore, entrepreneurial orientation is an important competency in becoming an entrepreneur and managing a firm's performance. Entrepreneurial orientation has been indicated to be positively linked to organizational performance because it can help firms benefit from first-mover advantages and capitalize on emerging opportunities (Covin & Slevin, 1991; Zahra & Covin, 1995). Hence, the hypothesis is formulated as follow:

H_1 Entrepreneurial orientation (EO) is positively related to organizational performance

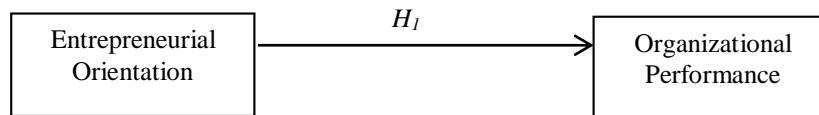


Figure 1: Research Model

Methodology

The population of this study consists of all active e-business registered in Malaysia. Employing Krejcie and Morgan (1970) sampling table a total of 381 active e-business in Malaysia are suggested based on the sampling table and appropriate to assess the accessible population of the study.

A quantitative approach using self-administered questionnaire was adopted. Statements were organized in sections without randomization based on the common objectives and contexts of the statements (Burns and Bush, 2005). Except for demographic information, a five-point Likert scale where 1 indicating strongly disagree to 5 indicating strongly agree was adopted to measure the statements. Expert validation and pre-test was administered to secure face validity of the questionnaire in this study. Besides, pilot test was also conducted using the target respondents to finalize the usability of the questionnaire (Bryman & Bell, 2011).

Stratified sampling technique was adopted to distribute questionnaire to the e-business in Malaysia. In all, 400 copies were distributed, and 381 completed and usable copies were collected in a months time in November 2017, indicating that non-response bias was not a major issue. The data were then keyed in into SPSS and imported to SmartPLS to perform latent variable analysis (Ringle et al., 2015). The latter software utilizes structural equation modelling of partial least squares (PLS-SEM) approach to enhance predictive relevance by maximizing the variance of key target variables by different explanatory variables (Hair et al., 2014; Henseler et al., 2009).



Data Analysis

Measurement Model

Table 1 depicts the assessment of construct reliability as well as convergent validity for the variables of this study. The composite reliability (CR) values of 0.934 (EO) and 0.877 (OP) demonstrate that these constructs have high levels of internal consistency. Similarly, the variables in this study demonstrate good convergent validity. All the constructs achieve a minimum threshold value of 0.5 for average variance extracted (AVE) which is an indication that the items explain more than 50 per cent of the construct's variances (Hair et al., 2014).

Table 1. Internal Consistency and Convergent Validity

Construct	Item	Loading	CR	AVE
Entrepreneurial Orientation	EO1	0.763	0.934	0.703
	EO2	0.730		
	EO3	0.714		
	EO4	0.800		
	EO7	1.00		
	EO9	0.870		
	EO10	0.738		
	EO11	0.800		
	EO12	1.00		
	EO15	0.840		
	EO16	0.854		
	EO17	0.794		
	Organizational Performance	EO18		
NF1		0.846		
NF2		0.833		
NF3		0.846		
NF4		0.915		
F1		0.805		
F2		0.765		
F3		0.770		
F4		0.753		

Tables 2 depict the assessment of discriminant validity using Henseler's et al. (2015) HTMT criterion. As illustrated, the results demonstrate that the correlation values corresponding to the respective constructs do not violate the most conservative HTMT0.85 criterion for assessing discriminant validity (Henseler et al., 2015).

Table 2. HTMT Criterion

	Entrepreneurial Orientation	Organizational Performance
Entrepreneurial Orientation		
Organizational Performance	0.103 CI.90 (0.133,0.214)	

Note: Criteria: discriminant validity is established at HTMT0.85

Structural Model

Before assessing the structural model, it is important to ensure that there are no collinearity issues in the structural model. Table 3 presents the outcome of the collinearity test. The VIF value for each of the constructs are less than 5 (Hair et al., 2014), thus suggesting that there is no issue with collinearity in the study.

Table 3. Collinearity Assessment

Construct	Entrepreneurial Orientation	Organizational Performance
Entrepreneurial Orientation		1.660

Table 4 illustrates the results of path coefficient assessment using the bootstrapping procedure for the hypothesized relationship in the model. The proposed relationships are all significant whereby all two relationships are found to have t-value > 1.645, thus significant at 0.05 level of significant. Specifically, the entrepreneurial orientation ($\beta=0.322$, $t=5.283$, $LL=0.238$, $UL=0.435$), this result explains that higher entrepreneurial orientation values are related to high organizational performance. Hence, it is surmised that entrepreneurial orientation have positive effect on organizational performance of e-business in Malaysia. The hypothesis is subsequently supported.

Table 4. Path coefficient assessment

Hypotheses	Path	β	t-value	Decision
H ₁	Entrepreneurial Orientation → Organizational Performance	0.322	5.283**	Supported

Note: *p < 0.05; **p < 0.01(one-tailed)

Table 5 presents the assessment of coefficient of determination (R^2), the effect size (f^2) as well as the predictive relevance (Q^2) of exogenous variables on endogenous variable in this study. The value of the coefficient of determination (R^2) of entrepreneurial orientation on organizational performance is 0.507. This suggests that the exogenous variables in this study, namely entrepreneurial orientation explain 50.7 percent of variances in organizational performance. Meanwhile, the Q^2 value is larger than 0 (Hair et al., 2014) suggesting that the exogenous variables possess predictive ability over the endogenous variable. The exogenous variable (entrepreneurial orientation, $f^2=0.548$) has a substantial mall effect size on the endogenous variable.

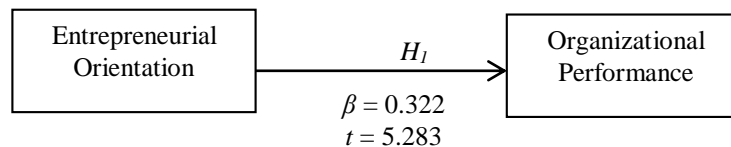


Figure 2: Structural Model



Table 5. Determination Of Coefficient (R^2), Effect Size (F^2) And Predictive Relevance (Q^2)

Path	Coefficient of determination (R^2)	Predictive relevance (Q^2)	Effect size (f^2)
Entrepreneurial Orientation			0.548
Organizational Performance	0.507	0.342	Substantial

Discussions

Frishammar and Andersson (2009) asserted that research published in the fields of entrepreneurship and strategic management indicate that the EO concept is familiar in the context of large companies rather than small companies, and that finding using large firms as a sample may not be generalisable to small firms (Kusumawardhani, 2013). In response to their concern, the results of this study confirm that e-business in Malaysia, the owner/founder of the e-business demonstrated their willingness to engage in entrepreneurial orientation whereby they implementing a good decision making, method, practices and they act innovatively and proactively, able to take risks, act autonomously and compete aggressively in the marketplace. This is in line with Knight (1997a), Dess and Lumpkin (2005) and Covin and Wales (2012), who suggested that EO is applicable across organizations, regardless of size (i.e., small or large), type (i.e., public or private) or age (i.e., young or old).

The result of this study reported that EO has the significant relationship towards organizational performance. This finding explained that it is clear that in order to achieve spur performance in the market, implementing a good decision making, method and practices are very important to compete in the market. As has been agreed by Rodrigues and Raposo (2011) and Rodrigues (2005), firms that have a high EO have a superior performance. This finding supports entrepreneurship scholars' arguments that the EO scale might be applied in non-western countries as well as in the context of e-business in Malaysia. Hence, entrepreneurial firms could seek to develop various method, practices and decision making to increase their performance in a given context.

Conclusion

There are a few caveats which require continuous efforts to validate and further extend the use of the model. First, this study relied on a self-report questionnaire from single informants who are the owner/founder of e-business in Malaysia, which is definitely subject to bias. Besides, this study were derived from the data collected from e-business in Malaysia only and it is suggested that future research should apply the current research framework in a different context in order to extend its generalizability.

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MUSLIM GUEST SATISFACTION IN SHARIAH COMPLIANT HOTELS: CASE STUDY BLUE WAVE HOTEL

Ahmad Pitra¹, Jumli²; Albattat³, Ahmad⁴; Eddy⁵ & Yusof⁶

^{2,6}School of Graduate Study, Management & Science University, University Drive, Off Persiaran Olahraga, Section 13, 40100, Selangor, Malaysia.

⁴Ammon Applied University College, 950271 Amman 11195 Jordan.

Abstract: *Malaysia has been leading the way in the halal tourism and halal hotel industry. As a Muslim country and popular Muslim tourist destination, it has been successful in trying to attract Muslim tourists from all over the world to come here every year. The proposed study research has been selected to identify the service quality of Shariah Compliant Hotel on Muslim customers around Shah Alam. The purpose of this research is to understand the practice of Shariah Compliant Hotels in Malaysia and their service quality towards Muslim customers. With the high satisfaction and guest experienced gained in the Shariah Compliant Hotel, it can contribute to the success factor of the Hotel. As a result, majority of the respondents were agree and satisfy by the service given in the selected Shariah compliant hotel. The Muslim customers also satisfy with the facilities given and satisfied with the food & beverage department where they feel safe and comfortable to have their Halal meals. Moreover, the findings also indicate that Shariah Compliant hotels may have broader appeal beyond religion and also contributes to Malaysia's positioning as a tourism destination and a hub for global halal market. Therefore, the research study as successfully completed. The result obtained will be able to contribute to the related file and hotel industries besides for the educational references for the future.*

Keywords: *Muslim Guest Satisfaction; Shariah Compliant Hotel*

Introduction

The industry has contributed a significant growth and economic value to the GDP of Malaysia. Performance of the hotel industry is a very significant contribution towards economic growth of the tourism sector. The widely used and accepted definition is according to the World Tourism Organization (WTO) that defined tourism as “activities of persons travelling to and Islamic tourism and shall help push Islamic tourism to a higher stage. Tourism Malaysia’s mission is to market Malaysia as a destination of excellence and make tourism as the central socio-economic contribution to the country. Malaysian tourism industry is one of the key potential growths in Malaysian services economy. Malaysian government aspires for the country to be an Islamic tourism hub among the Islamic tourist in the world. The set-up of Islamic Tourism Council (ITC) strengthened this aspiration. Being an Islamic country, Malaysia has the capability and ability to cater to the needs of bodies. Entrepreneurs in Malaysia have knowledge on food hygiene and halal food and therefore able to comply with the Halal certification (Othman et al., 2004). This is a good sign for Malaysia that is moving towards becoming a halal hub. Food selection and consumption are closely linked to religion, and shall act as a powerful motive for the intentions to



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purchase. For a Halal hotel, food and its services is only one part of the hotel product and operations. There is a need to gain more knowledge on the other part of Halal hotel products and operations. Merely changing the hotel concepts to Islamic concept but not apply Islamic rules to the fullest in their services, should not be considered as Halal hotel. All goods and services of hotel industry designed according to Islamic principles and offered to Muslim markets in Malaysia are considered part of Halal Hotels in Malaysia. The standardization and certification of hotel service in Malaysia are ruled by Ministry of Tourism. The certification of Halal Hotel is given by Malaysia Department of Islamic Development (JAKIM). The hotels that use halal tourism concept are known to obey all the legal requirements of the JAKIM directives. It is said that only JAKIM Halal logo will be accepted, use and recognize in Malaysia as of 1st January 2012 (halalfocus.com, 2012).

Quality has been described as “conforming to specifications” (Crosby, 1979, p. 14); “The totality of features and characteristics of a product (goods or services) that bear on its ability to satisfy a given need” (BSI, 1979); “The fitness to use and the conformance to specifications and requirements” (Terziovski and Dean, 1999). In simpler words, quality is reached when the product (or service) is produced the way it is supposed to be (Herbig and Genestre, 1996, p. 43). The paper proceeds as follows: first, a brief overview of the sample group Islam key principles. Second, a brief application of these principles to SQ is included. The paper then proceeds to method and findings, finally, concluding with a brief discussion, and implications for future research. The research aims to validate the influence of culture found in earlier studies, explore how culture influences SQ and how SQ evaluations may vary with the research guided by the following research question: “What do Muslim customers in Malaysia perceive to be the key attributes of quality in services?” The word Islam comes from the root word “aslama”, which means either: to “be safe”, “peace” or “surrender to Allah” (Ball and Haque, 2003; Siddiqui, 1997). As the youngest (Hattstein, 1998) and the second largest religion (19.6 per cent (approx. 20 per cent) of the total world population) (CIA Publication, 2004) around the world, Islam has become an interesting subject to be explored. This monotheistic religion (believing in only one God; “Allah Subhannahu Wa Ta’ala”/“Glory to Him! He is high”) holds the Koran (Qur’an) as the eternal and direct revelation of Allah (Hattstein, 1998), and the Sunnah (the recorded sayings and behaviour of Prophet Muhammad “Salallahu Alaihi Wassalam”/“Peace be upon him!”) as a practical guide. With five pillars of Islam (Rukun Islam) that regulate the religious life of the believers, and practically oriented legal system (Syari’ah) (Hattstein, 1998), all Muslims share a common religious and social way of life. This is an important aspect for consumer behaviour. Moreover, regulation of lawful (Halal) and unlawful actions/behaviour (Haram) in Islam has created a fixed direction of a Muslim’s social life, including handling business transactions (Al-Qaradawi, 1985). The prohibition on selling Haram goods (e.g. wine); prohibition on selling uncertainty as well as frequent swearing, the prohibition of price manipulation, the prohibition of exploitation, permission to add brokerage and other rules has built a common understanding and regulation between seller and buyer in Islam (Al-Qaradawi, 1985).



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Literature Review

Hotel sector

Hospitality is the most influential factor in determining the overall satisfaction level for both Asian and Western travelers and will lead to revisit intention. To satisfy the travelers, hotel managers have to devote extra efforts for human resources development. Furthermore, hoteliers should ascertain that all employees are involved in upgrading quality standards, and make them realise that a warm and cordial reception is imperative in their profession.

When employees of customer-oriented hotels provide a superior service as a representative of the hotel, the service image of the hotel will improve, and will have a direct relationship with process fit after system implementation (Fan and Ku, 2010). Owing to the ever-changing market environment and competitive pressures in the hotel industry, hotel managers expend efforts to maximize business results through growth and increasing profitability.

The high level of competition has been one of the most difficult challenges in the hotel industry. It is reflected in increasingly narrow margins and growing pressure to provide more and better service, which has led to increasing costs, reduced customer loyalty and consequently a decrease in occupancy rate (Sigala, 2005; Verdugo et al., 2009; Wang and Wang, 2009; Yi-Wen and Edward, 2010). In Malaysia, the hotel industry operates in a business environment that is characterized by aggressive competition, making it vulnerable to international competition (Awang et al., 2008; Business Monitor International, 2011). Moreover, the occupancy rates of hotels in Malaysia have fluctuated between 2005 and 2012 (Malaysia Tourism, 2012). This also indicates that hotel performance in Malaysia needs improvement. In other words, hotel managers need to employ a suitable strategy and practice to improve their performance (Awang et al., 2008).

Service Quality

The quality of service in hotel industry is an essential factor of effective business. The current pattern of finish quality administration in hotel industry guarantees the accomplishment of upper hand of hotel organizations and is in this manner the subject of contemporary research into service quality in hotel industry. The idea and the reasonable model of service quality is basic in the event that we wish to comprehend the beginning of service quality and potential holes in quality. Evidences have showed that hotels that outperform in delighting guests are often the most successful. Previous research has shown that surprise is one of the main determinants of customer delight. Apart from customer delight, hospitality is also unquestionably one of the most important factor in hotel services, particularly in creating memorable experience for the guests (Ariffin, Nameghi, & Zakaria, 2013).

As the service industry becomes ever more competitive, customers have become smarter about their purchase decisions and more demanding in their search for service providers (Devlin, Gwynne, & Ennew, 2002). Furthermore, the traditional goal to satisfy customer does not seem relevant anymore and also does not seem to be sufficient to ensure customer loyalty. Only those firms that move from a traditional philosophy of merely satisfying their customers to a philosophy that is supported by appropriate strategies, which is delighting their customers, will be successful in this context (Oliver, Rust, & Varki, 1997).

Pine and Gilmore (1999) argue that service providers should not only provide products and services, but also stage “experiences” to add value to their customers. The most important strategy

in creating memorable experiences and customer delight is to provide surprise to the customer (Hetzel, 2002; Pine & Gilmore, 1999; Schmitt, 1999; Vanhamme, 2008)

Front office

Front office in shariah compliant hotel is using clothing covered and using hijab. The work of a Hotel Receptionist is one that is regarded as prestigious and highly ranked within the hotel. It is also often seen as the best possible position from which to start your Hotel Career and it comes at no surprise that most Hotel Managers have started their career at the Front Desk and worked their way up.

The working environment is clean and the work itself is not physically hard. Your day to day duties will vary and you are bound to meet a lot of interesting people every day.

You will be working closely with other departments to ensure all guest needs are met and ideally exceeded. So if you enjoy interacting with a variety of people, utilize your creative skills and have a real impact on the overall performance of your hotel - becoming a Hotel Receptionist definitely seems right for you.

You may also think that it is essential to speak English fluently but with over 85% of employees at the Front Desk from a foreign country a basic level is often good enough. If you enjoy speaking English this job is right for you and you will improve your language skills quite quickly on the job. The processes are very structured and therefore the language you use is quite set and can be learned by heart before you expand your language skills further. You also have to consider that most of our guests are not necessarily British or English speaking and therefore you have a great advantage of speaking another language.

The one entry requirement that is essential though is that applicants for the role of Hotel Receptionist are enthusiastic, friendly and have the natural desire wanting to help. So if you have this ability and can proof your commitment by getting Opera PMS knowledge and basic skills as a Hotel Receptionist you are most certainly going to be successful in securing yourself a job in this fast growing industry.

Front office (Reception) are the face of the hotel so having a friendly and courteous manner is vital. Duties include handling bookings, choosing rooms for guests & handing out keys, passing messages on to guests and completing certain procedures when guests check in and check out. It is a fantastic role for someone who likes to talk and enjoys the challenge of helping people on a daily basis. Far from being a monotonous job, the role of receptionist presents you with new situations on a constant basis.

Facilities

Every hotel using Islamic concept, they need to put facilities such as prayer rugs, Qur'an, and etc. Although it is still exploratory and too early to draw conclusions, investigation of the research questions indicates: Islamic cultural values do influence a Muslim's evaluation criteria for retail, restaurant, Hotel and airlines Service quality. However, it is important to conduct further research examining whether Muslim-specific variables in evaluating

Service quality (Halal/Haram; attention to Islamic religious activities, honesty, humaneness and trustworthiness) act in parallel with the three dimensions/nine sub-dimensions in Brady and Cronin's (2001) model as suggested by the previous research of Imrie et al. (1999, 2002) on SERVQUAL or in another manner. Some or all of these new dimensions may form a separate



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overarching level of influence. Finally, considering that Muslims around the world hold the same basic rules, it is important to investigate whether the proposed research can be generalized to other Muslim customers outside Malaysia.

Food & Beverages

One of the main objectives of the Shari'ah (Islamic Law) is the protection of human beings. The rule on "the basic of things of permissibility" (as purported in the Quran), has greatly contributed to this objective. This rule has also been contributive to the flexibility and applicability of the Islamic Law throughout the ages. The fact that permissible things are innumerable and beyond limitations, permissibility (or halalness) is truly God's gift for the good of mankind.

Three Major Categories of Sources of Food - Minerals, Plants and Animals

1) Minerals

Minerals are Halal (not prohibited) unless they are harmful to the consumer. Many minerals are toxic and poisonous to human beings and are therefore prohibited. Similarly, clay has been prohibited because of its harmfulness to the consumer. However, if a small portion of clay falls into a food e.g. a sauce, it will not affect the halalness of the food as it will not harm the consumer.

2) Plants

Fruits and vegetables are basically halal and good for human consumption. Utilising or eating plants is permissible except, of course, if it is harmful as the Shari'ah forbids all harmful things.

3) Animals

Animals are classified into edible and inedible. However, there are procedures to be followed before inedible animals become Halal. Allah says: "Of the cattle are some for burden and some for meat, eat what Allah has provided for you, and follow not the footsteps of Satan for he is to you an avowed enemy" [Al-An'am (6), verse 142].

What are Halal food and drinks?

Halal food and drinks can be described as "anything that man can eat or drink and there is no legal evidence prohibiting it, and its constituents are free from any unlawful or impure elements. It shall be good and pure and its consumption brings no harm. Animals' meat must be from animal slaughtered in the Islamic manner and must not be dedicated to anyone but Allah swt."

The conditions defining halal food and drinks, are the essence of halal food and drinks and are briefly explained below.

4) No Legal Evidence Prohibiting

Based on Quranic verses that permit utilizing what is in the heavens, on the land and in the sea which are associated with the implementation of the rule "the basic of things is permissibility", anything edible or drinkable is Halal and beneficial as long as there is no legal evidence prohibiting it. This is because, in Islam, only the Legislator (Allah) has the absolute jurisdiction to attribute Halal or Haram quality to things, sources and deeds.

"But say not - false things your tongues may put forth - this is lawful and this is forbidden, so as to ascribe false things to Allah, for those who ascribe false things to Allah will never prosper" [Al-Nahl (16), verse 116].

5) *Free From any Unlawful or Impure Elements*

Halal food and drinks must not contain in their ingredients any unlawful or impure substance. In other words, their matter and ingredients must be free from any forbidden or filthy component.

6) *Good and Pure*

The concept of Halal suggests that the word 'Halal' is associated with the word 'good' or is implicitly presented in the context of the goodness of things.

"They ask you what is lawful to them (as food), say lawful unto you are (all) things good and pure and what you have taught your trained hunting animals (to catch) in the manner directed to you by Allah, eat what they catch for you but pronounce the name of Allah over it, and fear Allah for Allah is swift in taking account. This day are (all) things good and pure made lawful to you" [Al-Maidah (5), verse 4-5].

7) *Consumption Brings No Harm*

This condition is imperative in the Halalness of food and drinks. Food or drinks must be safe for consumption and must not contain any element that harms the human body and health. Since one of the main objectives of the Shari'ah is the protection of human beings, any food or drinks which may cause harm to the human body and health is forbidden even if there is no prohibiting legal evidence.

"And make not your own hands contribute to (your) destruction"[Al-Baqarah (2), verse 195]; "Nor kill (or destroy) yourselves for verily Allah has been to you most merciful"[An-Nisaa (4), verse 29].

8) *Slaughtered in the Islamic Manner*

For animals whose meat God permits eating they must be slaughtered in the Islamic manner except for marine life and locusts.

9) *Must not be Dedicated to Anyone but Allah*

Animals slaughtered with the invocation of a name other than the name of Allah, such as the name of idols, is an act of polytheism (Shirik) and are therefore not acceptable in Islam.

For the management of halal certification in Malaysia, the Department of Islamic Development Malaysia (Jakim) and the Islamic Religious Council of the States (MAIN) are appointed by the government through the Trade Description Act 2011. They play important roles as "competent authority." The result of the standardization of halal certification, halal certification is now adopting the 1 act, 1 standard, 1 guidelines, 1 system, 1 certification, and 1 logo.

In the implementation of halal standards of practice among Malaysian halal food industry, some halal standards are used as the basis for the production of halal certificates; Manual Procedure for Malaysian Halal Certification (third revision) 2014 which was launched in 15 December 2014 and began to be fully practiced starting January 1, 2015, MS1500:2009 Halal Food-Production, Preparation, Handling and Storage-General Guidelines (second revision) (Department of Standard Malaysia, 2009) Guidelines for Halal Assurance Management System of Malaysia Halal Certification (GGHMS) 2012 (Department of Islamic Development Malaysia, 2013) Food Act 1983 and its regulations, Results of the National Council for Fatwa Committee of Religious Affairs



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Islam or fatwa proclaimed by country. While for surveillance, Trade Description Act 2011 and other related acts by agencies are also used in halal dietary determining

Guest satisfaction In Shariah Compliant Hotel

In Malaysia, the opportunity of Malaysia hotels to provide some facilities and activities in line with the Islamic values indirectly have come into existence. For example some hotels promote the traditional halal food, organize the Bazaar Ramadhan, Ramadhan buffet and prayer room to perform pray tarawih.

However to set up the Shariah- Compliant hotel in a short period of time is very difficult. It takes times to make it comes into existence. In Malaysia it was reported that only 101 hotels throughout Malaysia have applied for the Halal logo certificate from JAIM to certify their restaurant and cafe. (Berita Harian : 2010). In fact, there exist some hotels which serve basic facilities to fulfil the Muslim tourists' needs so-called as 'friendly Muslim hotel'. Most of them located in Kuala Lumpur, Shah Alam and Kelantan such as PNB Darby Park Hotel and Putra Hotel , Kuala Lumpur, UiTM Hotel, Shah Alam and Ansar Hotel in Kelantan.

Some of the studies discuss services of Islamic religious needs that may include Muslim religious restrictions such as activities of vice and forbidden entry for unmarried couples. In addition, they also found that hotels may provide religious information such as the location of nearby mosque or prayer times and nearby Halal restaurants.(Din, 1989; Henderson, 2003). As for Muslims the issue of halal food is very pertinent as it refers to the food that can be lawfully consumed when conditions for Islamic food preparation are met. Research on halal food servicing also had being highlighted in many studies. It can be simply said that food which is unlawful to Muslims includes pork, pork-derived food including lard and bacon and meat and other products from carnivore's animals or those that feed on carrion. In addition, consumption of any food or drinks with alcoholic content is also prohibited. In fact, it is also not permissible for Muslims to visit places where alcohol is consumed and gambling is practised. (Dugan, 1994; Din, 1989; Henderson, 2003) Categories of hotels in Malaysia that incorporates services and friendly facility for Muslim customers mostly are 3 or 4 star hotels. According to senior JAKIM Halal Hub division, she said that most of the 3 or 4 stars hotel only were issued with halal certificate from JAKIM specifically for the hotel kitchen.

Halal Hotel such as the above mentioned name could be considered as a role model for other hoteliers to follow their effort. Malaysia for instance has been leading the way in the halal tourism and halal hotel industry. As a Muslim country and popular Muslim tourists' destination, it has been successful in trying to attract Muslim tourists from all over the world to come here every year.

However, it is interesting to note that, due to gauge demand of Halal hotel , initiative step had been organized by Halal Industry Development Corporation (HDC) which will be the first commitment to be undertaken for the hotel sector. It comes in the wake of the increasing discussion presently underway on how hotels are adapting to the requirements of Halal certification. Due to the effect, special designed program on Halal internal Auditors for hotels in Kota Bharu Kelantan had been launched by the Minister of International Trade & Industry, Dato' Seri Mustapa Mohamed on 23 October 2011. HDC, being the key developer in the Halal Industry, is always looking for ways to assist the industry in getting ahead and it is believed by offering this programme, hotels are pre-equipped when applying for Halal certification. (The Halal Journal, 2011)



Apart from that, The Halal Internal Auditors (HIA) programme for Hotels is being carried out in close cooperation with the Malaysia Association of Hotels (MAH), and Jakim. The HIA comes as a next step to a dialogue we held with hoteliers in June 2009 and followed by Halal Awareness Program in 2010. The feedback from this dialogue indicated that many would like to become truly well versed with the entire checklist of requirements of Halal certification. The HIA is actually an expansion of HDC's existing Internal Auditing workshop program. Halal auditing has always been a mainstay HDC training programs, as Halal integrity is an encompassing concern in the Halal eco-system. HIA workshops will be offered to 15 more ready and willing hotels throughout Malaysia until end of 2011, and will continue in the following years. The program content includes shariah principles and requirements related to Halal, the technical components of raw materials & ingredients, Halal certification integrated requirements, which includes Halal standards and manual procedures of Halal Certification Malaysia, internal audit Halal components and mock audits.(Dato' Seri Jamil Bidin, chief executive officer of HDC, 2012).

BlueWave Hotel Shah Alam

Being motivated to be an Islamic tourism center point, Malaysia takes an activities to present Islamic hotel or halal hotel as type of visitor services. This paper quickly talk about issues which center around the mindfulness and acknowledgment of neighborhood non-Muslim customer toward Shariah compliant practice in Grand BlueWave Hotel Shah Alam (GBWHS), an Islamic concept hotel who wins Islamic Quality Standard (IQS) for hotel design award by Universal Crescent Standard Center (UCSC) in 1st international Islamic tourism standard conference. The awareness and acceptance of local on Muslim customers toward Shariah compliant practice in GBWHS was carried out through self -reported questionnaires from the customers who have the experienced staying in the hotel.

Research Methodology

Informative research is used in this study in order to investigate the cause and effect relationship between variables in our study, causal research use to understand the relationship between services quality, facilities, food and beverage on Shariah compliant hotel, and the relationship of services quality, facilities, food and beverages towards the Shariah compliant hotel. The data collected using questionnaires distributed to 110 guests in halal hotel (GrandBluewave Hotel, Shah Alam) as one of the Shariah compliant hotel. For this research SPSS20 was used to analyze the collected data and the Reliability Test for this study value 0.887.

Findings

Table 1: Demographic Profile

Items	Stats				
Gender	77 Male	44 Female			
Age	27 Under 20	76 (21- 30)	11(31-40)	7 (41-50)	
Nationality	110 Malaysian	11 Non Malaysian			
Marital Status	99 Single	20 Married	2 Divorced		
Education	10 Secondary	19 Diploma	83 Degree	3 Master	1 Ph.D.
Income	91 Less Than Rm2000	6(2001-3000)	4(3001-4000)	20(4001 Above)	And



Table 1 shows that the total number of respondents was 121, 44 were male and 77 were female. 27 their age below 20, 76 age between 21 - 30, 11 age between 31-40, and 7 age between 41-50. 90.9% were Malaysian and 9.1% were non-Malaysian. 10 were secondary school, 19 have diploma, 83 have degree, 3 hold masters, 1 hold a PhD and 5 others. 91 respondents gain less than RM2000, 6 from RM 2001-3000, 4 of the respondent from RM 3001-4000, 20 of the respondent were RM 4001 and above.

Table 2 Perception towards Halal Certification in General

Item	1	2	3	4	5
Important aspect in the hotel industry	1	0	9	55	56
Signifies food quality	1	1	9	60	50
Signifies trust	0	0	10	58	53
Signifies being hygienic	1	0	10	56	54
Signifies conformance to Halal standard	0	0	9	57	55
Positive impact on customer satisfaction	1	0	7	65	48
Increase demand from the Muslim customers	1	0	8	61	51
Increase demand from the non-Muslim customers	1	1	29	57	33
Increase confidence level among the Muslim customer	0	0	9	59	53
Increase confidence level among the non-Muslim customer	0	0	25	61	35
Provides customers with peace of mind during the visit	0	0	11	55	55
Is a trademark establishment	1	0	16	58	46
Attracts the tourism market	0	0	11	64	46
Act as a marketing strategy tool	0	0	10	66	45
Gives competitive advantages over non-certified Halal Hotels	1	0	17	63	40
As a way to increase the number of customers	1	0	11	67	42
As a adding value to their Hotels	0	2	12	64	43
Is familiar to the local people	38	66	15	66	38
Is a gaining acceptance from the foreign people	0	2	15	68	36
Benefits everyone	0	1	13	57	50

Table 2 shows the frequency of important aspects in the hotel industry: about halal as an important aspect in the hotel industry 9 were neutral, 55 agree and 56 were strongly agree. For food quality 9 respondents were neutral, 60 agree and 50 were strongly agree. About trust 10 respondents' neutral, 58 agree and 53 were strongly agree. For hygienic 10 respondent neutral, 56 agree and 54 were strongly agree. For different signifies conformance to halal standard 9 of the respondents were neutral, 57 agree and 55 were strongly agree. About the impact on customer satisfaction industry 7 respondents were neutral, 65 agree and 48 were strongly agree. For increase demand from the Muslim customers 8 respondents were neutral, 61 agree and 51 strongly agree. And increase demand from the non-Muslim customers 29 were neutral, 57 agree and 33 were strongly agree. For increase confidence level among the Muslim customers 9 respondents neutral, 59 agree and 53 were strongly agree. For increase confidence level among the non-Muslim customers 25 respondents neutral, 61 agree and 35 were strongly agree. About provides customers with peace of mind during the visit 11 neutral, 55 agree and 55 strongly agree. For trademark establishment 16 neutral, 58 agree and 46 are strongly disagree. Attracts the tourism market 11 neutral, 64 agree and 46 strongly agree. Different act a marketing strategy tool 10 neutral, 66 agree and 45 strongly agree.



Different gives competitive advantages over non-certified halal hotels 17 neutral, 63 agree and 40 strongly agree. Way to increase the number of customer's 11 neutral, 67 agree and 42 strongly agree. Adding value of their hotels 12 neutral, 64 agree and 43 strongly agree. Familiar to the local people 15 neutral, 66 agree and 38 strongly agree. Important aspect in the hotel industry 15 neutral, 68 agree and 36 strongly agree. Benefit everyone 13 neutral, 57 agree and 50 strongly agree.

Table 3: Service Quality

No.	Item	1	2	3	4	5
<u>Target Market</u>						
1.	Religious family oriented only.	4	7	26	69	15
2.	Business visitors whom demonstrate traditional and Islamic attitude	2	4	21	72	21
3.	Should not confine to Muslims only.	3	1	18	72	27
4.	Hotel financed through Islamic arrangements.	2	1	17	74	27
5.	Hotel should follow Zakat principles.	1	1	21	75	23
<u>Architecture/Design</u>						
1.	Art should be conservative.	4	5	18	73	21
2.	Toilets and beds should not be placed in the direction of Mecca.	3	4	18	72	24
3.	Arts in the hotel should not depict the human form.	1	3	21	73	23
4.	Design must reflect the spirit and culture of Islam.	1	1	14	75	30
5.	Sign indicating the direction of mecca in every room.	3	1	15	72	29
<u>Staffing</u>						
1.	The staffs should only serve guests from the same gender and it is also preferable if they are Muslim confession.	3	4	19	71	24
2.	The staffs should wear traditional uniforms.	3	4	27	69	18
3.	Female staff for single female floors and male staff for single male floors.	2	4	23	76	16
4.	Majority of the staffs are Muslims.	2	2	20	76	21
5.	Conservative staffs dress.	4	5	18	73	21
<u>Facilities</u>						
1.	Emphasizes on the convenience of location.	3	4	18	72	24
2.	Provide all basic amenities and facilities.	1	3	21	73	23
3.	All facilities such as gym and spa should be separated for men and women.	1	1	14	75	30
4.	Provide Quran, prayer mats and prayer beats in each room or at the front desk.	3	1	15	72	29
5.	Should not have Bars and Night clubs.	3	4	19	71	24
6.	Should provide appropriate entertainment.	3	4	27	69	18
<u>Food & Beverage</u>						
1.	No alcohol should be served.	2	0	13	68	38
2.	Food product must be Halal certified.	2	0	12	66	41
3.	Should follow all the halal procedures during food preparation.	2	2	12	65	40
4.	Should have majority of Muslim staffs.	2	1	18	64	36
5.	The hotel should not have any bar or night clubs.	3	1	16	67	34

In table 3 respondents were agree with the service quality aspects mentioned in the study, Shariah hotels are suitable for muslim and non-muslim families, following the Shariah compliants finance



and funding. It provides the Islamic facilities to perform the prayers, and follow the design which follow the Islamic roles. Majority of respondents were agree that Shariah hotels provides the halal food and drinks, preventing the bars and night clubs, have strict regulations about the same gender serving and housing, Islamic conservative dress, providing several kind of separated facilities for men and women.

Table 4: Guest Satisfaction

NO	Item	1	2	3	4	5
	<u>Value of money</u>					
1.	Reasonable price	2	1	25	64	29
2.	Consistent price policy	3	1	33	59	25
3.	The price is similar with normal full service hotels	3	2	33	58	25
4.	Special promotions on room package	4	1	31	55	30
	<u>Hotel image</u>					
1.	Have a good reputation on the services	2	1	28	57	33
2.	Have a good physical appearance	2	3	28	52	36
3.	Located in convenient location	2	1	32	50	36
4.	All basic amenities provided. Such as <ul style="list-style-type: none"> • ATM machines • Free parking 	2	0	28	51	40
	<u>Physical quality</u>					
1.	The guest rooms are comfortable	2	1	29	51	37
2.	Friendly customer service	2	0	27	51	41
3.	The surroundings are clean	2	0	28	50	41
4.	Nature friendly environment	2	0	28	51	40

Respondents in table 4 showed their satisfaction about Shariah hotels, 25 respondents were neutral, 64 agree and 29 strongly agree with the prices and the consistent price policy. Majority of respondents were agree with the marketing and promotion activities, convenient location. All basic amenities were provided, and the rooms were comfortable. Based on respondents point of view, customer service was friendly provided by staff, surrounding was clean, and nature friendly environment.

Conclusion

Shariah compliant hotel it focusing on Service Quality depends to the product that results from the front office, facilities and food & beverages. It also to show the rational of the service quality to be mediator on the relationship between front office, facilities and food & beverages and guest satisfaction in Shariah compliant hotel.

It is concluded that there are a large potential of the halal industry and tourism in terms of marketing size and income. By specifically referring to the hotel services sector, it clearly shows that it will not only benefit the Muslim per se but also it will give advantages to non-Muslim. In addition, it gives a large space for another niche sector which is able to generate income to the country. Thus, it is in line with government's desire to be a global halal hub as stated in (Industrial Master Plan 2006-2020 3rd) provided that certain aspect need to be improved from time to time. Eventually, the mission and vision of Malaysia government to be World Halal Hub country will come into reality.



Research Recommendation

The research studied the influence of service quality, facilities, food & beverages to Muslim customer and also influence of Shariah compliant hotel. It is expected that the obtain result will provide useful information to improve the Shariah hotel principle within Malaysia. This study can be used as source of information for the future study in related field and according to the result of this research, the highest number of respondents is agree with service quality using the shariah hotel principle. But, some hotels only focus on the food and beverages only, actually shariah hotel principle are making overall using the shariah hotel including the service quality and facilities. Thus, the Islamic hotel or shariah compliant hotel should do something for improve and new development for this issue to ensure guest who staying with the service quality and facilities in shariah hotel directly to increase the national income in the country tourism sector.

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A COMPARATIVE STUDY OF LEARNING AND EFFICACY IN JAPAN AND INDONESIA

**Michiko Toyama¹,
Yoshitaka Yamazaki²**

^{1,2}Faculty of Business Administration, Bunkyo University, 1100 Namegaya, Chigasaki, Kanagawa, Japan.

Abstract: *This study compared Japanese and Indonesian employees with regard to learning styles and three types of self-efficacy beliefs: general training, and skill utilization self-efficacy. It also examined how learning style affects each of these self-efficacy beliefs after controlling for the demographic characteristics of age, gender, and country. We relied on Kolb's experiential learning theory and Bandura's self-efficacy paradigm in theorizing a relationship between learning style and efficacy beliefs. Participants included 801 employees who worked for automobile-parts makers: 398 from Japan and 403 from Indonesia. Results of the independent t-test revealed significant differences in learning style and the three efficacy beliefs. Japanese employees were more concrete and active than Indonesian employees and were more likely to possess a diverging learning style, which consists of concrete experience and reflective observation. In contrast, Indonesian employees were more likely to have an assimilating learning style, which is composed of abstract conceptualization and reflective observation. Indonesian employees showed a higher level of all three self-efficacy beliefs, suggesting that Indonesian employees tend to have more self-confidence in general as well as in specific situations of training and skill utilization. Results of regression analysis revealed that the two learning style variables of concrete experience vs. abstract conceptualization and reflective observation vs. active experimentation were significantly related to all three self-efficacy beliefs. Specifically, those who learn by thinking tended to possess a higher level of all three self-efficacy beliefs than those who learn by feeling. Similarly, those who learn by acting were likely to have a higher level of self-efficacy beliefs than those who learn by reflecting. This study confirms that learning style and self-efficacy differ by country. It also proves that learning style affects change of general and specific self-efficacy beliefs. We offer implications based on these results.*

Keywords: *experiential learning theory, learning style, self-efficacy, Japan, Indonesia.*

Introduction

Although a recent political trend of protectionism has been observed in the world economy, globalization creates new and expanding business chances for multinational corporations (MMCs) (Black, Morrison, & Gregersen, 1999). The success of MNC highly hinges on competent employees who are required to be effectively managed in the MNC. Cross-cultural management literature indicates that a way of perception, interpretation, and action relies on culture of country (Alder & Gundersen, 2008) where employees possess values, norms, and assumptions (Hofstede, 1997). Thus, it is very important that human resource (HR) managers who are responsible for



management of global talents and employees need to understand what have a similarity and difference among employees in various countries where their MNCs run business.

Particularly, HR managers must know various facets of employee learning in work settings (Poell, 2014; Slotte, Tynjala, & Hytonen, 2004). Individual products of learning represent knowledge generation and skill development (Kolb, 1984), adaptation to job changes (Ashford & Taylor, 1990), and, more generally, fundamental changes in behavior, cognition, and attitudes (DeSimone, Werner, & Harris, 2002). Therefore, learning involves whole human activities. When individuals learn, they tend to have their preferred approach to learning (Drucker, 1999), which we call learning style (Price, 2004) as an important function in terms of learning outcomes (DeSimone et al., 2002). The current research focused employees' learning style due to the organizational need for management and leadership development in changing and complex milieus (Dragoni, Tesluk, Russell, & Oh, 2008).

Like learning style, self-efficacy is another crucial facet of employees to be understood by HR managers in MNCs. Self-efficacy is also so important in the academic world that it has been much examined and applied in the domain of human resource management (HRM) and organizational behaviour (Gist & Mitchel, 1992). A large number of research has showed that self-efficacy has a powerful influence on a broad range of fields, consisting of employee selection (Shantz & Latham, 2012), employee performance (Eden & Zuk, 1995; Luis & Torres, 2013), HR development (DeSimone, Werner, & Harris, 2002; Gibson, 2004), training success (Davis, Fedor, Parsons, & Herold, 2000; Mathieu, Martineau, Tannenbaum, 1993), work attitudes (Judge & Bono, 2001; Luthans, Zhu, & Avolio, 2006), communication performance (Toyama, 2016), leadership (Anderson, Krajewski, Goffin, & Jackson, 2008; Hannah, Avolio, Luthans, & Harms, 2008), and career management and development (Abele & Spurk, 2009; Yi, Cheng, & Ribbens, 2014).

In this study, we examined these two important variables: learning style and self-efficacy beliefs, by comparing between Japanese and Indonesian employees who work for MNCs. Also, this study further explored how learning style relates to self-efficacy beliefs. When highlighting self-efficacy, the present study investigated three types of self-efficacy beliefs: skill utilization, training, and general self-efficacy. The literature suggests that both general as well as specific self-efficacy beliefs should be employed in research (Schwoere, May, Hollensbe, & Mencl, 2005). In sum, this study pursued an answer of the following three research questions:

- 1) How do Japanese employees differ in learning style from Indonesian employees?
- 2) How do Japanese employees differ in three self-efficacy beliefs: general, training, and skill utilization self-efficacy?
- 3) How does learning style relate to three self-efficacy beliefs: general, training, and skill utilization self-efficacy?

Literature review

Learning Style

Many learning style paradigms and definitions have been discussed (Cassidy, 2004). Demirbas and Demirkan (2007) pointed out that although learning style models and studies have showed various definitions and categorizations, their aims and approaches are similar. This study applied Kolb's (1984) experiential learning theory for three reasons. First, his learning model with its assessment tool helps employees understand their learning ways (DeSimone et al., 2002). Second,

his learning theory was founded on individual experiences so that it is thought to be applicable to actual work settings with ease. Third, since the present study sought for an answer to the question of relationships between learning style and self-efficacy beliefs as shown in the research questions, a learning model needed to be conceptually relevant to formation or development of self-efficacy beliefs. In this respect, Manolis, Burns, Assudani, and Chinta (2013) argued an association between individual experiences and self-efficacy. Accordingly, it seems proper to apply Kolb's learning model for this study.

Kolb's (1984) experiential learning theory proposed learning involves 4 basic learning modes—feeling, perceiving, thinking, and behaving. The first learning mode is concrete experience (CE). It entails feeling a new experience, generating apprehensive knowledge as a foundation for the next learning mode: reflective observation (RO). RO calls for changing the apprehensive knowledge into the following learning mode: abstract conceptualization (AC), creating comprehensive (i.e., explicit) knowledge. Its knowledge is internalized as an idea or concept. Then, the comprehensive knowledge becomes a basis to be transacted by the final learning mode: active experimentation (AE), requiring acting to transform it. For this transformation, AE serves to lead to make a new experience that CE (feeling) involves catching again. Kolb's experiential learning theory postulates that the CE (feeling) learning mode is dialectically contrasted with the AC (thinking) mode, whereas the RO (reflecting) mode is dialectically contrasted with the AE (acting) mode. Figure 1 illustrates Kolb's learning model.

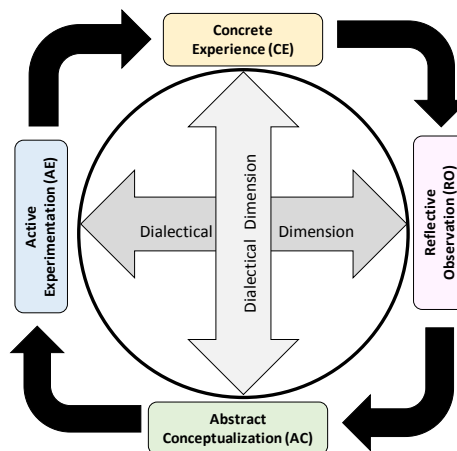


Figure 1: Kolb's Learning Model

Self-Efficacy

Bandura (1977) discussed that self-efficacy is defined as individual's beliefs that they can handle their behaviors necessary to perform a certain task (Bandura, 1986, 1997). Self-efficacy has an effect on peoples' activities and behaviors involving cognition, motivation, affection, and selection processes (Bandura, 1995). The self-efficacy in the aforementioned definition often refers to specific self-efficacy that is associated with a specific work situation. Eden and Zuk (1995) illustrated that general self-efficacy serves as a holistic self-evaluation of individual's capabilities to perform tasks in situations. Therefore, general self-efficacy refers to an overall sense of self-confidence to deal with difficult (Luthans et al., 2006) and stressful situations (Schwarzer & Born,



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1997). Consequently, general self-efficacy widely and generally involves people's behaviors in situations (Luszczynska, Gulierrez-Dona, & Schwarzer, 2005).

The specific efficacy construct applied for the present research represented training self-efficacy. Previous research illustrated the magnitude of training self-efficacy in several situations such as training goals (Campbell, 1988), training manners (Gist, Stevens, & Bavetta, 1991), skill learning (Guthrie & Schwoerer, 1994), and training effectiveness (Guthrie & Schwoerer, 1994; Mathieu, Martineau, & Tannenbaum, 1993; Noe, 1986). Training self-efficacy refers to individuals' thoughts that they can successfully deal with a training program. Additionally, this present study applied skill utilization self-efficacy which is extension of post training self-efficacy, focusing on individuals' beliefs that they can effectively apply skills in work situations.

Cross-Cultural Differences in Learning Style and Self-Efficacy

Past studies documented that learning styles differ with countries and cultures (Yamazaki, 2005). Although many cultural categorizations are used to show cultural values and norms (Hofstede, 1997; Trompenaars & Hampden-Turner, 1998), the most often applied cultural values for learning style distinctions is Hofstede's (Holtbrugge & Mohr, 2010). Two comprehensive empirical studies of learning styles across cultures have recently been conducted, whose studies were Holtbrugge and Mohr (2010) and Joy and Kolb (2009), supporting cross-cultural differences in learning style. Like the cross-cultural learning style studies, the cross-cultural self-efficacy studies also reported that self-efficacy varied with cross-cultural differences (Klassen, 2004). For instance, people in Hong Kong and Japan exhibited the lowest self-efficacy while those in Costa Rica and Russia exhibited the highest among 13 countries (Schwarzer & Born, 1997). Another cross-national study showed the lowest self-efficacy countries were the Japanese and Hong Kong Chinese and the highest self-efficacy countries were Costa Rica, Denmark, and France (Scholz, Gutierrez-Dona, Sud, & Schwarzer, 2002).

Methods

Samples and Sampling Procedures

The present study obtained research cooperation from a Japanese MNC that was a maker in an automotive industry in Japan. The Japanese MNC has several plants in Japan and Indonesia. A total sample of this study was 801 employees: 398 Japanese and 403 Indonesians. Of the Japanese participants, 368 were male and 30 were female. An average age of the Japanese employees was 37.54 (SD = 13.20). Of the Indonesian employees, 324 were male and 79 were female. An average age of the Indonesian was 27.36 (SD = 7.24). One of the authors contacted the Japanese MNC, and a senior manager who agreed to manage data collection distributed survey packets to employees by an internal mail. Also, this manager sent the packets to its Indonesian subsidiary. One month later, we received questionnaires of Japanese as well as Indonesian employees back from the manager.

Instruments

To measure employee's learning style, we used the third version of the Learning Style Inventory (LSI; Kolb, 1999), which has good reliability (Kayes, 2005; Veres, Sims, & Locklear, 1991). The LSI contains 12 questions. Each question includes four statement options that ask individuals to

rank them in order, from 4 (you learn best) to 1 (you learn least). Each statement agrees with one of four learning modes: CE (feeling), AC (thinking), RO (reflecting), and AE (acting). To analyze the general self-efficacy of employees, we employed the Self-Efficacy Scale made by Jones (1986), which was made to investigate self-efficacy beliefs in work settings. The original of this measure was design to examine new comers in organizations so that we slightly modified descriptions to fit to our study context. This instrument has of 8 questions calculated on a 7-point scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Its Cronbach alpha was 0.88 for this study. To measure training self-efficacy, we used the Training Self-Efficacy Scale made by Guthrie and Schwoerer (1994). The measure consists of five statements on a 7-point scale. Its Cronbach alpha was 0.94 for this study. Finally, to analyze skill utilization self-efficacy, we developed a scale for it. The measure had four items on a 5-point scale and its Cronbach alpha was 0.85 for this study.

Results

Learning Style Differences between Japanese and Indonesians

The first research question was how Japanese employees differ in learning style from Indonesian employees. For this analysis, we conducted an independent t-test. Results of the t-test revealed that there was a significant difference in AC – CE (more thinking vs feeling) between Japanese and Indonesian employees ($t = -15.76, p < 0.01$). It is meant that Japanese employees preferred to use more concrete experience (CE = feeling) vs. abstract conceptualization (AC = thinking) than Indonesian employees. When examining the other learning dimension of acting vs. reflecting, results of the t-test illustrated that there was also a significant difference in AE – RO (more acting vs. reflecting) between them ($t = 2.11, p < 0.05$). It indicated that Japanese employees preferred to use more active experimentation (AE = acting) vs. reflective observation (RO) than Indonesian employees. A group of the Japanese employees was categorized as a diverging learning style (AC – CE = -5.41; AE – RO = 1.14), while that of the Indonesian employees was classified as an assimilating learning style (AC – CE = 6.69; AE – RO = -0.53). Taken together, those results showed that Japanese employees differed in learning style from Indonesian employees. Table 1 depicts a summary of the results of the independent t-test.

Table 1: Results of the Independent t-test concerning Learning Style

	N	AC - CE (more thinking vs. feeling)		t values	df
		Mean	SD		
Japanese	398	-5.41	12.51	-15.76**	716
Indonesian	493	6.69	8.90		
		AE - RO (more acting vs. reflecting)			
Japanese	398	1.14	13.07	2.11*	700
Indonesian	493	-0.53	8.91		

* $p < 0.05$, ** $p < 0.01$



Self-Efficacy Differences between Japanese and Indonesians

The second research question was how Japanese employees differ in three self-efficacy beliefs: general, training, and skill utilization self-efficacy. For this examination, we also used an independent t-test. Results of the t-test revealed that there was a significant difference between Japanese and Indonesian employees in terms of all three efficacy beliefs: general self-efficacy ($t = -16.31, p < 0.01$), training self-efficacy ($t = -15.36, p < 0.01$), and skill utilization self-efficacy ($t = -14.20, p < 0.01$). It can be translated that Indonesian employees possessed a higher degree of each of the three efficacy beliefs. Table 2 shows a summary of the results of the independent t-test.

Table 2: Results of the Independent t-test concerning Three Self-Efficacy Beliefs

	N	General self-efficacy		t values	df
		Mean	SD		
Japanese	398	4.01	1.00	-16.31**	747
Indonesian	493	5.03	0.77		
Training self-efficacy					
Japanese	398	3.15	0.66	-15.36**	785
Indonesian	493	3.76	0.53		
Skill utilization self-efficacy					
Japanese	398	3.27	0.59	-14.20**	700
Indonesian	493	3.20	0.64		

** $p < 0.01$

Learning style relates to self-efficacy

The research question was how learning style relate to three self-efficacy beliefs: general, training, and skill utilization self-efficacy. In order to examine the third question, we applied regression analysis by controlling age, gender, and country. Results of the regression analysis revealed that two learning dimensions of AC – CE and AE – RO significantly affected all of the three self-efficacy beliefs: general self-efficacy (AC – CE: $\beta = 0.10$; AE – RO: $\beta = 0.13$), training self-efficacy (AC – CE: $\beta = 0.18$; AE – RO: $\beta = 0.17$), and skill utilization self-efficacy (AC – CE: $\beta = 0.13$; AE – RO: $\beta = 0.09$). Table 3 shows a summary of the results of the regression analysis about how learning style relates self-efficacy.

Table 3: Results of the Regression Analysis

Variable entered	Dependent variables					
	General self-efficacy		Training self-efficacy		Skill utilization self-efficacy	
	β					
Age	0.26	**	0.09	**	0.07	*
Gender (0=female, 1=male)	0.04		0.00		0.06	*
Country (0=JP, 1=IDN)	0.58	**	0.45	**	0.44	**
AC – CE (thinking vs. feeling)	0.10	**	0.18	**	0.13	**
AE – RO (acting vs. reflecting)	0.13	**	0.17	**	0.09	**
<i>F</i>	78.53	**	61.74	**	47.30	**
<i>R</i> ²	0.33		0.28		0.22	

** $p < 0.01$, * $p < 0.05$

Discussion

We have three discussion points based on the results. The first discussion point is that learning style differs between Japanese employees and Indonesian employees. Since the past cross-cultural learning style studies indicated that learning style varies across country and culture (Joy & Kolb, 2009; Yamazaki, 2005), the study result has confirmed a relationship between learning style and self-efficacy. Particularly, we did not know how these two countries of Japan and Indonesia were different in learning style; thus, it is thought that this study results provided important information about the two countries' learning style differences in detail. Based on the results, we offer the first practical implication in terms of a workplace interaction across two countries. If a Japanese employee was assigned to a task as expatriation to Indonesia, he or she should consider how to explain about work or task when interacting with his/her counterparts of Indonesian employees. More specifically, Japanese expatriates would have to use clear concepts and sound logic when talking to Indonesian nationals, rather than using ambiguous words or irrational expressions. Similarly, Indonesian employees who work with Japanese in a Japanese MNC would need to consider building a better relationship with their Japanese counterparts through informal communications. Such an activity helps Indonesian employees understand a message based on a covert cue expressed in a situation where Indonesian employees interact with Japanese employees. The second discussion point concerns cross-cultural self-efficacy differences. This study also confirmed that self-efficacy differs with countries and cultures. Furthermore, three self-efficacy beliefs of Japanese employees were much lower than those of Indonesian employees. Thus, this study results seem to be consistent with the previous two studies of Schwarzer and Born (1997) and Scholz et al. (2002), illustrating that the lowest self-efficacy level of Japanese people among various countries. This study results would raise a next question of why Japanese employees have a low level of self-efficacy. Do Japanese employees strongly rely on others when valuing or when internalizing values? If they too much asked others for the evaluation or judgement of values, their self-efficacy levels would not be enhanced.

The third discussion point describes a relationship between learning style and self-efficacy beliefs. This study showed that learning style has a great effect on three self-efficacy beliefs: general,



training, and skill utilization by controlling age, gender, and country. This study results seem to support a perspective of Manolis et al. (2013), indicating an association between learning style and self-efficacy. Also, the view that cognitive capability to process information is necessary to form and develop self-efficacy (Bandura, 1997; Stajkovic & Luthans, 1998) is thought to link between self-efficacy and learning style, particularly in relation to the mode of abstract conceptualization (AC = thinking). Moreover, a model of self-efficacy that Gist and Mitchell (1992) created suggested the importance of analytical attributions as self-efficacy development. Taken together, our results with these past researches led us to conclude that learning style has an influence on self-efficacy beliefs. Based on the study results, we offer a practical implication for HR professionals or practitioners. This implication may be related to the second discussion point. Since it is crucial to increase self-efficacy beliefs in workplaces, HR people should encourage employees to use more thinking and more acting when the employees face a learning situation. Their continuous application of thinking and acting modes of learning would possibly enhance a degree of self-efficacy.

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TEHCNICAL EFFICIENCY AND PRODUCTIVITY OF LISTED COMPANIES IN SERVICES SECTOR IN MALAYSIA

**Nursafeda Abd Rashid¹,
Annuar Md Nassir²,
Fakarudin Kamarudin³,
Cheng Fan Fah⁴**

¹Faculty of Hospitality, Tourism and Wellness, UMK

²Faculty of Economics and Management, UPM

³Faculty of Economics and Management, UPM

⁴Faculty of Economics and Management, UPM

Abstract: *This conceptual paper seeks to examine the technical efficiency and productivity of selected public listed companies in services sector in Malaysia. The researcher builds a common production frontier using the data envelopment analysis (DEA). To further analyse the efficiency changes over years the researcher use the Malmquist total factor productivity index, based on DEA technique. The policy implications of the expected results in the light of the new services sector regulations that impose new rules to strengthen the economic growth and increase employment rate. The originality of this research is that the author analyse only focusing exclusively of public listed trading/services sector in Malaysia for both technical efficiency and productivity.*

Keywords: *technical efficiency, productivity, service sector, data envelopment analysis, Malmquist total factor productivity index*

Introduction

The services industry in Malaysia will be stimulated by the services sector that will continue to grow rapidly and is one of the main economic builders and a key pillar to the global economy. According to Eleventh Malaysian Plan (2016-2020), to become a developed nation by 2020, the growth of services sector that will be raised its contribution to GDP to 56.5% is expected at 6.9%. The targeted GDP contribution will be reached through attracting in new investments of RM44.6 billion and improving the sector's productivity for the services sector. Therefore, to become a developed country towards to prosper and sustain the economy, Malaysia should focus more on the development of the services sector.

Literature Review

In 1957, Farrel introduced the modern efficiency measurement. Debreu (1951) and Koopmans (1951) defined firm's efficiency as a simple measure which using multiple inputs. Therefore, according to Forsund and Hjalmarsson (1974) the study suggested that clarifying the notion of efficiency on the basis of production theory since the efficiency analysis is significantly important to the practical economic policy.



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In recent years, normally research have been done on various aspects of efficiency in banking particular industry or sector in Europe and America, and not in public listed companies as a whole in trading/service sector. The previous studies to date, the study that focus on the performance and efficiency in the overall trading/services industry of the Bursa Malaysia using more factual and appropriate approaches not yet been done. In the existing literature, there are not many studies attempts are found on using two or more models to identify a various performance approaches of the listings companies in trading/services industry. Furthermore, there is a paucity of studies on the efficiency of listed companies in trading/services industry.

There are several studies in various industry of the services sector to determine efficiency that employed DEA. For example, study by Zhu (2000) attempted to determine multiple factors of the Fortune 500 companies that influence the financial performance, among others and Haugland, Myrtveit, and Nygaard (2007) worked on 530 Norwegian hotels. Banker, Chang, and Kao (2002) studied the public accounting firm that the impact of IT implementation on the productivity, Cullinane and Wang (2006) measured the study of container terminals efficiency in Europe. Development countries, Ariff, Cabanda, & Sathye (2009) studied about Global Telecommunications, Lavado and Cabanda (2009) explored the efficiency of health and education expenditures.

According to Sharma et al. (2013), no study has been found in developing countries so far to calculate efficiency and productivity in trading/services sector. For that reason, it is better to compare it with listed in trading/services industry and with technical efficiency.

As for productivity studies, very limited studies particularly using Malmquist Productivity Index especially in services industry. Productivity studies are also done in other industries. Among others include works of Badri (2017), Ahmed and Kialashki (2017), Sufian and Habibullah (2013) and Salleh (2012) and many others. Badri (2017) mainly focused on data for the period 2008 to 2014 to compare between the growth of total factor productivity (TFP) and its components for both services sector and manufacturing sector in India. Ahmed and Kialashki (2017) measured the factors that motivate the productivity development in the 11 Asia Pacific countries include Malaysia, Singapore, Indonesia, Philippines, China, Thailand, Korea, Japan, Australia, New Zealand and India. Time series data over the period 1970-2012 is used in this study. Sufian & Habibullah (2013) assessed the impact of mergers and acquisitions on the total factor productivity of Malaysian banks using alternative techniques. A study by Salleh (2012) which carried efficiency and productivity change analyses of Malaysian public higher education system from 2006 to 2009 which is aimed to assess the impact of implementation of the National Higher Education Strategic Plan (NHESP) in 2007.

According to Rutkukas and Paulaviciene (2005), productivity is analyzed mostly in manufacturing firms or industry where has been analyzed for more than two hundred years. While not for productivity in the service sector, until the end of the twentieth century was not analyzed before. The reason for not analyzed that has been argued by many scholars is because of the complicatedness application of productivity concept in service sector compared to its application in manufacturing.

Methodology

The annual report of Bursa Malaysia Public Listed companies for the specified period of 2009 to 2015 to gathered data for efficiency and productivity. Further, data will be collected from Bursa



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Malaysia website, Bloomberg, Bankscope and DataStream. Accordingly, this study will capture after crisis (2009-2015). Initially, only selected companies from about 200 companies that listed in trading/services industry will be chosen for this study due to data availability. Secondly, incomplete data for listed companies will be expelled or deleted. Additionally, the companies will be excluded from the list if it is identified as exception. The time frame for this study is 6 years in order to avoid factors like temporal stability and business cycles that may be influenced to the study.

This research is using the DEA non-parametric efficiency approach which was primitively established by Farrell (1957). This study focus on technical efficiency and the estimation techniques is non-parametric methods with extend the analysis will be done to decomposition of technical and scale efficiency by using variable return to scale (VRS). This study will take input and output orientation. The input variables for this study include total assets, labour expenses and operating expenses. The output variables include revenue and net income. Production approaches that have been conducted by Berger & Humphrey (1997) will be employed to study listed companies in trading/services sector efficiencies in Malaysia from 2009 to 2015. The Dynamic Malmquist Productivity Index will be employed by using DEAP program to measure productivity. This study will also employ Malmquist TFP index using frontier approach to identify the productivity changes in each year, with dynamic change between subsequent years (i.e. 2009-2010, 2010-2011, 2011-2012, 2012-2013, 2013-2014 and 2014-2015). The frontier authorize TFP change (TFPCH) to be break out into efficiency change (EFFCH) and technical change (TECHCH) and further decomposition into pure technical efficiency change (TEC) and scale change.

Expected Result

The Production Approach is using in efficiency and productivity of listed companies in trading/services sector in Malaysia from 2009 to 2015. The average efficiency score and the most efficient period under study can be identified. The most efficient year with the most efficient listed companies in trading/services sector for each year can be highlighted resulted from the efficiency scores. The benchmark year and benchmark for listed companies of trading/services sector for those years are therefore can be find out. The trend of efficiency across the periods also can be discussed in this study. The result of pure technical and scale efficiency also can be identified. The results from efficiency analyses can be confirmed with further productivity analyses and further explained in terms of efficiency and technological change.

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UNDERSTANDING ANTECEDENTS AND CONSEQUENCES CONSUMER SATISFACTION ON AIRLINE PASSENGER LOYALTY

Vita Briliana¹

¹Trisakti School of Management, Jakarta, Indonesia

Abstract: *The purpose of this paper is to examine how companies can boost their brand image and their customers' loyalty and engagement through consumer satisfaction constructs by leveraging customer expectation and perception of price. Empirical evidence from both in-depth interviews and data collected from 110 survey forms was integrated into a conceptual model. This causal model was tested using structural equation modeling and validated using Smart PLS 2.0. Findings of this study reveal that Customer expectation and perceived price positively influenced consumer satisfaction, which was a strong factor affecting consumer engagement, followed by brand image and customer loyalty. Additionally, customer satisfaction mediated the effect of customer expectation and perceived price on consumer loyalty. Practical implications – One of the key measures that airlines can use to retain customers' patronage and spur them into making business referrals is to enhance their loyalty and satisfaction by leveraging customer expectation, customer engagement, and brand image.*

Keywords: *Brand image, Customer engagement, Customer expectation, Customer loyalty, Customer satisfaction, Perceived price.*

Introduction

In recent years, industry trends have shifted toward expanding domestic and international services. Airline business transactions are examples of high-interaction service encounters. Consequently, a company service should consider formulating its strategic marketing, particularly when its level of service interactions is high. Business travelers are important to airlines because these passengers are more likely to travel several times a year and tend to purchase upgraded services with higher profit margins for the airlines. On the other hand, leisure travelers are less likely to purchase these premium services and are typically very price sensitive. Many companies worldwide tend to create and maintain strong links with their customers, carefully managing all sensitive points in relation to customers in order to maximize their loyalty. Consumers today are more sophisticated, difficult to please, and more aware of quality, price, and content. They expect and ask for more benefits and forget less easily. Competitors offer more alternatives to provide the same, for example for forgetting negative experiences or even better products, services, and facilities.

Badan Pusat Statistik (2017), the Indonesian government's statistics agency, conducts thorough surveys on the country's population size only once per decade. Based on an online news report released by the Indonesia-investments in 2017, Indonesia was reported to have more than 260



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million inhabitants in 2017. Indonesia is the fourth largest country in the world in terms of population size. It is also the largest country in the Association of Southeast Asian Nations (ASEAN) region in terms of its population and total land area of 1.86 million square kilometers, accounting for 42% of the region's total land area. Consisting of around 17,000 islands, Indonesia has numerous large cities as well. Garuda Indonesia Airlines (GIA) is particularly tasked to improve connectivity between islands and cities in remote areas. As the national flag carrier, it has the authority to coordinate and allocate international flight schedules in its airports, which was a general mechanism in the Asia Pacific region in the early development of its air transport sector (Hooper, 2002). Airline groups in Indonesia own several brand identities, where the main company offers different services from its subsidiaries. This strategy aims to accommodate a wide range of customers, from low-end to high-end types. Indonesia is possibly unique as it is the only country with a law that requires airline companies to classify their services into three categories: no-frill, medium, or full service. For each category, different ceiling prices are imposed for domestic flights, stipulated under Minister Decree No. 26/2010, at 100%, 90%, and 85% of stated ceiling prices for full, medium, and no-frill services, respectively. GIA positions itself as the leader at the full-service end of the market that targets premium passengers, while its subsidiary Citilink focuses on the low-cost end, competing with Lion on domestic trunk routes (Indonesia National Air Carriers Association-INACA, 2015).

Basically, there are two opposing marketing approaches that can be applied by a business organization (i.e. transactional marketing and relationship marketing). The transactional marketing approach focuses on maximizing the number of sales, while the relationship marketing approach focuses on building a relationship between a company and its stakeholders. Relationship marketing is developing because of scholars see that mass marketing does not fit customer needs anymore, especially in the service industry (Hapsari et al., 2017). The ultimate goal of relationship marketing is to enhance customer equity by acquiring new customers and taking care of existing customers (Kotler and Keller, 2016).

GIA commenced full operations at Terminal 3 of Soekarno-Hatta International Airport (SHIA) in Tangerang, Banten in May 2017. It is increasing its fleet in response to the high demand for comfortable flights. To provide easy access and excellent services, GIA has opened the exclusive Terminal 3 Ultimate at SHIA as one of the strategies to retain its customers for a long time and increase their satisfaction, which is important for operating an airline business (Garuda Indonesia, 2017). When a company is a service business, building customer satisfaction (CS) is imperative. The effects of CS on consumer behavior are diverse and go beyond purchase intention. For example, satisfaction influences communication among consumers (word-of-mouth [WOM] effect) (Eggert and Ulaga, 2002), and it is the pillar for building a brand image (BI) (Yang et al., 2011) and customer loyalty (CLO) (Choi et al., 2008; Eggert and Ulaga, 2002). The global airline industry has also focused on improving CLO to increase profitability as it operates in a very competitive environment (Chen and Hu, 2010). The Indonesian airline industry will need to build its customer base by increasing customer retention numbers to enhance the airlines' competitive advantage. The airline industry is extremely sensitive to costs, such as fuel, labor, and loans. Many studies have examined airline passenger loyalty in general, but limited literature exists regarding business consumers (Lars Meyer, 2013; Al-Msallam et al., 2015; Hapsari et al., 2017). This research paper provides valuable insights into the measurement of customer expectation (CEX), perceived price (PP), CS, BI, customer engagement (CEN), and CLO in the high-end Indonesian



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airline industry. More research is needed to understand CS and CLO in emerging economies. The purpose of this research is to improve the understanding of the effects of CEX and PP on CS, the effects of CS on BI, and the effects of CEN on CLO, specifically in airline transport.

Literature Review and Hypothesis Development

Customer Expectation (CEX)

Customer expectation is the main determinant of consumption experience, satisfaction, and loyalty (Msallam et al., 2014). Basically, customers seek information before buying, which leads to an expectation about upcoming service encounters with a particular company. Individuals have different levels of expectation based on their assessment of past experiences and the provision of different services during customer–employee interactions (Miller, 1977). As a consequence, the CEX level should be considered one of the significant factors of satisfaction or dissatisfaction (Dolnicar, 2002). A study (Sara et al., 2009) finds that outcome satisfaction comes from the consumer’s comparison of expectations before buying, with his or her perceptions at the moment of purchase and/or consumption. Satisfaction is a feeling of wellbeing that occurs when a need is met; on the other hand, dissatisfaction is a sense of disappointment in a company’s failure to meet expectations (Kotler and Keller, 2016); such expectations are based on previous experiences, recommendations, or other information sources. The concept of satisfaction implies the fulfillment of the expectations about the purchase, as well as a positive emotional state based on the results of the purchase or the maintenance of the relationship (Agrebi and Jallais, 2015). Based on the preceding discussion, the following hypothesis is formulated:

H1. Customer expectation has a positive effect on customer satisfaction.

Perceived price (PP)

In the service context, PP plays a significant role in decision making (Kaura, 2013). Msallam and colleagues (2014) point out that the PP can possibly show the buyers’ intention to repeat their purchase behavior and includes all the costs they incur when making a purchase (Jin and Sternquist, 2003). Schiffman and Kanuk (2010, p. 193) argue that PP should reflect the value that the customer receives from the purchase. Price is an important element in consumers’ purchases; therefore, it has a significant influence on their satisfaction judgments (Herrmann et al., 2007; Han and Ryu, 2009) and loyalty. Moreover, CS and CLO are found to have positive impacts on price acceptance (Asadi et al., 2014). The PP construct means understanding how much value consumers place on the benefits they receive from a product and setting a price that fits this value. If consumers perceive that the price is greater than the product’s value, they will not buy it. Therefore, the following hypothesis is proposed:

H2. Perceived price has a positive effect on customer satisfaction.

Customer satisfaction (CS)

Customer satisfaction is a construct that represents consumers’ favorable or unfavorable feeling resulting from their appraisal of the correspondence or the discrepancy between the overall performance of the producer of the goods or services and their expectations (Zeithaml et al., 2008; Briliana, 2013; Msallam et al., 2014; Sumaedi et al., 2014; Hapsari et al., 2017). If consumers are satisfied with the product or the service, they are more likely to make a purchase and more willing



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to spread positive WOM (Msallam et al., 2014). Fornell and colleagues' (1996) findings indicate that enhancing the CS level contributes to building CLO in terms of the repurchase likelihood and price tolerance, given the repurchase. Although using CS is not the only strategy, a fundamental way to improve CLO is to increase CS levels

(Han and Ryu, 2009). Sheth and Sisodia (1999) point out that CS is positively associated with a company's market value and return on investment. The concept of satisfaction implies the fulfillment of the expectations for the purchase, as well as a positive emotional state based on the results of the purchase or the maintenance of the relationship with the mobile seller

(Agrebi and Jallais, 2015). Overall satisfaction with a service experience not only leads to CLO but is also one of its important determinants (Pantouvakis and Lymperopoulos, 2008). Therefore, the following hypotheses are proposed:

H3a. Customer satisfaction has a positive effect on customer loyalty.

H3b. Customer satisfaction has a positive effect on brand image.

H3c. Customer satisfaction has a positive effect on customer engagement.

Brand image (BI)

Kotler and Keller (2016) state that an airline company establishes a strong BI by developing a superior product or service, ensuring its availability, and backing it with engaging communications and reliable performance. Brand image can be categorized as a post-experience attitude, which is a result of a customer's confirmation or disconfirmation of the quality of a service (Hapsari et al., 2017). Based on Kang and James' (2004) study, image is viewed as a filter in terms of a customer's perception of quality. Thus, a corporate image is the net result of the interaction of all experiences, impressions, beliefs, feelings, and knowledge that people have about a company (Hsiong-Ming et al., 2011). All companies strive to build a BI with as many strong, favorable, and unique brand associations as possible. Important higher order marketing constructs, such as service quality, perceived value, CS, and BI, are often noted as antecedents of CLO (Cronin, Brady and Hult, 2000; Clemes, Gan and Ren, 2011). Therefore, the following hypothesis is proposed:

H4. Brand image has a positive effect on customer loyalty.

Customer engagement (CEN)

From a marketing perspective, the CEN construct is conceptualized as a customer's psychological connections with a particular brand (Brodie, Hollebeek, Jurić and Ilić, 2011). Vivek and Morgan (2012) propose that the psychological connection enables a customer to engage with a particular brand and become more loyal to it. Bowden (2009) and Brodie et al. (2011) point out that keeping customers engaged is strategically essential to increase the number of loyal customers, as loyal customers are instrumental in the value creation process for most organizations. Hapsari and colleagues (2017) note that CEN has a positive influence on loyalty as reflected in the behavioral intentions of Indonesian air travelers. Therefore, the following hypothesis is proposed:

H5. Customer engagement has a positive effect on customer loyalty.

Customer loyalty (CLO)

The CLO concept was first introduced by Jacoby and Kyner (1973), who define the construct as a behavioral manifestation that includes repatronizing or rebuying products or services. Thus, CLO leads to an increase in both sales and profitability. Moreover, PP proves to be an important

predictor of CS, directly or indirectly influencing CLO (Han and Ryu, 2009). Some studies (e.g., Chi, 2005) have confirmed a significant positive relationship between CS and CLO or retention. This current study measures CLO as a customer’s intention to recommend a service to other people and remain loyal to the organization.

Mediation effect

Previous studies (e.g., Msallam et al., 2015) have found that CS mediates the relationship between CEX and CLO in the banking sector. They also report that CS mediates the relationship between PP and CLO. Another study (Hapsari et al., 2017) finds that CS partially mediates the relationship between CEN and CLO. Furthermore, CS fully mediates the relationship between BI and CLO in the airline industry. Based on Hapsari and colleagues’ (2017) findings, this study proposes the following hypotheses:

H6. Customer satisfaction mediates the relationship between customer expectation and customer loyalty.

H7. Customer satisfaction mediates the relationship between perceived price and customer loyalty.

H8. Brand image mediates the relationship between customer satisfaction and customer loyalty.

H9. Customer engagement mediates the relationship between customer satisfaction and customer loyalty.

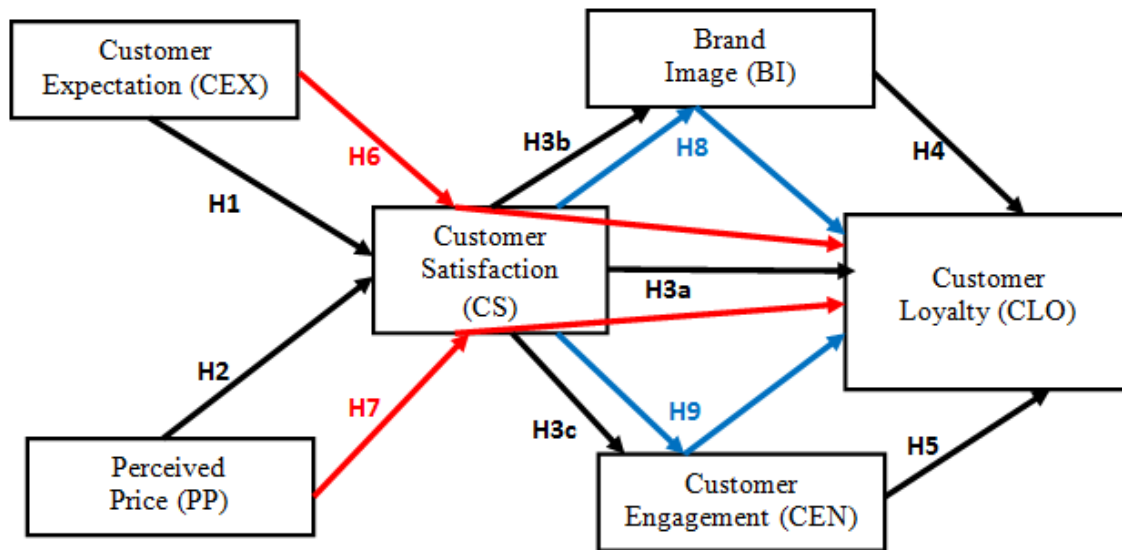


Fig. 1. Research framework.

Research Methodology

Partial least squares (PLS)-structural equation modeling was chosen for this study because of its particular interest in predicting the key target constructs and identifying their key drivers (Hair et al., 2017). Additionally, PLS analysis was selected because it can assess all paths simultaneously for model prediction and does not need a large sample size (Briliana et al., 2015). Furthermore, in



most social studies, data tend to be distributed non-normally, and PLS does not require any normality assumptions. This study used a self-administered questionnaire with closed-ended questions. The questionnaire was distributed by using non-probability purposive sampling, but the breakdown of most of the demographic characteristics of the respondents was representative of the general population of Indonesia. Cross-sectional data were collected by means of a structured survey in Jakarta over multiple days in November 2017. The survey was based on an area sampling technique conducted at SHIA Terminal 3. The survey respondents qualified according to preset criteria, that is, they often used GIA or routinely used airlines for business travel, so they were potential GIA customers. All of the questionnaires were distributed at the Garuda Indonesia Executive

Lounge at SHIA to people with Garuda Miles (GIA's frequent flyer program, presented in appreciation and encouragement of CLO to GIA).

Research Results and Analysis

Out of the 150 distributed questionnaires, 110 were returned and used for further analysis.

From the respondent's profile, the study found the majority (48.1%) were in the 40 to 49 years of age group, holders of bachelor degrees (58.2%). Most of them (76.4%) admitted that they using Garuda Indonesia Airlines more than 4 times per month, and they join GIA's frequent flyer program since 4 years ago (80%).

Measurement, Validity, and Reliability

A set of deliberations on PLS methods was used to evaluate the criteria for reliability, convergent validity, and discriminant validity using composite reliability, factor loadings, average variance extracted (AVE), and Cronbach's alpha. As shown in Table 2, the loadings of all indicators were above 0.7, demonstrating convergent validity. In this study, Cronbach's alpha and composite reliability scores were used to ensure the reliability of the measurement scales, and AVE was used to assess convergent validity, as well as internal consistency. The results showed (Table 2) that Cronbach's α scores of all constructs were higher than 0.7, and the composite reliability scores clearly indicated that the indices exceeded the recommended value of 0.7, which demonstrated adequate internal consistency of the scales (Chin, 1998). From the results, all indicators exhibited an estimated coefficient higher than 0.7, and the AVE scores ranged from 0.6 to 0.84 for CEN and CEX, respectively. Thus, as can be concluded from these data, the constructs had appropriate reliability and convergent validity.



Table 2. Partial Least Squares (PLS) Results of Convergent Validity Measures.

Variables	Adapted from	Items	Loadings	AVE	R Square	Cronbach Alpha	Composite Reliability
Customer Expectation (CEX)	Al-Msallam (2015)	CEX1	0.923	0.843		0.728	0.837
		CEX2	0.927				
		CEX3	0.927				
Perceived Price (PP)	Al-Msallam (2015)	PP1	0.834	0.767		0.760	0.863
		PP2	0.905				
		PP3	0.908				
		PP4	0.854				
Customer Satisfaction (CS)	Al-Msallam (2015)	CS1	0.895	0.777	0.956	0.790	0.829
		CS2	0.878				
	Hapsari et al (2017)	CS3	0.870				
		CS4	0.890				
		CS5	0.981				
Brand Image (BI)	Hapsari et al. (2017)	BI1	0.857	0.806	0.396	0.784	0.863
		BI2	0.907				
		BI3	0.894				
		BI4	0.930				
Customer Engagement (CEN)	Hapsari et al (2017)	CE1	0.737	0.602	0.462	0.947	0.955
		CE2	0.781				
		CE3	0.753				
		CE4	0.798				
		CE5	0.781				
		CE6	0.760				
		CE7	0.761				
		CE8	0.829				
		CE9	0.732				
		CE10	0.798				
Customer Loyalty (CLO)	Al-Msallam (2015)	CLO1	0.751	0.628	0.779	0.856	0.885
		CLO2	0.805				
	Hapsari et al., (2017)	CLO3	0.836				
		CLO4	0.788				
		CLO5	0.806				
		CLO6	0.813				
		CLO7	0.814				
		CLO8	0.851				
		CLO9	0.754				
		CLO10	0.799				

Table 3. PLS Results of Path Coefficients and Hypothesis Testing.

	Relationship	Coefficient	SE	t-value	Supported
H1	CEX → CS	0.106	0.087	1.961**	Yes
H2	PP → CS	0.121	0.065	1.836**	Yes
H3a	CS → CLO	0.991	0.041	24.040***	Yes
H3b	CS → BI	0.530	0.228	2.328***	Yes
H3c	CS → CEN	0.679	0.075	8.982***	Yes
H4	BI → CLO	0.629	0.074	8.473***	Yes
H5	CEN → CLO	0.998	0.058	17.183***	Yes

Note: significance at **p<0.05, ***p<0.01

Table 4. Results of Mediation Test Using PLS Analysis.

	IV	M	DV	Point estimate	SE	t-value	Supported
H6	CEX	CS	CLO	0.200	0.018	1.855	Yes
H7	PP	CS	CLO	0.035	0.057	0.534	No
H8	CS	BI	CLO	0.645	0.232	2.780	Yes
H9	CS	CEN	CLO	0.247	0.090	7.746	Yes

Note: * significance at $p < 0.05$,

IV refers to independent variable; M refers to mediator; DV refers to dependent variable.

The results show that H1 is supported, as CEX has a positive impact on CS ($\beta = 0.106$; t -value = 1.916). These findings are consistent with those of a previous study about the relationship between CEX and CS (Al-Msallam et al., 2015). To meet CEX, airlines must provide excellent CS. The link between CEX and CS has been well documented in the literature (Churchill and Surprenant, 1982; Ofir and Simonson, 2007; Berman and Evans, 2010; Sumaedi et al., 2011; Gures et al., 2014). The results also support H2 as PP is positively related to CS ($\beta = 0.121$; t -value = 1.836). The findings are consistent with those reported by Hermann et al., 2007; Martin-Consuegra et al., 2007; Al-Msallam 2015). Support for H3a is shown as well, as CS has a positive impact on CLO ($\beta = 0.991$; t -value = 24.040). The link between CS and CLO has been well documented in the literature (Szymanski and Henard, 2001; Ranaweera and Neely, 2003; Chi et al., 2005; Han and Ryu, 2009; Yoo and Bai, 2013; Al-Msallam, 2015; Hapsari et al., 2017; Kaura et al., 2015). Regarding H3b, this study finds a significant relationship between CS and BI ($\beta = 0.530$; t -value = 2.328). These findings are consistent with those of previous studies involving hotels/resorts and airlines; CS has a significantly positive effect on BI (e.g., Hapsari et al., 2017). Similarly, the results confirm H3c; CS has a positive impact on CEN ($\beta = 0.679$; t -value = 8.982). These findings are consistent with those of previous studies about the relationship between CS and CEN. Previous research about CS finds that the customers who are satisfied with the service provided are more likely to have a long, enhanced interaction with the company (Van Doorn et al., 2010; Hapsari et al., 2017).

As for H4, this study shows that the relationship between BI and CLO is significant ($\beta = 0.629$; t -value = 8.473). Hapsari and colleagues (2017) explain that BI has a significant positive influence on CLO as reflected in the customers' behavior. Regarding H5, which examines the effects of CEN on CLO, the findings indicate that CEN is positively related to CLO ($\beta = 0.998$; t -value = 17.183). The link between CEN and CLO has been well documented in the literature (Hapsari et al., 2017).

The outcome of the mediation analysis (H6) shows that CS with airline services mediates CEX and CLO. In contrast, H7 is disproven; CS does not mediate the PP of airline services. This finding contradicts that of Msallam and colleagues (2014), whose sample was derived from a different geographic location where the population might have different views of integrity (Teah, 2009). Lastly, the PLS analysis of H8 reveals that BI mediates the relationship between CS and CLO (t -value = 2.780), and H9 is also supported (t -value = 7.746), concluding that CEN mediates the relationship between CS and CLO. This current study is supported by an earlier one that explains the importance of the effects of satisfaction and loyalty, which are mediated by CEN and BI, respectively, especially in the airline industry (Hapsari et al., 2017).



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Discussion and Conclusion

This study finds that CS is the most important variable in developing CEN and CLO, as CS has the largest positive effect on CLO and CEN. An individual's personal characteristics, such as particular needs or level of expectation for a service, cause two individuals to evaluate their satisfaction levels with the same product differently. The consumer's experience with the product category or the level of information available also influences his or her expectations and thus the evaluation of his or her satisfaction. Satisfactory experiences in flights may result in an increase in engaged customers. Customer satisfaction reflects a consumer's expectations and experiences with a product or a service. Expectations reflect both past and current product evaluations and use experiences.

Price is an important element in consumers' purchases; hence, it has a large influence on their decisions regarding a service (Herrmann et al., 2007). In the aviation industry, the pricing structure is complex and exclusive because it involves security risks; therefore, transparency plays an important role in CS. Marketers must know how improvement in service quality influences CS and what price levels they should determine to increase CS and to influence positively the quality that the consumer perceives. The consumer judges a product or a service with a higher price to be of greater quality (Zeithaml, 1988). Thus, from the service provider's point of view, expectation and reasonable price are two essential elements that determine the level of CS. Furthermore, CS, BI, and CEN ultimately enhance CLO. Brodie and colleagues (2011) also argue that once customers find that a company can meet their needs and satisfy them, then they may experience pride and confidence in the brand, believe in its integrity, and acquire a passion for it.

In the context of the airline industry, especially in full-service airlines, CS, BI, and CEN are important aspects that customers consider when they choose an airline brand. Airline BI can be identified through both tangible and emotional aspects. Passengers are aware that when they choose a full-service or a five-star airline, they will receive better service compared with low-cost carriers or lower-ranked airlines. Additionally, choosing a brand with a reputable image could increase passengers' pride, which could motivate them to be more engaged with the airline brand. A passenger who perceives a positive image of an airline company will have higher expectations of its services.

This study's results support the argument that in order for aviation service strategies and tactics to yield the desired outcomes, attention should be given to increasing the loyalty of passengers and customers. Since satisfaction increases with the repeat purchase of services, loyalty requires primary consideration. In time, satisfaction turns into loyalty. By introducing the concept of the Garuda Indonesia Experience, GIA is creating a special brand identity for the company and simultaneously promoting Indonesia at the international level.

For managers, the results obtained from this research point out the relevance of the concepts of CEX, PP, CS, BI, CEN, and CLO. Indonesia's rising middle class and affluent consumers, along with the trend toward urbanization and the growth of its metropolitan cities, are expected to create an increased demand for airlines' passenger transport services. With a large-scale fleet, a broad product portfolio, a robust presence in major cities, extensive distribution networks and marketing channels, as well as a widely recognized brand to meet the growing consumer demand and provide the best service for consumers, GIA is in a strong position to accomplish its corporate mission.

This study has several limitations. First, the use of airport passenger samples may not be representative of the larger population. Another avenue for further research is to replicate the



proposed model on other samples, not only airport passengers, to increase the generalizability of the results. Second the current study was limited to Jakarta-Indonesia. For results comparisons, subsequent researches should contemplate replicating this study in other developing countries. Therefore, future studies are needed to examine the generalizability and robustness of the proposed model with a larger set of product and service categories.

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THE EFFECT OF SUPPLIER QUALITY MANAGEMENT ON ORGANIZATION'S COMPETITIVE ADVANTAGE: AN EMPIRICAL STUDY ON MULTINATIONAL CORPORATIONS IN PENINSULAR MALAYSIA

**Khairul Anuar Mohd Ali¹,
Tan Fui Ming²**

¹Graduate School of Business, Universiti Kebangsaan Malaysia, 43600 UKM, Bangi, Selangor, Malaysia.
Email: kabma@ukm.edu.my

Abstract: *With the rapid globalization happening in these few decades, the business world is changing to a high complexity phase continuously. With increasing demand on product quality and operation efficiency, supplier quality management has become increasingly important in supporting organizations to achieve the desired excellence. However, limited study has been performed in the context of multinational corporations in Malaysia to the knowledge of researcher. The purpose of this study is to identify critical elements in supplier quality management as well as testing the significance of supplier quality management in affecting organization's competitive advantage. The population of study is concentrated on multinational corporations in Peninsular Malaysia. A self-administered questionnaire has been distributed to each respondents and the data is analyzed using Statistical Program for the Social Science (SPSS) software. As a result of the study, 5 elements have been identified as critical elements for supplier quality management namely Tracking of Cost of Supplier Quality, Supplier Audit, Supplier Scorecard, Close Loop Corrective Action and Engagement of Suppliers in Quality System. Also, supplier quality management is found to be significantly affecting organization's competitive advantage in positive direction. The managerial implications of this study have been discussed as well.*

Keywords: *Quality Management, Supplier, Operation, Efficiency*

Introduction

Supplier quality management (SQM) is a set of activities in initiated by the organization especially by the management in order to improve organizational performance. SQM normally involves activities such as measuring and tracking the cost of supplier quality, using performance based score cards to measure supplier performance, conducting supplier audits and establishing effective communication channels with suppliers among many more, with an aim of achieving customer satisfaction.¹ Suppliers can be one of the sources of additional cost incurred if they are not performing well. Supplier's poor quality could possibly contribute to part of the production or service yield loss either directly or indirectly. No doubt, organizations spend a substantial portion of their capital for the purchasing of raw materials, components, and services. In fact, 60% of cost goods sold is consisted of purchased goods.² Thus, supplier quality is playing a vital role in controlling product or service cost as it can substantially give an impactful effect. With increase



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of globalization in business world, supplier chain for organization is becoming increasingly long and complicated, especially more and more organizations are outsourcing part of their production to strategic partners. In addition, many manufacturers are trying to streamline their production and practicing lean inventory. Thus, they tend to face stock out problem easily if suppliers are having quality trouble, which causing delay in delivery. Many scholars have stressed on the importance of supplier management. In fact, Supplier Chain Management (SCM) has come into picture in early of 1980s to suggest a series of activities to be coordinated by an organization as to procure and manage suppliers effectively.³ In recent decades, competition in business world is becoming stronger and stronger with a big amount of suppliers competing with each other not only in term of cost, but also quality and delivery performance. Organizations understood a fact that the lowest acquisition cost does not necessarily result in the lowest product or service cost, as poor supplier quality may lead to higher product or service cost finally. This is because poor supplier quality is potentially increases internal or external failure costs, which might provoke customer dissatisfaction as well as result an increment of customer complaint or warranty issue.

SCM is becoming an important element in determining sustainability of an organization. For a company to continue survive, it has to consider SCM that engage everyone within its organization as well as its supplier in sharing the same vision on the product, production and quality improvement. SCM is not only a sole procurement activity but it should rather be considered as a strategy with the purpose of achieving enduring beneficial buyer–supplier relationships.¹ As part of SCM, SQM is considerably an important factor that an organization should be focusing to avoid potential damages that could bring down the organization's performance. Suppliers' non-conformance could invite serious fatal to an organization such as huge loss cost, product recall, tarnish of organization image or most serious loss of life. A good example that we can see, the massive recall involving 100 million vehicles worldwide by major car manufacturers such as Honda, Toyota, Ford, Mazda, BMW and so on due to the problematic airbags supplied by Takata, world largest airbag supplier.⁴ Thus, this is why SQM is important for a reputable organization. Similar to SCM, SQM is viewed as an integration of activities stretching across inter-organizational boundaries in order to achieve customer satisfaction.⁵ SQM is a managerial effort to create an operating environment in which organization is trying to integrate its suppliers' capability into its operational processes. The activities integrated are involving management responsibility, selection of supplier, supplier development, supplier quality measurement, supplier integration and supplier audits.

Problem Statements

Although there are empirical studies discussed the impact of SQM to procurement performance, but it is limited in the Malaysian companies' context especially multinational corporations (MNC) to the knowledge of researcher. To what extent SQM affects organization's competitive advantage; it is yet to be identified. Therefore, this study is to fill up the gap by identifying the effect of SQM on organization's competitive advantage especially in the context of multinational corporations (MNC) in peninsular Malaysia. Majority of the companies in Malaysia is concentrated in peninsular Malaysia, thus the outcome of this research is expected to be able to be generalized as the current condition happening in the MNC in Malaysia.



Research Objectives

The objectives of this research are:

- 1) To identify critical elements that result effective supplier quality management.
- 2) To examine the impact of supplier quality management on organization's competitive advantage

Research Questions

Based on objectives mentioned above, the problem statements will be addressed by answering research questions below:

- 1) What are the critical elements in supplier quality management for MNC in Peninsular Malaysia?
- 2) Does supplier quality management give significant impact to organization's competitive advantage for MNC in Peninsular?

Conceptual Framework

This research paper explores the relationships among supplier quality management and organization's competitive advantage in the context of multinational corporations in Peninsular Malaysia. The modified model shown in Figure 1 below is established based on related factors and outcomes identified particularly related to supplier quality management aspect. In the proposed conceptual framework, "Supplier Quality Management" defined by 5 sub-dimensions is the independent variable identified, the dependent variable is Organization's Competitive Advantage.

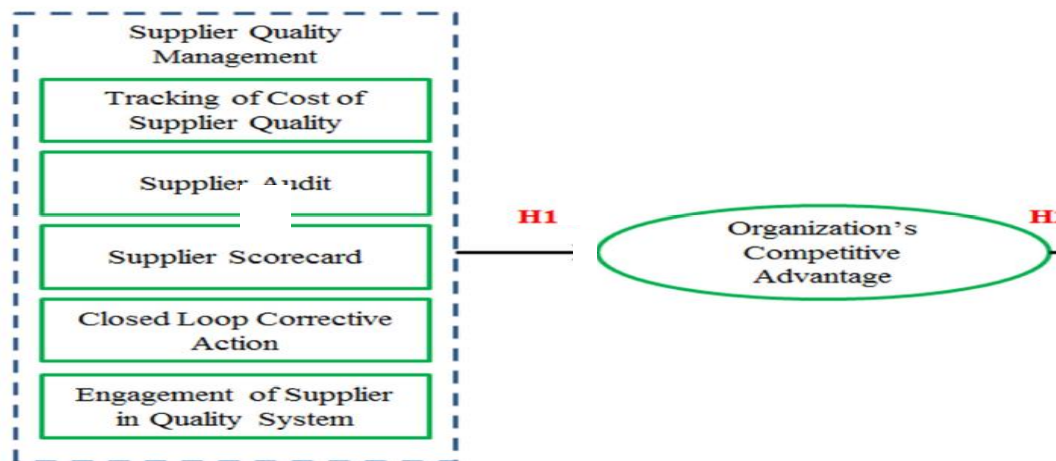


Figure 1: Conceptual Framework of Relationship between Supplier Quality Management and Organization's Competitive Advantage

The sub-dimensions established for supplier quality management are actually based review of literature and theoretical background research done earlier. Those dimensions are identified to be related to practices that are applied for the purpose of supplier quality management. Five sub-dimensions have been established to define supplier quality management:

- 1) Tracking of Cost of Supplier Quality is about tracing and recording of loss or failure cost incurred due to problem originated by supplier.



- 2) Supplier Audit is a practice that used to check and validate supplier's operation is in accordance with requirements specified.
- 3) Supplier Scorecard is about measurement of supplier's performance based on key areas that define supplier's performance.
- 4) Close Loop Corrective Action is a PDCA (Plan-Do-Check-Action) based action used to manage supplier's countermeasure against issue arises.
- 5) Engagement of Supplier in Quality System is about involvement of supplier as part of the participant in the organization's quality management system so that organization's requirements and expectations can be communicated either directly or indirectly to supplier in a more effective way.

Hypothesis

In order to obtain better understanding on the relationships between supplier quality management and organization's competitive advantage, below hypotheses are to be tested:

H1: Tracking of Cost of Supplier Quality is positively related to Organization's Competitive Advantage.

H2: Supplier Audit is positively related to Organization's Competitive Advantage.

H3: Supplier Scorecard is positively related to Organization's Competitive Advantage.

H4: Close Loop Corrective Action is positively related to Organization's Competitive Advantage.

H5: Engagement of Supplier in Quality System is positively related to Organization's Competitive Advantage.

Methodology

Previous section has explained about the review of literature, related theoretical background and proposed conceptual framework with hypotheses intended to be tested. This part will explain methodology used for this research including development of measurement for variables, sample and data collection and data analysis method.

Development of Measurement for Variables

1) Definition of Variables

To achieve the objectives of this research, all the variables or dimensions proposed in conceptual framework need to be tested. A measurement scale would need to be developed to define the variables, so that the variables can be measured tangibly. From the review of relevant literatures and theories, the measurement items have been established to define each sub-dimension of independent variable (Supplier Quality Management) and dependent variable (Organization's Competitive Advantage).

2) Construction of Questionnaire and Pretesting

A structured questionnaire has been developed as an instrument for data collection. The self-administered questionnaire consists of 3 parts namely the organization's demographics, the general questions and research questions that developed from items defined in Table 1. Research questions



are measured using seven-point Likert-type scale (ranging from 1= strongly disagree to 7= strongly agree).

Table 1: List of Constructs and Measurement Items

Construct	Indicator	Details
Tracking of Cost of Supplier Quality	COQ1	Calculate and trace cost of poor quality
	COQ2	Monitor disruption caused by supplier quality problem
	COQ3	Additional freight cost for shipment expedition
	COQ4	Accountability of supplier for cost of poor quality
Supplier Audit	COQ5	Cost of poor quality in supplier's assessment.
	SA1	Major suppliers are audited periodically
	SA2	Qualification audit is compulsory for new supplier.
	SA3	Standard criteria for supplier audit
	SA4	Follow-up of supplier quality audit
Supplier Scorecard	SA5	Effectiveness of supplier audit
	SSC1	Systemized scorecard procedure
	SSC2	Suppliers are ranked
	SSC3	Concern of suppliers in ranking
	SSC4	Supplier scorecard role for procurement negotiation
Closed Loop Corrective Action	SSC5	Supplier scorecard stimulates supplier's improvement
	CA1	Supplier's problem root cause investigation
	CA2	Reporting of corrective and preventive actions
	CA3	Review of supplier's report
	CA4	Tracing of actions implementation
Engagement of Supplier in Quality System	CA5	Effectiveness of close loop corrective action
	SE1	Supplier as part of quality system (QS)
	SE2	QS information is provided to supplier
	SE3	Suppliers are required to be accredited
	SE4	Develop supplier to comply with QS requirement
Organization's Competitive Advantage	SE5	Suppliers competency in fulfilling QS requirement
	CADV1	Product cost
	CADV2	Competitive pricing
	CADV3	Competitive quality
	CADV4	Brand identity
	CADV5	Customers' perception

Sample and Data Collection

1) The Population and Sampling

The population of this research consists of multinational corporations in Peninsular Malaysia. According to Suruhanjaya Syarikat Malaysia (2016)⁶, there are total 4,680 multinational corporations registered in Malaysia as of 31st December 2015. Majority of businesses in Malaysia are concentrated in Peninsular Malaysia, thus, estimated population size for this research would be approximately 4,500 companies.

2) Data Collection

Self-administered structured questionnaire is used for data collection; Total 371 responses received in return, 43 responded in printed copies (49% response rate), the rest are collected through electronic media (Google Form is used in this case). Overall response rate is unable to be calculated as the impact of social media spreading unable to be estimated. From all the 371 responses obtained, 15 were voided due to incompleteness or inappropriateness in answering the questions. Finally, a total number of 356 responses were utilized for data analysis.



3) Data Analysis Method

After reviewed all data collected, the data from all the 356 valid responses were key-in into SPSS software for data analysis purpose. Meantime, the demographics and practices for quality management of respondents are being analyzed as well. All the statistical analysis was performed based on 95% confidence level. Two main analyses were employed in analyzing all data obtained: Descriptive Analysis for discrete measures by using T-test and One way ANOVA Test and Inferential Analysis to examine the relationship suggested in proposed conceptual framework using regression.

Results and Discussion

The significance of the relationship of supplier quality management (SQM) is tested using multiple regression (linear regression) ran on all the sub-dimensions defining SQM against organization's competitive advantage. Independent variables are Tracking of Cost of Supplier Quality (COQ), Supplier Audit (SA), Supplier Scorecard (SSC), Close Loop Corrective Action (CA) and Engagement of Supplier in Quality System (SE), while dependent variable is Organization's Competitive Advantage (CADV). Table 2 and Table 3 show the SPSS output of the mentioned regression.

Table 2: SPSS Output on Regression of SQM Versus Organization's Competitive Advantage ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.519	5	5.504	30.537	.000 ^b
	Residual	63.080	350	.180		
	Total	90.599	355			

a. Dependent Variable: MEAN_CADV

b. Predictors: (Constant), MEAN_SE, MEAN_SA, MEAN_COQ, MEAN_CA, MEAN_SSC

Table 3: SPSS Output on Regression of Each Sub-Dimension Versus Organization's Competitive Advantage

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.363	.310		4.393	.000
	MEAN_COQ	.106	.049	.132	2.192	.029
	MEAN_SA	.116	.049	.125	2.357	.019
	MEAN_SSC	.202	.062	.198	3.267	.001
	MEAN_CA	.170	.065	.153	2.602	.010
	MEAN_SE	.112	.049	.117	2.311	.021

a. Dependent Variable: MEAN_CADV



The relationship between variables is judged as significant if the significance value, $p < 0.05$. From Table 2, we may conclude from the regression result that SQM is having significant impact on organization's competitive advantage and the overall significance value, p is approximately 0 ($p < 0.05$). Further showed in Table 3, the significance value of each sub-dimension on organization's competitive advantage is showing value of $p < 0.05$ as well (ranging from 0.001 to 0.029). Thus, each sub-dimension defining SQM is having significant impact on organization's competitive advantage.

Summary of Inferential Analysis

The purpose of the statistical analysis performed is to test the suggested hypotheses. The outcome of the analysis is summarized in Table 4.

Table 4: Summary of Inferential Analysis

Hypothesis	Correlation, R	Significant, p	Decision
H1: Tracking of Cost of Supplier Quality is positively related to Organization's Competitive Advantage.	+ 0.434	0.029	Accept
H2: Supplier Audit is positively related to Organization's Competitive Advantage.	+ 0.381	0.019	Accept
H3: Supplier Scorecard is positively related to Organization's Competitive Advantage.	+ 0.463	0.001	Accept
H4: Close Loop Corrective Action is positively related to Organization's Competitive Advantage.	+ 0.437	0.010	Accept
H5: Engagement of Supplier in Quality System is positively related to Organization's Competitive Advantage.	+ 0.345	0.021	Accept

Note: Relationship is significant $p < 0.05$

Discussion

The objectives of this study were to answer 2 research questions stated earlier. From all the data analysis, the outcomes would to be discussed in following to examine if the questions are able to be answered.

What are the critical elements in supplier quality management for MNC in peninsular Malaysia?

Supplier quality management (SQM) is actually a broad subject to be studied. There are many researches done by researchers intended to define the best practices for SQM. As many organizations have realized the importance of supplier's quality in affecting the organizations' day to day operations, the necessity to manage supplier's quality is no longer an option but a must. Supplier quality management is about the act overseeing all suppliers' activities to ensure supplied parts achieve certain level of desired excellence. This would involve tracing and monitoring of suppliers' quality performance, checking and controlling their operations and finally developing



them towards excellence. To defined SQM practices, 5 sub-dimensions have been proposed to cater the three acts:

- 1) Tracking of Cost of Supplier Quality (COQ) – Tracing & monitoring
- 2) Supplier Audit (SA) – Checking & controlling
- 3) Supplier Scorecard (SSC) – Tracing and monitoring
- 4) Close Loop Corrective Action (CA) – Checking and controlling
- 5) Engagement of Suppliers in Quality System (SE) – Developing

T test performed to compare the SQM intensity of accredited and non-accredited firms has shown significant difference between the two groups based on the 5 dimensions mentioned above. As supplier management is normally part of the requirement for quality standards, thus, the outcome is aligned with the expectation and supported that the dimensions above are part of critical elements in supplier quality management.

Does supplier quality management give significant impact to organizational performance for MNC in peninsular?

SQM and organizational performance may not be directly related, thus, a mediating variable namely organizational competitive advantage has been suggested as intervening of the two parameters. From the data analysis on the data collected form multinational corporations (MNC) in peninsular Malaysia, it is observed that all the 5 dimensions (Tracking of Cost of Supplier Quality (COQ), Supplier Audit (SA), Supplier Scorecard (SSC), Close Loop Corrective Action (CA), and Engagement of Suppliers in Quality System) used to define SQM are significantly affecting organization's competitive advantage in positive direction. This indicates that the higher strength of SQM of an organization the more likely the organization to hold a higher competitive position and vice-versa. Further relationship testing on organization's competitive advantage and organizational performance has also revealed significant positive correlation between the two parameters. Consequently, the outcome of the data analysis provided us a simple relationship chain that SQM gives significant impact on organization's competitive advantage; organization's competitive advantage gives significant impact on organizational performance with all the hypotheses tested are being supported. Thus, SQM does give a significant impact to organizational performance in the context of MNC in peninsular Malaysia. Since majority of businesses in Malaysia are concentrated in Peninsular Malaysia, the findings on this study is considered to be relevant as generalization to describe the situation in MNC in peninsular Malaysia.

Conclusion

With increasing of complexity to global business nowadays, supplier quality management (SQM) is an important element that every organization should not neglect. The main elements that are identified as part of critical elements in SQM that will affect the strength of an organization's position in SQM are:

- 1) Tracking of Cost of Supplier Quality (COQ)
- 2) Supplier Audit (SA)
- 3) Supplier Scorecard (SSC)
- 4) Close Loop Corrective Action (CA)
- 5) Engagement of Suppliers in Quality System (SE)



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On the other hand, SQM is identified to have significant impact on organizational performance, whereby the relationship is mediated by organization's competitive advantage. The relationships between SQM with organization's competitive advantage and organization's competitive advantage with organizational performance are concluded to be significantly positive. All the hypotheses suggested are accepted through the statistical analysis conducted.

Managerial Implications

The importance of this study's findings for managerial decision-making processes is obvious. This study supports the importance SQM practices in affecting the competitive position of an organizational which ultimately affects organizational performance. The management of organizations should be aware of this phenomenon and by emphasizing SQM as part of important element is total quality management in order to ensure the organizations' sustainability. The outcome of this study has provided a comprehensive model to the organizations especially in the context of MNC in Malaysia on how to conduct SQM effectively by applying the correct practices. The model can be referred as a constructive input for strategic planning towards achieving the targeted goals. Another implication is the benefit provided indirectly to all the organizations in any industry, whereby, the outcome of this study reveals the expectation of customers on SQM. It convey a comprehensive information to organizations playing supplier's role on what are the intended practices by their customers and how they can perform better in meeting their customers' needs and requirements in order to attain customer satisfaction to the fullest.

Limitations Of The Study

There are several limitations identified for this study:

- 1) The outcome of the study can only be generalized in the context of MNC in Malaysia as the population of this study is concentrated on MNC in peninsular Malaysia. The outcome might be different with condition happening in all organizations across Malaysia as MNC and domestic organizations might have different concept and practices in SQM.
- 2) As SQM is a broad subject, the study is only conducted based on 5 sub dimensions in defining SQM. There could have more factors in SQM and probably more critical that the 5 factors identified.
- 3) The samples selected for data collection consisted of MNC from all industries regardless their specialization. As the nature of industry may affect the SQM concepts and practices applied by an organization, which may result different outcome as compare to this study. However, this is unable to be identified in this study.

Recommendations for Future Research

In view of the issues highlighted as limitations of this study, there are several recommendations to address the issues:

- 1) The population of study can be extended to a larger population, for example organizations in Malaysia, Southeast Asia or even Asia. So that it would provide constructive input for a broader scope of population.
- 2) More elements in SQM shall be explored and tested so that the beneficiaries may gain a better understanding on SQM. Also, the more elements covered in SQM, the more effective SQM is likely to be for an organization.



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- 3) Study specializing in particular industry can be conducted to provide a better insight on SQM particularly to specific industry. The outcome of that kind study should be able to provide a more accurate, reliable and valid information to related industry.

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ANALYTICAL STUDY ON WASHING MACHINE INTERFACE DESIGN

**Sakher J Abushammala¹,
Julaila Binti Abdul Rahman^{2*}**

¹Kulliyah of architecture and environmental design International Islamic university Malaysia. Email: rocosodesignstudio@gmail.com

²Dr. Julaila Binti Abdul Rahman, Kulliyah of architecture and environmental design. Email: julailarahman@iium.edu.my *Corresponding author

Abstract: *Washing machine plays an essential and pivotal role in our daily modern lives. Washing machine design trends have been rapidly changing since the beginning of its invention. Human evolves to lean towards fabric care and hygiene rather than “just clean”. Therefore, washing machine designs later includes technologies that support assorted washing techniques and methods. These improved designs eventually developed various interactions existing between users and products. Product interface is the medium between user and product in which transferring and exchanging information takes place. Today’s washing machine interface become complicated and packed with many unused modes and features. This contributes to the confusion of user. Therefore, this study aims to understand user preference on washing machine interface design, taking Malaysian market and Malaysian users as an example specifically in Kuala Lumpur city. The objective of this study is to analyze Malaysian user preference on current washing machine interface design. a survey is done using user centered design approach based on user experience when operating existing washing machine interface dashboard. According to Patricia Bohm et. Al. the philosophy behind a User-Centered Design is that the user knows best. Where designers should focus on users’ needs and goals they want to accomplish (Bohm, Schneidermeier, & Wolff, 2011) This study found that There are many modes, features on current washing machine that make it complicated to operate a washing machine making the interface design more complex and difficult to understand. Many modes are not used in daily lives by users. Users prefer 1 button and less modes to operate washing machine hence less steps to follow.*

Keywords: *machine intelligence; interface design; feature creep, user centered design*

Introduction

Washing machine plays an essential and pivotal role in our daily modern lives. According to a survey made by Tesco Mobile UK to list down top 100 inventions, washing machine was named “12th Most Important Invention” according to 4000 adults in the UK aged between 18 to 65 years old. Washing machine design trends have been rapidly changing since the beginning of its invention. Human evolves to lean towards fabric care and hygiene rather than “just clean”. Therefore, washing machine designs later includes technologies that support assorted washing techniques and methods. These improved designs eventually developed various interactions existing between users and products. Thus, with the evolution of washing machine technologies, interface design has become crucial when it comes to producing washing machines. Interface will



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be the medium through which technologies featured in the washing machine would enable users to utilize it. Washing machine industry have economic impact on Malaysian market. Large home appliances have seen major development in the Malaysian market despite of the negative impact of economy forces in or outside the country. According to GFK (growth from knowledge) retail audit findings, household in Malaysia purchased nearly 264,000 units of washing machines through retail stores and outlets in the first five months of 2013 reflecting the growth in sales volume and value by 11 and 15 percent. Based on a basic necessity in today's modern society, the demand for these appliances is still strong in spite of a fairly high level of penetration in local households. Malaysian consumers not only buy more washing machines and refrigerator but also, they purchase bigger and better models. The aim of this research which is to understand user preference on interface of washing machine. Therefore, the objective of this research paper is to analyze user preference on washing machine interface design.

Background Studies

Washing machine interface has become more complex

The washing machine has been one of the most important home appliances of the 21st Century. It is important to note that in the years since the first washing machine, the design of the machine has gotten lighter and more efficient to use but as a complementary or almost contradictory note become harder to use. In 2013, Britain's leading media outlet The Daily Mail reported that, 58% of British men have problems operating washing machine because they find the machine confusing. Moreover, 25% of women stated that their partner cannot operate the household appliance at all. The fact that 58% of British men could not operate modern washing machine stating because it is too complex becomes the very basis of this research. In a world where traditional family settings continue to diminish, there are significant pockets of persons whose lives embrace single parenthood and even non-relational lifestyles. There are 2 causative factors which are:

1) The increased functionality based on design.

Initially, the washing was bulky and had to be manually operated for any washing to be done. This design made it only logical to implement less functionality in the machines. However, with the entry of the electric washing machine, there were clear indications that saw the continued implementation of new design features and functions that earlier models lacked. This functionality of course, prompted more complex interface from which people lack clarity in how to use washing machines. We can simply proof that by comparing early designs to modern ones.

2) Feature creep

Is the desire to provide the consumer with a more useful or desirable product, in order to increase sales or distribution. However, once the product reaches the point at which it does everything that it is designed to do, the manufacturer is left with the choice of adding unneeded functions, sometimes at the cost of efficiency, or sticking with the old version, at the cost of a perceived lack of improvement. Feature creep, creeping featurism is the ongoing expansion or addition of new features in a product, such as in computer software. These extra features go beyond the basic function of the product and can result in software bloat and over-complication rather than simple

design.

The Reaction of the Users on Modern Washing Machines.

As the washing machine advanced in its functionality and complexity of the interface, there have been several user reactions and trends that warrant the improvement of the entire interface of washing machines. Over the course of the advancement of washing machines, the general public has had a more difficult time operating these devices. In Britain, 58% of men and 25% of women found a lot of trouble operating the modern washing machine. This difficulty has fostered the continued development of a negative attitude towards the use of washing machines. Looking at the age brackets, 40% of persons between the ages of 16 and 24 did not like doing laundry due to the complexity of using washing machines. The reactions to the continued advancement of the washing machine have inspired manufacturers to improve on the interface and by extension the user experience.

Approaches for Good Interface Design for Washing Machine

For the usability of any interface on an automatic machine to be both uses full and present the optimal functionality of the machine, there are several important considerations that developers and designers need to look at; machine intelligent and the use of an agent

1) Machine intelligence

Machine intelligence is one of the primary consideration for interface design. As users input a different instruction to a machine, they expect some feedback to relay the status of their initial request. Machines should be able to relay information in a manner that inspires the user to learn what the machine can do as it presents the apparent intention to explain its behavior. Intentional stance is a criterion that can pose as a measure of machine intelligence. Modern technology has incorporated scripted user interfaces where machine seems to follow a set of logical processes and infer from information from users to make suggestions and even propose solutions to users. While completely incorporating artificial intelligent systems to the machine seems bizarre, there are specific processes that inspire machine learning and take advantage of human cognitive capabilities. Prompts such as, ‘Will you use warm water or cold water?’ can make for a more interactive user experience and by far an easier platform from which the use of washing machines can be understood.

2) Use of an agent.

Modern technology has come up with an intelligent system called agents that offer some of the most personalized and introspective experiences of human-computer interaction. Agents have the capacity to prompt users for potential actions that they may want to make, can tell the stages in washing processes and even invoke certain actions preempted by the previous user prompts. The operation of a washing machine in this sense automates pre-determined and pre-analyzed user instruction and adjusts the protocol followed as per the current user. It is perhaps one of the more intelligent technological feats in this matrix. The following paragraphs aim to create a user’s collaborative interface design that is



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Sensitive Input Interface

Incorporation of a better and more customer sensitive interface can improve the use and appreciation of washing machines. Some of the best practices that companies like Google implemented in their mobile devices are an example of the value of the methodological and thorough use of interface design to invoke concepts like 'recognition rather than recall.' Technologically, companies that have improved the value of natural language have significantly improved the ease with which persons interact with machines of all kinds. Direct manipulation interfaces, for instance, present some of the most introspective approaches towards machine instruction. The graphical or textual representations of user inputs and commands often represent sets of objects that are executed in the system within the machine. Some of the concepts that inadvertently make the operation of a machine ease without limiting the capabilities of its functionalities are delegation. Different agents are given specific tasks that they are to execute. This delegation often presents risks such as poor interpretation of the user demands and more even critical errors in entire process execution. The delegation, however, fosters a collaborative instructional approach towards the entire process of a company.

Input Instructions Types

It is important to note that with every passing instruction the process is advanced or an error is created. Collaborative approaches towards delegation protocols prompt preceding agents of the deliverables for each object set. The outputs that are relayed not only take instruction from the user but also follow a predestined instruction design. This instruction design is guided by the functions of the machine.

The User's Control

To ensure that the machine does not implement instructions that have not been initiated by the users, good user interfaces often remain still unless the users initiate an interaction. Conventional interfaces take advantage of user input to initiate processes. A user presses the power button and the machine boots loading all necessary protocol and prepares for any instruction from the users. The use of agents prompts users of the potential options that they may need and then wait for the second set of instructions.

User-Friendly User Interfaces

This interactive and collaborative instructional design makes for some of the most seamless use of any machine. It is the technology on which the development of better and more user-friendly user interfaces can be applied. Implementation of advisory agents and assisting protocol also makes for important process design. The user is able to make errors and correct these errors through a set of pre-determined correctional initiatives. *Advisory agents* also make sure that the interaction of users is not without instruction from the machine. The potential for the use of such an instructional design ensures that the machine will prompt and invoke mechanisms for correction of the mistakes that the users may have made.

Personalization and User Modeling

Additional elements of that can be used in the improvement of the machine use include. Personalization and user modeling. These attributes allow users to influence the protocol that the



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machine had been initially incorporated. By placing functions that allow the users to change the priority functions and protocols can also be incorporated in the interface. This makes for a more personalized interaction with the user. Additionally, it allows the machine to mirror the user interaction approach implicitly. This also offers an important competency for the continued learning of machine functions and user options.

User Centered Design (UCD)

UCD is an iterative design approach based on the principle of centering the design process around the user, thus creating a user-centered design. The process is carried out through several methods such as ethnography to study the user's jobs or task performance and user interviews and/or focus groups to elicit user needs and preferences as well as insights into design solutions. John Cherniavsky argues that human centered design should be a part of society centered design (Cherniavsky, 1996). Cherniavsky advocated Socially Centered Approach into design systems because he believes that such approach would include intuition and ethics within an organizational venue where today's world citizen become globalized in our activities. A study in Korea divided users' background with washing machine usage (Lee, Kim, & Biocca, 2014). The groups of users are Experts, Intermediate and Novice. On the usage of the household appliance the three levels of users reacted differently. Experts prefers simpler step of doing laundry stating "Too many steps of doing laundry, too complicated, take too long" while the intermediate seems to be using particular steps comfortable for them. In other words, the intermediate level users prefer to use the basic steps they usually use. The novice users show the least concerns on functionality rather look for the simplest step. People fell in this group rarely use functions to begin with. The researcher summarizes their finding as; "Users only use certain buttons and methods.

Human Centered Design (HCD)

With the evolution of needs and technologies, engineers and designers should consider using the Human Centered Design philosophy which emphasizes designers and engineers to focus on good understanding of people and the need the design supposed to meet. In other words, a designer or engineer should understand what people wants and how they want it in order to create a design that will be useful. According to design proses book (2012), human centered design as a process used by various industries and sectors which is inspired by behavior than demographic, it takes place in both natural and controlled settings, simply it's what help tams transform and solve difficult challenges into solution using design process (The Design Process, 2012). According to the Standard, Human Centered Design (HCD) can be defined as: An approach to interactive systems that aim to make systems useful by targeting the users and focusing on them, their feedback, needs, requirements and demands. By applying human factors, ergonomics type of use knowledge and techniques. This method enhances effectiveness and efficiency and it improve human wellbeing and user satisfaction, accessibility and sustainability which effect human health safety and performance. (ISO 9241-210:2010(E)). As the name suggest, HCD is based on *human*. Human not only become the client but also the subject that will inspire designers to come up with ideations in order to create a design that could be implemented in human daily lives and activities. Moreover, HCD also "has its roots in semi-scientific fields such as ergonomics, computerscience and artificial intelligence" (Giacomin, 2012, p. 2)



Methodology

This study employed quantitative methods of data collection. To determine user preference on washing machine interface, design a survey has been done. An online Survey is distributed on a group of 300 local Malaysian, where they answered based on their preference to a series of questions related to washing machine interface design and its complex features. The questionnaire has 4 questions; modes of washing machine, and features, features use frequently.

Analysis and Findings

Table 1: Number of Washing Machine Modes

Background variable (washing machine modes)	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5	110	35.9%	35.9	35.9
5 to 10	185	60.2%	60.5	96.4
More than 10	11	3.6%	3.6	100.0
Total	306	99.4%	100.0	

Based on the above table we can find that majority of users have between 5-10 modes displayed on their washing machine interface design. this shows the high number of modes and options available. This research suggests that this number of users could be higher if we would take larger sample. More than 5 modes on washing machine interface design is beyond basic functions washing machine which are wash, rinse and spin. Feature creeps is known as tendency to constantly add more features to the product which usually result in making the product more complex, complicated and difficult to use. numerous features into your product you risk turning your product into something that does many things marginally well rather than accomplishing a few core tasks exceptionally well. People can get over not having a feature if your product is solid but cannot get over having buggy or poorly thought out features. “Too many features can encourage initial purchase but damage satisfaction and reduce repurchase probabilities, leading to lower customer lifetime values,” according to Grabowski. Following feature creep approach by companies when designing products hurt basic functions of that product and deviate users from making the right choice. Such practice makes washing machine interface complex in our modern days, a close look to washing machine development since early years and comparing it now it is easy to spot the difference in terms of technology, design etc. however it deviated customers from using the basic functions as wash, rinse, spin. It always been those 3 simple steps. Feature creep add more features to washing machine making dashboard complicated, hard to interpret or understand. Many features on washing machine only serve 1 purpose which is making more sales, where customers and users are easily attracted to such approach.

Table 2: Unnecessary Modes and Features To Be Eliminated

	QUESTION	FREQUENCY	ANSWER	PERCENTAGE	MEAN
1	I would like to have easier interface design for my washer.	262	YES	85.1%	1.86
		44	NO	14.3%	
2	I would like to have less features.	298	YES	96.8%	1.97
		8	NO	2.6%	
3	I find some modes unnecessary	165	YES	53.6%	1.74
		113	NO	36.7%	
4	I don't use all modes	175	YES	56.8%	1.85
		94	NO	30.5%	

Table no 2. Shows results wither users are able to identify unnecessary modes or features on their washing machine interface dashboard, the majority of users agree to having less features, number of modes they find unnecessary and unwanted. This table shows how users tend to choose and understand their own washing machine. Current washing machine interface design is more difficult to be understood and operated by user. This situation creates more frustration among users. While your phone is getting simpler to control more applications, your washing machine, regrettably, is not. In 2013, Britain's leading media outlet The Daily Mail reported that, 58% of British men have problems operating washing machine because they find the machine confusing. Moreover, 25% of women stated that their partner cannot operate the household appliance at all. Interface design is always meant to be there since human start interacting with objects and tools around them. With technology developing washing machine interface design changed from basic to more complex one. Many features, modes, programs been introduced.

Table 3: Using 1 Button Only to Operate Washing Machine

	Answer	Count	Percent
1.	Yes	219	73%
2.	No	81	27%
	Total	300	100%

Based on table 3 users reported that they prefer to have 1 button that can do and function as primary switch to all functions. This feature takes washing to its basic form by simply pressing a button and the washer will do the basic steps washing, rinsing and spinning automatically without the need of adding different names and titles for different features that only differ in timing set or water temperature choice. An interface can also be simply put as a way to interact or connect. In technology, interface becomes very crucial as it enables users to operate a device accordingly. A power button allows user to turn off and on a device. For washing machine, rotating a dial to point into "Delicate Wash" means that washing machine should operate ever so delicately

illustrating a gentle movement to wash your favorite silk top. In 1997, Theo Mandel, an expert on product user experience and usability strategy, summarized the basics of interface designs into what he called as “The Golden Rules of User Interface Design”. Mandel mentioned three fundamental areas of user interface principle that will help create sensible interface; 1. Place users in control of the interface; 2. Reduce users’ memory load; and 3. Make the user interface consistent (Mandel, *The Golden Rules of User Interface Design*, 1997). Mandel argues that “the system must adapt to the user” rather than the user adapt to the system. In other words, Mandel’s interface design requires simplicity and consistency. A coin operated laundry machine that operates automatically once all coins inserted will be far simpler in comparison to machines with water level, water temperature and fabric care options. These points further by scholars like Larry Constantine and Lucy Lockwood who believe that interface, among other principles of user interface design, should follow “The Simplicity Principle”. This principle states that how the design should be made simple, achieving common tasks to be easy, communicating in the user’s own language, and providing good shortcuts that are meaningfully related to longer procedures. (Essvale Corporation Limited, 2011; Constatine & Lockwood, 1999). Amongst the first experts that laid out the basic of designing user interface was W. J. Hansen. In 1971, Hansen wrote an article that pointed out that there are at least four factors designers need to consider when designing a user interface. His principles were; 1.) know the user, 2.) minimize memorization, 3.) optimize operations, and 4.) engineer for errors (Hansen, 1971).

Table 4: Frequency of Using Current Washing Machine Features and Modes

	Frequency	Percentage	Mean
Cotton	195	63.3%	2.06
Cotton +	207	67.2%	2.05
Wool	182	59.1%	1.90
Synthetics	168	54.9%	1.95
Bedding	182	59.1%	2.00
Rinse	155	50.3%	2.07
Spin	129	41.9%	2.22
Quick Wash	176	57.1%	1.93
Outdoor Care	204	66.2%	1.84
Dedicates	157	51%	1.99
Dark garments	167	54.2%	1.88
Cotton plus	176	57.1%	1.89
Super eco wash	146	47.4%	2.09
Baby care	184	59.7	2.11
Quick 30	203	65.9	1.84
Quick 18	172	55.8	1.80
Deodorization	181	58.8%	1.94
Sanitization	191	62%	2.02
Intensive wash	191	62%	1.92
Soak	136	44.2%	2.08



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From Table 4 shows majority of features frequent use percentage is between 50-60%. it shows users are less likely to use all and it is very frequent. washing machines has become a stapled, must-own appliance in any household. In 2010, there are 73.6% Malaysian private household who owns washing machines or 4.67 million washing machines being used nationwide in Malaysia according to (Department of Statistics Malaysia, 2011). This provides the researcher an opportunity to minimize the modes in order to display a washing machine with a reasonable price. However, some complicated features made the users need to pay more for unused and unnecessary features modes. Moreover, Malaysia is a hot and very humid such options are considered as unnecessary De Almeida, A., Fonseca, P., Schlomann, B., & Feilberg, N. (2011). Therefore, the washing machine should be made according to the climate the consumers lived in, and that will provide a result with avoiding more complicating bottoms and also less modes means less cost Chong, C., Ni, W., Ma, L., Liu, P., & Li, Z. (2015). washing machine interface design should be more related to Malaysian market needs and demands. Eliminating modes that are repetitive such as cotton and cotton +, quick 30 and quick 45, and simply focus on pure function of the design. Based on figures above we can find that modes such as Cotton, Cotton+, Rinse and spin have the highest numbers comparing to wool, synthetics or delicate. Based on this preliminary study we can eliminate such features avoiding creating a complex more crowded interface design dashboard in the future.

Conclusion and Recommendation

Many users are aware on the various and complex interface design on washing machine, that beyond their needs and demands. Most of the users are aware that there are unnecessary functions of the washing machine and should be eliminated for more practicality when operating. In addition, most of the users preferred only 1 button to operate the washing machine for convenience lifestyle. It is understood that washing machine can operate with basic steps; washing, rinsing and spinning. Based on these simple basic operation, this study recommends that futures of washing machine interface design will consider user convenience, environment, weather, lifestyle and focus more on how to reduce complexity in washing machine interface design. Finally, considering the Malaysian market / local people needs and demands in relation weather and environment will help applying both user centered design and human centered design approaches when designing interface, in other words users are involved in the design process.

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INVESTIGATING THE EFFECT OF MARKET ORIENTATION ON PERFORMANCE OF SMALL AND MEDIUM SIZED FIRMS OF GUILAN PROVINCE THROUGH MARKETING CAPABILITIES AND COMPETITIVE ADVANTAGE

Abbas Behdani¹

¹Islamic Azad University, Rash Branch, Management, Rasht, Iran,
Email: abas.behdani@gmail.com, Tel: 00989113354469

Abstract: *The main aim of the present study was to investigate the influence of market orientation (MO) on performance of small and medium sized firms of Guilan province by marketing capabilities (MC) and competitive advantage (CA). In this study, being an applied research in terms of its aim, a descriptive-correlational approach was applied to collect the data. A total number of 827 small and medium sized firms of Guilan province were selected as the population of the study, out of which 263 of them were estimated, according to Morgan table, to participate in this research. Murray et al. (2011) standard questionnaire was used as a means of data collection through cluster sampling technique. In order to analyze the obtained data, SPSS (Statistical Package for the Social Sciences) and LISREL (Linear Structural Relationships) software were applied for descriptive and inferential statistics, respectively. According to the results of hypotheses testing, the percentage of variables' effects on one another include: the influence of market orientation of small and medium sized firms of Guilan province on marketing capabilities (87%), marketing capabilities on competitive advantage (76%), and competitive advantage on performance (14%).*

Keywords: *market orientation, competitive advantage, performance, marketing capabilities*

Introduction

According to Takata et al., (2016), the recent years are considered as the years of revival and establishment of scientific concept of marketing and many have shown an interest in systematic development of market orientation theory. Besides, various scholars have attempted to operationalize the concept of marketing. The idea of market orientation traces back to the early 1950s when Peter Drucker (as cited in Najafi-Tavani, Sharifi, & Najafi-Tavani, 2016) referred to the customer as the foundation of the organizations and a necessary parameter for their survival. Drucker's remarks have been supported by Levitt (as cited in Najafi-Tavani, Sharifi, & Najafi-Tavani, 2016) who also firmly believed that meeting the customer requirements should be viewed as the main objective of enterprises. The other authors later expanded this idea as "marketing concept". From that time on, a wide variety of experts and managers assumed this commercial philosophy of customer orientation as a part and parcel of their day-to-day management. As stated by Rakthin et al. (2016), market orientation is known as a source of stable competitive advantage and can help the organizations to create superior values for their customers. Therefore, unsurprisingly, by improving the market orientation, it is expected that the firm performance

improves. As a result, this study seeks to examine the impact of market orientation on performance of small and medium sized of Guilan firms by marketing capabilities and competitive advantage.

Statement of the Problem

Market orientation is regarded as one of the main concepts in marketing literature to the extent that a firm implements the marketing concepts. As stated by Yu et al., (2014), there exist a variety of market orientation concepts in the literature that could be used academically. From 1990s, a noticeable progress has been expanded in marketing concept and various analytical attempts have been made to define marketing conceptualization and operationalization. Narver and Slater (as cited in Hoseinzadeh, Habibi, & Heydari, 2015) defined market orientation, from a cultural perspective, as the marketing culture that most effectively and efficiently creates behaviors necessary for superior value for the customers and thus, superior market orientation performance for the firm. They believed that market orientation comprised of three behavioral components: 1) customer orientation, 2) competitor orientation, and 3) inter-functional coordination. Tendency toward the market and attention to the role of the customers, as one of the key beneficiaries of the organization, according to Rowley et al., (2011), are the pillars of organization success. What is noteworthy is that formation of ideas is initiated by focusing on the market and obtaining market information (needs and wants of the customers as well as consideration to competitors' behavior) can play a role in providing innovation. In addition, market orientation is a behavioral norm which is developed across the organization and is responsible for the current and future needs of the market and the customer through innovation. Regarding the relationship between market orientation and organizational performance, particularly in service sections, a limited number of studies have been carried out in all of which, an indirect relationship was found between these two variables. Besides, variable like organizational capability which is the outcome of investment in human resources and domestic marketing sectors is viewed as a moderating variable between the above-mentioned variables according to Terho et al., (2015). Furthermore, it has been determined that a multi-dimensional approach, as stated by Autry et al., (2014), may be more effective than a one-dimensional one since, sometimes, individual aspects of the structure may have a higher predictability power. Wei et al., (2014) mentioned that those firms that have traditional marketing behaviors focus on understanding the proposed needs of their customers in the market and begin to make goods and to provide services to meet those needs. Market oriented firms by investigating their customers' needs and demands, increase their perception of them and are able to provide new products and services in proportion to the market and the customer. According to Acar and Acar (2012), the recent literature on business management has paid a particular attention to programs and strategies including organizational culture management, strategic management of human resources, quality management, market orientation, and environmental management. Increasing attention to these approaches stems from their undeniable effect on performance. At first, due to the inappropriate definition, the absence of a standard to propose a definition, and because of high demand and less service providing, the necessity of marketing was not felt; however, over the time and by development of target markets, diversity of preferences and culture of the consumers as well as an increase in the number and development of such firms, such firms decided to implement new strategies in order to achieve more success. Over the recent years, as stated by Sha'bani (2014), unfortunately, the small and medium sized firms have been encountered with many problems. One of these problems is that their brand is not known from the customers' viewpoints and thus this has



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caused the manufactured goods of these firms, due to the customers' unfamiliarity, not to be accepted by them, so such firms face various problems in their financial performance. In addition, another problem is that firm managers do not warmly welcome marketing and brand experts and also do not apply their viewpoints in this regard. Therefore, they cope with problems in designing marketing planning regarding their brand. Vahabzade Monshi et al., (2012) examined the role of market orientation on performance of international Mellat bank sector. The results implied that among the market orientation aspects of international Mellat bank sector, customer orientation received more attention compared to other two variables of competitive orientation and inter-functional coordination. In addition, it was revealed that market orientation had a significant effect on performance of Mellat bank's international sector. Besides, marketing capabilities would strengthen its effect using their mediating impact. And finally, it was concluded that an increase in marketing activity, would significantly influence the performance of international Mellat bank sector. Divandari et al., (2008) investigated the relationship between market orientation and performance of Iranian commercial banks. The findings showed that the reporters verified the totality of the model and the relationship between market orientation and performance of Iranian commercial banks by some modifications. In addition, all the variables of the model were independently significant. Furthermore, the main factors of the model including market orientation, value creation, and performance were of the same importance. The relative importance of variables related to the abovementioned factors were not the same. In their case study on Tehran Hamburger Industry, Feiz et al., (2012) investigated the effect of marketing capabilities on performance consequences of entrepreneur small and medium firms. A structural equation approach was used to explore the effect of abovementioned variables on one another as well as their survival. In addition, in this study which was an applied one in terms of its goal, a descriptive-correlational approach was used to collect data. The population of the study included 180 personnel, experts, and managers of Tehran Hamburger Industry out of which 123 of them, using Morgan table, were selected through random sampling technique. Totally, one hundred and twenty-three questionnaires were distributed among the participants out of whom 120 of them were collected. Analyzing the data, it was revealed that marketing capabilities positively influenced performance consequences as well as the survival of small and medium sized firms. Rahimnia et al., (2012) in their study, which was an applied survey-based research, investigated the impact of strategic orientation on marketing capabilities. In order to collect data, a questionnaire was distributed among the managers of all Mellat banks of Mashhad. Besides, a structural equation approach was used to test the hypotheses. The results indicated that strategic orientation of customer, competitor, and innovation orientation had an influence on marketing capabilities and thus the related hypotheses were confirmed. However, according to the results, cost orientation had no effect on marketing capabilities and therefore, the related hypothesis was rejected. Heydarzadeh, (2003) in his research, evaluating the effect of entrepreneurial orientation and business orientation and performance of manufacturing companies, investigated the impact of adopting an entrepreneurial orientation and market orientation on business performance as well as the mediating role of organizational structure in manufacturing firms accepted in Stock Exchange; in this study, entrepreneurial orientation was assessed through three parameters of innovation, risk-taking, and pioneering. In addition, market orientation was examined according to behavioral perspective and firms' performance was also estimated based on market share, sales growth, and profit margin. Besides, organizational variables including formality, concentration, and grouping



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were evaluated as mediators, as well. Arasty et al., (2009) in their study, identifying effective factors on innovation capacity of enterprises; A case study of industrial automation companies of Iran, explored the issue of innovation capacity and methods of its measuring in enterprises. To this end, a questionnaire was designed based on the model and distributed among 108 industrial automation companies of Iran and tested to assure the structural validation of the instrument. The results of exploratory factor analysis confirmed the reliability and validity of the questionnaire and its applicability in business situation of Iran. Sok et al., (2013) in a research entitled "achieving superior performance of small and medium sized firms through marketing, innovation, and learning capabilities" found that marketing, innovation, and learning capabilities were positively related to small and medium sized firms' performance. Besides, according to them, these capabilities interacted with one another to create great synergy in achieving small and medium sized firms' performance. Murray et al. (2011) conducted a study entitled "market orientation and performance of export ventures through the process of marketing capabilities and competitive advantages". The results obtained from 491 export ventures in China showed that market orientation had an influence on marketing capabilities in export ventures. In addition, according to the findings, competitive advantages were affected by marketing capabilities, as well. And finally, the results also indicated that competitive advantages had an impact on performance of export ventures. Subramanian (2010) examined the relationship between market orientation and business performance in 159 acute care hospitals in America. In this study, MKTOR structured scale was used to measure market orientation and business performance was assessed applying growth in revenue, capital return, and profit margin; testing the research hypotheses it was revealed that there was a positive relationship between market orientation and business performance in these hospitals. Tsiotsou (2010) investigated the effect of market orientation on service performance in 329 travel and tourism services in Greece and Lithuania. In order to evaluate market orientation, MKTOR criterion was applied in this study and service performance was examined with respect to service quality, service diversity, and service providing; testing the hypotheses, the results indicated that customer orientation was directly related to service performance while competitor orientation and inter-functional coordination were indirectly related to service performance. In their study entitled "the effects of an industrial buyer's market orientation on attitudinal loyalty of a supplier", Sanzo et al., (2007) explored the market orientation effects of a firm. Two structured surveys were conducted on 141 industrial firms. The results of the study showed that market orientation had a negatively direct influence on loyalty. However, it was confirmed that there was a positively indirect influence through communication, conflict, satisfaction, and trust. Du and Wu (2008) in their study, *exploring the impact of customer loyalty on market orientation-business performance relationship: Evidence from Chinese services firms*, described a model that displays the relationship between customer loyalty and market orientation-business performance. Data applied were collected from 101 services firms across China. The findings confirmed the proposed hypotheses; market orientation had not only a strongly positive influence on business performance of service companies but also had an indirect impact on customer loyalty through a mediating role. In their study, Market orientation, innovation, and performance in small firms, Verhees and Meulenbergh (2004) proposed a model to investigate the combined effect of market orientation and innovativeness on product innovation and firm performance for small firms. In order to test the data model, 152 rose growers were surveyed. The results implied that the producer innovativeness permeated all variables in the model and had a positive effect on market orientation and



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performance. In addition, it was revealed that market knowledge and innovativeness in product innovation can have a positive or negative influence depending on whether the producer's innovativeness is strong or weak in the new product domain. Zhou et al., (2005) carried out a survey-based study entitled "developing strategic orientation in China: Antecedents and consequences of market and innovation orientations" on 2754 employees from 180 firms in China. The results revealed that both market and innovation orientations strongly improved employees' job attitudes including job satisfaction, organizational commitment, and confidence in future performance of the firms. In addition, it was found that organizational culture and positive attitudes of senior managers toward change, had positive impact on market and innovation orientations development. Furthermore, charismatic leadership positively influenced employees' job attitudes and facilitated the effects of market and innovation orientations on employees' job attitudes. In a study entitled "Market orientation and new-to-the-world products: Exploring the moderating effects of innovativeness, competitive strength, and environmental forces" by Augusto and Coelho (2009), largest 500 Portuguese companies were selected according to the firm sales and diversity of commercial practices including chemicals, agriculture, pulp and paper, telecommunications, food distribution, and hotels. The findings demonstrated that both customer and competitor orientations, in addition to inter-functional coordination, were important drivers of a firm's new-to-the-world product innovation. It was also revealed that this relationship was moderated by firm's innovativeness, competitive strength, as well as environmental forces. In their study, Market orientation, innovation, and entrepreneurship, undertaken in U.S. food industry, Micheels and Gow (2008), applying a structural equation model, noticed that market oriented firms were more innovative and achieved superior performance. In addition, they found that cost focus of a firm had a significant influence on innovation, but no direct effect on performance. It was concluded that food producers should adhere to a balanced approach toward both an external market and an internal productivity in order to achieve superior performance. In situations of economic stagnation, the purchasing power of the consumers would be affected; that is to say, the lack of demand in the market as well as economic growth lead to a decline in the purchasing power, consequently, the demand for products reaches its minimum. In such situations, having marketing capabilities and competitive advantage can help the firms. Therefore, the managers can reinforce the firms' performance and this is the reason why the researcher has chosen this topic to be investigated. Accordingly, it can be stated that the main topic of the study includes: Weather market orientation has any influence on performance of small and medium sized firms of Guilan province through marketing capabilities and competitive advantages.

Significance of the Study

Few studies have been conducted regarding the relationship between market orientation and organizational performance, particularly in service sector. The findings of all these studies indicated that there was an indirect relationship between market orientation and organizational performance. Besides, a variable such as organizational compatibility that was the consequence of investment in human resources and domestic marketing was recognized as a moderating variable between these two. In the studies undertaken, there was no comprehensive model to include all these capabilities and all had separately proposed a factor as a mediating variable. One of the most important factors, among others, was organization market orientation variable. Deshpande and Farley (as cited in Mu, 2015) believed that market orientation and attention to the environment



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were the main components of marketing and important factors in empowering the firms to perceive the market and create product strategies and suitable services to accomplish the customer's needs and requirements. Leyland (as cited in Mu, 2015) also assumed that market orientation was to create a customer oriented strategy through inter-functional coordination in order to achieve the long-term aims of the organization. As stated by Tung and Chang (2011), small and medium sized firms had been known as an anchor of economic growth in economic development of the countries. Based on a study, different countries proposed various definitions for such enterprises. According to European Union criteria, small and medium sized enterprises were those that employ fewer than 250 persons and have annual cash flow of less than 40 million euro. The most important advantage of these enterprises, as mentioned by Wang and Wang (2012), was the compatibility and innovativeness in addition to more fluency and adaptability with diverse environmental situation. An increase in market change led to the necessity of more innovation and accordingly innovation programs in small and medium sized firms. A small firm, according to Paula and Pinho (2012), does not operate like a large commercial organization; as a result, there exist numerous differences in terms of structure, policy making process, and application of resources. Very large companies in America were, at first, small business that started up with limited capital, Microsoft, H.p., and Ford, to name but a few. Rakthin et al. (2016) demonstrated that market orientation would increase performance of an organization in terms of the rate of return on investment, profit, sales volume, market share, and sales growth. Besides, market orientation had a positive effect on employees. They inferred that market orientation would result in employees' job satisfaction and organization commitment. Another consequence was that market orientation resulted in a higher degree of customer loyalty so that they not only return to the firm to purchase their products but also tell good news of the organization to the others. Considering the proposed materials, it is obvious that subject under investigation is of great importance in small and medium sized firms of Guilan province. Therefore, this study attempts to carefully scrutinize the issue.

Objectives

- 1) To identify the influence of market orientation on marketing capabilities of small and medium sized firms of Guilan province
- 2) To determine the effect of marketing capabilities on competitive advantages of small and medium sized firms of Guilan province, and
- 3) To determine the effect of competitive advantages on performance of small and medium sized firms of Guilan province



Conceptual Model of the Study

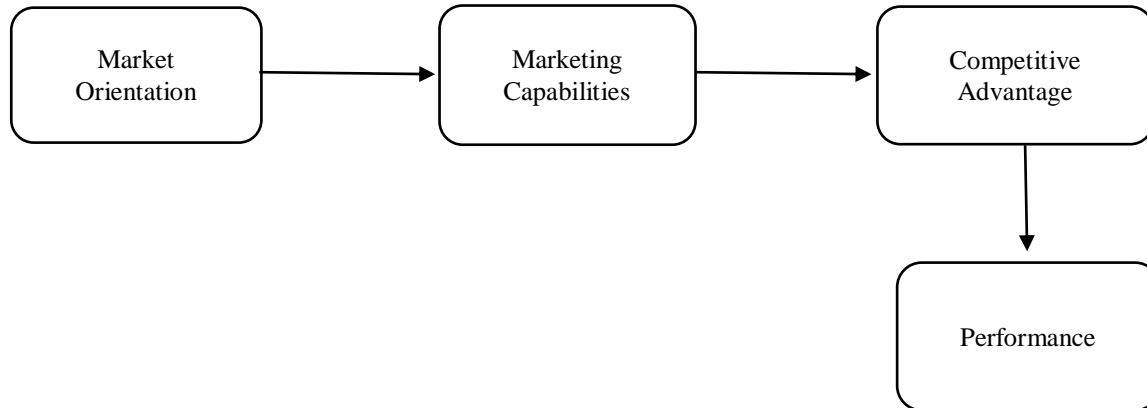


Figure 1. Conceptual Model

A Research Model Adopted From (Murray Et Al., 2011)

Research Hypotheses

- 1) Market orientation affects marketing capabilities of small and medium sized firms of Guilan province.
- 2) Marketing capabilities have an influence on competitive advantages of small and medium sized firms of Guilan province.
- 3) Competitive advantage affects performance of small and medium sized firms of Guilan province.

Research Methodology and Population

As previously mentioned, this study is an applied research in terms of its aim, and of descriptive-correlational nature in terms of its method, since in addition to description of the current condition; it also tries to explore the relationship among the variables of the study using structural equations modeling. In addition, the results of the study can be applied to improve the performance of small and medium sized firms. Besides, the present study is a library-based research since the materials related to theoretical information, literature review, and research background have been collected based on data from books, articles, journals, theses, and internet websites. Due to the fact that the study is systematically undertaken in real situation, it is a field study, as well. The population of the study consists of all the small and medium sized firms of Guilan province. A total number of 827 small and medium sized firms were selected for the purpose of the study out of which 263 firms participated in the study. The data related to the above-mentioned firms are available in www.SME.IR website. As a result, in order to determine the sample size, Morgan table was used. According to this table, 263 firms were estimated from a total number of 827 firms. Cluster sampling technique was applied for the purpose of data collection. In this regard, Guilan province was divided into four sections and then the questionnaires were distributed in each section. To ensure the rate of questionnaire delivery, a number of 300 questionnaires were administered and eventually, 263 questionnaires were analyzed. A standard questionnaire by Murray et al. (2011)

was used to calculate and evaluate the related variables. A descriptive analysis of the inquiry was performed applying the SPSS software and differential statistics were analyzed using LISREL software.

Data Normality Test

The data are not normal.

$$H_0 = 0$$

The data are normal.

$$H_1: \neq 0$$

Table 1. Kolmogorov-Smirnov Normality Test

	Market orientation	Marketing capabilities	Competitive advantage	Performance
Kolmogorov-Smirnov Z	1.684	1.138	1.883	1.484
Asymp. Sig. (2-tailed)	.340	.150	.082	.124

As can be seen in Table 1, the results drawn from Kolmogorov-Smirnov test indicate that all the variables of the study are normal since the significant level obtained for each variable was more than 0.05, so it can strongly (%90) be stated that all the variables are considered as normal. Confirmatory factor analyses for measurement models of each latent variable of the study Before testing the hypotheses of the study, it should be confirmed that all the measurement models are valid. As a result, at this stage, confirmatory factor analysis was included in this regard.

Table 2. Results of Confirmatory Factor Analysis for Market Orientation

Questions	Correlation with latent variable (Factor Loading)	T-value	Results
We periodically examine the possibility of change effect on the market.	0.88	17.70	Confirmed
We create a large amount of data on processes related to the market.	0.87	17.45	Confirmed
We produce a large amount of data for understanding the effective external forces on customer requirements.	0.80	15.39	Confirmed
We frequently examine our commitment and orientation toward providing appropriate services that suit customer requirements.	0.80	15.48	Confirmed
We gradually recognize fundamental changes in the market.	0.75	13.92	Confirmed

According to Table 2, it can be seen that all of the questions have significant correlation coefficients with latent variables since the t-value is more than 1.96.

Table 3. Results of Confirmatory Factor Analysis for Marketing Capabilities

Questions	Correlation with latent variable (Factor Loading)	T-value	Results
Our firm would quickly respond to costing tactics of the competitors.	0.75	11.32	Confirmed
Our firm would react, using costing tactics, to respond quickly to the costumers' changes.	0.81	13.37	Confirmed
Costing structures are proportionately related to the costumers' requirements.	0.81	13.47	Confirmed
Our firm would manage providing new products to the market.	0.47	7.40	Confirmed
Our firm would develop new products by investing on research and development unit.	0.38	6.05	Confirmed
Generally, our firm would manage development system of new product for providing to the market.	0.58	9.32	Confirmed
We successfully launch our new products for providing to the market.	0.57	9.17	Confirmed
Our firm would elaborately use marketing communications.	0.64	10.28	Confirmed
We nicely use marketing communication processes and tactics.	0.61	9.76	Confirmed
Our firm would effectively manage the marketing communication programs.	0.50	8.00	Confirmed

As can be seen in Table 3, the results revealed that all the questions have significant correlation coefficients with latent variables since the t-value is more than 1.96.

Table 4. Results of Confirmatory Factor Analysis for Competitive Advantages

Questions	Correlation with latent variable (Factor Loading)	T-value	Results
The ratio of production cost per unit has improved in comparison with the main competitors.	0.89	16.56	Confirmed
The ratio of selling cost has strengthen in comparison with the main competitors.	0.34	5.53	Confirmed
The ratio of profit margin has enhanced as compared with the main competitors.	0.09	1.45	Rejected
Brand association has strengthen compared to the main competitors.	0.53	9.24	Confirmed
The image of the brand has improved in comparison with the main competitors.	0.10	1.57	Rejected
Brand personality has a superior status compared to the main competitors.	0.93	19.66	Confirmed

As it is shown in Table 4, all the questions except questions 3 and 5, have significant correlation coefficient with latent variables because the t-value is more than 1.96.

Table 5. Results of Confirmatory Factor Analysis for Performance

Questions	Correlation with latent variable (Factor Loading)	T-value	Results
It has been quite profitable.	0.72	9.15	Confirmed
It has a large volume of sales.	0.76	11.71	Confirmed
It has a high rapid growth.	0.74	11.37	Confirmed
Our firm's global competitive advantage has improved.	0.84	12.83	Confirmed
Our firm's strategic position has enhanced.	0.84	12.93	Confirmed
The market share of our firm has significantly increased.	0.44	6.71	Confirmed
The number of successful new products of our firm has increased.	0.31	4.81	Confirmed
The rate of new product supply to the market has improved.	0.46	7.15	Confirmed
Innovativeness of the product has increased.	0.50	7.66	Confirmed

According to Table 5, all of the questions have significant correlation coefficients with latent variables since the t-value is more than 1.96.

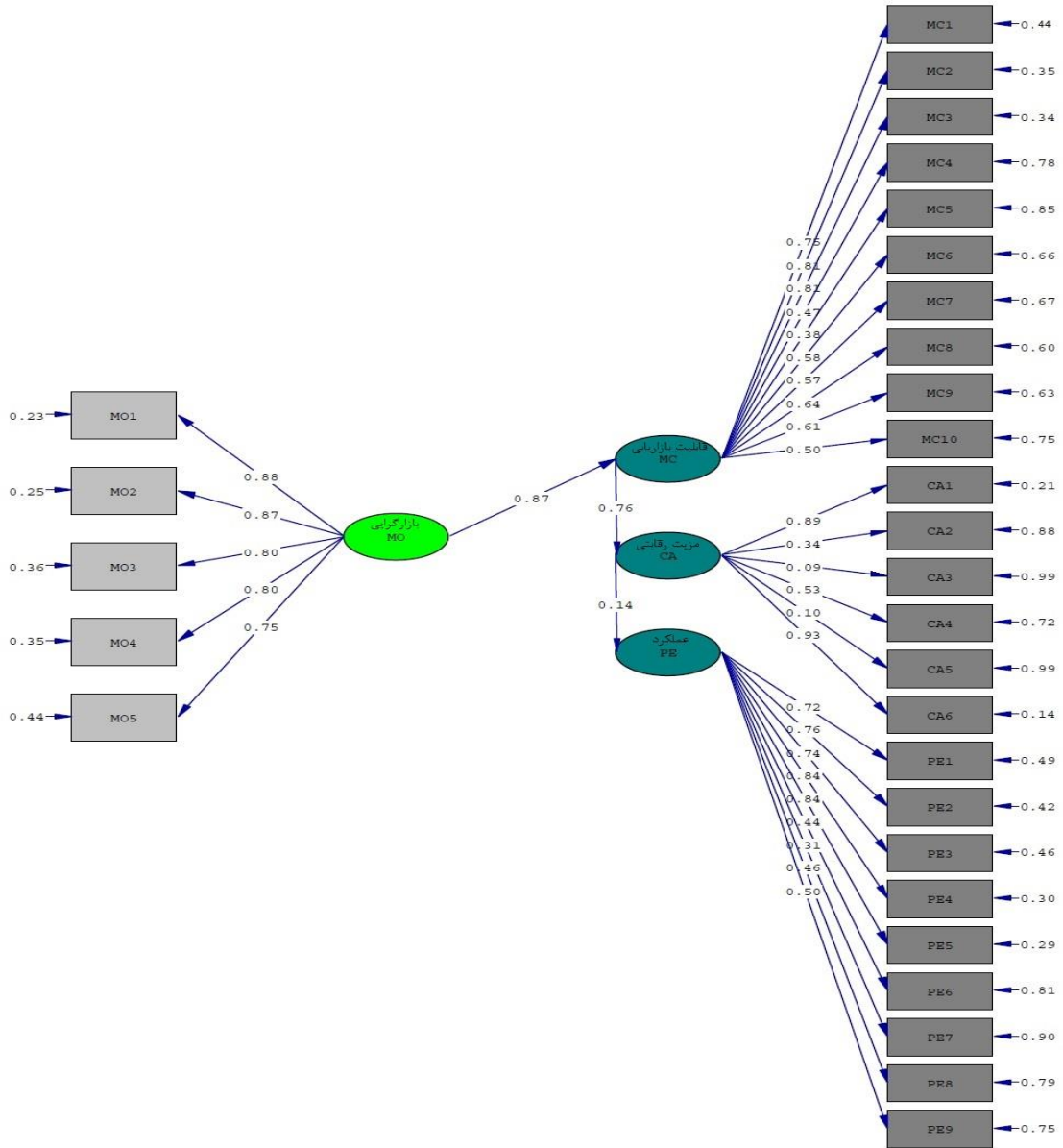
With consider to the indicators obtained, it can be said that measurement model was at a favorable situation in terms of fitting. Therefore, the main model of the study could be tested. The symbols applied in the model are demonstrated in the following table:

Table 6. Equivalent for Study Variables in LISREL Output Models

Variable	Equivalent
Market Orientation	MO
Marketing Capabilities	MC
Competitive Advantage	CA
Performance	PE



Standard Structural Model Of The Study



Chi-Square=3302.65, df=1402, P-value=0.00000, RMSEA=0.076

Figure 1. Standard Basic Model

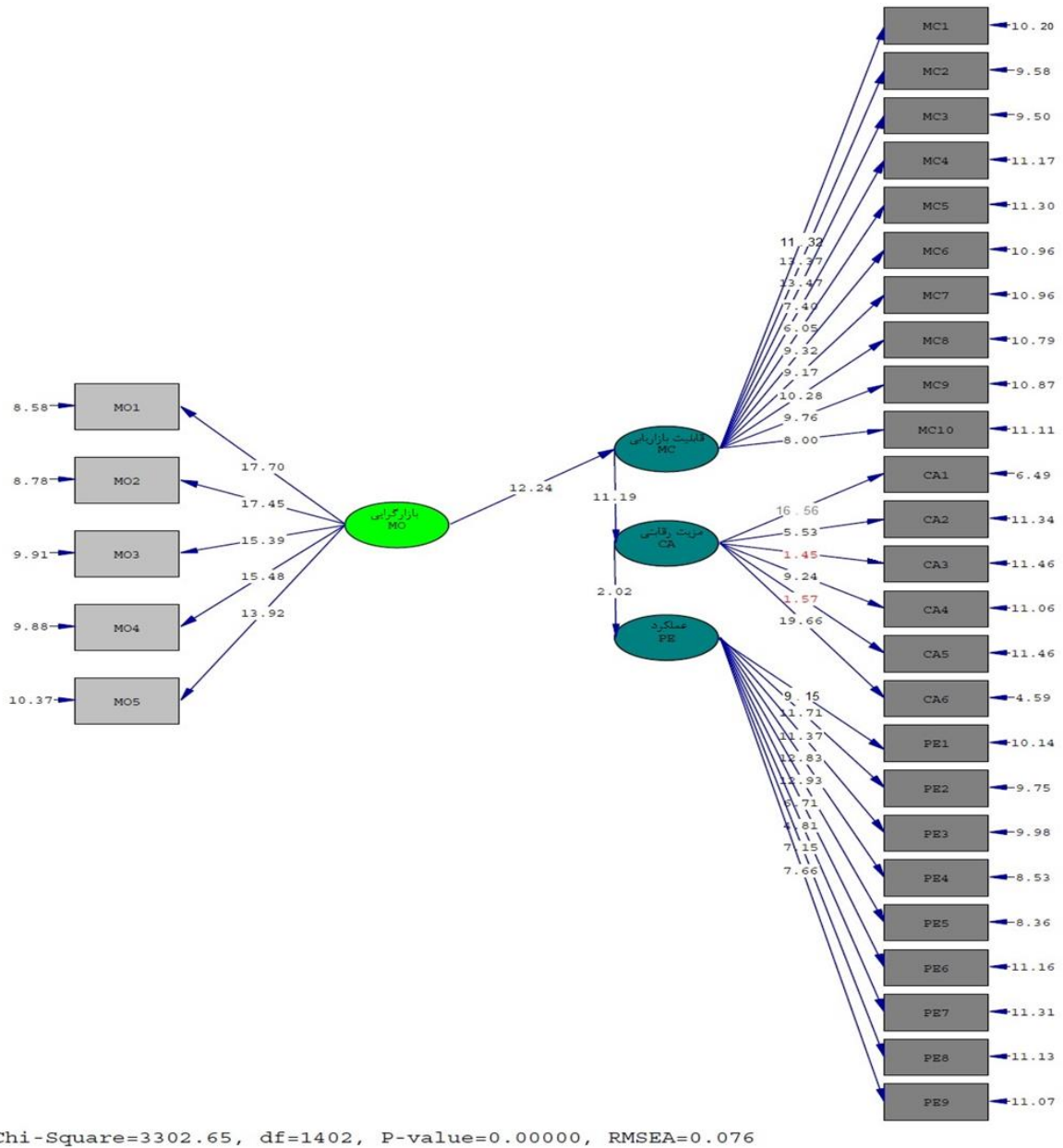


Figure 2. Basic Model for Hypotheses Testing (T-Value)

The first research hypothesis: market orientation will affect marketing capabilities of small and medium sized firms.

Market orientation has no influence on marketing capabilities of small and medium sized firms of Guilan province. $H_0: r_{x,y} = 0$

Market orientation has an influence on marketing capabilities of small and medium sized firms of Guilan province. $H_1: r_{x,y} \neq 0$

Table 7. The Results of the First Hypothesis Testing

First hypothesis	Standardized coefficient	T-value	Conclusion (.95%)
Market orientation has an influence on marketing capabilities of small and medium sized firms of Guilan.	0.87	12.24	Confirmed

Based on the results of the first hypothesis testing, it can be inferred that market orientation had an effect on marketing capabilities of small and medium sized firms since the significant level obtained was far more than ± 1.96 indicating that the hypothesis was confirmed, the amount of effect was 87 %.

The second research hypothesis: marketing capabilities will affect competitive advantage in small and medium sized firms.

Marketing capabilities has no influence on competitive advantage of small and medium sized firms of Guilan province. $H_0: r_{x,y} = 0$

Marketing capabilities has an influence on competitive advantage small and medium sized firms of Guilan province. $H_0: r_{x,y} = 0$

Table 8. The Results of the Second Hypothesis Testing

Second hypothesis	Standard coefficient	T-value	Conclusion (.95%)
Marketing capabilities has an influence on competitive advantage of small and medium sized firms of Guilan.	0.76	11.19	Confirmed

As can be seen in Table 8, the results show that marketing capabilities affect competitive advantage in small and medium sized firms of Guilan, since the significant level obtained was far more than ± 1.96 indicating that the hypothesis was confirmed, the amount of effect was 86%.

The third research hypothesis: competitive advantage affects performance in small and medium sized firms.

Competitive advantage has no influence on performance of small and medium sized firms of Guilan province. $H_0: r_{x,y} = 0$

Competitive advantage has an influence on performance of small and medium sized firms of Guilan province. $H_0: r_{x,y} = 0$

Table 9. The Results of the Third Hypothesis Testing

Third hypothesis	Standard coefficient	T-value	Conclusion (.95%)
Competitive advantage has an influence on performance of small and medium sized firms of Guilan.	0.14	2.02	Confirmed

The results, as shown in Table 9, revealed that competitive advantage affects performance in small and medium sized firms of Guilan province, since the significant level obtained was far more than ± 1.96 indicating that the hypothesis was confirmed, the amount of effect was 14%.

Conclusion and Suggestions for Further Research

According to the results of the first hypothesis testing, there was a positive relationship between market orientation and marketing capabilities in small and medium sized firms of Guilan, namely, market orientation had a positive influence on marketing capabilities. The significant level



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obtained was far more than ± 1.96 . This meant that the hypothesis was confirmed with an effect of 87%. The corporates were able to achieve competitive advantage based on the importance given to the marketing, innovativeness, as well as learning. Marketing is one of the most fundamental components in achieving competitive advantage and profitability of the firms. As a result, different firms should enjoy high marketing capabilities in case they want to offer their products to the market more quickly and to provide better services to their customers as compared to their competitors. In addition, in today's world, innovativeness must receive a considerable attention due to a decrease in the life cycle of the products and rapid saturation of the demand. Because through innovation, the life cycle of the product would be extended and it survives in the market. With an intense global competition, innovativeness has become a necessity for the firms' strategy through which those firms use more productive manufacturing processes, work better in the market, and obtain credit, reputation, and positive prestige in customer perception; in doing so, the firms achieve a reliable competitive advantage. Furthermore, as previously mentioned, a rapid change in production technologies requires the employees to be in harmony with the changes and acquire the required training. This emphasizes the necessity of learning for all the members of the firms. Therefore, it is essential that the companies possess learning competence so as to analyze their successful or unsuccessful practices in development and production of the manufactures and also acquire new knowledge in this regard. The results of the present study are consistent with the findings of Murray et al. (2011). They found that market orientation had an effect (36%) on marketing capabilities of export ventures. The findings of the second hypothesis test demonstrated that marketing capabilities affected (76%) competitive advantage of small and medium sized firms of Guilan province, since the level of significance obtained was above ± 1.96 meaning that the hypothesis was confirmed. In spite of different challenges in business arena, few research studies have been conducted regarding marketing capabilities which are not satisfying. Besides, the organizations, along with globalization and their entry into international markets, are continuously attempting to strengthen their marketing capabilities and provide new innovative products in response to the increasing demand of global markets. They are trying to gain success in their marketing and sale in order to increase their performance against the competitors and at global business level. In the current decade, the companies are in a complex competitive situation due to factors such as globalization of the markets, customer orientation, introduction of new technologies, etc. This situation has forced the enterprises to think and act differently in comparison with their past and the other enterprises, for their survival and development. Therefore, they always seek to find new sources of competitive advantage, which itself requires a clear and appropriate understanding of the nature and dynamics of the competition. The findings of this study match the results of a study by Murray et al. (2011). They found that marketing capabilities had an impact (18%) on competitive advantage of export ventures. The results of the third hypothesis revealed that competitive advantage affected (14%) performance of small and medium sized firms of Guilan and its significant level was above ± 1.96 , which meant that the results were meaningful and the hypothesis was confirmed. Firms that were able to create more values and to provide more reasons to their customers so to encourage them to buy more and to make a long-term relationship with the firm, were successful. Creating value for the customer is the essence of the firm's competitive advantage. The competition of businesses to better provide the customer requirements through production and supply of more adaptable products has always been a matter of importance and has been a driver for progress and development of productions and services as



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well as creation of superior value for the customer. In fact, the company creates superior value through providing some benefits for the customer in a way that these benefits are far better than the costs they should pay for the product or the service life loop. Thus, if the firm is financially able to have a long-term exchange with the customer and operate effectively and efficiently in creating the value, as compared to their competitors, this would result in creating a competitive advantage for the firm. The findings of the present study are in line with the results of Murray et al., (2011). Their findings showed that competitive advantage had an influence (12%) on performance of export ventures.

Suggestion for Further Research

Considering the results and limitations of the study, in this part, some recommendations for further research are provided.

Considering the first hypothesis which is based on the effect of market orientation on marketing capabilities of small and medium sized firms of Guilan province, it is suggested that firm managers broader investigate the impact of changes on the market and continuously focus on their orientation and commitment toward providing more suitable services for the requirements of their customer. In addition, based on the results of the second hypothesis on the effect of marketing capabilities on competitive advantage of small and medium sized firms, it is recommended that the firm managers react to the costing tactics of their competitors and expand investment in new product research and development unit.

Last but not least, according to the third hypothesis regarding the influence of competitive capability on performance of small and medium sized firms of Guilan, another area of research would be the focus on the image of the brand. That is, the managers can strengthen the image of the brand as compared to the competitors and improve the ration of profit margin compared to the main competitors.

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COUNTRY GOVERNANCE AND BANK EFFICIENCY NEXUS: A DATA ENVELOPMENT ANALYSIS FRONTIER APPROACH

**Fakarudin Kamarudin¹,
Fadzlan Sufian²,
Annuar Md. Nassir³,
Nazratul Aina Mohamad Anwar⁴**

¹Faculty of Economics and Management, Universiti Putra Malaysia, Mailing address: Faculty of Economics and Management, Universiti Putra Malaysia, 43400 Serdang, Selangor Darul Ehsan, Malaysia. Email: fakarudinkamarudin@gmail.com; fakarudin@upm.edu.my, Tel: 603-8946-7617

²Universiti Islam Malaysia

³Faculty of Economics and Management, Universiti Putra Malaysia

⁴Faculty of Economics and Muamalat, Universiti Sains Islam Malaysia

Abstract: *The study examines the effect of county governance dimensions on the price efficiency of Islamic vs. Conventional banking sector. The sample data consists of Islamic and conventional banks from years 2003 to 2011 selected from Middle East, Southeast Asia and South Asia. The analysis comprises two main stages. In the first stage, we employ the Data Envelopment Analysis (DEA) method to compute the revenue efficiency of Islamic and conventional banks. We then used the Multivariate Panel Regression Analysis with the Ordinary Least Square (OLS) and Generalized Method of Moments (GMM) as an estimation method to investigate the potential determinants and the effect of country governance on the revenue efficiency. We find that voice and accountability positively influence the efficiency of both Islamic and conventional banks. On the other hand, we observe negative impact of political stability and absence of violence and control of corruption. The findings indicate that government effectiveness, regulatory quality, and rule of law negatively influence the efficiency of conventional banks, but not so in the case of Islamic banks.*

Keywords: *Banks; Revenue Efficiency; Data Envelopment Analysis; Country Governance*

Introduction

In regard to governance, empirical examination is vast on its impact on Islamic bank performance (Darmadi, 2013; Ginena, 2014). However, the focus of these studies is on the micro dimension of governance or governance within banking institutions. Noticeably absent is empirical evidence on the impact of country governance on the performance of Islamic banks. In this vein, Lensink et al. (2008) and Chortareas et al. (2012) suggest that country governance may significantly influence the efficiency of the banking sector. While, Meon and Weill (2005) and Hwang and Akdede (2011) among others find that the more efficient countries tend to report better governance levels. Therefore it is sensible to expect that good country governance to contribute positively to the efficiency of Islamic banks.

It is also reasonable to expect both Islamic and conventional banks to react differently to country governance attributed to the differences in their operations. Furthermore, governance levels vary



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across countries over time. Therefore, it is hardly surprising that the relevant mechanisms through which banking firms is affected case specific. From a policy point of view this implies that attempts to alleviate the potential effects of country governance in the short or medium run need to be grounded in a careful study of the nature of country governance and the individual circumstances of each firm.

Literature Review

The empirical evidence on the performance of Islamic financial institutions with parametric and/or non-parametric methods has expanded rapidly in recent times. The growing popularity and acceptance of Islamic finance among Muslims and non-Muslims significantly contributed to heightened academic interest in the topic. Most of these studies employ the frontier efficiency methods to examine the performance of Islamic banks of a specific country (Sufian et al. 2012) or region (e.g. Belanès et al. 2015; Kamarudin et al. 2014; Srairi, 2010) while relatively few studies have been performed on a cross-region basis (Johnes et al. 2014).

To date, Johnes et al. (2014), Kamarudin et al. (2014), Srairi (2010) are among the most notable studies employing frontier efficiency method to compare the performance of Islamic and conventional banks in a cross-country setting. However, their findings remain inconclusive at best. The earlier study by Srairi (2010) suggest that Islamic banks have been less efficient compared to their conventional bank peers due to size, higher cost of funds and labour, lower risk carried by Islamic banks, and the overall regulatory environment which is not supportive to Islamic banks' operations. The results concur with the earlier study by Beck et al. (2013). To recap, Beck et al. (2013) shows that Islamic banks tend to be less cost effective than conventional banks despite enjoying better intermediation ratio, asset quality, and capital asset ratios.

On the other hand, Johnes et al. (2014) find no significant difference in the efficiency of Islamic and conventional banks. Their results to a certain extent support the earlier findings by Hassan et al. (2009) on Islamic and conventional banks in 11 OIC countries, Kamarudin et al. (2014) on Islamic and conventional banks in the GCC countries. On a similar vein, the more recent study by Belanès et al. (2015) suggests comparable impact of the global financial crisis on the efficiency of Islamic and conventional banks in the GCC countries.

In summary, the literature reveals the following research gaps. First, the majority of these studies have mainly concentrated on the technical, cost, or profit efficiency of the Islamic and conventional banks. On the other hand, there is a paucity of studies examining the revenue efficiency concept within the context of a cross-country analysis. This limitation is somewhat surprising given the fact that revenue inefficiency has been found to be the main problem resulting in lower profit efficiency levels (Kamarudin et al. 2014; Sufian et al. 2012).

Second, empirical evidence on the effect of country governance on the banking sector is scarce and is completely missing within the context of the Islamic banking sector. This limitation is somewhat surprising given the impact country governance is likely to have on the banking sector. Within the context of the banking sector the earlier studies by Lensink et al. (2008) and Chortareas et al. (2012) suggest that country governance significantly influence the efficiency of the banking sector. Similarly, Meon and Weill (2005) and Hwang and Akdede (2011) suggest that the more efficient countries tend to report better governance levels.



Data and Methodology

We gather data on 454 banks (112 Islamic and 342 conventional banks) from 19 countries during the period of 2003 – 2011¹. The primary source of financial data is the BankScope database while the IMF Financial Statistics (IFS) and the World Bank World Development Indicator (WDI) databases are the main source for the macroeconomic and market indicators. We retrieve the country governance data from the World Governance Indicator (WGI) database (see Kaufmann et al. 2010).

The country governance information produced by WGI is based on a survey on four aggregate indicators producing a total of 12,114 country level data points. The WGI dataset provides information on 215 countries taken from 35 different data sources (Kaufmann et al. 2010). The country governance variables consist of six different indicators and are measured by scores ranging between -2.5 and 2.5, where a higher value indicates better country governance.

Data Envelopment Analysis

The revenue, cost, and profit efficiency computed to obtain robust results and to enable us to observe and compare different efficiency measures of Islamic and conventional banks in our sample. We adopt the DEA Excel Solver developed by Zhu (2009) under the VRS model to solve the revenue, cost, and, profit efficiency problems. The revenue, cost, and, profit efficiency models are given in Equations (1) – (3) below. As can be seen, the revenue, cost, and profit efficiency scores are bounded within the 0 and 1 range.

Revenue Efficiency (Eq. 1)	Cost Efficiency (Eq. 2)	Profit Efficiency (Eq. 3)
$\max \sum_{r=1}^s q_r^o \tilde{y}_{ro}$	$\min \sum_{i=1}^m p_i^o \tilde{x}_{io}$	$\max \sum_{r=1}^s q_r^o \tilde{y}_{ro} - \sum_{i=1}^m p_i^o \tilde{x}_{io}$
<i>subject to</i>	<i>subject to</i>	<i>subject to</i>
$\sum_{j=1}^n \lambda_j x_{ij} \leq \tilde{x}_{io} \quad i = 1, 2, \dots, m;$	$\sum_{j=1}^n \lambda_j x_{ij} \leq \tilde{x}_{io} \quad i = 1, 2, \dots, m;$	$\sum_{j=1}^n \lambda_j x_{ij} \leq \tilde{x}_{io} \quad i = 1, 2, \dots, m;$
$\sum_{j=1}^n \lambda_j y_{rj} \geq \tilde{y}_{ro} \quad r = 1, 2, \dots, s;$	$\sum_{j=1}^n \lambda_j y_{rj} \geq y_{ro} \quad r = 1, 2, \dots, s;$	$\sum_{j=1}^n \lambda_j y_{rj} \geq \tilde{y}_{ro} \quad r = 1, 2, \dots, s;$
$\lambda_j \tilde{y}_{ro} \geq 0$	$\lambda_j, \tilde{x}_{io} \geq 0$	$\tilde{x}_{io} \leq x_{io}, \tilde{y}_{ro} \geq y_{ro}$
$\sum_{j=1}^n \lambda_j = 1$	$\sum_{j=1}^n \lambda_j = 1$	$\lambda_j \geq 0$
		$\sum_{j=1}^n \lambda_j = 1$

Source: Zhu (2009)

Where

- s* is the output observation
- m* is the input observation
- r* is the *s*th output
- i* is the *m*th input

¹ Our sample comprised of Islamic and conventional banks operating in the three main regions offering Islamic banking and finance services namely the Middle East, Southeast Asia, and South Asia. The countries included in the analysis are Bahrain, Bangladesh, Brunei, Egypt, Indonesia, Iran, Iraq, Jordan, Kuwait, Lebanon, Malaysia, Pakistan, Qatar, Saudi Arabia, Singapore, Syrian Arab Republic, Turkey, United Arab Emirates, and Yemen.



- q_r^o is the unit price of output r of DMU₀ (DMU₀ represents one of the n DMUs)
 p_i^o is the unit price of input i of DMU₀
 \tilde{y}_m is the r^{th} output that maximize revenue for DMU₀
 \tilde{x}_{io} is the i^{th} input that minimize cost for DMU₀
 y_{ro} is the r^{th} output for DMU₀
 x_{io} is the i^{th} input for DMU₀
 n is the DMU observation
 j is the n^{th} DMU
 λ_j is the non-negative scalars
 y_{rj} is the s^{th} output for n^{th} DMU
 x_{ij} is the m^{th} input for n^{th} DMU

The present study adopts the intermediation approach in the definition of inputs and outputs used to construct the efficiency frontiers. Accordingly, two inputs, two input prices, two outputs, and two output prices variables are chosen. The two input vector variables consist of $x1$: Deposits and $x2$: Labour. The input prices consist of $w1$: Price of Deposit and $w2$: Price of Labour. The two output vector variables are $y1$: Loans and $y2$: Income while, the two output prices consist of $r1$: Price of Loans and $r2$: Price of Income.

Multivariate Panel Regression Analysis

The Ordinary Least Square (OLS) regression method is employed in the regression analysis to examine the relationship between bank efficiency and other potential internal and external determinants. It is robust to heteroskedasticity and the distribution of the disturbances in the regression analysis involving DEA scores (revenue efficiency) as the dependent variable.

To ensure robustness, this study will employ the Generalized Method of Moments (GMM) estimator. The GMM estimator can be formulated as follows:

$$\begin{aligned} \ln RE_{i,t} = & \alpha \ln RE_{i,t-1} + \beta_1 \ln TA_{i,t} + \beta_2 \ln LLRGL_{i,t} + \beta_3 \ln ETA_{i,t} + \beta_4 \ln BDTD_{i,t} \\ & + \beta_5 \ln LOANSTA_{i,t} + \beta_6 \ln NIETA_{i,t} + \beta_7 \ln GDP_t + \beta_8 \ln INFL_t + \beta_9 \ln CR3_t \\ & + \beta_{10} DUMCRIS_t + \beta_{11} \ln VA_t + \beta_{12} \ln PV_t + \beta_{13} \ln GE_t + \beta_{14} \ln RQ_t + \beta_{15} \ln RL_t \\ & + \beta_{16} \ln CC_t + \eta_t + \varepsilon_{i,t} \end{aligned} \quad (4)$$

where

- $\ln RE_{i,t}$ = the revenue efficiency of the i -th bank in period t obtained from the DEA method
 $\ln TA$ = the total assets (size of bank)
 $\ln LLRGL$ = the loan loss reserve to gross loan (credit risk)
 $\ln ETA$ = equity to total assets ratio (capitalization)
 $\ln BDTD$ = a bank's deposit over total deposit ratio (market power)
 $\ln LOANSTA$ = a total loan over total assets ratio (liquidity)
 $\ln NIETA$ = a non-interest expense over total assets ratio (overhead expenses)
 $\ln GDP$ = the log of gross domestic product (economic growth)
 $\ln INFL$ = the customer prices index (inflation)
 $\ln CR3$ = the concentration ratio of three largest banks assets
 $DUMCRIS$ = the dummy variable of global financial crisis
 $\ln VA$ = the voice and accountability
 $\ln PV$ = the political stability and absence of violence
 $\ln GE$ = the government effectiveness
 $\ln RQ$ = the regulatory quality
 $\ln RL$ = the rule of law
 $\ln CC$ = the control of corruption



i	= the individual bank
t	= the time period
α	= a constant term
β	= the vector of coefficients
η	= an unobserved bank specific effects
$\epsilon_{j,t}$	= the normally distributed disturbance term

Table 1 Presents Detail Description of the Variables Used in the Regression Models.

[Insert Table 1]

Empirical Results

Efficiency of Islamic vs. Conventional Banks

Table 2 present the results for revenue, cost, and profit efficiencies of Islamic and conventional banks for selected regions via the parametric and non-parametric tests. The results from the parametric t -test clearly indicate that Islamic banks have been relatively more revenue efficient ($0.652 > 0.610$) and profit efficient ($0.766 > 0.712$) compared to their conventional bank counterparts. In both cases, the difference is statistically significant at the 1% level. On the other hand, the parametric t -test results show that cost efficiency is statistically significantly lower in Islamic compared to the conventional banks ($0.666 < 0.719$). The result from the parametric t -test is further substantiated by results derived from the non-parametric Mann-Whitney (Wilcoxon) and Kruskal-Wallis tests.

In essence, the results from the DEA based tests confirms our earlier findings suggesting that Islamic banks have been relatively more profit efficient compared to their conventional bank peers attributed to better revenue efficiency. If anything could be delved, the results from the DEA based tests clearly highlight the importance of revenue efficiency over cost efficiency in determining profit efficiency of Islamic and conventional banks.

[Insert Table 2]

Determinants of Revenue Efficiency in Islamic and Conventional Banks

Tables 3 and 4 present the regression results focusing on the relationship between revenue efficiency and the contextual variables for Islamic and conventional banks respectively. The findings indicate that the larger (smaller) size banks tend to exhibit higher (lower) revenue efficiency. In this vein, the large banks may achieve higher profit efficiency levels attributed to the fact that their costs are compensated by higher revenues generated by quality services. The coefficient of $\ln\text{LLRGL}$ exhibits a positive sign implying banks with higher credit risk tend to report better revenue efficiency levels. The finding to a certain extent lends support to the skimping hypothesis and is in consonance with the earlier study by Sufian and Habibullah (2009). To recap, the skimping hypothesis imply that banks maximizing long-run profits may rationally decide to incur lower costs in the short-run by skimping on the resources devoted to loans underwriting and monitoring. The $\ln\text{ETA}$ variable in Tables 3 and 4 clearly indicate a negative sign. The empirical findings imply that banks which hold a higher (lower) amount of capital tend to exhibit lower (higher) revenue efficiency. The results imply that the relatively revenue inefficient Islamic banks could have been involved in riskier operations and, in the process, tend to hold more equity

voluntarily or involuntarily. Market power (lnBDTD) has negative and statistically significant impact of the revenue efficiency of both Islamic and conventional banks. A probable explanation could be attributed to the fact that expanding and maintaining market share may require extra inputs and therefore involve higher costs. The lnNIETA variable exhibits a negative relationship with Islamic and conventional banks revenue efficiency. Poor management practice may lead to among others, overstaffing, which would increase costs and consequently dampen profitability. Some personnel may not be fully utilized or perform overlapping tasks resulting in redundancy problem.

During the period under study the results seem to suggest negative impact of inflation on the revenue efficiency of both Islamic and conventional banks. The findings to a certain extent attest to the notion that the rate of inflation has been unanticipated by both Islamic and conventional banks.

The economic growth seems to exert negative influence on the revenue efficiency of the Islamic banks. This could be due to the volatile economic conditions resulting in Islamic banks to suffer from lower demand for their financial services, increased loan defaults, and lower outputs. On the other hand, the result indicates a positive relationship of economic growth on the revenue efficiency of the conventional banks implying that rapid economic growth fosters the efficiency of the conventional banks. Regarding the impact of concentration of the national banking sector, the coefficient of market concentration (lnCR3) exhibits a negative sign in the Islamic bank regression model, but is positive in the regression model involving the conventional banks. The result seems to suggest that the greater the concentration level may heighten the level of competition among Islamic banks for public and private sector deposits and loans and consequently result in lower revenue. Meanwhile, the Structure-Conduct-Performance (SCP) hypothesis seem to hold in the case of the conventional banks providing support to the argument that conventional banks in a highly concentrated market tend to collude and help them earn monopoly profits. Finally, the global financial crisis (DUMCRIS) has negative and significant impact on the operations of the conventional banks, but not so in the case of the Islamic banks. The Islamic banks business model i.e. adherence to *Syari'ah* prevented Islamic banks from investing in the type of instruments which negatively affects the conventional banks operations and triggered the crisis and help mitigate the impact of the financial crisis.

Does Country Governance Foster Banks' Revenue Efficiency?

To address the issue of whether country governance matters in determining the revenue efficiency of Islamic and conventional banks, we re-estimate Equation (9) to include the six dimensions of the country governance indicators namely Voice and Accountability (lnVA), Political Stability and Absence of Violence (lnPV), Government Effectiveness (lnGE), Regulatory Quality (lnRQ), Rule of Law (lnRL), and Control of Corruption (lnCC) in regression models 3 to 8. The relationship between the six different dimensions of country governance and revenue efficiency is analyzed individually to avoid multicollinearity problems.

The empirical findings for regression Model 3 in Tables 3 and 4 suggest positive impact of Voice and Accountability (lnVA) on the revenue efficiency of Islamic and conventional banks. The citizens of a country may significantly influence the process of governance for accountability and transparency. The free intervention of citizens could enhance transparency, accountability, and credibility of the governance process and subsequently contributes to robust economic growth and



the efficiency of financial institutions (Chortareas et al. 2012; Lensink et al. 2008; Meon and Weill, 2005).

The coefficient of $\ln PV$ is negative (statistically significant at 1% level). The negative sign implies that political stability and freedom from violence and terrorism contribute towards lower revenue efficiency in both Islamic and conventional banks. A plausible reason could be due to the fact that governments could be an easy prey for interest groups if they remain in the office for a long period of time. Moreover, they may implement policies which are in favour of their own and groups' interests and not necessarily those which could promote private sector developments and long term economic growth and efficiency.

The empirical findings also indicate negative impact of Regulatory Quality ($\ln RQ$) on the revenue efficiency of the Islamic and conventional banks. On the one hand, excessive loan offerings without proper supervisions could lead to the disbursement of poor quality loans resulting in the increase of non-performing loans (Carvallo and Kasman, 2005). Therefore, strong regulations are required to ensure the viability of financial systems. On the other hand, excessive regulations may hamper banks to diversify, limiting their opportunity to reap the benefit of economies of scale, and consequently resulting in banks to earn meagre revenues.

It is interesting to note that control of corruption ($\ln CC$) has negative influence on the revenue efficiency of both Islamic and conventional banks. Chortareas et al. (2012) suggest that excessive government intervention is an indication of enhance supervisory power particularly in less developed financial systems. This undue influence may result in regulators to channel funds for social purposes, which may not necessarily be revenue enhancing, resulting in lower integrity of bank lending, and consequently has adverse impact on the efficiency of credit allocations.

The empirical findings in Model 5 of Table 4 seem to suggest negative impact of Government Effectiveness ($\ln GE$) on the revenue efficiency of the conventional banks (statistically significant at the 1% level). It is reasonable to expect that government's commitment towards certain public policy such as effective tax collection activities could benefit the public. However, a high tax rate imposed on the private sector may impede long-term investments, lower the demand for bank financing, and consequently result in lower revenue efficiency in the banking sector (Albertazzi and Gambacorta, 2010). Furthermore, a high corporate income tax rate on banks (e.g. tax on bank capital) imposed by the government could lead to high interest rates on loans. As a consequence, demand for bank loans will decline due to borrowers (corporate sectors) inability to serve the high interest rate charges resulting in bank revenue to fall.

Similarly, the empirical findings seem to suggest negative relationship between Rule of Law ($\ln RL$) and the revenue efficiency of the conventional banks. A plausible explanation could be attributed to the fact that banks have less incentive to spend on resources to collect and assess proprietary information in countries where judicial behaviour is strict (Hauswald and Marquez, 2006). Furthermore, Demirguc-Kunt et al. (2004) suggest that the cost of financial intermediation is relatively higher in countries where restrictions are tight. Likewise, Gonzales (2005) argue that severe rulings could harm the stability of the banking system since it may reduce banks charter value and expose banks to excessive risk taking activities.

[Insert Table 3]

[Insert Table 4]



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Robustness Checks: Controlling for Potential Endogeneity

The potential endogeneity could be a problem when assessing bank performance determinants. Poghosyan and Hesse (2009) suggest that empirical works on determinants of bank performance may suffer from several sources of inconsistencies, such as highly persistence performance, omitted variables, and endogeneity bias. To address this concern, a lagged dependent variable is introduced by using the regression models via the Generalized Methods of Moments (GMM) estimator introduced by Arellano and Bond (1991) and Arellano and Bover (1995). The system GMM allows us to control for endogeneity and persistence issues and therefore yield consistent estimates.

It can be observed from Tables 5 and 6 that the coefficients of the variables stay mostly the same. They exhibit the same sign, the same order of magnitude, and remain significant as in the OLS regression models (albeit sometimes at different levels). It can be observed from Table 5 the coefficient of $\ln\text{LOANSTA}$ becomes positive (statistically significant at the 5% level) when we control for potential endogeneity among the Islamic banks. The finding implies that the higher the liquidity is, the higher the Islamic banks revenue efficiency. This could be attributed to the fact that ample amount of liquidity is required to fund large corporate loans which could contribute to a higher profitability of the Islamic banks. The variable DUMCRIS retains its negative sign and is statistically significant we control for political stability and absence of violence ($\ln\text{PV}$) in the GMM regression model. However, the result need be interpreted with caution since the coefficient of the variable is significant only at 10% level.

The empirical findings in Table 6 seem to suggest negative impact of economic growth ($\ln\text{GDP}$) on the revenue efficiency of the conventional banks. On one hand, a positive sign is observed in the OLS regression models (Model 5 of Table 4). On the other hand, it can be observed from Table 6 that the coefficient of $\ln\text{GDP}$ is negative and statistically significant in the GMM regression model. The result indicates that higher economic growth lowers the revenue efficiency of the conventional banks. This could be due to the volatile economic growth that causes banks to suffer from lower demand for their financial services, increased loan defaults, and lower output (Sufian and Habibullah, 2009).

[Insert Table 5]

[Insert Table 6]

Conclusion

It is particularly useful to examine the revenue efficiency of Islamic and conventional banking sectors. The analysis on the revenue efficiency concept is essential since revenue efficiency may significantly influence the profitability of the banking sector. Furthermore, identification of factors which may influence the level of the revenue efficiency of banks is of importance to bank managements, policymakers, industry leaders, etc. In regard to the impact of country governance, it has been documented that country governance may influence bank efficiency levels. However, empirical evidence in this regard is scanty and is completely missing within the context of the Islamic banking sector. By employing data on 454 banks (112 Islamic and 342 conventional banks) the present study provides new empirical evidence on the impact of country governance on the revenue efficiency of Islamic and conventional banks operating in 19 countries over the period of 2003 to 2011.



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The analysis comprised of three main stages. In the first stage, we estimate the revenue, cost, and profit efficiencies of Islamic and conventional banks by using the Data Envelopment Analysis (DEA) method. In the second stage, we perform a series of parametric (*t*-test) and non-parametric (Mann-Whitney (Wilcoxon) and Kruskal-Wallis) tests to validate our findings from the first stage analysis. We find that the Islamic banks have been more revenue efficient compared to their conventional bank peers. The empirical findings further indicate that revenue efficiency significantly influence the profit efficiency level of both Islamic and conventional banks. In essence, the empirical findings from this study clearly highlight the importance of revenue efficiency a concept which has been neglected by most of the earlier studies.

In the third and final stage of the analysis we adopt the panel regression analysis via the Ordinary Least Square (OLS) and Generalized Method of Moments (GMM) methods to investigate potential determinants and the effect of country governance on the revenue efficiency of both Islamic and conventional banks. The empirical findings suggest that most of the bank specific characteristics, macroeconomic and market conditions, and country governance dimensions significantly influence the revenue efficiency of the Islamic and conventional banks. However, the impact of country governance is not uniform across Islamic and conventional banks.

A closer examination on the findings reveals that the impact of bank size and credit risk is positive on the revenue efficiency of Islamic and conventional banks. The empirical findings indicate positive impact of liquidity on the revenue efficiency of Islamic, but not conventional banks. On the other hand, capitalization, market power, overhead expenses, inflation, and global financial crisis is negatively influence the revenue efficiency of both Islamic and conventional banks. The impact of economic growth seems to be ambiguous at best. While the findings seem to suggest a negative impact of inflation on the revenue efficiency of Islamic banks, inflation seems to exert positive influence on the conventional banks. Similarly, the result indicates a negative impact of market concentration on the revenue efficiency of Islamic banks, but is positive on the conventional banks.

Examining the impact of country governance, the empirical findings indicate that greater voice and accountability has positive influence on the revenue efficiency of both Islamic and conventional banks. On the other hand, political stability and absence of violence, regulatory quality, and control of corruption seem to exert negative impact on the revenue efficiency of both Islamic and conventional banks, while government effectiveness and rule of law negatively influence the revenue efficiency of conventional banks only.

The findings of this study could be useful to regulators and policymakers. For one, regulators and policy makers can find a mechanism to improve the revenue efficiency of both Islamic and conventional banks. This consideration is vital because revenue efficiency is the most important efficiency concept given the fact that poor revenue efficiency may result in low profit efficiency levels. Furthermore, improvement in the revenue efficiency of Islamic and conventional banking sector is essential since the private sector depends largely on banking institutions for funds. In addition, policy makers may be able to design new policies and regulations based on the different dimensions of country governance which could enhance the revenue efficiency of both Islamic and conventional banks.

The result could prove to be informative for bank managements. Since different principles are practiced by the Islamic and conventional banks (*Syari'ah* and non-*Syari'ah* compliance), different strategies need to be taken into consideration to improve revenue efficiency and subsequently



profitability. The findings from this study could also have important ramifications for investors whose main desire is to reap higher profit from their investments. The empirical findings from this study clearly highlight the importance for investors to focus on the revenue efficiency since the concept may help investors identify firms with better prospect to generate higher profitability prior to investing.

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Appendices

Table 2:
Summary of Parametric and Non-Parametric Tests on Islamic and Conventional Banks for All Regions during the Years 2003-2011

Individual tests	Test groups					
	Parametric test			Non-parametric test		
Hypothesis	t-test		Mann-Whitney [Wilcoxon Rank-Sum] test		Kruskall-Wallis Equality of Populations test	
Test statistics	$t(Prb>t)$		$z(Prb>z)$		$X^2(Prb > X^2)$	
	Mean	t	Mean Rank	z	Mean Rank	X ²
Revenue Efficiency						
IB	0.652	2.941***	1,616.860	-3.865***	1,616.860	14.939***
CB	0.610		1,473.750		1,473.750	
Cost Efficiency						
IB	0.666	-4.130***	1,494.380	-0.444	1,494.380	0.197
CB	0.719		1,510.820		1,510.820	
Profit Efficiency						
IB	0.766	3.795***	1,659.670	-5.611***	1,659.670	31.478***
CB	0.712		1,460.800		1,460.800	

Note: ***, **, * indicates significance at the 1%, 5% and 10% levels respectively
IB is Islamic bank and CB is conventional banks

Table 3: Panel OLS Regression Results on Islamic Banks

Variable	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Constant	-0.591* (0.353)	0.325 (0.677)	0.010 (0.678)	1.120 (0.706)	0.591 (0.720)	1.236 (0.771)	0.873 (0.768)	0.819 (0.681)
	Bank-Specific Variables							
lnTA	0.044 (0.030)	0.153*** (0.049)	0.153*** (0.049)	0.173*** (0.049)	0.165*** (0.050)	0.204*** (0.053)	0.180*** (0.052)	0.186*** (0.049)
lnLLRGL	0.072*	0.060	0.061	0.065*	0.057	0.062	0.059	0.051



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	(0.039)	(0.039)	(0.038)	(0.038)	(0.039)	(0.038)	(0.038)	(0.038)
lnETA	-0.014	-0.118*	-0.090	-0.092	-0.115*	-0.088	-0.109	-0.066
	(0.062)	(0.068)	(0.068)	(0.067)	(0.068)	(0.068)	(0.068)	(0.068)
lnBDTD	0.078***	-0.185***	0.200***	0.188***	0.190***	0.193***	0.196***	0.192***
	(0.026)	(0.047)	(0.047)	(0.046)	(0.047)	(0.047)	(0.048)	(0.046)
lnLOANST A	-0.051	-0.033	-0.027	-0.013	-0.030	-0.042	-0.010	0.013
	(0.054)	(0.056)	(0.055)	(0.055)	(0.056)	(0.055)	(0.058)	(0.056)
lnNIETA	0.287***	-0.224***	0.236***	0.292***	0.232***	0.214***	0.235***	0.254***
	(0.070)	(0.072)	(0.072)	(0.074)	(0.073)	(0.072)	(0.073)	(0.072)
Macroeconomic Variables								
lnGDP		-0.087***	-0.069*	-0.071*	-0.078**	-0.095**	-0.085**	-0.087**
		(0.039)	(0.039)	(0.039)	(0.040)	(0.039)	(0.039)	(0.038)
lnINFL		-0.256**	-0.222**	0.406***	0.317***	0.496***	0.394***	0.434***
		(0.105)	(0.104)	(0.112)	(0.119)	(0.143)	(0.139)	(0.113)
lnCR3		-1.448**	-1.664**	-1.457**	-1.447**	-1.445**	-1.487**	-1.413**
		(0.707)	(0.704)	(0.699)	(0.707)	(0.704)	(0.707)	(0.698)
DUMCRIS		0.031	0.019	0.027	0.034	0.030	0.026	0.043
		(0.095)	(0.094)	(0.094)	(0.095)	(0.094)	(0.095)	(0.094)
Country Governance Variables								
lnVA			0.209***					
			(0.066)					
lnPV				0.357***				
				(0.101)				
lnGE					-0.143			
					(0.132)			
lnRQ						-0.231**		
						(0.095)		
lnRL							-0.242	
							(0.161)	
lnCC								0.340***
								(0.090)
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
R²	0.056	0.081	0.099	0.104	0.083	0.092	0.085	0.107
Adj R²	0.045	0.063	0.079	0.084	0.063	0.072	0.065	0.087
F-statistic	4.920***	4.370***	4.940***	5.210***	4.080***	4.540***	4.190***	5.380***
No. of Obs.	506	506	506	506	506	506	506	506

Note: ***, **, * indicates significance at the 1%, 5% and 10% levels respectively. Figure in parentheses () are standard error



Table 4: Panel OLS Regression Results on Conventional Banks

Variable	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Constant	- 1.443*** (0.267)	-0.932** (0.413)	-0.848** (0.415)	0.174 (0.424)	0.352 (0.437)	0.081 (0.427)	0.149 (0.439)	-0.371 (0.411)
Bank-Specific Variables								
lnTA	0.189*** (0.031)	0.447*** (0.071)	0.436*** (0.071)	0.500*** (0.070)	0.52*** (0.071)	0.532*** (0.071)	0.523*** (0.071)	0.508*** (0.070)
lnLLRGL	0.255*** (0.026)	0.239*** (0.027)	0.244*** (0.027)	0.202*** (0.027)	0.201*** (0.027)	0.221*** (0.026)	0.227*** (0.026)	0.224*** (0.026)
lnETA	- 0.246*** (0.044)	- 0.275*** (0.048)	- 0.272*** (0.048)	- 0.179*** (0.048)	- 0.153*** (0.049)	- 0.137*** (0.050)	- 0.182*** (0.049)	- -0.116** (0.051)
lnBDTD	- 0.104*** (0.031)	- 0.349*** (0.070)	- 0.338*** (0.070)	- 0.363*** (0.069)	- 0.376*** (0.069)	- 0.377*** (0.069)	- 0.375*** (0.069)	- 0.353*** (0.069)
lnLOANST A	-0.032 (0.047)	-0.036 (0.048)	-0.033 (0.048)	-0.030 (0.047)	-0.066 (0.048)	-0.067 (0.048)	-0.035 (0.048)	-0.036 (0.047)
lnNIETA	- 0.341*** (0.043)	- 0.271*** (0.050)	- 0.280*** (0.051)	- 0.343*** (0.050)	- 0.320*** (0.050)	- 0.317*** (0.050)	- 0.318*** (0.050)	- 0.321*** (0.050)
Macroeconomic Variables								
lnGDP		-0.005 (0.021)	-0.003 (0.021)	0.024 (0.020)	0.037* (0.021)	-0.005 (0.020)	0.010 (0.020)	0.016 (0.020)
lnINFL		0.246*** (0.091)	0.270*** (0.092)	0.504*** (0.094)	0.589*** (0.100)	0.547*** (0.098)	0.550*** (0.101)	0.533*** (0.096)
lnCR3		1.030*** (0.362)	0.937** (0.365)	1.105*** (0.356)	1.090*** (0.357)	0.850** (0.358)	1.045*** (0.358)	0.952*** (0.356)
DUMCRIS		0.192*** (0.061)	0.194*** (0.061)	0.214*** (0.060)	0.181*** (0.060)	0.194*** (0.060)	0.206*** (0.060)	0.163*** (0.060)
Country Governance Variables								
lnVA			0.105* (0.055)					
lnPV				0.514*** (0.058)				
lnGE					0.703*** (0.088)			
lnRQ						0.714*** (0.091)		
lnRL							0.577*** (0.086)	
lnCC								0.420*** (0.050)
R²	0.116	0.128	0.130	0.159	0.154	0.153	0.146	0.157



Adj R ²	0.113	0.124	0.125	0.155	0.149	0.148	0.142	0.152
F-statistic	45.850**	30.880**	28.430**	36.190**	34.670**	34.420**	32.720**	35.510**
	*	*	*	*	*	*	*	*
No. of Obs.	2112	2112	2112	2112	2112	2112	2112	2112

Note: ***, **, * indicates significance at the 1%, 5% and 10% levels respectively. Figure in parentheses () are standard error

Table 5: Panel GMM Regression Results on Islamic Banks

Variable	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Constant	-1.223** (0.557)	10.284* (5.658)	5.550 (4.005)	11.793*** (3.208)	9.453** (4.722)	11.428** (4.473)	8.634** (4.349)	9.857** (4.326)
Bank-Specific Variables								
ln(REt-1)	0.624*** (0.065)	0.383*** (0.136)	0.388*** (0.084)	0.350*** (0.092)	0.470*** (0.092)	0.455*** (0.091)	0.463*** (0.088)	0.407*** (0.100)
lnTA	0.018 (0.035)	0.334* (0.186)	0.301* (0.168)	0.497*** (0.118)	0.516*** (0.180)	0.530** (0.206)	0.527*** (0.196)	0.503*** (0.161)
lnLLRGL	0.263** (0.106)	0.084 (0.079)	0.030 (0.076)	0.013 (0.059)	0.014 (0.071)	0.018 (0.073)	0.017 (0.072)	-0.002 (0.062)
lnETA	0.019 (0.073)	-0.275 (0.235)	-0.315* (0.185)	-0.408** (0.186)	-0.462** (0.183)	-0.429** (0.189)	-0.450** (0.195)	-0.313* (0.183)
lnBDTD	-0.034 (0.032)	-0.444** (0.176)	-0.372** (0.149)	-0.407*** (0.117)	- (0.171)	- (0.143)	- (0.185)	-0.468** (0.156)
lnLOANSTA	0.160** (0.075)	-0.207 (0.150)	0.000 (0.232)	0.060 (0.263)	-0.016 (0.273)	0.039 (0.318)	-0.009 (0.288)	0.187 (0.251)
lnNIETA	-0.113 (0.080)	-0.441 (0.368)	0.218 (0.173)	-0.033 (0.212)	0.165 (0.165)	0.280 (0.189)	0.131 (0.211)	0.160 (0.179)
Macroeconomic Variables								
lnGDP		0.135 (0.218)	-0.264 (0.303)	-0.393 (0.355)	-0.298 (0.367)	-0.485 (0.383)	-0.362 (0.352)	-0.419 (0.357)
lnINFL		-2.374** (1.183)	-1.328 (0.867)	-2.421*** (0.705)	-2.209** (1.022)	- (0.987)	-2.060** (0.997)	-2.451** (0.947)
lnCR3		- (1.615)	- (1.554)	-4.204** (1.856)	-6.18*** (1.915)	- (2.011)	- (2.269)	- (2.067)
DUMCRIS		-0.134 (0.125)	-0.101 (0.138)	-0.181* (0.106)	-0.170 (0.152)	-0.116 (0.178)	-0.127 (0.160)	-0.122 (0.154)
Country Governance Variables								
lnVA			0.656* (0.379)					
lnPV				-1.468** (0.515)				
lnGE					-0.649 (0.895)			
lnRQ						-0.414 (0.503)		
lnRL							-0.370 (0.633)	
lnCC								-0.769** (0.398)
Wald x ²	142.120	49.090	66.240	102.770	112.200	85.030	112.350	94.91



AR(1) <i>p</i> -value	0.000	0.003	0.000	0.002	0.000	0.000	0.000	0.001
AR(2) <i>p</i> -value	0.321	0.188	0.277	0.143	0.249	0.193	0.197	0.252
Hansen <i>p</i> -value	0.269	0.115	0.188	0.165	0.131	0.115	0.107	0.123
No. of Obs.	447	447	447	447	447	447	447	447

Note: ***, **, * indicates significance at the 1%, 5% and 10% levels respectively. Figure in parentheses () are standard error

Table 6: Panel GMM Regression Results on Conventional Banks

Variable	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Constant	0.768 (0.596)	1.064 (1.366)	1.324 (1.432)	3.179* (1.755)	3.420** (1.698)	2.084 (1.519)	1.546 (1.507)	1.036 (1.228)
Bank-Specific Variables								
ln(REt-1)	0.486*** (0.054)	0.459*** (0.058)	0.461*** (0.053)	0.359*** (0.062)	0.403*** (0.061)	0.416*** (0.069)	0.440*** (0.059)	0.401*** (0.060)
lnTA	0.490*** (0.113)	0.722*** (0.216)	0.620*** (0.224)	0.869*** (0.237)	0.818*** (0.229)	0.817*** (0.230)	0.769*** (0.229)	0.862*** (0.244)
lnLLRGL	0.087 (0.063)	-0.061 (0.100)	-0.049 (0.092)	-0.162 (0.114)	-0.123 (0.104)	-0.074 (0.101)	-0.062 (0.104)	-0.055 (0.092)
lnETA	1.690*** (0.391)	1.831*** (0.352)	1.674*** (0.363)	1.352*** (0.310)	1.034*** (0.327)	1.388*** (0.353)	1.591*** (0.324)	1.080*** (0.319)
lnBDTD	0.484*** (0.119)	0.702*** (0.206)	0.604*** (0.214)	0.731*** (0.211)	0.646*** (0.212)	0.699*** (0.205)	0.698*** (0.202)	0.712*** (0.227)
lnLOANSTA	0.003 (0.152)	0.281 (0.263)	0.366 (0.271)	0.318 (0.263)	0.151 (0.273)	0.210 (0.260)	0.305 (0.261)	0.250 (0.261)
lnNIETA	-0.207** (0.111)	-0.073 (0.149)	-0.146 (0.143)	-0.321** (0.137)	-0.240* (0.144)	-0.191 (0.154)	-0.167 (0.142)	-0.213 (0.132)
Macroeconomic Variables								
lnGDP		-0.462* (0.246)	-0.551** (0.257)	-0.409* (0.247)	-0.305 (0.247)	-0.443* (0.245)	-0.450* (0.241)	-0.394* (0.238)
lnINFL		0.023 (0.336)	-0.082 (0.320)	-0.564 (0.400)	-0.801* (0.410)	-0.384 (0.405)	-0.199 (0.397)	-0.518 (0.345)
lnCR3		0.851 (0.532)	0.346 (0.538)	1.355** (0.573)	0.754 (0.564)	0.641 (0.559)	0.937* (0.549)	1.034 (0.642)
DUMCRIS		-0.172** (0.085)	-0.150* (0.081)	-0.224** (0.086)	-0.128* (0.070)	-0.170** (0.080)	-0.174** (0.082)	-0.072 (0.070)
Country Governance Variables								
lnVA			1.097*** (0.382)					
lnPV				1.465*** (0.447)				
lnGE					1.900*** (0.626)			
lnRQ						-1.272* (0.681)		
lnRL							-0.642 (0.452)	
lnCC								0.978***



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								(0.270)
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Wald χ^2	206.220	183.66	183.280	153.030	185.610	194.28	187.570	186.100
AR(1) p-value	0.000	0.000	0.000	0.001	0.001	0.001	0.000	0.001
AR(2) p-value	0.581	0.708	0.802	0.572	0.661	0.661	0.679	0.551
Hansen p-value	0.116	0.140	0.117	0.209	0.147	0.112	0.151	0.257
No. of Obs.	1815	1815	1815	1815	1815	1815	1815	1815

Note: ***, **, * indicates significance at the 1%, 5% and 10% levels respectively. Figure in parentheses () are standard error

A REVIEW ON AN INFORMATION SYSTEM FOR SUPPORTING INDUSTRY REVOLUTION 4.0

**Faridah Munira Harun¹,
Nor Azizah Ismail²,
Hazwani Hamdan³,
Suriani Mohamed⁴,
Siti Nadzirah Ab Saman⁵**

^{1,2,3,4,5}Faculty of Economic and Management, University College Bestari, 22100, Setiu, Terengganu, Malaysia

Abstract: *The Industrial Revolutions 4.0 (IR 4.0) represents the industry's fourth revolution in manufacturing and industry. It encompasses a whole series of innovative processes and developments that are combining new technologies with industry standards in the manufacturing sector in order to serve increasingly fast-moving markets. The internet has fundamentally changed communication and consumer behaviour. The development of Information System also plays big influence in Industrial 4.0. There are nine main elements of IR 4.0 such as autonomous robots, simulation, horizontal and vertical system integration, the industrial internet of things. Thus, this study presents a systematic and comprehensive review on information system for supporting industry 4.0. In order to fully understand information system in supporting Industry 4.0, fifty journal articles on the subject published between 2013 and 2017 were analyzed. This paper reviews of associated topics such as information system and Industry 4.0. We also review types of information system such as Process Control System (PCS), Enterprise Collaboration System (ECS), Transaction Processing System (TPS), Electronic Document Management System (EDMS) and Executive Information System (EIS) systems that are applied in supporting Industry 4.0.*

Keywords: *Enterprise System, Industry 4.0, Information System, Management System*

Introduction

Technological advances have driven dramatic increases in industrial productivity since the dawn of the Industrial Revolution. The steam engine powered factories in the nineteenth century, electrification led to mass production in the early part of the twentieth century, and industry became automated in the 1970s. Rubmann, et al., (2015) stated that in the decades that followed, however, industrial technological advancements were only incremental, especially compared with the breakthroughs that transformed IT, mobile communications, and e-commerce.

Today, a fourth industrial revolution (Industry 4.0) is transforming economies, jobs, and even society itself. Under the broad title Industry 4.0, many physical and digital technologies are combining through analytics, artificial intelligence, cognitive technologies, and the Internet of Things (IoT) to create digital enterprises that are both interconnected and capable of more informed decision-making (Renjen, 2018). Digital enterprises able to communicate, analyse, and use data to drive intelligent action in the physical world. In short, this revolution is embedding smart, connected technology not only within organizations, but also in our daily lives. Industry 4.0 is the name of the current trends in data exchange automation and manufacturing technology. It includes



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cyber-physical systems, Internet things, cloud computing and cognitive computing. Industry 4.0 is commonly referred to as the fourth industrial revolution. Industry 4.0 creates what is known as a smart factory. Smart structured in a modular factory, cyber-physical systems to monitor physical processes, create a virtual copy of the physical world and make decisions that are isolated. Over the Internet of Things, cyber-physical systems communicate and cooperate with each other and with humans in real time, and via cloud computing, both internal and cross-organizational services are offered and used by participants of the value chain. Rainer, et al., (2015) classified that combining the strengths of optimized industrial manufacturing with cutting-edge internet technologies is the core of Industry 4.0. Therefore it does not surprise that Industry 4.0 is experiencing an increasingly growing attention especially in Europe, but also in the United States, coined as Industrial Internet. Industry 4.0 is often compared with preceding disruptive increases in production such as the industrial revolutions initiated by steam, electricity etc. Similar to Industry 4.0 these revolutions were initiated not by a single technology, but by the interaction of numbers of technological advances whose quantitative effects created new ways of production. Therefore, the objective of this study is provide a systematic review of existing research articles of the Industry 4.0, information system (IS), enterprise system (ES), management system (MS). This study used the methods based on Google Scholar as medium for information search about industrial revolution 4.0. This paper has been divided into five sections. The first section is process control system (PCS) and the second section is enterprise collaboration system (ECS). The following section is transaction processing system (TPS). Forth section consists of the electronic document management system (EDMS) and the final section is executive information system (EIS) systems that are used for supporting Industry 4.0. This is achieved by identifying those factors with a positive impact on the use of Industry 4.0. In the next chapter, literature review of industry 4.0 is defined in detail. The results are presented in the following section. Finally a conclusion and an outlook are given.

Industrial Revolution 4.0

The term industrial revolution refers to the change of the technological economic and social systems in industry. Especially, the circumstances of work, the changes of life conditions and the economic wealth are in focus. In the middle of the 18th century, the first movement in terms of industry started in England following the USA and European countries like Germany began to change agricultural society into an industrial one (Dombrowski &Wagner, 2014). Industry 4.0 is a strategic initiative of the German government that was adopted as part of the high-tech strategy 2020 action plan in 2011 (Kagermann, et al., 2013). There are nine elements advances in technology that form the foundation for Industry 4.0 are already used in manufactures like Big data and analytics, Autonomous robots, simulation, horizontal and vertical system integration, The industrial internet of things, Cyber security, The cloud, Additive manufacturing and Augmented reality (Rubmann, et al., 2015). According to Posada, et al., (2015) advanced manufacturing entails the rapid transfer of new knowledge into industrial processes and products are a key enabling technology to moving fast and improve productivity in manufacturing. The deployment of Information System (IS) in the late 1960s into production was actually an industrial revolution. Life-cycle management supported by advanced Computer Aided Designing (CAD), Computer Aided Machining (CAM) and Computer Aided Engineering (CAE) tools. The basic of every industrial revolution 4.0 is an expanding in productivity (Schuh, et al., 2014). This expanding

practice of social media and their social feature in private life has changed the way people connect to each other and exchange the information and has encouraged expectation on the side of employees about the use of related software features in the workstation (Schubert & Glitsch, 2017). According to Etesse & Chasen (2015), in rapid growth with the industry revolution of 4.0, the types of information systems used to support industrial development are the process control system (PCS), Enterprise Collaboration system (ECS), Decision Support System (DSS), Text Processing System (TPS), and Electronic Document Management System (EDMS).

Types of Information System

An information system (IS) is an organized system for the collection, organization, storage and communication of information. More specifically, it is the study of complementary networks that people and organizations use to collect, filters, and process, create and distribute data. It focuses on the internal rather than the external. The classic view of information systems (IS) IS found in the textbooks in the 1980s was a pyramid of systems that reflected the hierarchy of the organization, usually transaction processing systems at the bottom of the pyramid, followed by management information systems, decision support systems, and ending with executive information systems at the top (refer to Figure 1). Although the pyramid model remains useful since it was first formulated, a number of new technologies have been developed and new categories of information systems have emerged, some of which no longer fit easily into the original pyramid model.

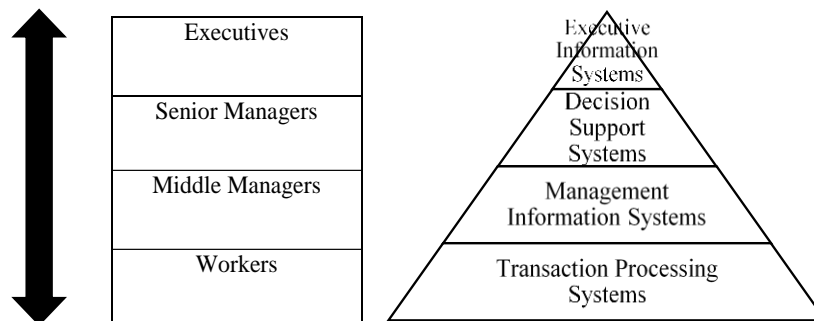


Figure 1: Pyramid Model of Information System (IS)

Petter, et al., (2008) stated that to measure the success of these various IS, organizations are moving beyond traditional financial measures, such as return on investment. In an effort to better understand the tangible and intangible benefits of their IS, organizations have turned to methods such as balanced scorecards and benchmarking. Researchers have created models for success, emphasizing the need for better and more consistent success metrics.

Process Control System (PCS)

Automatic process control in continuous production processes is a combination of control engineering and chemical engineering disciplines that uses industrial control systems to achieve a production level of consistency, economy and safety which could not be achieved purely by human manual control. It is implemented widely in industries such as oil refining, pulp and paper manufacturing, chemical processing and power generating plants. According to Givehchi, et al., (2013) automation systems are facing fast growing market demands where agility and flexibility

in production plants is needed. In addition, over the next years, the fourth industrial revolution will grow based on intelligent production. The main focus for Industry 4.0 are smart objects, autonomous products and decision making processes using new technologies from Information Technology (IT) domain. Since the demand for a change exists, existing solutions with characteristics of Industry 4.0 should be considered and reviewed. Industry 4.0 has been presented as an overall change by digitalization and automatization of every part of the company, as well as the manufacturing process (Trstenjak & Cosic, 2017). There is a wide range of size, type and complexity, but it enables a small number of operators to manage complex processes to a high degree of consistency. The development of large automatic process control systems was instrumental in enabling the design of large high volume and complex processes, which could not be otherwise economically or safely operated.

In a manufacturing setup, there will be different parameters for critical processes that have to be monitored. The real time values of these parameters will be fed to a central control system. These values are compared with the present set-points through feedback systems and the necessary alerts are output on the display system, so that corrective action can be taken. Representative process control system is one in which, a laser diode acts as the measuring device for detection of liquid or gas present in a given industrial environment. The frequency signature of concerned material liquid or gas is then passed on to the receiver. It is then converted in digital form and picked by the processor. The cost-performance trade-off is to be balanced to implement application-specific peripherals for achieving the desired core performance. Once the core is optimized for working with the desired peripherals, and speed, the rest of the system may be designed as per budget considerations. In this study, ten articles have been selected to demonstrate the implementation of process control system (PCS) in Industrial Revolution 4.0. Table 1 presents the implementations process control system (PCS) in Industrial Revolution 4.0 component.

Table 1: Implementations PCS in IR 4.0 Component

Application/Domain	IR 4.0	Author
Technology	The Industrial Internet of Things (IoT)	Sadeghi, et al., 2015
Management	Big data and analytics, additive manufacturing, IoT	Aalst, et al., 2016
Architecture	The Cloud, IoT	Givehchi, et al., 2013
Health Care	IoT, big data and analytics, autonomous robots, simulation	Lee, et al., 2014
Industrial	Additive manufacturing, IoT	Hayden, et al., 2014
Manufacturing engineering	IoT	Pereira & Romero, 2017
Manufacturing process	The Cloud, IoT, cyber-physical systems (CPS)	Trstenjak & Cosic, 2017
Manufacturing system	Big data and analytics, additive manufacturing, IoT	Wagner, et al., 2017
Management accounting and control systems	Big data and analytics, The Cloud	Hammer, et al., 2017
Manufacturing quality systems	Big data and analytics, Additive manufacturing	Albers, et al., 2016



Enterprise Collaboration system (ECS)

Enterprise Collaboration Systems (ECS) are software systems that support the collaborative work of employees by an increasing number of companies have started to introduce social-media-like software systems (Diehl, et al., 2013). Social media platforms have become very popular for private use and it was only a question of time before their social features in the academic literature (Schubert & Glitsch, 2016). As part of normal business processes, staff members are expected to seek out the expertise of technical and domain experts distributed across the company and the corporation places a high value on sharing knowledge across individuals, projects, and business units (Holtzblatt, et al., 2013). According to Schware & Schubert (2017), ECS come in two different configurations as integrated systems which provide multiple applications modules under a uniform user interface or as a portfolio, which combines various different applications from in some cases and different software manufacturers.

Leonardi, et al., (2013) found that new technologies begin to proliferate across organizations, it is important that must be developed an understanding of how the employees enable and constrain the communicative activities through which work is accomplished because it is these very dynamics that constitute and perpetuate organizations. Through the identification and classification of measures it could be seen that measures can be preventive or counteractive in nature depending on whether they are applied before an organization encounters a certain challenge or after. This may also be linked to the approach an organization has taken (Greeven & Williams, 2017). However, ineffective content in the ECS may be a major problem for an organization which is the lack of desired activity for the employees but if the company has clear objectives, structure and training ESC implementation will be best for the organization (Greeven & Williams, 2016). In this study, ten articles have been selected to demonstrate the implementation enterprise collaboration system in Industrial Revolution 4.0. Table 2 refers to the implementations enterprise collaboration system in Industrial Revolution 4.0 component.

Table 2: Implementations ECS in IR 4.0 component

Application/Domain	IR 4.0	Author
Production engineering	Additive manufacturing	Schuh, et al., 2014
Information system and project management	The industrial internet of things	Schubert & Glitsch, 2017
Information system	Horizontal and vertical system integration	Diehl, et al., 2013
Information system and project management	The industrial internet of things	Schubert & Glitsch, 2016
Social media of organization	Big data and analytics	Holtzblatt, et al., 2013
Information system	The cloud	Schware & Schubert, 2017
Computer-Mediated Communication	Simulation	Leonardi, et al., 2013
Information system	Big data and analytics	Greeven & Williams, 2017
Information system	The cloud	Greeven & Williams, 2016
Information technology	The cloud	Etesse & Chasen, 2015

Transaction Processing Systems (TPS)

Mak'abong'o (2015), stated that Transaction Processing System (TPS) is an information processing system for business transaction involving the collection, modification and retrieval of all the transaction data. TPS are designed to process user requests for information from database,

or requests to update a database. Industries that still operate with the manual transaction processing system should realize the fact that they need to accept the new transaction processing system. TPS is also known as transaction processing or real-time processing. In transaction processing there is no delay and the results of each transaction are immediately available, so it can prevent the error occur during the delay time (Sriratanaviriyakul, et al., 2013).

Traditional database systems transaction processing model can solve the problem of traditional concurrency control application but these transaction models do not effectively support the mobile computing environment. In the mobile database, fixed host and a mobile computer can initiate the transaction, which initiated the transaction mobile computers called mobile transactions (Su, 2015). Nowadays, the databases are accessed by the worldwide users, and its data is also spread to the various ranges such as documents and videos (Kudo, et al., 2016). The goal of TPS is to automate repetitive businesses within an organization to increase speed and accuracy and to lower the cost of processing each transaction which is to make organizations more efficient hence, reduce people from the process, thereby reducing the transaction costs and likelihood of data entry error (Mak'abong'o, 2015). Schoenthaler, et al., (2015) stated that, through the increased use of mobile devices and by increasing the provision of self-service portals in line with an evolutionary process there will be a certain amount of decentralization. However, the responsibility for business transaction still remains with the business user. In this study, ten articles have been selected to demonstrate the implementation of transaction processing system (TPS) in Industrial Revolution 4.0. Table 3 shows the implementations transaction processing system (TPS) in Industrial Revolution 4.0 component.

Table 3: Implementations TPS in IR 4.0 component

Application/Domain	IR 4.0	Author
Government	IoT	Mak'abong'o, 2015
Computing technology	Autonomous robots, IoT	Su, 2015
Business management	Augmented reality	Sriratanaviriyakul, et al., 2013
Information system	Big data	Kudo, et al., 2016
Financial Process	Augmented reality, cyber security	Calman, et al., 2013
HR Management	The cloud, big data	Wafa Atalleh, 2015
Business process	IoT	Schoenthaler, et al., 2015
Financial process	The cloud	Crofts, et al., 2013
E-commerce	Cyber security, horizontal and vertical system integration	Schlesser, et al., 2014
Business process	Big data	Hahn-Carlson, et al., 2014

Executive Information Systems (EIS)

Executive information systems (EIS) are flexible tools that provide broad and deep information such as news, regulations, and competitive analysis for use in executive decision making. These systems were created to address the needs of executives and support strategic decision making through scanning, analysis, and interpretation functions that continue to expand in their power and scope (Yu, et al., 2015). Executive information System (EIS) or also known as Executive Support Systems (ESS) are very essential for executives especially in making decision. In decision making for upper level of senior management this tools are essential. There are different types of decision



making for different verticals and horizontals such as Acuity or ES, Business Objects, Brio Query, Commander Decision and others.

The role of executive information systems (EIS) within an organization is dependent on context. Executive Information System (EIS) is useful in most of departments and division in an organization and people have applied EIS in many areas especially manufacturing, marketing and financial area. The application EIS system in manufacturing helps in improving the quantity and quality of manufactured products or services. Meanwhile, the implementation of EIS in marketing department is to assist marketing executives in making effective marketing decisions. As for Finance department, EIS is a responsibility-oriented approach that integrates planning or budgeting with control of performance reporting, and it can be extremely helpful to finance executives.

Systems possess the advantages and disadvantages in the proses of implementation. The advantages of Executive Information System (EIS) includes helps the executives to use his experience in the computer world, providing timely delivery of the summary description of the company, information provided the better understanding, offer efficiencies in making decision and many more. However, EIS systems also contain some disadvantages such as has a limited function, cannot perform complex calculations, it may cost more to make implementation, and as the system is large, it makes the system difficult to arrange. Five years of paper review for Executives Information System (EIS) from 2013 until 2017 are presented in the Table 4.

Table 4: Implementations EIS in IR 4.0 Component

Application/Domain	IR 4.0	Author
Human service	Big data and analytics	Fitch, 2015
E-Business Application Architecture and the Information Technology (IT)	System integration, augmented reality	Ho, 2015
Strategic Development	Big data and analytics	Badamas, 2014
Education	Big data and analytics	Rajakumaran, 2014
Business	System integration	Lipaj & Davidavičienė, 2013
Business	System integration	Jonatas, et al., 2014
Business organization	System integration and augmented reality	Yaser, et al., 2014
Australian Healthcare	Augmented reality	Ehsanur, et al., 2016
Organizational intelligence and structure	Augmented reality, system integration	Leticia, et al., 2017
Healthcare	Augmented reality	Marjan, et al., 2015

Electronic Documents Management System (EDMS)

The introduction of electronic documents management system is important to any institutions. According to (Alshibly, et al., 2016) an EDMS is considered one of the most common types of Information System (IS) used to manage Electronic Documents and addressed it as a computer system that enables paper notes to be scanned into an electronic document, allowing access by authorized users. Besides, by using EDMS in organization or any institutions, it may lead to effectiveness in terms of workflow and the workers. One example of an EDM system adopted by one agency was developed based on the unique needs of that agency. It enables design groups and contractors to submit electronic project documents to the system and specify which discipline is required to review them (Guo, 2016). The primary function of an electronic EDMS is to facilitate



the free flow of record through an organization, and to ensure the availability of information upon request. Increasingly, EDMS s are vital to organizations and information- using employees (Alshibly, et al., 2016).

Putivtseva, et al., (2016) presented that the implementation of the system will increase the level of the staff performance control and allows you to reduce materials and time costs significantly when work with the documents, improve the quality of works and relieve some of the problems associated with remote parts of the organization or individual working places of employees. In other words, with the use of the EDMS system in the organization, it can also be defined as paperless organization. According to Murthy (2013), a paperless office is a work environment in which the use of paper is eliminated or significantly abridged. This is done by converting documents and other papers into digital form. The paperless office concept means a change in how the technology industry, for information and management is a new way of working in the company (Dinora, et al., 2015). EDMS implementation is not an easy task and usually requires considering human, budgetary, and technical issues. There are basically two main problems identified through the survey. The first problem is the lack of IT facilities available to the government staff. This problem has later contributed to the second main problem which is low exposure and use of IT services/function such as email, online shopping, and etc. (Al- Hashimi, et al., 2107).

Besides that, many benefits will be obtained if this EDMS system is implemented within the organization. (Haider, et al., 2015) stated that paper work processing such as filling and completion, submission and access, were made easier and more efficient when converted to electronic or web-based formats. Other than that, it is also support efficient storage, management and access to information and knowledge. Ensuring of personnel flexibility through greater formalization of each employee and the possibility of storing the entire history of its activities has been done (Burtylev, 2013). Five years of paper review for EDMS from 2013 until 2017 are presented in the Table 5.

Table 5: Implementations EDMS in IR 4.0 Component

Applicant/ Domain	IR 4.0	Authors
Government Organization	Big data and analytics	Alshibly, et al., 2016
Engineering	The cloud	Putivtseva, et al.,2016
Transportation Industry	The cloud	Guo, 2016
Iraq E- Government	Big data and analytics	Al-Hashimi, et al., 2017
Small and Medium Enterprises (SMEs)	IoT	Jimenez, et al., 2015
Publishing Industry	IoT	Murthy, 2013
Governmental Institutions	IoT	Al-Shobaki, et al., 2017
Science and Technology	The Cloud	Burtylev, et al., 2013
Computing	IoT	Haider, et al., 2015

Discussion and conclusion

This final part of the study summarizes the research carried out, including the key finding and their implications. By review on information gained, industry 4.0 with smart factories, smart supply chains and smart customer experience has become reality and driving business process innovation. Using the information systems in industry 4.0 can make people reachable at anytime and anywhere in their various roles as citizens, consumers, employees, business partners, opinion leaders and so on. From the knowledge of important personal data including the interests for purchases, preferences and behaviours, companies can obtain immense potentials to improve and extend their



supply chains (Schoenthaler, et al., 2015). All the data must be manipulated in a good way to help the managers in the decision making process. Furthermore, this can be attained using a computerized system to store, read, update, search, sort, and query data to obtain reports that are useful, accurate, up-to-date, and timeless (Wafa Atalleh, 2015). Table 6 presents the number of citation of articles by the types of information system and publication year.

Table 6: Citation of Articles by the Types of IS and Publication Year.

Types of IS/Year	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
PCS	269	572	805	1160	1250	1430	1440	1500	1500	1540
ECS	2530	2160	1680	1570	1310	1220	1080	1020	955	855
TPS	1730	1770	1680	1480	1580	1570	1390	1290	1240	1330
EIS	3220	3120	2820	2720	2610	2460	2310	1980	1980	1790
EDMS	15900	17400	17000	17100	17700	17400	17200	17100	17300	17500

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PROTECTING THE PAWNERS: APPRAISING THE ROLE OF THE MINISTRY OF URBAN WELLBEING, HOUSING AND LOCAL GOVERNMENT

**Salina Kassim¹,
Rusni Hassan²,
Mohsin Hingun³,
Elistina Abu Bakar⁴,
Ibtisam @ Ilyana Ilias⁵**

¹Associate Professor, Institute of Islamic Banking and Finance, International Islamic University Malaysia 50728 Kuala Lumpur, Email: ksalina@iium.edu.my

²Professor, Institute of Islamic Banking and Finance, International Islamic University Malaysia 50728 Kuala Lumpur, Email: hrusni@iium.edu.my

³Associate Professor, Ahmad Ibrahim Kulliyah of Law, International Islamic University Malaysia 50728 Kuala Lumpur, Email: mohsin@iium.edu.my

⁴Senior Lecturer, Faculty of Human Ecology, University Putra Malaysia, 43400 Serdang Selangor, Email: elistina@upm.edu.my

⁵PhD student, Ahmad Ibrahim Kulliyah of Law, International Islamic University and Senior Lecturer at Faculty of Law, Universiti Teknologi MARA 45400 Shah Alam Selangor, Email: ilyana.ilias@uitm.edu.my

Abstract: *The role of consumer credit in modern society is vital particularly when poor economic conditions prevail and cost of living soars. It is prevalent that low and middle-income earners pledge their valuable in exchange for cash by resorting to pawnshops which are often labelled as a bank for poor. Being on the disadvantage side of having low bargaining power, the role of a regulator is indispensable. Therefore, this study examines the role of the Ministry of Urban Wellbeing Housing and Local Government which has been mandated to safeguard the interest of pawners under conventional pawnbroking transaction in Malaysia. The scope of discussion covers its institutional set-up, organisational structure while regulatory powers concentrate on licensing and enforcement based on the relevant statutory provisions. The discussion identifies several shortcomings in respect of licensing requirements, enforcement powers and human resources. Overall, the study finds that entrusting this ministry with consumer protection function is inappropriate. Recommendations to enhance protection for this class of consumer are proposed.*

Keywords: *consumer protection, pawnbroking, regulatory functions, financial consumer*

Introduction

Pawnbroking constitutes one of the components in a vast consumer credit industry in Malaysia. It continues to play an important role especially to the low-income group and less educated whose credit risks exclude them from formal financial markets (Maamor & Ismail, 2014). Other than these two factors, a pawnshop is a popular choice among consumers because of their convenience; such as for household and emergency expenses since the loan can be disbursed in a very short time with minimum questions asked (Ismail & Ahmad, 1997). Imbalance bargaining power is apparent



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and they are likewise exposed to innumerable unfair practices simply because the loan is obtained for need rather than want.

Based on the National Consumer Complaints Centre (NCCC) annual reports, common grievances voiced out by poorly treated pawners are pledged items sold off without the permission of the owners or without sending notification beforehand; pawnbrokers taking unfair advantage over financially burdened consumer by selling the pawned items at a higher price to make unjust profit and consumers are pressured to pay extra in order to get back their items (National Consumer Complaints Centre, 2015, 2016; Chew, 2011). This paper examines the role of the Ministry of Urban Wellbeing, Housing and Local Government (MUWHLG) as a regulator for pawnbroking business in Malaysia with a specific focus on its institutional set-up, the organisational structure as well as licensing and enforcement powers. Other functions such as issuing advertisement permit, complaint management, and financial education are not included.

Institutional Set -Up

In Peninsular Malaysia, conventional pawnbroking is regulated by the MUWHLG pursuant to the Pawnbrokers Act 1972 (PBA). Established on 2 May 1964, the functions of the ministry range from providing affordable housing, guiding local authority to provide municipal services, quality recreational and socio-economic facilities to meet the need of local residents, providing an effective fire prevention services and providing a more integrated, efficient and cost-effective policy for the development of solid waste management and public cleansing (Ministry of Urban Wellbeing Housing and Local Government, 2016). It is submitted that MUWHLG's jurisdiction does not exclusively focus on protecting the interest of the financial consumer in pawnbroking industry. Instead, the said ministry is overwhelmed with various portfolios unrelated to neither consumer protection nor consumer credit. The worrying part is the consumer protection is the least significance compared to other portfolios. Multiple functions of the institution may lead to consumer issues being unnoticed (Oughton & Lowry, 2000). Ardic, Ibrahim, and Mylenko (2011) highlight that implementation of financial consumer protection laws and regulations rely on regulatory and supervisory agencies. The effectiveness of this institutional structure to a large extent determines the success in the implementation of the existing legal framework (Ardic et al., 2011). In this regard, reference may be made to the approach adopted by several other jurisdictions such as Australia, the United Kingdom and South Arica whereby dedicated regulatory bodies are established to oversee financial consumer protection in consumer credit industry vis. Australian Securities and Investment Commission (ASIC), the Financial Conduct Authority and the National Credit Regulator respectively.

Organisational Structure

Under the MUWHLG, there is one dedicated division entrusted with monitoring moneylending and pawnbroking activities set up in September 2007. Moneylending and Pawnbroking Division's consumer protection function is demonstrated in the objective of this division namely to ensure only competent, affordable and ethical moneylenders and pawnbrokers are licensed, to enhance the quality, productivity and effectiveness of enforcement and to increase public awareness on the law and activities related to moneylending and pawnbroking (Ministry of Urban Wellbeing Housing and Local Government, 2016). Organisation structure of this division is depicted in the following figure:-

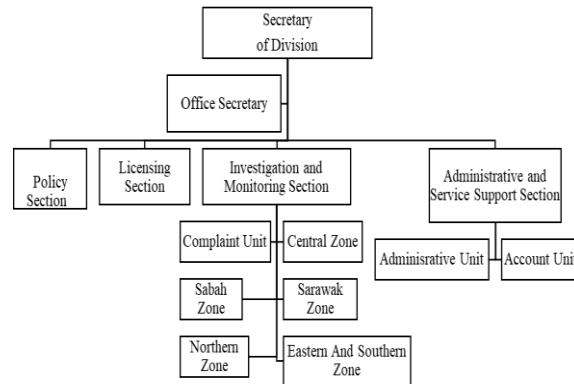


Figure 1 Organisational Chart of Moneylending and Pawn Broking Division

Source: Ministry of Urban Wellbeing, Housing and Local Government

Based on Figure 1, the division is headed by Secretary of Division and comprises of four main sections namely Policy Section, Licensing Section, Investigation and Monitoring Section and Administrative and Service Support Section. The first three sections play crucial roles in the implementation and enforcement of the PBA and related regulations. Policy Section is responsible for reviewing, amending and proposing policy, rules and acts associated with moneylending and pawnbroking. Other job scopes include maintenance of records and statistics related to moneylenders and pawnbrokers, providing advisory services to relevant parties as well as involvement in discussion and educational activities on moneylending and pawnbroking.

Next, the functions of Licensing Section cover matters related to processing and handling application for new license and advertisement permit for moneylending in respect of Peninsular Malaysia and pawnbroking throughout Malaysia. Other than processing new application, it also in charge of renewing the license and advertisement permit, collection of license and advertisement permit fee, other relevant fees and also compound from moneylenders and pawnbrokers.

Another important section is Investigation and Monitoring Section which is responsible to carry out inspection and surveillance over the premises of moneylenders and pawnbrokers as well as monitoring their activities to ensure compliance with applicable laws and regulations. Pursuant to complaints from the public on malpractices of moneylender and pawnbrokers, the investigation will be carried out by this section. These functions are primarily executed by five units which are in control of five different zones respectively.

Complaint Unit, on the other hand, receives and handles complaints from various channels whether through the letter, phone, email, Public Complaints Bureau, mass media and non-governmental organisations on matters related to moneylenders and pawnbrokers. Relevant records and statistics on the moneylending business in Sabah, Sarawak and Labuan are maintained by this unit. Furthermore, complaint unit provides advisory services, talks and awareness program on moneylending to relevant parties. Certain functions related to the PBA requires collaboration with Legal Department such as formulating, revising or making amendments to these legislations and applicable regulations; reviewing investigation papers submitted under the PBA and prosecuting cases for offences committed under the said law.



It is viewed that this division has substantially covered relevant areas necessary to execute the MUWHLG's regulatory roles in protecting financial consumers dealing with pawnbroking transaction ranging from licensing, policy making, enforcement and complaint management. Arguably, consumer education receives little attention as there is no specific section assigned to the function. Regrettably, staff distribution issue dampens the division from effectively performing its function. Inadequate staff allocation is visible in respect of complaint management whereby only three staff are in charge in respect of nationwide consumers. A similar issue arises in the case of enforcement officers whose responsibility is inclusive of moneylending business as well. Table 1 illustrates an unsatisfactory number of staff allocated to perform investigation and monitoring of licensed moneylenders and pawnbrokers throughout Malaysia in 2016: -

Table 1 Staff Distribution for Investigation and Monitoring Unit and the Number of Licensed Moneylenders and Pawnbrokers Premises According to Zone in 2016

Zone	Staff	Total Licensed Moneylenders and Pawnbrokers Premises
Central	18	1259
Northern	2	852
Eastern	3	801
Sabah	5	658
Sarawak	6	536

Source: Ministry of Urban Wellbeing, Housing and Local Government

Central Zone consists of Selangor, Kuala Lumpur and Putrajaya while Northern Zone comprises of Perlis, Kedah, Penang, and Perak. Southern and Eastern Zone include Johor, Malacca, Negeri Sembilan, Kelantan, Terengganu, and Pahang. Sabah Zone includes Labuan as well. Based on Table 1, the ratio of staff against premises in Central Zone is 1:69 which is obviously scarce. The situation is worse in Northern Zone whereby only two staff are assigned to monitor 852 premises.

Power to Issue a License

One of the responsibilities of the regulator in relation to consumer credit as prescribed by relevant laws is licensing. Licensing regime assures that only qualified, ethical and compliant industry players are allowed be in the market (Borrie, 1982). Furthermore, revocation of license serves an effective mechanism to ensure compliance since being expelled from business is more severe than the rejection in the first place (Goode, 1989).

Licensing regime plays a substantial role in protecting the financial consumers against corrupt pawnbrokers. Registrar of Pawnbrokers (ROP), Deputy Registrars of Pawnbrokers and Inspectors of Pawnbrokers play a vital role in the current pawn broking licensing regime. Section 7 (1) of the PBA strictly requires the pawnbrokers to license their business. Criminal sanction for non-compliance acts as a deterrence from operating the business illegally. Another important function of licensing is to filter from the beginning individuals qualified to enter into the industry by prescribing fit and proper person requirements stipulated under the PBA, the Pawnbrokers (Licensing and Control) Regulations 2004 (PCLR) as well as administrative guidelines issued by the MUWHLG.

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compliance acts as a deterrence from operating the business illegally. Another important function of licensing is to filter from the beginning individuals qualified to enter into the industry by prescribing fit and proper person requirements stipulated under the PBA, PCLR as well as administrative guidelines issued by the MUWHLG.

The application may be rejected due to reasons listed in Section 8A of the PBA. The first reason is a conviction of an offence involving fraud or dishonesty, or an offence under Chapter XVI or XVII of the Penal Code. Secondly, a conviction for an offence under the PBA whereby an applicant has been sentenced to a fine exceeding RM10,000 or to imprisonment (other than imprisonment in default of a fine not exceeding RM10,000). Another ground for refusal is when an application is made by a person who is responsible for the management of any pawnbroking business, and the licence for that business has been revoked and finally where satisfactory evidence has been produced that the applicant is of bad character or is not a fit and proper person to hold a license. These circumstances are equally applicable to an individual applicant, or the director, president, vice-president, secretary, treasurer, partner or member, or any person responsible for the management of the business of the applicant where the applicant is a company, a society or a firm. The requirements have been incorporated in the statutory declaration as specified in Schedule D of the PCLR which is required to be submitted during application for the license.

Fitness is also measured from the financial position of the applicant whereby the minimum working capital at the time of application is RM500,000 and RM 4 million upon receiving a conditional approval letter. In case of renewal, the fee differs according to the location of the premises as stated in Table 2: -

Table 2 Renewal Fees for Pawnbroker

Location	Fee
City Hall/City Council	RM48,000
Municipal Council (state capital)	RM43,000
Municipal Council (non-state capital)	RM36,000
District Council	RM24,000
Location where the existing pawnbroker paid monthly fee of or less	RM12,000

Source: Ministry of Urban Wellbeing, Housing and Local Government

The ROP is also entitled to request in writing, extra documents or information from the applicant, before deciding on the appropriateness of the applicant for the license. If no such prerequisite is supplied, the application is deemed to have been withdrawn. To prevent an applicant from supplying false information, the PBA considers it an offence for making or furnishing false or misleading statement or documents respectively. Equally prohibited is the making of false or misleading entry, forging the documents, altering an entry, preparing false documents or falsifying the documents required to be kept, maintained or furnished under the PBA.

Since pawnbroking involves custody of pledge asset, it is incumbent to ensure that pawnshop premises are equipped with security elements to protect against the risk of fire, theft, robbery etc. resulting damage or loss of the articles. Thus, other than the fitness of the pawnbroker, pawnshop premises must also fulfill certain specifications prescribed in the Guidelines on the Qualification for Issuance of New Pawnbroker's License. Among others, it should be equipped with functioning and high-quality global monitoring system security alarm as well as operative and high-quality closed-circuit television. The pledged asset must be put in a safe box which is kept in strong room



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build with a minimum of nine inches reinforced concrete wall with automatic door lock after the business hour. Additionally, it must not be set up at wooden shop lot and the height of the counter must not exceed four feet to allow the pawner to see the valuation process.

The validity of the license shall not exceed two years. The license period is renewable. Submission of false or misleading information for the purpose of renewal of the license is considered as an offence. The ROP is allowed to stipulate reasonable conditions or making any appropriate addition, revocation or variation at any time during the duration of the license. A licence shall be required in respect of each premise where the business of pawnbroking is conducted.

Within two years period, the license may be revoked or suspended if the licensee has been carrying on his pawnbroking business in a manner detrimental to the interest of a pawner or to any member of the public. Other factors are bankruptcy or dissolution of the licensee, contravention of any provision of the PBA or relevant regulation made thereunder, failure to comply with any of the conditions stipulated by the Registrar or licensee has been licensed as a result of a fraud or a mistake or misrepresentation in any material particular. This provision ensures full compliance throughout the tenure of license.

Transfer or assignment of license is not allowed except with the prior written consent of the ROP. The ROP may authorise the transfer of the licence to the receiver or manager in cases of liquidation of a moneylending company or dissolution of a moneylending firm or society. Other than that, the ROP has a wide discretion to authorise any transfer of a license, as evidenced in section 11F(3)(b) which authorises the ROP to transfer a licence for any reason when he is satisfied that it would be just to do so.

Display a license in a conspicuous part of the premises where the pawnbroking business is carried out is also compulsory. It is submitted that this requirement assists the financial consumer in finding and identifying a legal pawnbroker. The protection is strengthened with the prohibition of altering the license, exhibiting forged license as well as imitation of license.

It is submitted that the requirements prescribed by the PBA are insufficient because it mainly concerned with the character, integrity of the pawnbrokers as well as their financial standing. Other significant factors such as skills, knowledge, experience and consumer complaints are not taken into account in establishing fit and proper test (Muhammad Arif, 2006). In Australia, one of the elements to determine the fit and proper person is competency. Competency to operate a credit business is shown by the person's knowledge, skills, and experience (RG 204.177). The PBA also grants power to ROP to amend, vary or revoke existing condition of the license as well as revocation of the license itself. Nevertheless, despite the existence of complaints against pawnbroker which justify revocation, such action has not been taken so far. With respect to transfer or assignment of license, the likelihood of transferring or assigning a license to a corrupt pawnbroker is certain if extensive discretionary power granted to the ROP is not cautiously exercised.

Enforcement Power

Investigation and Monitoring Section under the Moneylending and Pawnbroking Division is responsible to perform enforcement under the PBA. Similar with moneylending, supervising pawnbrokers' premises is carried out via scheduled monthly inspection and pursuant to complaints and information received on non-compliance. The PBA also empowers the enforcement officers to deal with criminal action only while a civil action is individually pursued by the aggrieved party.



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Examples of offences under the PBA are charging interest rate exceeding the prescribed rate and misleading statement to induce borrowing while civil remedy in the form of compensation can be applied from court in the event of inadequate compensation by the pawnbroker in the event the articles pledged is damaged, destroyed or lost while in his possession due to fire, negligence, omission, theft, robbery or otherwise. The relevant administrative actions are pertaining to the MUWHLG's right to revoke or suspend the license and power to making appropriate addition, revocation or variation at any time during the duration of the license.

Although the PBA provides power to compound, as to date there is yet any regulation issued prescribing compoundable. If satisfactory evidence is available to the prosecution, written consent of the Public Prosecutor is required. In comparison with the Central Bank of Malaysia which regulates banking institutions, the Financial Services Act 2013 grants extensive power to proceed with administrative and civil actions. It is submitted that administrative penalty allows effective enforcement since the punishment can be meted out without court intervention. Consequently, enforcement process can be executed in a speedy manner as well as cost-efficient. Besides, civil action serves as a practical alternative to criminal action since firstly the burden of proof is lower than criminal and secondly, it attaches some degree of culpability on the party against whom the action is made (Pearson & Batten, 2010). ASIC likewise has extensive power to proceed with the administrative and civil action.

Criminal investigations will be initiated by an Inspector of Pawnbrokers (Inspector) or police officer. In so far as an Inspector is concerned, in executing his power conferred by the PBA, he shall on demand declare his office and produce to the person against whom he is acting such written authorization as directed by the Registrar. The PBA confers wide-ranging power to enable efficient investigation process including the power to investigate complaints, to carry out search whether by warrant or without warrant and to inspect and seize any book, account or document, including computerized data, which contains or is reasonably suspected to contain any information regarding any offence suspected to have been committed under the PBA. Concerning the power to enter premises, the PBA also authorizes the enforcement officer to break open any outer or inner door or window of any premises or forcibly enter into the premises if needed. Furthermore, any obstruction to the related exercises may be removed as well while any person found on any premises searched may be detained until the search is finished. Search without warrant can be carried out if the Inspector or police officer has reasonable cause to believe that obtaining search without warrant will cause a delay which will adversely affect the investigation or the evidence of the commission of the offence is likely to be tampered with, removed, damaged or destroyed. Relating to the power of arrest, the PBA considers every offence under the said Act as seizable offence thus allowing an arrest without warrant.

The discussion reveals that the PBA grants wide-ranging investigation powers to ensure effective law enforcement which is executed by the same personnel under Moneylending and Pawnbroking Division of MUWHLG. Numerous complaints that the pledge items are disposed of without prior notification to the pawner raises doubt as to the compliance with this requirement by the pawnbroker who must send the notification to the pawner and by an auctioneer who must satisfy himself that pawnbroker has been so notified. Verification by an Inspector on the said compliance is also disputable. Weak enforcement by the relevant agency deprives the pawner's right to observe and what more to participate in the auction of their pledge assets.



Adequacy of staff especially in Peninsular Malaysia remains an unsolved problem as evidenced by the low percentage of premises inspected as per Table 3. Nevertheless, Table 4 and Table 5 show a higher percentage of inspection activities in Sarawak, Sabah and Labuan during the year 2016 which is a good indicator. Other than lack of human resources, the integrity of the personnel in charge is also of a paramount factor in determining the objective of the law is achieved. For instance, the image of the enforcement agency is spoiled when an ex-deputy secretary of Moneylending and Pawnbroking Division has been charged with receiving bribery in consideration of approving pawnbroking's license application (Yahaya, 2015). Moreover, the scope of enforcement will depend on the availability of legal provisions. It is unfortunate that the PBA does not cover other aspects of consumer protection such as the provisions on responsible lending, substantial hardships, and disclosure requirements.

Table 3 Percentage of Monitoring and Inspection of Pawnbrokers' Premises in Peninsular Malaysia from 2014 to 2016

Year	Total Number of Licensed Premises	Number of Premises Inspected	Percentage (%)
2014	345	221	64.05
2015	385	221	57.4
2016	425	138	32.4

Source: Ministry of Urban Wellbeing, Housing and Local Government

Table 4 Percentage of Monitoring and Inspection of Pawnbrokers' Premises in Sabah and Labuan from 2014 to 2016

Year	Total Number of Licensed Premises	Number of Premises Inspected	Percentage (%)
2014	26	20	76.9
2015	30	20	66.6
2016	31	33	106

Source: Ministry of Urban Wellbeing, Housing and Local Government

Table 5 Percentage of Monitoring and Inspection of Pawnbrokers' Premises in Sarawak from 2014 to 2016

Year	Total Number of Licensed Premises	Number of Premises Inspected	Percentage (%)
2014	18	5	27.7
2015	22	5	22.7
2016	23	44	191

Source: Ministry of Urban Wellbeing, Housing and Local Government

Conclusion

The MUWHLG is entrusted to safeguard the interest of pawner in Malaysia. One of the aspects of protections in by filtering the eligibility of the market player via licensing regime. The PBA has also conferred enforcement power including wide-ranging investigation power to deter non-compliance and to punish the wrongdoers. However, several deficiencies are identified from the discussion including fit and proper person test, lack of power to proceed with the administrative and civil action and inadequacy of human resources to carry out enforcement actions. In terms of licensing regime, the requirement of fit and proper person should be strengthened by considering skills, knowledge, experience of the pawnbroker and consumer complaints against them. To



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further enhance the effectiveness of the regulatory body, it is recommended that the MUWHLG is equipped with the power to commence the administrative and civil action as well. It should be pointed out that the recommendations will be futile in the absence of sufficient human resources to execute the regulatory functions. Perhaps, since the function of the MUWHLG is numerous and not exclusively protecting the interest of pawners, lesser priority is given to this portfolio. Thus, there should be a review in assigning this role to the MUWHLG. The establishment of a single body to regulate pawnbroking as well as other consumer credit industries as being practiced in Australia, the UK, and South Africa is worth considering.

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THE USE OF RECORDED PRESENTATION IN IMPROVING PRESENTATION SKILLS

**Norkheiah Jamaluddin¹
Syaharini Saleh²**

¹Lecturers, English Language Unit, Politeknik Sultan Haji Ahmad Shah, Kuantan, Pahang.
General Studies Department, Politeknik Sultan Haji Ahmad Shah, Semambu, 25350 Kuantan, Pahang; Email:
norkheiahj@gmail.com

²Lecturers, English Language Unit, Politeknik Sultan Haji Ahmad Shah, Kuantan, Pahang.
General Studies Department, Politeknik Sultan Haji Ahmad Shah, Semambu, 25350 Kuantan, Pahang; Email:
syaharini@polisas.edu.my

Abstract: *The introduction of recorded presentation as a routine method is to help all DUE3012 students to improve aspects of their presentation skills in oral presentation as required by the syllabus. The presentation given by all groups were recorded and each team received a copy of their own presentation for review. Groups were encouraged to reflect on their recorded Role-play presentation by requiring them to verbally comment the good and bad points of their presentation. Feedbacks from students provided evidence that they recognized the benefit of this exercise. Thus, this study examines whether the use of recorded presentation activity given by lecturers can improve students' presentation skills. Thirty questionnaires were distributed to semester 3 students from Mechanical Engineering Department taking DUE3012 module. This study showed that recorded presentation gives less room for errors as the students were fully prepared before the recording. The students felt more comfortable and less nervous during the presentation due to no live audience watching them. This activity also provided room for self-directed learning (SDL) as well as to incorporate an autonomous learning environment, especially in English Language Education. The condition will eventually follow Outcome-Based Education (OBE) approach which introduces student-centered learning as many institutions are aiming at it in order to create self-centered learning environment among their students.*

Keyword: *Recorded presentation, presentation skills, self-directed learning, self-centered learning, autonomous learning, online learning, English Language Education.*

Introduction

Background

DUE3012 Communicative English 2 provides the students with presentation skills in describing products, services, processes and procedures, also in handling and making enquiries and complaints. Through this syllabus, the students are also taught on interpreting data and information from various sources in order to successfully describe the products and services, as well as handling enquiries and complaints. These skills will be useful to them in their workplace.

In this writing, the focus is on one aspect and that is the Role-play presentation. The Role-play presentation combines the topic of enquiries and complaints as stated in the syllabus of DUE3012.



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According to Oxford Advanced Learner's Dictionary, a presentation is the act of showing something or of giving something to somebody. This shows clearly that a live audience is not compulsory. Therefore, the recorded presentation could also be a medium for the students to explore presentation as well to improve their skills in presenting ideas in a more interesting way. Aligned with Outcome-based Education (OBE), this activity incorporates student-centered learning which forces them to prepare their own presentation from the moment they received the topic until the production of the video. This also encourages the students to be more independent, in this case, to be more autonomous in their learning process.

The Communicative Approach which was introduced in the early 1980' gave much worry to English educators. This approach, which focused more on meaning rather than grammar rules, generated students with good presentation or communicative skills but with mostly incorrect form of the language (Hawanum, 2004). In a way, a recorded presentation will give way for the students to brush up their grammar skills to produce a good presentation that could be understood by others. Another great reason of this research is because the main enemy of a presenter is tension, which ruins the voice, posture, and spontaneity. The presentation becomes canned as the speaker locks in on the notes and starts to read directly from them. This condition is normal in a live presentation in the classroom. Consequently, a recorded presentation can overcome this obstacle by giving a chance for a presenter to be more confident and prepared to present his or her thoughts without much disruption from the audience and the surroundings.

This paper describes how we have introduced and supported the use of video, and how the students perceive the benefits of the activity.

Statement of the Problem

In the previous years, presentation was done in a conventional way; in a classroom and with a live audience. The problem is that the students tend to take things for granted as the presentation would be done one shot with no continuous effects and work.

The purpose of this research is to find a new and interesting way for a presentation to be done. It is, without a doubt, the conventional presentation is a good way to conduct presentations but a new approach will be another way to help the students to embrace the situation of OBE. Recorded presentation would be a medium of exploration for the students to learn on their own on how to produce good quality presentation after given input in the classroom. A recorded presentation could be used to reduce stress and nervousness during the presentation as it was done without a live audience. Students are required to rehearse to make sure the recorded presentation is done according to task requirements. Later, a review could be done after the presentation to identify weaknesses and strengths as well as to improve presentation skills. The recording could also be used for future reference.

Objectives of the Study

The research was done based on the objectives below:

- 1) To improve presentation skills in teaching and learning activity specifically for DUE3012
- 2) To identify new ways on how to make the presentation more effective and interesting
- 3) To incorporate self-directed learning in a presentation environment



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Research Questions

This study explores whether the use of recorded presentation given by lecturers can improve students social and communication skills. The research questions of this study are:

- 1) How to improve aspects of presentation skills in teaching and learning strategies in DUE3012?
- 2) What are some of the possible ways to make a presentation more effective and interesting?
- 3) How to instill a self-directed learning among learners in a presentation?

Rationale of the Study

The rationale of the study is the students can review their own presentation later after the presentation is submitted to the lecturers. This could contribute to the identifying of problems as well as to find possible solutions to the problems encountered. In addition, it helps learners to become more autonomous and encouraged to self-plan, self-monitor and self-evaluate their own work.

Limitation/ Scope of the Study

The study focuses on students from DKM3A consisting of 30 students from Department of Mechanical Engineering in Polytechnic Sultan Haji Ahmad Shah Kuantan Pahang. Therefore, this research does not take consideration other students of other semesters. Hence the results cannot be generalized to other groups of learners from other polytechnics.

Literature Review

Self-Directed Learning (SDL) is an increase in knowledge, skill, accomplishment, or personal development that an individual selects and brings about by his or her own efforts using any method in any circumstances at any time (Gibbons, 2002, p.2). Knowles described Self-Directed learning (SDL) as “a process in which individuals take the initiative, with or without the help of other, to diagnose their learning needs, formulate learning goals, identify resources for learning, select and implement learning strategies, and evaluate learning outcomes” (Knowles, 1975, p.18) while others describe this process as self-planned learning, inquiry method, independent learning, self-education, self-instruction, self-teaching, self-study, and autonomous learning. Knowles pointed that SDL usually takes place in association with several types of collaborators. For example, teachers, tutors, mentors, and peers. In addition, there are a lot of mutuality among a group of self-directed learners.

Meanwhile, Abdullah (2001) describes the slight variations in how different educators define SDL in his review of literature shows as the following: 1. SDL views learners as responsible owners and managers of their own learning process. SDL integrates self-management with self-monitoring. 2. SDL recognizes the significant role of motivation and volition in initiating and maintaining learners’ effort. 3. In SDL, control shifts from teachers to learners. 4. Teachers scaffold learning by making learning visible. 5. SDL develops domain-specific knowledge as well as the ability to transfer conceptual knowledge to new situations

Other than SDL, Self-access language learning promotes the approach where students study independently choosing from among different resources that are available. Self-access language learning is closely related to learner-centered approach, learner autonomy and self-directed learning as all focus on student responsibility and active participation in his/her own learning



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(Carter, Beverly-Anne, 1999). This style of instruction is most often done in the setting of a self-contained learning environment or self-access center.

Self-access centers can be as simple as a classroom equipped with dictionaries and shelves of paper-based exercises to state-of-the-art digital centers with various types of computer and Internet-based resources. What resources are available and how students are guided to use them depend on the financial resources available and how much learner autonomy an institution decides to give students (Rodden, Michael, 2007). With the incorporation of ICT in the teaching of the subject, it is important to ensure that the courseware really supports the students' learning as a learning tool; and whether the use of courseware is a benefit for a long-term investment (Chua, 2009; cited in Melor, 2010). However, educators cannot simply assume that the techniques, approaches, and strategies that worked well in the traditional learning environment of the classroom can simply be successfully used in the environment of the ICT (Melor et al., 2009).

The authors of one paper on the issue of autonomous learning have it that 'the capacity to think, learn and behave autonomously is often claimed as an outcome for students in higher education' (Fazey & Fazey, 2001). The capacity to think, learn and behave autonomously is not simply one outcome among others. It is central to all forms of education places to be a place of freedom of thought and speech. The most distinctive feature of philosophy is not so much what is studied, but how it engages with those things it studies. Doing philosophy, the authors argue, entails taking 'a step back from our everyday thinking', exploring 'the deeper, bigger questions which underpin our thought', identifying 'hidden connections and flawed reasoning' and developing 'our thinking and theories so that they are less prone to such errors, gaps and inconsistencies' (Saunders, C. et al., 2007) This is exactly the practice that recorded presentation is trying to comprehend.

A think-aloud protocol is another method in which the participant verbalizes while they are completing the task. The user is asked to voice their thoughts, feelings, and opinions during the evaluation. This method used frequently in single user performance evaluations. It was originally applied for cognitive psychologists to obtain data about the way in which humans cognitively process information (Ericsson & Simon, 1980).

Outcome-Based Education is a method of teaching which focuses on what students know and can do upon leaving the educational system (Lam, 2009; Boulsama, Lansari, Al-Rawi & Abonamah, 2003). The significance and benefits of OBE system in the 21st century should be understood in its philosophy, premises, principles and instructional planning process. OBE can be seen in three different ways; as a theory of education, or as a systemic structure for education, or as classroom practice (Killen, 2000).

There are two basic types of outcomes from any educational system. The first type includes performance indicators such as test results, completion rates, post-course employment rates, etc. The second type of outcome is less tangible and is usually expressed in terms of what students know, can do, or are like as a result of their education. It is this second type of outcome that is normally implied when outcomes-based education (OBE) is being discussed.

Methodology

Since the introduction of the video recording, the students were informed during the first class that their presentation will be video recorded. The teams were informed prior to the presentation that the use of video is for their benefit, and will emphasize the potential benefit of reflection and analysis of their performance in giving role-play presentation.

The first session of presentation started by reminding the class about the video and the use of the camera to encourage the speaker to be more prepared. The students were offered on the arrangement to use a room, LCD projector, and TV/video facilities in the department for the recording. The methodology was divided into two; students work in CD/ email and questionnaire:

Students' Work in CD/ email

Students were asked to record their presentation involving the topic in Unit 4, which is Complaints that is covered in the syllabus. The presentation required the students to perform a 10-15 minutes role-play presentation based on the preparation and discussion that they have done previously. The recording was then transferred to a compatible format and burned to CD or they can email the video to be sent to the lecturer to be evaluated. Each group will record their own presentation within the time given for review and critique in another session.

Questionnaire

A set of questionnaires consisting of 5 questions were given to the students after the submission of the presentation. Students from DKM3A class were taken as the sample for this research. The questionnaire was divided into three sections. Section A consists of respondent's background, Section B consists of the suitability of recording presentation and finally, Section C is about future self-improvement.

Data Analysis

The following findings can be grouped into two categories. The findings shown in Figure 4.1 to 4.5 are based on the questions on the suitability of recording presentation. While the findings shown in Figure 4.6 to 4.10 derived from questions on the future self-improvement.

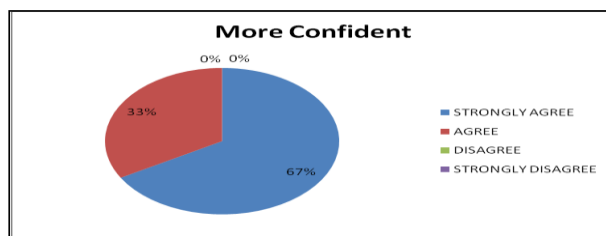


Figure 4.1

Based on Figure 4.1 above, 67% of the students strongly agree and 33% agree that they feel more confident in doing the presentation when given a chance to record their own presentation.

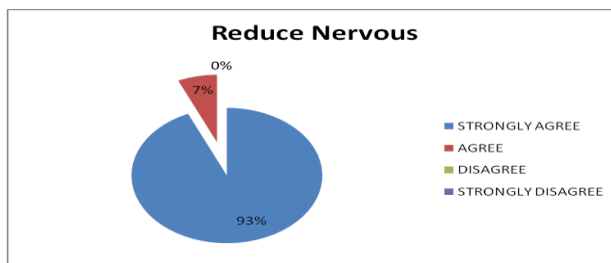


Figure 4.2

Figure 4.2 shows that almost all the students strongly agree that recording their own presentation helps in reducing their nervousness. This finding can be directly related to the finding shown in Figure 1. The less nervous the students are, the more confident they will be when delivering their presentation.

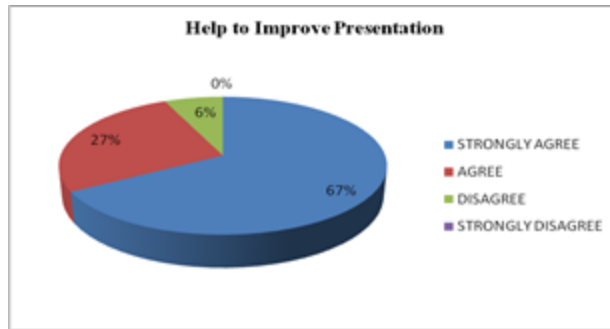


Figure 4.3

Based on the findings shown in Figure 4.3, it can be seen that 67% of the students strongly agree that recording their presentation helps to improve their presentation before a final evaluation is done. Another 27% and only 6% agree and disagree respectively.

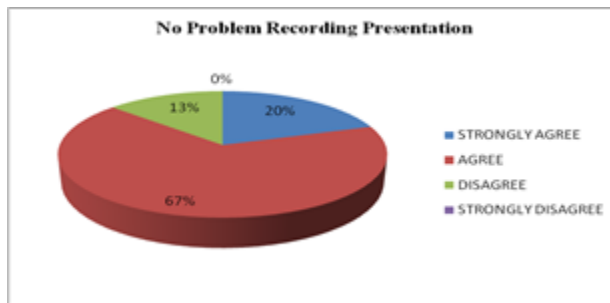


Figure 4.4

Figure 4.4 shows the findings on whether students have problems in recording their presentation. More than half of the students contributing to 67% strongly agree and 20% agree that they have no problem in doing so. Only 13% of the students who have problem(s) to record their presentation.

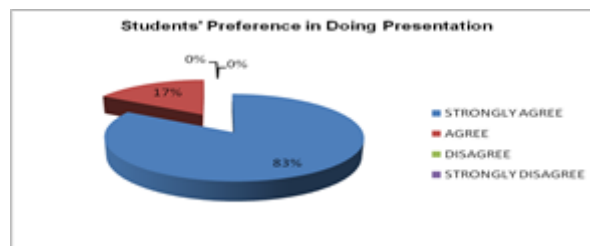


Figure 4.5

Figure 4.5 shows the findings on whether the students prefer to record their presentation or doing it in front of an audience. The results show that most of the students or 83% of them prefer to record their presentation rather than having an audience in front of them during the presentation.



Figure 4.6

Based on the findings shown in Figure 4.6, it can be seen that 83% and 17% of the students strongly agree and agree respectively that they have no problem reviewing their recorded presentation in the class with lecturer and classmates.

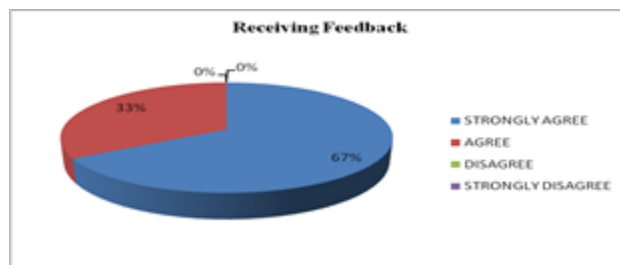


Figure 4.7

Figure 4.7 shows that 67% of the students strongly agree that they have no problem receiving feedback or comments from lecturer and classmates after reviewing their recorded presentation. Another 33% of the students also agree with it.

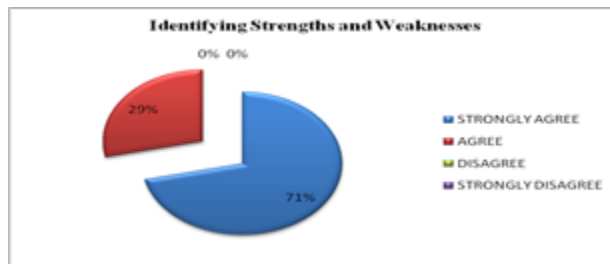


Figure 4.8

As shown in Figure 4. 8, it can be seen that 71% and another 29% of the students totally agree that reviewing the recorded presentation helps them identify their strengths and weaknesses.

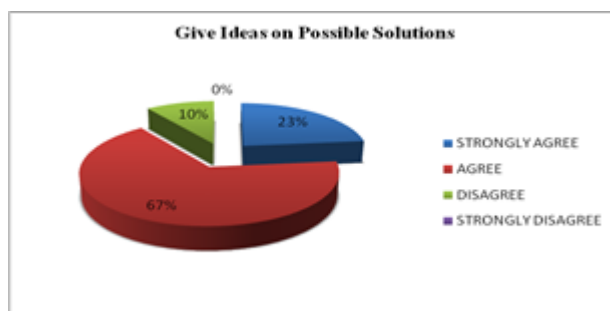


Figure 4.9

Based on Figure 4.9, it shows that 67% of the students strongly agree that reviewing recorded presentation gives them ideas on possible solutions towards problem(s) encountered during the presentation. Only 10% of them do not think that reviewing the recorded presentation can help them in improving their presentation skills.

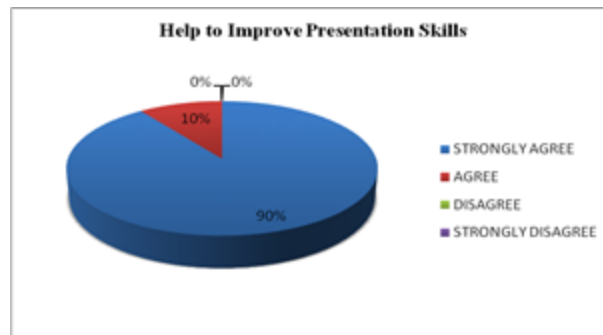


Figure 4.10

Figure 4.10 shows that 90% of the students strongly agree and another 10% agree that recording presentation helps them to improve their presentation skills, in this case, focusing on the language used.

Result

From the above analysis, it is clearly shown that students preferred their role-play presentation to be recorded rather have it live in class. The students agreed that recorded presentation allows them to be more confident and creative when developing the presentation. Recorded presentation also benefited the students in improving their presentation.

The opportunity to give presentations is important because it helps develop skills that are essential for many aspects of professional careers. Competencies for presentations include appropriate content, design, and organization of the presentation and delivery skills. The results also show that the students do not have any problems in receiving feedback. Since the students need to know the dos and the don'ts of presentation skill, they are further opened when dealing with criticism, comments, and feedback from the other peers and lecturer. Majority of the students strongly agree that giving feedback can improve their presentation skills and they are comfortable their presentation is reviewed by others. Self-assessment and peer-assessment have been shown to help students develop meta-cognitive skills that can be used in all aspects of higher education, and it has been shown to improve student achievement in a series of different academic areas.

Based on this finding, most of the students managed to record their Role-play presentation as required. Most of the students stated that they do not feel confident when there is audience during the presentation. As a result, all the students were excited and were very positive in having recorded presentation than doing it as it is typically done in the classroom with a number of an audience watching their presentation live. Recorded videos were found relevant and informative as they added value of knowledge to the activity. This inculcated the independent learning among the students and the lecturers could identify language proficiency among the students.

Another point discussed was the improvement in the language proficiency. Recorded presentation is a potential tool for the students to improve their language proficiency. The activities listed in the presentation are developed in such a way that the students will have to learn new vocabulary

and sentence structure. The students need to write their scripts and therefore they will indirectly learn the language. It is agreed that recorded presentation is able to cover all the four skills in English Language education; listening, reading, writing and speaking skills, as well as the content area of the topics in DUE3012, from all the activities listed. This will further enhance the motivation among students that learning English could be embedded in various ways and not only acquired in classrooms.

From the result, it shows that recorded presentation provides a selection of the knowledge-sharing method. The students can learn on their own, and this highlighted the purpose of independent learning and self-centered learning among students. With provided instructions, the students can browse through the information given by their respective lecturers, or they can find it from other sources. Equipped with sufficient information, could make learning becomes independent.

The students agreed to the fact that recorded presentation makes the environment of learning to be interesting, interactive and fun. However, these results are based on the interest in the course content or type of learning experience.

Recommendation

Recorded presentation is not an easy task to do. Many things need to be taken into consideration to create a good presentation. However, it is interesting to practice the activity. There are still rooms for improvement from the lecturers and the students. From the results, lecturers are suggested to explain thoroughly the process of the presentation to ensure students are prepared with excellent presentation and communication skills. In addition, the management of POLISAS should also upgrade more teaching and learning tools such as more lecture rooms equipped with installed LCD projectors, smart boards and an excellent networking line to make the internet easily accessed. All these technology tools will facilitate lecturers and students during their teaching and learning process.

From this study, it is clear that the respondents are positive about using technology such as recorded presentation in the subject DUE3012, Communicative English 2. Despite the fact that there are a few issues such as the internet connection speed and the technical proficiency one has, the implementation is fulfilled and future activities regarding the completion of the assessment of Role-play could be applied. As the education is rapidly going towards online learning, students should prepare themselves mentally and physically in coping the challenges in the future.

The best practice that can be highlighted is a continuous and extended use of English language in and beyond the classroom (Norkumala et. al., 2017). As it is evident that experience does affect the use of English language in technology, one should be willing to encounter more English language learning tools. It is important to develop confidence and self-esteem, and a relaxed environment reduces anxiety, which in turn improves motivation and confidence (Smith & Strong, 2009).

From this study, it is clear that the students are positive about using recorded presentation in the Role-play assessment. The implementation is fulfilled and future activities regarding recorded presentation could be applied. As the education is rapidly going towards online learning and digital learning, students should prepare themselves mentally and physically in coping the challenges in the future.



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Conclusion

Almost all the students think that recorded presentation for the assessment Role-play is useful and helpful in improving their presentation skills in many ways. Recorded presentation is agreed to help reduce nervousness and get more confidence to do the presentation. As a result, the improvement on the presentation can be done before the final evaluation. Recorded presentation is also contributing something beneficial to the future self-improvement of the students. They mostly chose 'strongly agree' which shows the process of reviewing, analyzing, commenting and criticising the recorded presentation done with the lecturers and classmates help them in identifying their strengths and weaknesses. It also gives them ideas on the solutions to the problem(s) on presentation skills identified.

At the end of the presentation, students will identify and understand what makes a high-impact presentation successful and will practice and accept positive criticism on their newly acquired skills. This understanding is also incorporated by self-learning as well as giving the students the chance to handle their own presentation (autonomous learning).

The feedback received has convinced us that a significant number of students benefited from the introduction of video recording for their presentation. As a whole, recorded presentation helps students in improving presentation skills with the encouragement of self-centered learning in order to compete and excel in their future.

A further research is highly recommended to make certain of the stability of recorded presentation particularly the assessment in Role-play for the subject DUE3012 Communicative English 2. This will also ensure that the subject will be taken positively by the lecturers as well as the students. Continuation of a future research will encourage the improvement of the assessment and therefore will strengthen the curriculum of the subject.

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LOCAL COMMUNITIES READINESS AND WILLINGNESS IN TURTLE-BASED ECOTOURISM: CASE STUDY OF TURTLE CONSERVATION AREA IN MELAKA MALAYSIA

**Nur Ainna Aznida Abdullah¹
Norhazliza Abd Halim²**

¹Phd Scholar, Universiti Teknologi Malaysia, 81310 Johor Malaysia

²Senior lecturer, Universiti Teknologi Malaysia, 81310 Johor Malaysia

Abstract: *The developments of the tourism industry in coastal area are very aggressive. However, the development of tourism in Melaka generally has affected the conservation initiatives on the ecosystem of Hawksbill Turtle. Hawksbill turtle is one of the species that nearing extinction. In response to this crisis, governments, communities, and non-governmental organizations (NGOs) are forming new partnerships to increase protection for sea turtles. Ecotourism has been defined as a form of nature-based tourism in the marketplace, it is also a responsible travel to natural areas that conserves the environment and sustains the wellbeing of local people. Hence, this research aims to look forward into engaging the local community as community ecotourism business leaders and environmental stewards in the turtle-based ecotourism. This research constructed based on three main objectives: (i) to identify the awareness level of the local community on issues related to turtle conservation and tourism industry; (ii) to discover the local community willingness and readiness to involve in turtle-based ecotourism and conservation; and (iii) to determine the alternative resources of income that are tied to conservation for the benefit of local people that suitable in turtle-based ecotourism. Kampung Padang Kemunting has been chosen as the case study area since its location closed to the turtle landing area. By applying qualitative method of in-depth interview with the local community and related organization that involve directly and indirectly, it would gain a comprehensive understanding of turtle-based ecotourism, the awareness and motivation factors level of community, as well as the challenges while promoting ecotourism. Overall, a significant level of involvement in ecotourism activities is demonstrated by the local community. The findings are themed into three categories; (i) awareness of the impacts, (ii) potential resources for ecotourism and (iii) motivational factors and empowerment.*

Keywords: *Local Community Participation, Turtle-based Ecotourism, Turtle Conservation, Readiness and Willingness and Community Empowerment*

Introduction

The consequence of community participation in tourism planning has become increasingly prominent. According to Lin & Simmons, (2017) public participation can be considered as a cornerstone of sustainable tourism planning. Tourism industry has become one of the agent of transformation in every destination. Tourism also becomes the symbol to support the communities especially in changing the economics atmosphere. This is because the ability of the tourism



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industry to generate income, currency exchanges as well as provides the employment opportunity. (Hanafiah, Jamaluddin & Zulkifly, 2013). According to Prabhakaran, Nair & Ramachandran (2014), tourism has the prospective to mark a positive economic influence. Many communities, particularly in the developing world, are unaware of the costs and difficulties associated with this rapid transformation of development. As a result, engaging locals in taking part with tourism development and planning are one of the specific solutions (Beaumont,2001).

The successful of local community engagement can be seen based from some previous study such as the emergence of pro-poor tourism, Community Based Tourism and ecotourism that set to benefit the local communities through tourism (Ching, Hamzah, & Khalifah, 2010). In the case of turtle-based ecotourism, local community involvement is needed through the effort of conservation relay on the attitude of people surrounding the area. Frazier, (1999) stated that community-focused conservation initiatives that rely on participatory involvement of local citizens may not only offer substitute activities (alternatives) to sea turtle exploitation but might also have the added benefit of promoting positive environmental attitudes towards sea turtle conservation and the resulting voluntary compliance with existing.

This study seeks to investigate the readiness of community participation in turtle conservation, which implies that conducting a case study at the community level is an appropriate research strategy. The strength of this study is that it brings together perspectives from key tourism stakeholders (ordinary members of the community, decision-makers within the community, tourism businesses and NGOs) at the micro level, where little tourism research on this topic has been done (Muganda, 2009).

Community Participation in Turtle-based Ecotourism

In ecotourism, natural areas and local populations are unite in a symbiotic relationship through the introduction of tourism. The turtle watching can be as an example on turtle-based ecotourism, consisting to facilitate viewing and interaction with tourists (Tisdell & Wilson, 2005). This activity consists of three programs that include; watching the turtle laying eggs, which usually takes time at night where the turtle usually lands. The second program is watching the eggs being transfer into the hatcheries. The third program is watching the hatchlings released to the sea. (WWF,2016) Turtle-based ecotourism can generate income, provide employment, and at the same time support the conservation efforts of sea turtles (Tisdell & Wilson, 2001). The experience also will lead to the educational and this can assist in preserving and conserving sea turtles for future generations. Turtle viewing can be one of the alternative to increase the public awareness of the threats facing by sea turtles and their habitats (Gampell, 1999). Furthermore, Wilson and Tisdell (2001) state that sustainable sea turtle-based ecotourism becomes even more valuable and important considering the increasing threats to sea turtles during the last few decades. These have contributed to a sharp decline in populations of turtles worldwide. However, turtle-based ecotourism need education and involvement of local people to make it success (Aref, 2011).

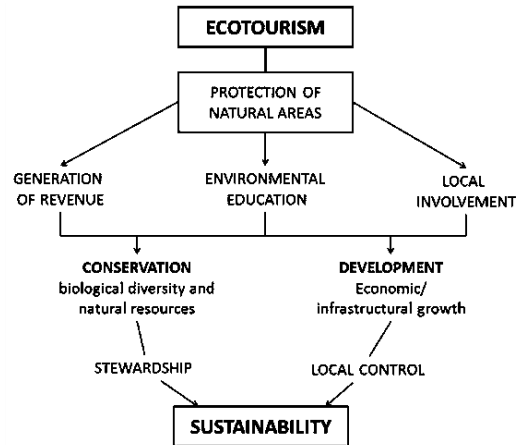


Figure 1: The Relationship between Local Community and Conservation
Source: Ross & Wall (1999)

The following figure is congruent with the above definitions. Ecotourism is view as a means of protecting natural areas through the generation of revenues, environmental education and the involvement of local people, which is in both decisions regarding appropriate developments and associated benefits. In such ways, both conservation and development will promote in a sustainable form (Ross & Wall, 1999)

From the figure, the local involvement is one of the factors that contribute or effect the conservation of the biological diversity and natural resources. It can be achieved through the stewardship. According to the Global Sustainable Tourism Council, (2015) stewardship is a process by which local communities, governmental agencies, NGOs, and the tourism industry takes a multi-stakeholder approach to maintain the environmental, cultural, economic, and aesthetic integrity of the area. Vargas-Sanchez (2014) supported that, all municipalities or governments are the exact parties that need to invest and develop tourism products in certain area as well as the contribution of the local communities.

The involvement of neighboring communities is a prerequisite to increasing realization for conservation to succeed, (Borrini-Feyerabend, Pimbert, Farvar, Kothari, & Renard, 2004). Furthermore, the relationship between local community and conservation refer to ecotourism concept. According to World Conservation Unions (IUCN), ecotourism can be defined as environmentally responsible travel. It is also visitation to relatively undisturbed natural areas that will make the visitor enjoy and appreciate nature to promotes conservation. Ecotourism also will have low visitor impact and provides for beneficially active socioeconomic involvement of local populations.

The engagement of human recreational with wildlife is not purposefully removed or permanently affected the focal organism. Developing wildlife tourism attractions will help to secure the long-term conservation of wildlife and their habitats. Tremblay (2001) have mention that wildlife-viewing has been described as non-consumptive. Non-Consumptive Wildlife Tourism (NCWT) experiences were perceived to be more engaging, exciting, memorable and transformative than captive wildlife viewing experience (Packer & Ballantyne, 2012).

Based from the case study of turtle conservation in Malaysia by Mutalib, Fadzly & Foo (2013), locals' perception on the importance of turtle conservation needs to be highlighted as it shows that locals are still by the declining number of total population in recent years. This was stated by

youngsters that education has increased their awareness on the importance of turtle conservation, however it is still lacking among elderly (Abd Mutalib et al. 2013). Threats to sea turtle populations are growing, especially because of human activities and these underlines the importance of finding an economic rationale to conserve the remaining species. Economic benefits from turtle-based ecotourism can provide such a rationale. However, such tourism must manage appropriately if it is to be sustain (Kline & Slocum, 2015).

The initiatives to safeguard and protect the sea turtles not led only by the respective states and government departments, but also by concerned non-governmental organizations (NGOs) like the WWF and other wildlife and nature societies. In Malaysia, sea turtle sanctuaries and hatcheries had helped to revive and grow, albeit slowly, the dwindling sea turtle population in the country over the year. There is better hope and confidence that the number of sea turtles and their species found in the country will slowly rise again (Malaysia Wildlife and Nature, 2009). The Fisheries Department of Malaysia mostly manages the turtle's sanctuaries and hatcheries that involve local community. One of the sanctuaries that involve local community in turtle-based ecotourism was Community based Turtle Conservation in Ma' Daerah (WWF,2009).

Community Readiness and Awareness Theory

The community readiness theory is based on the premise that communities, using a systematic method, can be moved through a series of stages to develop and implement effective programs (Khatun, Heywood, Ray, Bhuiya & Lian, 2016). The first step is to form a responsible local team and prepare that team to use the readiness model. The next step for the team is to determine their community's stage of readiness for the problem involved (Thurman, 2000). The level of readiness holds great importance in that specific intervention exist appropriate to each stage of readiness. According to Khatun et. al, (2016), there are four elements that needed to be highlighted to identify the readiness of local community towards a program. The elements are; i) core readiness; ii) technological readiness; iii) human recourse; and iv) motivational readiness.

According Plested, Edwards, and Thurman, (2006), Community Readiness Model (CRM) is a model for community change that integrates a community's culture, resources, and level of readiness to more effectively address an issue. It allows communities to define issues and strategies in their own contexts.

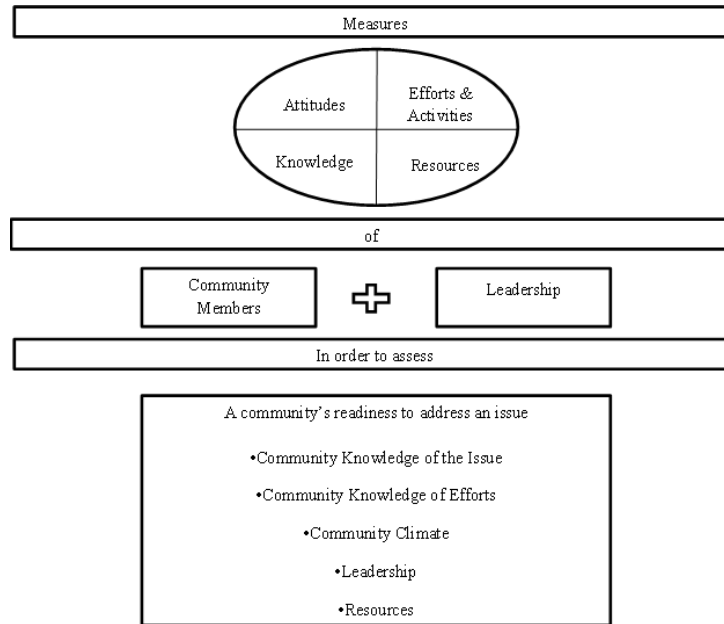


Figure 2: The Community Readiness Model (CRM)

Sources: Oetting, Plested, Edwards, Thurman, Kelly, & Beauvis (1995)

In the figure, it shows 5 dimensions of readiness are the key factors that influence the community's preparedness to act on an issue. The five dimensions identified and measured in the Community Readiness Model are very comprehensive in nature. The dimensions are; i) Community knowledge of the issue; ii) community knowledge of efforts; iii) community climate; iv) leadership; and v) resources (Khatun, et, al. 2016). They are an excellent tool for diagnosing your community's needs and for developing strategies that meet those needs. This model will help in identify the level of awareness for community in facing an issue. (Plested et al, 2006)

The awareness levels for an issue can increase and decrease. If a community is at a lower stage of readiness for intervention, higher-level interventions will likely meet with failure. (Plested, Smitham, Thurman, Oetting, Edwards, 2001). Community members assist in identifying and owning the problem, identifying potential barriers in their own language and context, and collaborating in the development of interventions that are culturally consistent with their populations and their stage of readiness.

As mention by Plested et, al. (2001) there are 9 stages of readiness and awareness which are; i) no awareness; ii) denial; iii) vague awareness; iv) pre-planning; v) preparation; vi) initiation; vii) stabilization; viii) confirmation; ix) professionalization. These 9 stages provide only the highlights of the level awareness (Plested et, al., 2001). It should be noted that an important aspect of using the community readiness model for intervention and program planning is continuous assessment of progress and introduction of efforts that are culturally relevant to the community (Han, Cao & Anton, 2014). Sometimes a community working group will find that it is not making progress. When that happens, it indicates that one of the two things may have happened.

Motivational Factor for Local Community Readiness Model

A new model has been develop based from the Community Readiness Model by Oetting, et al (2006), community readiness theory by Khatun,et al (2016) and the relationship between local community and conservation framework by Ross & Wall (1999). That will be the baseline for this

research. From the readiness element, we can identify whether the local community will participate in the Ecotourism Based on Turtle Conservation or not.

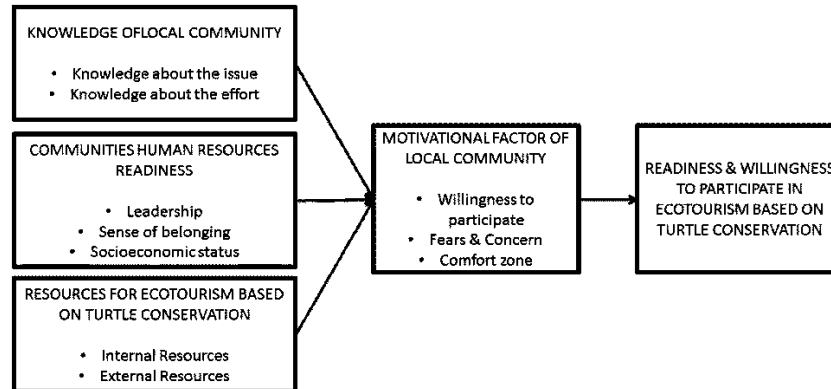


Figure 3: Motivational Factor for Local Community Readiness Model

Based on the model, the research will investigate three variables. The first variable is the knowledge of the local community. This variable will investigate two elements. The first element was the knowledge about the issue. The element will focus on the local community knowledge about the causes of the issue, the consequences of the issue and the impact of the issue, towards the communities. Second element was the knowledge of effort. This will look whether the community have a knowledge about the effort that been done in the area to prevent the issue. It will investigate the effectiveness of programs and the accessibility of the programs.

Second variable was the communities human resources readiness. In this variable, there are three element that will look into. First element was leadership. This element will look into the influent of the leader to lead community to participate. The role of leader was very important to motivate community. Second element was the sense of belonging. Local community will be asking about the attitude of them and the responsible regarding to the issue. Third element was the socioeconomic status of local communities. The socioeconomic of local community will show on how much does local community ready for the ecotourism development.

The third variable was the resources for Ecotourism Based on Turtle Conservation. In this variable, we will look into two element which are internal and external resources. Internal resources refer to the resources and product that been develop by local communities that can be develop as ecotourism resources. For the external factor, we will look into the involvement of other agencies and also the stewardship will be provided for the local community.

Turtle-based Ecotourism Program in Kampung Padang Kemunting Melaka

Melaka is one of the last strongholds in Malaysia for Hawksbill Turtle which is the critically endangered species of sea turtles. Annually, 400 – 450 nesting's are recorded in Melaka making this the biggest nesting population in Peninsular Malaysia. Kampung Padang Kemunting is known as one of the main landings for hawksbills, with an average annual landing of 100 nests, which contributes to 20-25 % of the total number of nesting in Melaka (WWF, 2016). However, the location was identified as one of the destination in the Recreational Tourism Corridor (Beach) which will affect the ecosystem of turtle in the Area.



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Based from the observation, it has been shown that the amount of turtle landed in Melaka was decrease year by year. The tourism activities that happen along the seaside have affected the amount of turtle landed in Melaka. Besides that, the local communities also have exploited the turtle's egg by eating and selling them. This exploitation happens because of lack of awareness about turtle conservation among the local community in the area about the turtle conservation. As for that, this study will help in preventing the decrease number of Hawksbill turtle in Kampung Padang Kemunting.

Awareness Level of the Local Community

The level awareness and readiness of local community is in stage number 6, which is initiation. At this stage of awareness, most community members have at least basic knowledge of local efforts. The leadership plays a key role in planning, developing and/or implementing new, modified, or increased efforts. Some of the community has shown the responsibilities, and some community members are involved in addressing the issue. Community members already have basic knowledge about the issue and are aware that the issue occurs locally. The resources have been obtained or allocated to support further efforts to address this issue.

The leader in the community should conduct public forums. It will help to develop the awareness level of community from the grassroots level. Not only that, the leaders need to influential people by speak to groups and participate in local radio and television shows to increase more awareness among the communities and other people. The communities were ready to participate and have awareness about the turtle conservation.

As stated by Plested et al., (2014), enough information is available to justify efforts. An activity or action has been started and is underway, but it is still viewed as a new effort. Staffs are in training or have just finished training. There is great eagerness among the leaders because of limitations and problems have not yet been experienced. The improvement on attitude in community climate is reflected by modest involvement of community members in the efforts.

Local Community Willingness and Readiness to Involve in Turtle-Based Ecotourism and Conservation

The willingness of the locals to participate are highly crucial factors to consider. Their ability to develop practical and logical options also one of the factor. The communities need to decide together the form and function of tourism developments and they actually will have full control over any tourism schemes in their location. However, residents often lack the experience, resources, empowerment and hence even interest, needed to establish successful tourism ventures. All these factors, particularly the last one, were clearly the case in the empirical study of this research.

The residents' uninterested and passive attitudes towards participation in Kampung Padang Kemunting are dependent on the beach and turtle which have occurred long before tourism was introduced to the place. The historical circumstances play a decisive role in this issue, regarding their mentality and vulnerability. Thus, one must take their background and their social context into consideration.

The local community in Kampung Padang Kemunting, they are willing to participate and willing to involve to the tourism based on turtle conservation as they are well guided from start and being supported time to time. Although not everyone in community agreed to participate, it's a good sign



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as the existing community can motivate the others. As stated by Khatun et.al (2016), the willingness to participate is one of the motivational readiness elements that important. The willingness to participate will give effect on the development of the project.

For the human resources readiness, local people did admit that their leaders are involved. The leaders agreed that they were involved on behalf of the village in many decision-making bodies which often include officials from various government authorities and professions depending on the matter to be decided on. In addition, the leaders claimed that they also involve local people not only in tourism related decisions but also in decisions related to other sectors in which the village is involved. This shows that the leadership will play a big role in developing the village.

For the socioeconomic status of local communities, it shows that they are ready to involve in the development. The development could be particularly helpful for the communities. Local people in the study area also considered involvement in the sharing of tourism benefits as a suitable way to involve the local community in tourism development. Both private and public tourism businesses operating in the study area have schemes that favourably benefit local people through approaches such as employing locally, building local capacity, and contributions to village development initiatives.

However, the sense of belonging among the communities shows that they are not ready to participate. This is because; some of them are still wanted to exploit the turtle's egg. They still cannot accept the turtle as part of their families. At this point, the leadership should play a big role in increase the awareness and develop the sense of belonging in local communities to have a successful ecotourism development. The local communities must love and have a sense of belonging, so they will protect the turtle.

Resources for Turtle-Based Ecotourism Development

Regarding resources for turtle-based ecotourism, it shows that the turtle conservation program in Kampung Padang Kemunting was well supported. The community are willing to engage themselves in turtle-based ecotourism development. However, they did not realize the opportunities that they have. They need to be approach by someone else that can introduce the concept of tourism and helped them facilitate the arrival of increased visitor and foreigners in their community. These actions made them not only aware of the possible consequences of tourism, but community-based tourism ventures initiate and created.

The local communities need to protect the first resources of tourism that they have, which is their land. The communities need to be more unified, active and engaged to fight for their rights. It has made them more concerned of how to preserve what they have; their nature, environment, culture and community. Clearly, the village consists of beach; Malay community and location for Hawksbill Turtle landed that will be the main resources for develop the Ecotourism Based on Turtle Conservation. The involvement of governmental authorities, several NGO's through meetings and other community projects can help the communities to make the development successful.

As for the product development, the local communities need to commercialize their product. Rather than being sold toward each other, the communities can produce the product and sell it towards the tourist and visitor that come to Kampung Padang Kemunting. The development of kiosk will help the community. As for the turtle conservation-based tourism, TIC with



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collaboration of WWF-Malaysia and local community can develop a conservation program that can be a package for a group.

Some of the revenue generated from tourism can be used for conservation purposes, not only to carry out further research, but also to bring more beaches under full protection and to address the threats that are facing sea turtles. For example, the revenue generated can be used to reduce populations of introduced predators such as foxes and feral pigs that are a major threat to turtle eggs and hatchlings. In addition, the money is used to fund other conservation activities such as habitat improvement (WWF,2016)

Promoting the non-consumptive economic potential of turtles can also be used as a lever to reduce various threats faced by turtles. Non-consumptive economic values show the opportunity costs of current consumptive practices which appear to be unsustainable. Tourism economic values of turtles can be used as an argument to provide alternative sources of fresh meat and eggs for those communities who are dependent on turtles to meet these requirements. As for the result, many resources can be developing as tourism product. However, the local community really needs encouragement and guided so that they can empower their resources. This will help communities in generate income and produce the tourism industry that turtle friendly. As stated by Barrow and Murphree, (2001), community participation in conservation is sometimes present as a continuum of power sharing between the two parties such as government and community. A community-based wildlife conservation aims at the conservation of natural resources or biodiversity protection by, for and with the local people.

Conclusion

Communities' in Kampung Padang Kemunting portrayed positive perception towards the economic and social impact of turtle-based ecotourism. Communities also wish to be involved in the sharing of tourism benefits. The importance of gaining local community support for the turtle-based ecotourism development as vital components in achieving successful tourism. On the other hand, residence should actively participate in conservation activities as well support ecotourism and community development. Kampung Padang Kemunting need to make some improvement on accessibility, prices of goods and services, employment, entrepreneurial training, income-generating projects, household incomes and the general quality of life though the extent of the contribution varies from one aspect to another to develop the tourism industry especially based on turtle conservation. This indicates that the overall participation of local community towards tourism development in the study area is contributing positively towards poverty alleviation.

According to Kepe (2004), local communities must have the sense to help their community to ensure they can achieve the positive benefit from tourism development. As suggested from previous research, the participation of communities must work closely with the government organizations involvement to educate people about turtle-based ecotourism development impact. That was the same effort need to be done by the communities in Kampung Padang Kemunting to gain the benefit from the development and at the same time, conserve the Hawksbill turtle from extinct and become the tourism resources in the area.

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THE ROLE OF JOB STRESSOR TOWARDS EMPLOYEE'S INTENTION TO LEAVE A JOB: A CASE OF CASUAL DINING RESTAURANT IN KLANG VALLEY, MALAYSIA

**Nur Nadirah Mohd Nasir¹,
Hazrina Ghazali^{2*},
Farah Adibah Che Ishak³**

¹N. N. M. Nasir is with the Faculty of Food Science and Technology, University Putra Malaysia, Serdang, Selangor, 43400 Malaysia (Phone: 011-13174638; Email: nadddnasir@gmail.com).

² H. Ghazali is with the Department of Food Service Management, University Putra Malaysia, Serdang, Selangor, 43400 Malaysia (Phone: 013-2777933; Email: hazrina@upm.edu.my, *corresponding author).

³F. A. C. Ishak is with the Department of Food Service Management, University Putra Malaysia, Serdang, Selangor, 43400 Malaysia (Phone: 018-3183877; Email: farahadibah@upm.edu.my).

Abstract: *The restaurant industry is growing in Malaysia due to willingness of customers to spend more of their household income at restaurants. Over half of the population belongs to the middle to high income group with growing purchase power and increasingly sophisticated and modern lifestyles. Besides, this phenomenon leads to greater consumption of food and beverages at the wide variety of dining establishments. This trends will boost demand in the food service sector. One of the advantages of this scenario offers huge employment opportunities. Unfortunately, the condition also might increase possibilities of employee turnover. The high rate of employee turnover has become a concern since it troubles the managements due to the high cost that accompanies the turnover. Moreover, evident from previous data stated that Malaysian's restaurant industry was placed third as the industry with the highest annual average turnover rate. With the interest to uncover the antecedents behind employee turnover, academicians found that intention to leave is the best predictor of actual turnover. Therefore, the main objective of this study was to investigate the role of job stressor towards employee's intention to leave a job. In this study, role overload (RO), role conflict (RC) and role ambiguity (RA) were used to predict an employee's intention to leave a job. The primary data of this study was derived from quantitative approach which distributed to employees who were currently working in the casual dining restaurant in Klang Valley area, Malaysia. A total of 560 questionnaires was usable for data analysis. Descriptive and inferential analysis was done by using Statistical Package for the Social Science (SPSS) version 22. Analysis from the three factors (role overload, role conflict and role ambiguity) indicated that role overload had the most influential factor that contribute to employee's intention to leave a job which its value (Beta = .258, p-value < .05). Additionally, result found that role overload, role conflict and role ambiguity had statistically significant correlation with an intention to leave a job which role overload had the most positive correlation at significance level 0.01 at (r = .435). Employees of casual dining restaurants with a higher level of job stressor tend to have a higher intention leaving a job which can lead to turnover intention of the organization. The findings that obtained of this study hoped to provide useful information about the employee's intention to leave a job and it is hoped to help the restaurant managers to better monitor their employees before they leave a job.*

Keywords: *Job stressor, role overload, role conflict, role ambiguity, casual dining restaurant, intention to leave*

Introduction

The restaurant industry is growing in Malaysia due to willingness of customers to spend more of their household income at restaurants which offers huge employment opportunities. Food and beverages establishments in Malaysia rapidly growth in 2015 representing an annual growth rate at 5.1% since 2010 (The Star Online, 2017). The economic consists of food and beverages indicated that gross output generated by the services within this establishments was RM66.4bil which representing an annual growth of 12.2% or a total of RM29.1bil since 2010 (The Star Online, 2017). Besides, there is also annual increasing about 11.2% in value which added up to RM28bil in 2015 (The Star Online, 2017). According to Department of Statistics Malaysia (2017), food and beverage services growing at 6.7% annually to 891,616 persons engaged with the more number of people employed in this sector. This phenomenon leads to golden opportunities as increasing demand of food and beverages from variety of dining establishments.

Therefore, the situation also might increase possibilities of employee turnover as well. Annual surveys by Malaysian Employers Federation (2011), reports reveal that the annual labor turnover rates in Malaysia for 2010 and 2011 were extremely high which approximately between 9.6% and 74% respectively. In addition, the survey shows that the turnover rates for restaurant industry are 32.4% which ranked second highest among all the sectors. A part from that, 66% employees in Malaysia plan to leave their job in the next 12 months in order to advance their career in 2013/2014 (HR in Asia, 2014). Moreover, in 2015 Malaysia recorded the second highest involuntary turnover rate at 6.0% and third highest voluntary turnover rate at 9.5% in South East Asia countries (Aon Hewitt, 2015). The high rate of employee turnover has become a serious issue to the establishments due to several reasons. Firstly, high turnover rate has financial consequences to the establishments. For example, when employees leave, management of the establishments necessarily need to take actions like recruiting, selecting and training new employees in order to cover the leaving employees. According to Hay (2002) costs of turnover could involve direct replacement expenses like advertising, head-hunter fees, and employee development and indirect opportunity costs like lost sales, lower productivity, and customer defections. Secondly, employee turnover would bring destruction to the establishment's productivity and thus performance especially when it involves with critical positions in the establishment. In addition, high employee turnover will jeopardize the progress of the establishment on achieving their objectives and goals.

On top of that, employees encounter various stressor like role overload, role conflict, and role ambiguity shows differential relationship with an intention to leave (Podsakoff, 2007). All these factors in the working environment have caused stress to some employee which influence them to quit their present job. Besides, major restaurant industry stressors were co-workers, pressure, working condition and staff interaction (Rose, 1993) Also, employee's dissatisfaction will affect their commitment while working and lead to intention to leave from the establishment physically and mentally (Pathak, 2012). Due to these detrimental consequences, it is therefore crucial for the establishment to better understand the factors that is contributing to employee's intention to leave a job. Therefore, academicians found that intention to leave is the best predictor of actual turnover



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and will examine the relationship of job stressor such as role overload, role conflict and role ambiguity with an intention to leave a job.

Literature Review

Role Overload

At work, job stressor may be focused by role overload, role conflict and role ambiguity which arises from the working environment and personnel characteristics. Kahn (1980) stated that quantitative overload refers to the physical demands of the job exceed the worker's capacity. It means that employee is assigned to do many works in a short time. Some jobs may require physical strength beyond the worker's capacity or set unreasonably high quotas. The incompatibility among task requirements, time constraints and lack of resources related to work available to meet these requirements known as work load (Rizzo JR, 1970). Role overload is a challenging task for them as they need to perform their task efficiently and effectively (Pelletier, 1992) (Rahim, 1992) (Jamal, 1990). Therefore, a number of researchers have supported a positive relationship between role overload with intention to leave (Dianne Brannon, 2007). Also studied done by Glaser (1999), found that significant relationship between role overload with an intention to leave a job.

Role Conflict

According to Spector (1997), role conflict exists when an individual in a particular work role is torn by conflicting job demands or doing thing he or she really does not want to do or does not think are part of their job specification. As role conflict arise when an individual's job-related role interferes with his or her family or personal life. People who are involved in excessive role resulted in role conflicts and lead to negative impacts on mental and physical health (O'Neil, 2010). Role conflict happens when an antagonistic condition of disagreement, opposition or incompatibility between two or more groups (Meriam, 2007). For instance, conceptual differences among the subordinates and supervisors regarding the work place tasks and activities throughout working life. Therefore, this situation possibly creates conflict between the commitment to a number of supervisors and individual's requirements (Kahn, 1992). Therefore, Kemery (1985) stated that role conflict was significantly correlated with an intention to leave.

Role Ambiguity

Spector (1997) defined that role ambiguity is the degree has lack of clarity information of individual about his or her job's responsibility and expectation that supervisors and coworkers have regarding an individual's responsibility in achieving objectives. Thus, role ambiguity occurs when management gives a higher expectation to the employee but provides limited and inadequate information about what they have to do and what is their role in the organization. Besides, role ambiguity is commonly associated with employee work performance. Previous study by Bauer and Simon (2000) indicated that role ambiguity was the most important factor lead to employees leave their job.

Intention to Leave

According to Cho, Johanson & Guchait (2009), intention to leave can define as employee's intention of leaving the organization they are currently employed). It is a conscious and deliberate



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desire to leave an organization within the near future and considered the last part of a sequence in the withdrawal cognition process (Mobley et al., 1978). Intention to leave is said to be a significant indicator of turnover action of an employee in the future (Ghiselli, Lopa & Bai, 2001; Tuzun & Kalemci, 2012). Employee turnover is troubling and continues to cause problems to hospitality establishment (Ryan *et al.*, 2011). According to Park et al., (2011), employee's intention to leave an organization involve that they only feel and think of leaving the present organization and the employees that they desire and hope to leave the organization (intention to quit). Khatri *et al.*, (2001) pointed out that turnover intention is higher than actual turnover due to increasing of unemployment in the industry. Also, study from Firth *et al.*, (2004) concluded that intention to leave is an effective tool which is used for pre-estimate the quitting behaviour toward the employee.

Methodology of Research

A self-administered questionnaire was designed for this study. The questionnaire development was based on previous studies. Hence, the questionnaire is adapted, and modified in suitable and relevant design for the casual dining restaurant in Malaysia. The questionnaire are available in both Malay and English languages. Setting for this study involve casual dining restaurants in Klang Valley area and participants are only restricted to Malaysian employees from managerial and non-managerial levels. Convenience sampling was used as the method of data collection.

Expected Findings and Result

The study used job stressor to examine employee's intention to leave a job by the employees of casual dining restaurant in Klang Valley area. The results are expected to have higher levels of intention to leave since higher mean scores indicate higher levels of job stressor, with possible range of scale 1 to 5.

Discussion

The result from this study is expected to examine role of job stressor towards intention to leave a job of casual dining restaurant employees. Job stressor was used to measure the intention to leave a job by the employees. An intention to leave was determined by the role of job stressor mean scores gained from the questionnaire. It can be said when an employee get higher mean score of job stressor, it means that he/she have higher levels of intention to leave a job. Higher levels of total job stressor mean scores showed association with higher levels of intention to leave. When an employee felt that job stressor induce in themselves, they tend to leave their job (Firth et al., 2004).

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TEHCNICAL EFFICIENCY AND PRODUCTIVITY IN SELECTED LISTED COMPANIES SERVICES SECTOR IN MALAYSIA

**Nursafeda Abd Rashid¹,
Annuar Md Nassir²,
Fakarudin Kamarudin³,
Cheng Fan Fah⁴**

¹PhD Candidate, Putra Business School, UPM

²Faculty of Economics and Management, UPM

³Faculty of Economics and Management, UPM

⁴Faculty of Economics and Management, UPM

Abstract: *This conceptual paper seeks to examine the technical efficiency and productivity of selected public listed companies in services sector in Malaysia. The researcher builds a common production frontier using the data envelopment analysis (DEA). To further analyse the efficiency changes over years the researcher use the Malmquist total factor productivity index, based on DEA technique. The policy implications of the expected results in the light of the new services sector regulations that impose new rules to strengthen the economic growth and increase employment rate. The originality of this research is that the author analyse only focusing exclusively of public listed trading/services sector in Malaysia for both technical efficiency and productivity.*

Keywords: *Efficiency; Productivity; Service Sector; Data Envelopment Analysis (DEA); Malmquist Productivity Index (MPI)*

Introduction

The services sector is forecasted to increase contribution to GDP as the economy matures, as proven in the developed countries. In the progression of the development phases in becoming a developed nation, priority should be given to the service sector to catalyst the development and contribute to propel the sustainable economy. The services industry in Malaysia will be stimulated by the services sector that will continue to grow rapidly and is one of the main economic builders and a key pillar to the global economy. According to Eleventh Malaysian Plan (2016-2020), to become a developed nation by 2020, the growth of services sector that will be raised its contribution to GDP to 56.5% is expected at 6.9%. The targeted GDP contribution will be reached through attracting in new investments of RM44.6 billion and improving the sector's productivity for the services sector. Therefore, to become a developed country towards to prosper and sustain the economy, Malaysia should focus more on the development of the services sector.

In light of the importance of services sector in a developing country, it is important to assess the efficiency and productivity of services sector in the region. This research intends to investigate the technical efficiency and productivity of the selected public listed companies in trading/services



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sector in Malaysia. The issues that will be discovered in this study in order to improve the effect of efficiency and productivity in services sector.

Literature Review

In 1957, Farrell introduced the modern efficiency measurement. Debreu (1951) and Koopmans (1951) defined firm's efficiency as a simple measure which using multiple inputs. Therefore, according to Forsund and Hjalmarsson (1974) the study suggested that clarifying the notion of efficiency on the basis of production theory since the efficiency analysis is significantly important to the practical economic policy.

Traditionally it has been argued by Farrell (1957), there are two main components of economic efficiency of any firm: allocative and technical efficiency. Technical efficiency of a firm will be achieved with a given set of inputs and has the capacity and readiness to maximize output. In other words, a firm is technically efficient when a production of goods and services has the minimum possible opportunity cost and no misuse of materials. This firm's technical efficiency can be interpreted by scale efficiency and pure technical efficiency. The terms pure technical efficiency is referred to firm's ability to prevent misuse of input in order to produce maximum output or by using as minimum input as output production grants. However, allocative efficiency is referred to when the input prices is given, and the firm is able to optimally utilise the inputs.

In recent years, normally research have been done on various aspects of efficiency in banking particular industry or sector in Europe and America, and not in public listed companies as a whole in trading/service sector. The previous studies to date, the study that focus on the performance and efficiency in the selected companies services sector of the Bursa Malaysia using more factual and appropriate approaches not yet been done. In the existing literature, there are not many studies attempts are found on using two or more models to identify a various performance approaches of the listings companies in trading/services industry. Furthermore, there is a paucity of studies on the efficiency of listed companies in trading/services industry.

There are several studies in various industry of the services sector to determine efficiency that employed DEA. For example, study by Zhu (2000) attempted to determine multiple factors of the Fortune 500 companies that influence the financial performance, among others and Haugland, Myrtveit, and Nygaard (2007) worked on 530 Norwegian hotels. Banker, Chang, and Kao (2002) studied the public accounting firm that the impact of IT implementation on the productivity, Cullinane and Wang (2006) measured the study of container terminals efficiency in Europe. Development countries, Ariff, Cabanda, & Sathye (2009) studied about Global Telecommunications, Lavado and Cabanda (2009) explored the efficiency of health and education expenditures.

According to Sharma et al. (2013), no study has been found in developing countries so far to calculate efficiency and productivity in trading/services sector. For that reason, it is better to compare it with listed in services sector and with technical efficiency.

The productivity measure for one unit that is produced by one input is referred to output per unit of input. This level of productivity is used to measure and compare the performance of the firms or industry. However, if there is more than one input-output more complex measurement is required. For modesty, Partial Productivity Measures for example output per labour is generally used but this measure can be inaccurate and misinterpret. The most appropriate measurement for



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productivity is Multifactor Productivity (MFP) or Total Factor Productivity (TFP) (T. Coelli et al., 2005).

As for productivity studies, very limited studies particularly using Malmquist Productivity Index especially in services industry. Productivity studies are also done in other industries. Among others include works of Badri (2017), Ahmed and Kialashki (2017), Sufian and Habibullah (2013) and Salleh (2012) and many others. Badri (2017) mainly focused on data for the period 2008 to 2014 to compare between the growth of total factor productivity (TFP) and its components for both services sector and manufacturing sector in India. Ahmed and Kialashki (2017) measured the factors that motivate the productivity development in the 11 Asia Pacific countries include Malaysia, Singapore, Indonesia, Philippines, China, Thailand, Korea, Japan, Australia, New Zealand and India. Time series data over the period 1970-2012 is used in this study. Sufian & Habibullah (2013) assessed the impact of mergers and acquisitions on the total factor productivity of Malaysian banks using alternative techniques. A study by Salleh (2012) which carried efficiency and productivity change analyses of Malaysian public higher education system from 2006 to 2009 which is aimed to assess the impact of implementation of the National Higher Education Strategic Plan (NHESP) in 2007.

According to Rutkavikas and Paulaviciene (2005), productivity is analyzed mostly in manufacturing firms or industry where has been analyzed for more than two hundred years. While not for productivity in the service sector, until the end of the twentieth century was not analyzed before. The reason for not analyzed that has been argued by many scholars is because of the complicatedness application of productivity concept in service sector compared to its application in manufacturing.

According to Mahadevan (2000), he found that there is a deficiency of studies for both efficiency and productivity of the services sector. She admitted that from 1975-1994 in services sector for Singapore revealed that total factor productivity (TFP) growth is negative. Additionally, output growth for service sector in Singapore is input-driven, and the technical efficiency is significantly decline because of the poor TFP growth, despite, the service industries relished positive and rising technological progress over time. The existing studies, nonetheless, only utilized one model to measure the efficiency of various industries. To fill the gaps, this study will provide the empirical prove on efficiency in the listed services sector. Previous findings on efficiency in banking sector will guide in identifying the difference level of efficiency concepts.

Methodology

The annual report of Bursa Malaysia Public Listed companies for the specified period of 2009 to 2015 to gathered data for efficiency and productivity. Further, data will be collected from Bursa Malaysia website, Bloomberg, Bankscope and DataStream. Accordingly, this study will capture after crisis (2009-2015). Initially, only selected companies from about 200 companies that listed in trading/services sector will be chosen for this study due to data availability. Secondly, incomplete data for listed companies will be expelled or deleted. Additional, the companies will be excluded from the list if it is identified as exception. The time frame for this study is 6 years in order to avoid factors like temporal stability and business cycles that may be influenced to the study.

This research is using the DEA non-parametric efficiency approach which was primitively established by Farrell (1957). This study focus on technical efficiency and the estimation



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techniques is non-parametric methods with extend the analysis will be done to decomposition of technical and scale efficiency by using variable return to scale (VRS). This study will take input and output orientation. The input variables for this study include total assets, labour expenses and operating expenses. The output variables include revenue and net income. Production approaches that have been conducted by Berger & Humphrey (1997) will be employed to study listed companies in trading/services sector efficiency in Malaysia from 2009 to 2015. This study implement data envelopment analysis (DEA) to measure the efficiency of the public listed in trading and services sector. The main reason DEA is chosen for this study because DEA is a non-parametric linear programming proficiency that enables efficiency to be calculated beyond having to designate either the different weights of inputs and outputs is used or the form of the production function Another reason is it is relatively easy to apply when the DMUs use multiple inputs to produce multiple outputs.

The Dynamic Malmquist Productivity Index will be employed by using DEAP program to measure productivity. This study will also employ Malmquist TFP index using frontier approach to identify the productivity changes in each year, with dynamic change between subsequent years (i.e. 2009-2010, 2010-2011, 2011-2012, 2012-2013, 2013-2014 and 2014-2015). The frontier authorize TFP change (TFPCH) to be break out into efficiency change (EFFCH) and technical change (TECHCH) and further decomposition into pure technical efficiency change (TEC) and scale change.

Conclusion

This study will be a meaningful in encouraging efficiency of listing companies in services sector in Malaysia. In addition, regarding the competitiveness in the Malaysian market, this study will provide suggestions to policy maker especially in relation to efficiency and productivity.

Hypothetically, this study will examine whether the results of efficiency of services sector in Malaysia are supported by their productivity levels throughout the years. The results will enhance the theory found from the previous studies done in other region. Using the results of this study, the industry will benefit by focusing on variables that is low in efficiency in improving the performance of services sector. Lessons exchanging could take place among other countries in the spirit of learning from each other in this close-knit region.

The findings of this research will also assist policy makers to identify and reduce excessive usage or waste of inputs which are not relevant in order to increase efficiency. Therefore, the new results discover from this study may useful to several parties such as the policy maker, investor, academician and also to the services sector since this is the first study that explore the services sector efficiency and productivity in Malaysia to fill the gap on the limited studies in this field.

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FINANCIAL INSTITUTIONS' OWNERSHIP, SIZE OF BOARD AND FIRM VALUE OF LISTED NON-FINANCIAL COMPANIES IN INDONESIA

Linda Wimelda¹

¹Trisakti School of Management, Indonesia

Abstract: *The purpose of this research to examine the effect of financial institution's ownership in form of bank institution and non-bank institution, board of directors and commissioners, and the difference effect between bank and non-bank's institution and also difference effect between board of directors and board of commissioners on firm value of listed non-financial companies in Indonesia. This research uses purposive sampling method for sampling of listed non-financial and non-investment companies on Indonesia Stock Exchange from 2012-2014 with resulting 401 observations. This research uses panel data multiple regression with using EViews. The results of this research is bank institution's ownership has no effect on companies' firm value. Meanwhile, non-bank institution's ownership has positive effect on firm value. There is different effect between bank and non-bank's ownership on firm value, it means that bank has higher effect on firm value than non-bank institution. Beside that, board of directors do not influence companies' firm value but board of commissioners has negative effect on firm value. It means board of commissioners in Indonesia cannot be effective for monitoring function to increase firm value. There is different effect board of directors and board of commissioners on firm value. This research results board of directors has higher effect on firm value than board of commissioners.*

Keywords: *Bank Institution, Non-Bank Institution, Board of Directors, Board of Commissioners, Firm Value.*

Introduction

Nowadays, corporate governance is mostly adopted and implemented by public and private companies in many countries including Indonesia. On 1998 and 2008, Indonesia has ever gone through economic crisis. It becomes a reason why companies in Indonesia practice corporate governance mechanism. Indonesia tried to strengthen the corporate governance to make a company can increase the company's value. Organisation for Economic Co-Operation and Development (2004) published the six principles of corporate governance and after that Indonesia's government with National Committee of Governance Policy also published *Pedoman Umum Kebijakan Tata Kelola Perusahaan* on 2006 to make sure companies in Indonesia can implement good corporate governance to create Transparency, Accountability, Responsibility, Integrity/Independency, and Fairness. Indonesia's government continuously encourage all of companies to implement corporate governance to strengthen capital market to prevent economic crisis in the future (Indonesia Corporate Governance Roadmap, 2014).

The important principles for monitoring company are the rights of shareholders and key ownership functions and the responsibilities of the board. Shareholders and board of company has



responsibilities to monitor company's daily operations. Effective monitoring that has been done by shareholders and board of company will increase company's value. So, their role is important in corporate governance mechanism.

One of the six principles of corporate governance that has been published by Organisation for Economic Co-Operation and Development (OECD) in 2004 is the rights of shareholders and key ownership functions explains about how institutional investors acting in a fiduciary capacity should be facilitated because institutional shareholders have responsibility to their investments. Al-Najjar (2014) stated that institutional shareholders is significant external factor effect corporate governance. It means that institutional shareholders are professional shareholders and have strong analysis for the information about investee companies as their investment (Reinhanzadeh et al., 2014). Institutional ownership is part of external corporate governance who monitors and controls managers' behavior through external regulations to increase the value of the firm (M'Ithiria and Musyoki, 2014). Another research developed by Kumar (2004) also has found that institutional investors in India especially financial institutions positively affect firm performance once their ownership at least 15%. So, will institutional ownership especially financial institutional positively effect the value of firm in Indonesia?

In Indonesia, based on *Undang-Undang No.21*, monitoring of financial institution is divided by two. *Otoritas Jasa Keuangan* and Bank of Indonesia monitor of financial institution in form of bank and *Otoritas Jasa Keuangan* monitors of financial institution in form of non-bank, such as pension fund, investment company, and etc. The tight monitoring from *Otoritas Jasa Keuangan* and Bank of Indonesia on Bank Institution will make Bank Institution is more careful on placement their investment on a company and will monitor the company for ensuring company has done the best for company value. So, the first hypothesis is bank institution has positive effect on firm value. The other hand, non-bank Institution has same obligations like Bank Institution. They have to monitor the investment that they made on company because they have fiduciary obligation on the owners of the fund. So, they will monitor company for ensuring the company has done for shareholders' interest. Second hypothesis is non-bank institution has positive effect on firm value. Beside that, one of the six principles of corporate governance that has been published by Organisation for Economic Co-Operation and Development (OECD) on 2004 is the responsibilities of the board explains about how the board can direct the strategic guidance of the company monitor the implementation of corporate governance practise in company and manage potential conflicts of interest of management, board members and shareholders. Black et al (2009) has found in emerging market that board structure and outside directors is significantly and negatively associated with firm value. Bohdanowicz (2015) found that board of directors has direct effect on firm value and Bohdanowicz (2015) found that country in two tier policy differentiate the function of board of directors and board of commissioners. Board of commissioners has important function to increase firm value (Bohdanowicz, 2015). Do both board of directors and board of commissioners can effect the value of firm in Indonesia? So, the third hypothesis is board of directors have positive effect on firm value and the forth hypothesis is board of commissioners have positive effect on firm value.



Literature Review

Agency Theory

Agency theory is introduced by Jensen and Meckling (1976). Agency theory explains about agents and principals relationship. In this context, management of company act as agent and shareholder act as principals. There is an interest conflict between agents and principals because they have different interest for maximizing their own wealth. Jensen and Meckling (1976) stated that the principals will pay the agency costs to monitor the activities that have done by agents based on principals' interest. It can happened because management and shareholder are different individu. There are two agency problems that stated by Nuraina (2012). First agency problem is ownership spreads on many shareholders so the shareholders can not supervise and control the managements individually. And the second one is majority shareholder supervise and control the management for their own interest but harm the minority interest. Agency theory predicts that the shareholders paid higher agency cost for monitoring the managements' actions so it will increase the firm value (Manurung et al, 2014).

Signalling Theory

Kidwell et al (2013) said that asymmetric information happened when the buyer and seller does not have the same access of information. The seller has more information than the buyer. It same like a company when the management has more information about company but shareholder does not. Gillan and Starks (2003) stated that agency conflict may happen because of shareholder and mangament has different amount of information. And shareholder will value the company based on the information that shareholder has and available in public. New information of the company will be reflected on stock market price.

Firm Value

A company has short term and long term purposes. For the short term purpose, company will increase profitability and current earnings. But for long term purpose, company will increase the firm value and shareholders' wealth (Nuraina, 2012). Firm value is appretiation that given by shareholders for a company through stock market price. The higher stock market price of the company, the higher value of firm and increase sharholders' trust in company's performance (Hermuningsih, 2013).

Methodology/Research Design

Methodology Research

This research uses financial institutional ownership and divided it in two types, bank institution and non-bank institution based on regulation in Indonesia. Beside financial institutional ownership, size of board is divided by two types, board of directors and board of commissioners. These are one of monitoring roles in corporate governance. This research uses independent variables and control variables influence dependent variable. The independent variables are bank institution ownership, non-bank institution ownership, board of directors, and board of commissioners. The control variables that uses in this research are firm size, leverage, sales growth and profitability. The last, dependent variables is firm value.



Firm value is measured by price to book value ratio. Price to book value ratio is market price per share over book value per share. This measurement is based on research conducted by Nuraina (2012), Hermuningsih (2013), and Manurung, Suhadak, and Nuzula (2014). Lee (2012) said that Tobin's Q has limitation and problem as a measurement so this research uses price to book value to represent firm value because price to book value is value that given by shareholders.

Undang-Undang No. 21 (2011) divided financial institutions become two types, bank institution and non-bank institution and this research uses percentage ownership of bank institution or non-bank institution on the firm. Bohdanowicz (2015) and Fernandez (2015) measure board of directors and board of commissioners with the number of the boards. This research uses four control variables, these are firm size, leverage, sales growth and profitability. Natural logarithm of the total assets is used for firm size's measurement. Leverage is measured by debt to asset ratio. Sales growth is measured by percentage of sales growth and profitability is measured by return on equity ratio.

Research Design

Based on explanation in literature review and methodology research, this research will test six hypothesis as below.

Ha₁: Bank institution has positive effect on firm value.

Ha₂: Non-bank institution has positive effect on firm value.

Ha₃: Board of directors has positive effect on firm value.

Ha₄: Board of commissioners has positive effect on firm value.

Ha₅: Bank institution and non-bank institution has different effect on firm value.

Ha₆: Board of directors and board of commissioners has different effect on firm value.

Results and Discussion

Research Sampling

This research uses purposive sampling method to get 401 observations with the population of non finance and non investment companies that listed in Indonesia Stock Exchange in 2012-2014. The criterias use on this sampling are companies who published financial report in Rupiah, has period end on December 31, has complete information and data and has bank or non-banks' ownership in the period of this research. This research uses unbalanced panel data and runned in EViews 7 software.

Descriptive Analysis

This research has following descriptive statistic results.

Table 1: Descriptive Statistics

Variables	Mean	Standard Deviation	Minimum Value	Maximum Value
PBV	3.961721	13.36771	-41.08000	246.4600
BANK	0.010379	0.059241	0.000000	0.475500
NON-BANK	0.104837	0.099256	0.000000	0.528900
BOD	5.618454	2.113423	2.000000	15.00000
BOC	4.847880	1.788659	2.000000	12.00000



SIZE	29.08459	1.859554	4.000000	33.08265
LEV	0.243815	0.185865	0.000000	0.754590
GROWTH	0.161253	0.271028	-0.885000	2.104480
PROFIT	0.113518	0.297350	-3.957241	2.414365

This research shows that sample companies has low percentage ownership of bank institution. It just has 1.04% in average of total sample companies. But, percentage ownership of non-bank institution higher than bank institution. The number is 10.48% ownership in average of total sample companies. It can be described that in Indonesia, non-bank institution has more effective monitoring than bank institution to increase firm value. Beside that, the number of board of directors is higher than board commissioners in average. It illustrates that there is more agency conflict between agents (management) and principals (shareholders) for monitoring the company for increasing firm value. In the other words, the shareholders or investors has positive response to the company because average company has valued 3.96 in stock price over the book value of share.

Hypothesis Testing Results

The regression analysis for six hypothesis are showed in table 2, 3 and 4 as below.

Table 2: Multiple Regression Results

<i>Variable</i>	<i>Expected Sign</i>	<i>Coefficient</i>	<i>t-Statistic</i>	<i>Prob.</i>
<i>Constant</i>		13.91484	0.761881	0.4469
BANK	+	79.18728	0.566060	0.5719
NON_BANK	+	96.23933	4.674001	0.0000*
BOD	+	-1.100086	-0.815369	0.4156
BOC	+	-2.682839	-1.774663	0.0772**
SIZE	+	0.238496	0.416110	0.6777
LEV	-	-36.80338	-3.091080	0.0022*
GROWTH	+	0.551757	0.176496	0.8600
PROFIT	+	2.379373	0.720577	0.4718
<i>R</i>				0.701744
<i>Adjusted R-Squared</i>				0.181361
<i>Prob(F-statistic)</i>				0.000674

*significance level on 1% and 5%, **significant level on 10%

From the table 2, we can conclude that bank institution has no effect on firm value. It means that alternative hypothesis of bank institution has positive effect on firm value is rejected. Indonesia's companies has low percentage of bank institution so they can not monitoring effectively the management for increasing firm value. This result is consistent with the research of Jennings (2002) and Wimelda and Siregar (2017). Alternative hypothesis of non-bank institution has positive effect on firm value is accepted. It means, non-bank institution can monitor effectively for increasing value of firm. This result is supported by research of Vintila and Ghergina (2014), Nuraina (2012) and Wimelda and Siregar (2017). This research has found that board of directors in Indonesia has no influence on firm value and alternative hypothesis of board of directors has positive effect on firm value is rejected. But board of commissioners has positive influence on firm value and alternative hypothesis of board of commissioners has positive effect on firm value is accepted. This result is supported by research of Bohdanowicz (2015).



Table 3: Wald Testing Results for Bank's Ownership and Non-bank's Ownership

<i>Null Hypothesis: C(2)=C(3)</i>			
<i>Test Statistic</i>	<i>Value</i>	<i>df</i>	<i>Probability</i>
<i>t-statistic</i>	4.698136	248	0.0000
<i>F-statistic</i>	22.07248	(1, 248)	0.0000*
<i>Chi-square</i>	22.07248	1	0.0000

*significance level on 1%, 5% and 10%

Although bank institution has no effect on firm value and non-bank institution has positive effect on firm value, from wald testing, we can found that there is difference effect between bank institution and non-bank institution on firm value. It means that alternative hypothesis of bank institution has higher effect than non-bank institution on firm value is accepted. This results is supported by research Wimelda and Siregar (2017). If ownership of bank institution has higher amount in companies, it will makes effective monitoring than ownership of non-bank institution.

Table 4: Wald Testing Results for Board of Directors and Board of Commissioners

<i>Null Hypothesis: C(4)=C(5)</i>			
<i>Test Statistic</i>	<i>Value</i>	<i>df</i>	<i>Probability</i>
<i>t-statistic</i>	-1.802098	248	0.0727
<i>F-statistic</i>	3.247557	(1, 248)	0.0727*
<i>Chi-square</i>	3.247557	1	0.0715

*significance level on 10%

From the table 4, we can conclude that board of directors and board of commissioners has difference effect on firm value. It means that alternative hypothesis of board of directors has higher effect than board of commissioners firm value is accepted. Although, from table 3, board of directors has no effect on firm value and board of commissioners has positive effect on firm value. Board of directors has better monitoring than board of commissioners because board of directors is involved in company's daily operations but in Indonesia's companies, board of directors cannot do theirs function well because their function is only directing daily operations without monitoring it, so they cannot influence company's value.

Conclusions

Based on testing results, this research found that corporate mechanism has influence on firm value especially financial institution's ownership in form of non-bank institution and board of commissioners. Non-bank institution has positive effect on firm value but board of commissioners has negative effect on firm value. Meanwhile, bank institution and board of directors has no effect on firm value. It can conclude that Indonesia companies has bigger amount of ownership in non-bank institution than bank institution so bank institution cannot effectively monitor management to align with the interest of shareholders for increasing firm value. And Indonesia companies has two tier policy, it means that there is different function between board of directors and board of commissioners. The function of board of directors is direct and operate the company's daily operations so they has their own interests and it can neither increase nor decrease the firm value. But, the board of commissioners has function for monitoring board of directors' performance for increasing the value of firm. In this research we can see that Indonesia companies has large size of board of commissioners so they failed to monitor for increasing the firm value because the larger size of the board, it will be more complicated to coordinate. And the result of this research indicates

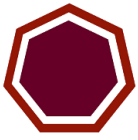


that there is difference effect not only between bank and non-bank institution but also between board of directors and board of commissioners.

Based on OECD (2004), corporate governance mechanism from the OECD principles are not only the right of shareholders and key ownership functions and the responsibilities of the board, but also ensuring the basics for an effective corporate governance, the equitable treatment of shareholders, the role of stakeholders in corporate governance and disclosure and transparency. So, I hope that next future research, the others principles of corporate governance and practice of corporate governance can be elaborated especially for increasing firm value.

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INNER AND OUTER TEMPTATIONS: EVIDENCE FROM A COMBINATION OF SOCIAL NORM AND SELF CONTROL NUDGES

Abdul Luky Shofiul Azmi¹
Mayling Oey-Gardiner²
Yohanes Eko Riyanto³

¹Faculty of Economics and Business, Universitas Indonesia, 16424 Depok, Jawa Barat, Indonesia. Email: lukyindonesia@yahoo.com, Tel: +62- 8156655217

²Faculty of Economics and Business, Universitas Indonesia, 16424 Depok, Jawa Barat, Indonesia. Email: mayling.oey41@gmail.com, Tel: +62- 21 7272646

³School of Humanities and Social Sciences, Nanyang Technological University, 637332 Singapore. Email: yeriyanto@ntu.edu.sg, Tel: +65- 65921578

Abstract: *We experimentally investigate the effect of combinatory nudge of social norm and self-control on oil-based fuel to gas conversion program for small-scale fishermen. Nudge of social norm was implemented by sticking a social norm sticker on top of the boat engine's gasoline tank, and the self-control nudge was implemented by cashback program. Trials were done by clusters randomization and individual analysis. Total sample was 140 allocated by stratified randomization in district level into 62 sample of sticker-cashback treatment group, and 78 sample of control group. Twenty-one days observations were conducted starting from the program implementation. Status of the gas usage was analyzed in ETT and ITT analysis. On average, the gas usage in treatment group has increased by 44 percentage points for those fishermen assigned to the treatment group relative to those assigned to the control group. This result holds in several robustness tests, controlling for fishermen characteristics, suggesting that combinatory nudge of social norm sticker and cashback was able to increase the gas usage in the program.*

Keywords: *Social norm and self-control, Nudge, Fuel-gas conversion program, Randomized Controlled Trial.*

Introduction

Some experimental studies have exposed that social norm and self-control nudges might influence individual decision making process as forms of outer and inner temptation (Cialdini, 2003; Schultz, Khazian & Zaleski, 2008; Thaler, 1981; Ashraf, Karlan, & Yin, 2006; Ameriks, Caplin, Leahy, & Tyler, 2007). However, those studies regarding impact of social norm and self control nudges were performed separately for either social norms or self control nudges. We experimentally investigate the effect of combinatory nudge of social norm and self-control on oil-based fuel (gasoline) to gas conversion program for small-scale fishermen in Indonesia. Nudge of social norm was implemented by sticking a social norm sticker on top of the boat engine's gasoline tank, and self-control nudge was implemented by cashback program. Dependent variable of the experiment was the gas usage by fishermen for their fishing activities.



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Social norms are procedures and standards that are understood by members of a group, alleged to be a typical and or an appropriate action, and that escort and/or restrain social behavior without the force of laws (Cialdini & Trost, 1998; Paluck & Ball, 2010). People often make decisions heuristically by seeing or relying on what others do without rethinking about the decision (Sunstein, 2011). Treatment used in this trial was social norm sticker, an additional sticker installed on top of engine's gasoline tank, containing the success of gas usage by others. Content of the sticker was inspired by Schultz, Khazian and Zaleski (2008) which had successfully promoted towel reuse in hotel rooms. Meanwhile, layout of the sticker was adopted from Habyarimana and Jack (2012) who had reduced accident number on minibuses in Kenya with stickers containing simple messages encouraging passengers to speak up upon driver's risky behavior. Based on above considerations, sticker used in this experiment consists of simple sentence "SUCCESS using GAS, LIKE OTHERS!" Background color of the sticker was white, with black and green writing colors. Self-control is defined as the individual capacity to modify, substitute or override impulses, wishes, and responses (Baumeister & Heatherton, 1996; Baumeister, 2002). Simply put, self-control problem is a human behavioral tendency that causes individuals to consume today at the expense of tomorrow's profits/savings. Self-control problem can be indicated in form of present bias and over extrapolating bias. Cashback is a soft commitment nudge designed to solve the fishermen's self-control problem on the implementation of fuel-gas conversion program for small-scale fishermen. The nudge was conducted by giving back the savings of gas usage while payed by usual gasoline expenses. Fishermen, who usually used gasoline, implement the conversion by buying gas with the same amount of money as if they bought the gasoline. In a certain period, the fishermen receive cashback which actually are their own savings money obtained from balance of the gas' actual price and the expenses paid. Thus, they may directly benefit the saving from doing the fuel-gas conversion program and understand the advantage of using gas. It can be conceived as an incentive by reimbursing the difference of gasoline expenses saved by using gas instead of gasoline.

Combination of these nudges was implemented on fuel-gas conversion program for small-scale fishermen in order to increase its success rate. The success rate was shown by the number of gas usage for fishing activities. The oil-based fuel to gas conversion program for small-scale fishermen has been executed by the Ministry of Maritime Affairs and Fisheries (MMAF) of the Indonesian Republic since 2012 and by the Ministry of Energy and Mineral Resources (MEMR) of the Indonesian Republic since 2013. The program was carried out by handing out full packages of gas-powered engine including converter kits, a shaft, a propeller and a gas holder to small-scale fishermen. This energy diversification program is conducted in order to guarantee national energy security as well as to improve the welfare of small-scale fishermen (Presidential Decree no. 126 of 2015). Field trials showed that the use of gas in gasoline engine 6.5 HP resulted up to 62% capital saving (MMAF, 2015). Nevertheless, results of monitoring and evaluations held by both MMAF and MEMR show that only about 30% of the program recipient continued to use the gas-powered engines after 15 days which were caused by social preference and self-control problems (MMAF, 2014; Fathy & Febrianto, 2013). Thus, combinatory of social norm sticker and cashback nudges was needed to be performed.

We conducted an experimental investigation on this issue by using randomized controlled trials. In our experiment, 140 participants were randomly allocated into two groups (treatment group and control group) which were then followed up over 21 days. Treatment group and control group

were treated and observed in the same way, except on the given intervention (social norm sticker and cashback program). Our main outcome data were collected independently from local stalls and cooperatives which sells fuel/gas. We identify an impact on fishermen gas usage that is statistically significant. On average, the gas usage in the treatment group was increasing by 44 percentage points for those fishermen assigned to the treatment group relative to those assigned to the control group. This result showed that the combinatory nudge of social norm sticker and cashback influenced the individual decision making on fuel-gas conversion program for small-scale fishermen. At a more general level, our experimental results demonstrated that social norms and self-control influence individual decision making process.

This paper is organized as follows. Section 2 discusses our experimental design and procedures. Section 3 presents our experimental results. Section 4 concludes the paper.

Experimental Design and Procedures

The participants in our experiment were small-scale fishermen in Kabupaten Demak and Kabupaten Cirebon. This study was conducted in 2016 where initial mass implementations of the program were carried out. Eligible samples were then randomly assigned to control and treatment groups. Sampling technique used in this study is consecutive sampling method based on predetermined selection criteria. Randomization of the samples was carried out separately in each district (stratified randomization). Samples in the control group were given converter kit and outboard engine as in Presidential Decree no. 126 of 2015 without any additional intervention, while samples the treatment groups were given converter kit and outboard engine as in Presidential Decree No. 126 of 2015 with social norm sticker on it and were given cashback program as well. Indonesian fishermen tend to do fishing in groups, stay in fishing village and united in a fishermen group called *Kelompok Usaha Bersama*. The extra sticker may be seen by other group member (spillover) thus randomizations were performed in cluster unit (*Kelompok Usaha Bersama*). Moreover, there are intense communications among group members as they gather at the local stall for buying fuel/gas before fishing and at fish auction market for selling the catch after fishing. While the unit of analysis is individual (fisherman) due to the decision making of using oil-based fuel or gas is performed individually.

Implementations of the cashback nudge required approval from both fisherman and fuel/gas seller. The approvals were taken in between of baseline data collection period and the cashback implementation period. Since there was high spillover probability within group and in order to simplify impact analysis process, the approval decisions were taken in clusters as well. Both ITT (Intent to Treat) and ETT (Effect of Treatment on the Treated) analyses were performed so that the analysis may accommodate condition of respondents who did not participate in the cashback program (Higgins, Deek, & Altman, 2008). ITT includes all respondents which maintain the randomization integrity, while the ETT analysis focuses merely on the participating respondents which allow us to analyze the achievements of full implementation of the nudge.

Baseline data collections were conducted by using questionnaire at the same venue as the converter kits package deliveries. Statuses of fuel/gas usage were recorded by local stall owner who sold gasoline and gas. Stall owners did not have any interest in which type of fuel used by fisherman, since the stall sells both gasoline and gas for the fishermen. The program's success as an outcome of this study was analysed by using gas usage status at the end of observation period or the number of fishermen who were still using gas until end of the observation period.

We intent to estimate the average causal effect of sticker intervention on the outcomes stated above. Using outcome information on both treatment and control groups, we estimate the following specifications:

$$Y_i = \alpha + \beta_1 STCB_i + \beta_4 X_i + \eta_i + \varepsilon_i \quad (1)$$

Where Y_i represent the gas usage status of fishermen i , $STCB_i$ in an indicator that equal to 1 if the fishermen was ‘treated’ and 0 otherwise. Finally, X_i represents a set of covariates that might include the fishermen characteristics, and η_i represents unobserved fixed characteristics of the fishermen, boat, and other social conditions.

Experimental Results

In this section we present our experimental results including identification strategy by performing descriptive statistics of each group and a number of robustness checks to establish the validity of our estimates.

We present the distribution of baseline characteristics in tabular form, so readers can see how similar they are in each group. Moreover, we also perform P-value significance test to quantify intergroup comparisons. Presenting characteristics in tabular form is widely recognized as a more acceptable approach than using mere P-value significance tests (Begg, 1990; Raab, Day, & Sales, 2000; Burgess, Gebski, & Keech, 2003; Egbewale, 2015). Moreover, uniformity significance is meaningless when the selected characteristics are unable to envisage outcomes (Assmann, Pocock, Enos, & Kasten, 2000; Egbewale, Lewis, & Sim, 2014). Decision on which covariance chosen to be tested was prepared before trials begin.

Total sample was 140 male fishermen allocated into 62 sample of sticker-cashback treatment group, and 78 sample of control group. 17 of the 62 treatment group samples were decided to not implement the cashback, which 2 of them were dropped due to their inactivity as fishermen during the observation period (boat repairment). Meanwhile, out of the 45 samples who are implementing cashback, 1 was dropped due to his inactivity as a fisherman during observation period (working in jobs unrelated to fishery). In the control group, 4 samples were dropped due to their inactivity as a fishermen during observation period (3 of them were repairing their boat and fishing gear and 1 of them was working as a non-fisherman). The following table summarizes the descriptive statistics of our experiment.



Table 1: Fishermen characteristics

Characteristic		ITT			ETT		
		Control (n=78)	Treatment (n=62)	Difference Significant	Control (n=74)	Treatment (n=44)	Difference Significant
Age (year)	Mean	40.67	45.60	Yes	40.49	45.77	Yes
	Std. Dev.	11.18	9.97		11.41	10.14	
	Min.	21	26		21	26	
	Max.	75	67		75	67	
Education (year)	Mean	4.17	5.19	Yes	4.22	6.23	Yes
	Std. Dev.	3.05	2.84		3.05	1.95	
	Min.	0	0		0	0	
	Max.	12	12		12	12	
Fishing Experience (year)	Mean	22.83	26.00	No	22.31	25.43	No
	Std. Dev.	11.75	11.24		11.77	10.60	
	Min.	1	4		1	7	
	Max.	50	53		50	53	
Daily Catch (thousand IDR/day)	Mean	152.82	183.29	No	149.54	187.05	Yes
	Std. Dev.	92.66	98.89		83.70	97.77	
	Min.	36	30		36	30	
	Max.	518	540		405	540	
Daily Saving (thousand IDR/day)	Mean	2.55	4.31	No	2.32	5.51	Yes
	Std. Dev.	5.88	9.90		5.63	11.38	
	Min.	0	0		0	0	
	Max.	35	50		35	50	
Monthly Expenditure (thousand IDR/month)	Mean	1921.38	1751.56	No	1946.22	1759.82	No
	Std. Dev.	922.67	696.16		935.78	682.54	
	Min.	570	700		570	700	
	Max.	4690	3375		4690	3100	

Table 1 suggests that the randomization performed well where most characteristics show no difference between two groups, except for fishermen's age and education. Effect of these difference significances on the treatment will be rechecked in the robustness test. Meanwhile, changes in difference significances on the daily catch and daily saving which tend to increase suggest that those who chose not to implement cashback program tend to have lower daily catch and lower daily saving habit.

Table 2 shows that most of treated group respondents use gas until end of the observation period. Both ITT and ETT analysis have similar number of gas users where ITT treatment group (67.74%) was 2.30 times greater than the ITT control group (29.49%). In the ETT analysis, the number of gas users in the treatment group (79.55%) was 2.56 greater than in the control group (31.08%). Our results are similar with other commitment nudge trials as in Ashraf, Karlan, and Yin (2006) which had increased saving rate up to 82%. at SEED (Save, Earn, Enjoy Deposit) program. It also similar to SMarT (Save More Tomorrow Plan) program by Thaler and Benartzi (2004) which have increased 3.9 times of saving rate (from 3.5% income into 13.6% income).

Table 2: Gas User until Observation Ends

	Control Group (n _{ITT} = 78) (n _{ETT} = 74) Frek (%)	Treatment Group (n _{ITT} = 62) (n _{ETT} = 44) Frek (%)
ITT Analysis	23 (29,49)	42 (67,74)
ETT Analysis	23 (31,08)	35 (79,55)

Table 3 and Table 4 show a series of logit regression by using status of gas usage data as the dependent variable. Independent variable used in Table 3 and Table 4 are dummy for treatment that equal to 1 if the fishermen was ‘treated’ and 0 otherwise, age (year), education (year), fishing experience (year), daily catch (thousand IDR/day), daily saving (thousand IDR/day), and monthly expenditure (thousand IDR/month).

The regression results shows that coefficients for the treatment dummy are positive and statistically significant either at the 1%, 5% or 10% significance levels, implying that the combinatory treatment results in a higher gas usage than control. It confirms previous results on randomization of Table 1 that the difference significance in the age and education level did not affect the treatment effect. It also confirms that the difference significance caused by cashback approvals (differences in ITT and ETT analysis) did not significantly affect the treatment effect while it indeed changed magnitude of the coefficient.

Results of this study indicate that combinatory nudge of sticker social norm and cashback increase the level of gas usage both in ITT and ETT analysis. Our results are consistent with previous studies on the role of each self-control and social preference which had been conducted separately (Schultz, Khazian, & Zaleski, 2008; Habyarimana & Jack, 2012; Thaler & Benartzi, 2004; Ashraf, Karlan, & Yin, 2006). Compared to those studies, our results which increase about 2.30-2.56 times greater than the control group is greater than Schultz, Khazian, and Zaleski (2008), Ashraf, Karlan, and Yin (2006), and Habyarimana and Jack (2012); but less than Thaler and Benartzi (2004).



Table 3: Regression Results (ITT Analysis)

VARIABLES		Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9
Sticker Treatment	ITT	1.614*** (0.369)	1.639*** (0.381)	1.537*** (0.375)	1.646*** (0.373)	1.676*** (0.380)	1.690*** (0.376)	1.590*** (0.376)	1.589*** (0.372)	1.609*** (0.409)
Age			-0.00495 (0.0169)							0.0269 (0.0295)
Education				0.120* (0.0625)						0.0932 (0.0724)
Fishing Experience						-0.0157 (0.0165)				-0.0158 (0.0256)
Daily Catch							-0.00205 (0.00183)			-0.00399* (0.00221)
Daily Saving								0.0620** (0.0269)		0.0762** (0.0308)
Monthly Expenditure									-0.000219 (0.000212)	-4.95e-05 (0.000240)
Constant		-0.872*** (0.249)	-0.671 (0.758)	-1.399*** (0.385)	-0.720** (0.343)	-0.521 (0.459)	-0.566 (0.382)	-1.046*** (0.269)	-0.459 (0.496)	-1.451 (1.203)
Log likelihood		-86.289	-86.249	-84.510	-86.079	-85.821	-85.746	-83.945	-85.829	-80.696



Table 4: Regression Results (ETT Analysis)

VARIABLES	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9
Sticker Treatment	2.154*** (0.452)	2.272*** (0.491)	1.952*** (0.470)	2.237*** (0.471)	2.333*** (0.481)	2.413*** (0.474)	2.080*** (0.462)	2.137*** (0.468)	2.466*** (0.566)
Age		-0.0187 (0.0191)							0.0285 (0.0373)
Education			0.121 (0.0756)						0.0500 (0.0902)
Fishing Experience					-0.0348* (0.0188)				-0.0484 (0.0296)
Daily Catch						-0.00471** (0.00228)			-0.00821** (0.00329)
Daily Saving							0.0567* (0.0307)		0.0783** (0.0365)
Monthly Expenditure								-0.000489* (0.000262)	-0.000265 (0.000299)
Constant	-0.796*** (0.252)	-0.0487 (0.819)	-1.334*** (0.439)	-0.456 (0.361)	-0.0523 (0.465)	-0.117 (0.411)	-0.938*** (0.269)	0.115 (0.556)	0.370 (1.400)
Log likelihood	-68.153	-67.689	-66.957	-67.408	-66.478	-66.285	-66.679	-66.413	-60.458

Standard errors are reported in parentheses; *** p<0.01, ** p<0.05, * p<0.1



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Coefficients of daily saving are also significant in both ITT and ETT analysis in positive signs implying fishermen who have saving routines tend to use gas instead of oil-based fuel for their fishing activities. There are also some characteristics that are only significant in ETT analysis such as education, fishing experience, daily catch and monthly expenses. Significance difference of ITT and ETT analysis can be understood since there are 17 respondents dropped in the ETT analysis caused by their choice of not implementing the cashback in addition to 1 respondent dropped due his inactivity as fisherman during the observation period. These differences can also be seen in Table 1 of the descriptive statistics.

Positive coefficient in education suggests that those who have higher education level tend to use gas, as in O'Donoghue and Rabin (1999) which proofed that those naïve people procrastinate immediate-cost activities and preproporate immediate-reward activities. Negative sign in fishing experience coefficient indicate more experience fishermen tend to be more reluctant to do the conversion. It shows that the higher ones belief in their long experience, the more difficult in accepting new changes (Ford, Ledbetter, & Robert, 1996; Rhodes, 1983; Chi & Yamada, 2002). It also shows overconfidence of experienced individuals on their long experience (DellaVigna, 2009) which also occur in the daily catch coefficient. Meanwhile, the positive sign in daily saving coefficient and negative sign in monthly expenditure coefficient imply that respondents with better financial management tend to use the gas rather than the oil-based fuel.

Concluding Remarks

This paper investigated the effect of combinatory nudge of social norm sticker and cashback on fuel-gas conversion program for small-scale fishermen. Fuel-gas conversion program requires a delay of immediate rewards for greater future and is thus particularly difficult for individuals who have self-control problems. Nudge of social norm was implemented by sticking a social norm sticker on top of the boat engine's gasoline tank, and the self-control nudge was implemented by cashback program.

Investigation was conducted by randomized controlled trials using clusters randomization and individual analysis. Total sample was 140 allocated by stratified randomization in district level into 62 sample of sticker-cashback treatment group, and 78 sample of control group. Twenty-one days observations were conducted started from the program implementation. Status of the gas usage was analyzed in ETT and ITT analysis. The nudges in this study performed well, even though 27.42% of treatment respondents did not approve for implementing the program. Rejection phenomena also occurred in previous studies showing difficulty of applying commitment nudges (Ashraf, Karlan and Yin, 2006; Thaler & Benartzi, 2004).

On average, the gas usage in the treatment group was increasing by 44 percentage points for those fishermen assigned to the treatment group relative to those assigned to the control group. This result holds in several robustness tests, controlling for fishermen characteristics, suggesting that combinatory nudge of social norm sticker and cashback is able to improve the success of fuel-gas conversion program for small-scale fishermen. Results of this study indicate that the combinatory nudge increase level of gas usage, which is consistent with previous social norm and self-control nudges studies (Schultz, Khazian, & Zaleski, 2008; Habyarimana & Jack, 2012; Thaler & Benartzi, 2004; Ashraf, Karlan, & Yin, 2006).



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PRACTICUM PORTFOLIOS FROM THE STUDENT TEACHERS' LENSES

**Geetha Veerappan¹,
Bharathi Mutty²,
Kristina Francis³**

¹Universiti Tunku Abdul Rahman - Kampar Campus, Faculty of Arts & Social Science Jalan Universiti, Bandar Barat, Kampar, Perak, Malaysia. Email: geethav@utar.edu.my

²Universiti Tunku Abdul Rahman - Kampar Campus, Faculty of Arts & Social Science Jalan Universiti, Bandar Barat, Kampar, Perak, Malaysia. Email: 2bharathi@utar.edu.my

³Universiti Tunku Abdul Rahman - Kampar Campus, Faculty of Arts & Social Science Jalan Universiti, Bandar Barat, Kampar, Perak, Malaysia. Email: kristinaf@utar.edu.my

Abstract: *This study focuses on the teaching portfolio which is anticipated to be an exceptional tool in enhancing learning about teaching. Regardless if one is a trainee in the classroom or an accomplished veteran, such a portfolio can be a constant channel for development for the future. Such portfolios are used as part of assessment methods in teaching practicum to evaluate on student teachers' teaching reflection, documentation and artifacts collected. Nevertheless, when it comes to assessment, educators are discovering that the portfolios presented by student teachers are not up to the standard required and their expectations. This paper thus examines the perceptions and challenges faced by 30 English Language Teaching (ELT) student teachers in developing a standard portfolio during their teaching practicum. Findings of the research indicated that time management, overload of work, lack of knowledge and awareness in developing a portfolio were the major concerns faced by the respondents. By contrast, the perception of the students on developing the portfolio deemed to be positive. This study serves as a prelude to further research into portfolios as a tool in teaching and lends credentials to look into other avenues which could spur teaching in the future.*

Keywords: *Teaching Practicum, Student teachers, Teaching Portfolio*

Introduction

Education is ever evolving due to the rapid rise of globalization and the thirst of individual countries toward innovation and excellence. Many governments have realized the importance of nurturing and retaining talent that contributes towards a nation's progressiveness. As such, students have been recognized as the future of a country's establishment in achieving greatness. Education institutes are continuously developing strategies and innovative methods in assessing student abilities and performances, which is then used to enhance the current system in teaching. Educators have turned to student portfolios to assess student performance for many years. Recently, educators are paying more attention to portfolios for teachers. Numerous claims have been made regarding the educative benefits of constructing a teaching portfolio. Increased reflection upon teaching and subject matter content; expanded awareness of the theories and assumptions that guide instructional practices; increased self-confidence; and heightened



collaborative dialogs about teaching are some examples of the benefits of portfolio development (Anderson & DeMeulle, 1998; Bartell, Kay, & Morin, 1998). Thus, it raises the question: Why the interest in teaching portfolios? Although portfolios can be time-consuming to construct and cumbersome to review, they can capture the complexities of professional practice in ways that other approach could not possible delve into. Not only are they an effective way to assess teaching quality, but it also provides teachers with opportunities for self-reflection and reciprocal interactions based on documented episodes of their own teaching.

Literature Review

Kolb's Learning Theory

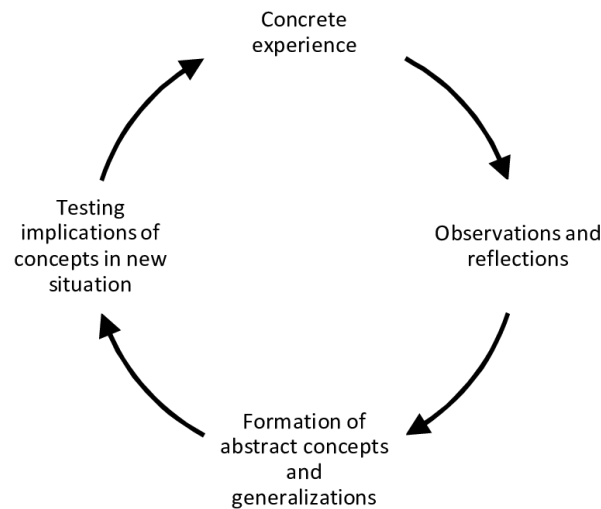


Figure 1: The Kolb's Experiential Learning Model (Kolb, 1984)

Learner's participation and involvement in real life activities play the vital role in their learning process. Learning process based on an individual's real experience will actually contribute to the preparation of their job prospect. Relating to this study Kolb's Experiential Learning Model is applied in producing the teaching portfolio. Thus, the student teachers can learn the best when they are exposed to the real situation of their professional during their teaching practicum rather than just attending classes and listen to the lectures. Traditional classroom based learning would not provide the learners with the deep understanding of their job prospect because of its standardised nature. Hence, active participation and real experience will lead to the enhancement of the deep meaning in which the learning process will take place effectively (Natasha Ariffin, 2015).

In concrete experience, the trainee teachers are able to upgrade themselves through the development of the portfolio when they are exposed in a real context of classroom environment in order to prepare themselves of the real job scope in education school. As for the reflective observation, trainee teachers will have the chances to reflect and observe their progress of teaching and learning through reflective writing. In the perspective of abstract conceptualisation, cognitive skills will enhance the process of thinking, generalising and conceptualising which can generates the learner's idea to be more creativity and innovative in order to develop their performance. Lastly, at the point of active experiment view, the learners are able to perform the actions that they

have planned in the previous stages. They will implement those ideas in their teaching and learning process effectively. In this stage, the learners will have the chances to try out their plans and ideas to determine whether they are workable and effective especially in the classroom context.

Past Related Studies

Essentially, a teaching portfolio is a collection of information about a teacher's practice. It can include a variety of information, such as lesson plans, student assignments, teachers' written descriptions and videotapes of their instruction, and formal evaluations by supervisors. Adapted from professions ranging from art to architecture, portfolios have traditionally been comprised of "best practice" samples of professional work (Bird, 1990). A teaching portfolio thus builds upon the conception of "best practice" and expands the boundaries of this concept when incorporated as a tool to capture the complexity of learning to teach. Influenced by the adoption of a performance-based mode of assessment by US teacher education institutions, teaching portfolios are increasingly being used to assess prospective teachers' readiness to teach in the real environment (Diez, 2001). Teaching portfolios are often a component of a teacher preparation program's admissions process in decision making, a requirement for admission to student teaching (Zeichner, 2000), and as a means of evaluating students' knowledge and ability as part of a program's exit requirement (Porter, Youngs, & Odden, 2000).

Natasha Ariffin (2015) in her study acknowledged the fact that portfolio assessments enhanced self – determining among learners towards their responsibilities. In her research, it has been proven that trainee teachers have demonstrated positive perceptions toward the implementation of such portfolios in education, especially during teacher practicum periods.

Nevertheless, if not carefully thought out, a portfolio can easily take the form previous sub standards set upon as policies. For example, Kaur Sidhu (2010) highlighted that writings and contents of the portfolio have the disadvantages of "containing far more information than is needed for a straightforward analysis". In another word, it can be said that trainee teachers might include too much of unnecessary information in their portfolio which are beyond the criteria and requirements fixed. This in return will breed complexity of portfolios that would not enhance the teaching system, rather complicate the outcomes.

On another note, portfolios are complicated and time consuming to create. The inability to engage in a two way communicative process is a drawback of portfolios. Linking a portfolio's purpose to the institutional vision rather than promoting personal meaning making intended to impact the students' development and learning could severely alter a teacher's perception and renegade the entire outcome intended. As such, it is imperative to explore the various forms of guidance, support, and interconnected engagement pre-service students need to successfully navigate a teaching portfolio requirement.

Teaching portfolios have been identified in bringing various benefits to the student teachers. However, what if the portfolio produced by the student teacher is not equivalent to the standard expected? As a result the objectives of the study are to identify:

- 1) The challenges faced by the trainee teachers in developing a standard portfolio during their teaching practicum.
- 2) The perception of the trainee teachers in developing their teaching portfolio.



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Significance of the Study

This study will be a significant endeavour in identifying the challenges and the struggles faced by trainee teachers in developing a portfolio during their teaching practicum. This study will be beneficial to three main parties; the trainee teachers, the lecturers and the higher learning institutions.

First, this study will be a great indicator for upcoming the trainee teachers as they will be aware of the challenges that they might face in the future during their teaching practicum. Problems and challenges identified through this research will inspire them to prepare themselves on how to overcome the challenges and problems faced in developing their portfolio.

Second, as for the lecturers, this research contributes to an awareness to figure out the effective ways to train the trainee teachers in developing their portfolios as it will be assessed during the students' teaching practicum

Finally, this study will be also a great indicator for the higher learning institution to facilitate the production of teaching portfolio during their undergraduate studies by having workshops on producing a quality teaching portfolio that might help to enhance the professional development of the student teacher.

Methodology

Participants

30 student teachers from a private higher learning institution majoring in English Education were selected purposively for this study. They were in the final year of the course after completing their teaching practice in the government secondary schools.

Instrument and Data Analysis

A questionnaire comprising two sections was used in this study. Section A consist of an open ended question to find out the challenges faced by the student teachers in developing a standard portfolio and Section B consist of 10 (likert scale) questions to find out their perception on developing it. Descriptive Analysis (using SPSS) and content analysis was done to analyse the data respectively.

Findings and Discussion

Challenges faced by student teachers in developing a standard teaching portfolio during their teaching practicum

The findings show that the biggest challenge in developing a portfolio is time constraint. A large majority (88.5%) of the respondents indicated that their biggest challenge of developing the portfolio is creating so many tasks such as lesson plans, activities, daily and weekly reflective in a very short period of time given.

Respondent R2 exclaimed: "I feel the biggest challenge of developing portfolio is creating so many lesson plans for each level of students and it must be also interesting and creative as well in a short time given".



Whereas respondent R6 expressed: “I feel the biggest challenge of developing portfolio is the time management. Most of the time I feel so stressful when I do my lesson plan especially when I had to do some extra tasks given by my mentor. Sometimes, I tend to make blunder of my lesson plan by planning boring activities which is not effective at all”.

The second challenge responded by almost 70% of the respondents would be, overload of work. Most of the student teachers claimed that there were many tasks to do in school despite developing their portfolio such as preparation for school sports day, English camp, and choir and drama practice. Even some of the respondents have stated that being a trainee teacher, one has to perform multi tasks in school as they have to develop their professional skills during their teaching practicum.

To quote on the above matter respondent R20 wrote “We are not given time to reflect our teaching as our workload is filled with other extra activities that need to be carried out in school. I was also in charge or training the students for Choral Speaking Competition. So, I will be back from school only at 6p.m everyday and thus, I don’t have the time to reflect on my teaching”.

This shows that the student teachers are filled with workload that is beyond their capacity. As a result, they become too tired to reflect their teaching lesson when they are back home and has to prepare for the following lesson during their free time.

The last and the most crucial challenge responded by more than 90% of the sample would be short of knowledge in preparing a quality teaching portfolio. Where, 30 % of them responded that they are not clear of the requirements of the portfolio. Almost 60% of the student teachers responded that they were unable to produce a teaching reflection critically. Most of their reflections were written in a paragraph of 60-70 words, repeating the same reflection for almost most of the lessons. To support this, respondent R15 detailed, “My teacher mentor commented that I have just wrote my strengths but failed to identify my weaknesses in most of the lessons. And most of my reflections narrated the same way. I just don’t have the idea of how to reflect critically and I am so confused”.

This depicts that the students are being deficient in writing a critical teaching reflection. It fails the idea of self reflection and professional development if the student teachers are unable to reflect their strengths and weaknesses. This will further deplete their self improvement in their teaching practice resulting in futile production of a quality teaching portfolio to be assessed and used for lifelong learning.

The perception of the trainee teachers in developing their teaching portfolio

Table 1: Distribution of Likert Scale Questions Answering the Perception

Item	Mean Score	Weight %	Rank
Makes me more interested in collecting artifacts	2.8	56.6	6
Makes my mind to be relaxed	2.4	45	8
Gives me the opportunity to improve my teaching skills	4.0	80	1
Demands a little effort from me to complete	2.2	43	9
Opens new perspective to upgrade my progress	3.5	71.2	4
Demands less time to plan my content	2.0	40	10
Is easy for me to reflect my progress	3.7	75.2	2
Improves my method in the teaching process	3.6	72	3
Promotes self – confidence	3.0	60.6	5
Makes my work easier	2.6	49.6	7



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With reference to table 1, it is apparent that the student teachers perceive teaching portfolio positively mainly in improving their skills, reflecting their progress, improving their teaching method, upgrading their performance, promoting self confidence, collecting teaching artifacts. However, the teaching portfolio has been perceived negatively by the majority in terms of work organization, relaxation, effort and time since the weight is less than 50%.

Conclusion and Recommendation

The outcomes of this study provided some information that has some pertinent pedagogical implications. The analysis of the challenges faced by the trainee teachers in developing their teaching portfolio revealed that the student teachers need some proper guidance and briefing that can help them to be more precise and critical in their portfolio development. Since teaching portfolio is a mode of assessment that contributes a considerable amount of marks for the student teachers during their teaching practicum session, it could be more efficient if the student teachers are exposed with the necessary skills which will guide them to produce a quality portfolio.

According to Nunan's scheme of five levels for encouraging the gradual development and autonomy of learners, (1996), the learners must be guided systematically through a proper step of journey until to a point where the learners are able to make their own decisions about their learning process. It is also mentioned that the effective way to guide the learners is to move slowly from awareness to involvement, intervention, creation and at last transcendence. As a result awareness should be created in these student teachers by sharing with them the knowledge of creating a standard teaching portfolio. Subjects pertaining to professional development should be implicated in the syllabus so that the student teachers will be exposed to it before the teaching practicum. Furthermore, since the findings of study revealed that time constraint is the biggest challenge that encountered during portfolio development, more workshops should be conducted to train and familiarize the trainee teachers with the steps on how to develop their portfolio in a short period of time. Apart from that, the schools should not take the student teachers for granted by loading them with maximum workload which is not related to their professional development.

Even though the challenges seem to be critical, the study shows that the student teachers' perspective towards developing the portfolio is relatively positive as they are well aware of the benefits as discussed in the past studies relating to developing a portfolio. As such, the challenges can be undeniably prevailed in the future as the student teachers' are aware of the omnipotence of a teaching portfolio if necessary actions are taken.

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PERSEPSI MASYARAKAT TERHADAP PROGRAM PENGIMARAHAN MASJID DI NEGERI PAHANG: SATU ANALISIS

Azlan Abd. Rahman¹
Rashidi Abbas²

¹Pusat Bahasa Moden & Sains Kemanusiaan, Universiti Malaysia Pahang, Lebuhraya Tun Razak, 26300 Kuantan, Pahang, Malaysia, Email: wadah_mu@yahoo.com

²Dr. Rashidi Abbas, Pusat Bahasa Moden & Sains Kemanusiaan, Universiti Malaysia Pahang, Lebuhraya Tun Razak, 26300 Kuantan, Pahang, Malaysia, Email: rashidi@ump.edu.my

Abstrak: *Kajian ini bertujuan melihat persepsi masyarakat terhadap program pengimaran masjid di negeri Pahang. Seramai 30 orang responden telah dipilih dalam kajian ini yang terdiri dari lelaki seramai 18 orang dan wanita terdiri dari 12 orang. Metodologi kajian ini menggunakan kaedah campuran, iaitu kaedah kualitatif dan kaedah kuantitatif. Kajian ini berbentuk deskriptif dan data telah dianalisis melalui SPSS versi 23. Dapatan kajian menunjukkan persepsi masyarakat terhadap perjalanan kelas agama di masjid, pengurusan masjid serta penceramah, keseluruhannya minnya adalah tinggi. Sementara itu, dapatan kajian hubungan antara kehadiran jemaah ke masjid dengan personaliti penceramah menunjukkan adanya perhubungan yang sedarhana kuat. Akhir sekali, hubungan antara kehadiran jemaah ke masjid dengan pengisian kuliah harian menunjukkan adanya perhubungan yang sedarhana kuat juga.*

Kata Kunci: *Program Pengimaran Masjid, Persepsi Masyarakat*

Pengenalan

Masjid adalah tempat ibadah bagi umat Islam mengerjakan solat berjemaah dan majlis keagamaan serta pusat aktiviti sosial umat Islam. Masjid juga berperanan sebagai pusat dakwah bagi umat Islam. Masjid adalah tempat penyatuan umat Islam dan simbol perpaduan yang utuh. Masjid mempunyai pengaruh yang besar di dalam pembangunan modal insan. Institusi masjid pada hari ini bukan sekadar menjadi tempat mendengar dan mengambil ilmu tetapi ia juga medan tarbiah dan peradaban masyarakat.

Perkataan imarah berasal daripada bahasa Arab yang bermaksud makmur. Menurut Kamus Dewan (1993), perkataan makmur diambil daripada kata kerja memakmurkan yang bermaksud memajukan. Manakala perkataan masjid amnya telah diistilahkan kepada bangunan khas tempat orang Islam beribadat.

Menurut Abdullah Mat dan Muhyidin Aziz (2003), “Perkataan masjid adalah berasal dari bahasa Arab “sajada”, “yasjudu”, “sujudan” yang membawa erti tempat sujud. Secara konsepnya masjid ialah suatu binaan yang dikhususkan kepada orang Islam bagi melaksanakan ibadah yang tertentu atau lain-lain kegiatan yang dibenarkan oleh agama, tertakluk kepada hukum, peraturan dan adab-adab yang telah ditetapkan. Dari satu segi, kedudukan masjid sememangnya amat istimewa jika dibandingkan dengan institusi yang lain. Ini kerana setiap umat Islam, sama ada suka atau tidak,



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berkewajipan untuk datang ke masjid sekurang-kurangnya sekali dalam tempoh seminggu untuk menunaikan Solat Jumaat. Kewajipan ini pula sama sekali tidak boleh diwakilkan kepada orang lain. Justeru dengan itu, masjid bukanlah sebuah binaan yang terbiar kosong dan tersisih daripada arus perdana masyarakat. Sebaliknya ia merupakan tempat tumpuan umat Islam beribadah, di samping melaksanakan kegiatan-kegiatan lain yang mendatangkan manfaat kepada umat Islam. Keadaan ini sekaligus menjadikan institusi masjid sebagai nadi pembangunan masyarakat Islam duniawi dan ukhrawi.

Menurut Amru Khalid (2007), Islam adalah agama penyatu umat. Buktinya Allah SWT telah mengumpulkan masyarakat di masjid setiap hari untuk melakukan solat lima waktu. Demikian juga pada hari Jumaat. Pada bulan Ramadan pula, seluruh umat Islam melaksanakan ibadah puasa sebulan pada setiap tahun. Pada musim haji umat Islam menggunakan pakaian ihram yang sama warna. Dengan itu, sebarang kecuaiian dalam mengurus, mentadbir dan mengatur kegiatan di masjid akan mengakibatkan berlakunya kepincangan terhadap proses pembangunan masyarakat Islam secara keseluruhan. Sejajar dengan konsep ini, pengimarahkan masjid bukanlah terbatas kepada kegiatan ibadah khususiyah seumpama sembahyang berjemaah, Solat Jumaat dan iktikaf semata-mata, bahkan ia meliputi segala bentuk kegiatan yang mendatangkan manfaat langsung dan tidak langsung kepada umat Islam, seperti majlis-majlis ilmu, akad nikah, mesyuarat dan sebagainya.

Menurut Muhammad Uthman El-Muhammadi (1997), (dalam Mohd Yusof Din dan Azhana Abdul Mutalib, 1997), semua lapisan masyarakat diseru untuk membela institusi masjid yang menjadi pengkalan hayat umat, jantung hati masyarakat, pusat kegiatan kerohaniah, pendidikan, moral, sosial dan gerak hidup masyarakat. Pengimarahkan masjid inilah yang menjadi tanda yang menjamin keimanan kita. Dalam hidup yang mencabar ini, masyarakat perlulah bersama-sama membina kekuatan dan keberkesanan fungsi institusi ini demi kebaikan dunia dan akhirat. Dalam konteks Malaysia yang mempunyai sebuah masyarakat majmuk, Islam sebagai agama rasmi, masjid tidak boleh dianggap hanya sebagai pusat pembangunan masyarakat Islam. Malah masjid itu perlu dianggap sebagai sebuah pusat pembangunan masyarakat setempat tidak kira bangsa dan agama. Konsep ini bukan merupakan perkara baharu kerana Rasulullah SAW sendiri pernah menerima orang Kristian di dalam masjid. (Halimaton Saadiah Hashim, 1997), (dalam Mohd Yusof Din dan Azhana Abdul Mutalib, 1997).

Menurut Majdi al-Hilali (2015), Imam Al-Nawawi dalam syarahnya menerangkan cinta kepada Allah SWT iaitu dengan melakukan solat yang khusus kepada-Nya. Kuatnya cinta dengan masjid iaitu dengan melakukan solat berjemaah di dalamnya dan bukan duduk dalam waktu yang lama di dalam masjid. Sesungguhnya langkah ke masjid dan menunggu waktu solat di dalam masjid adalah suatu cara menghubungkan hati dengan Allah SWT. Menjadi tanggungjawab setiap muslim mengimarahkan masjid. Pengimarahkan masjid dilakukan untuk menunaikan sembahyang secara berjemaah yang pahalanya berlipat kali ganda daripada sembahyang seorang diri. Selain itu, pengimarahkan masjid juga boleh dilakukan dengan melakukan pelbagai amalan lain yang mendekatkan diri kepada Allah SWT seperti iktikaf, membaca al-Quran, berzikir, menuntut ilmu dan sebagainya (Mushaddad Hasbullah, 2008).

Firman Allah SWT dalam Surah At-Taubah ayat 18 yang bermaksud:

“Hanyasanya yang memakmurkan masjid-masjid Allah itu ialah orang yang beriman kepada Allah dan hari akhirat serta sembahyang dan menunaikan zakat dan tidak takut



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melainkan kepada Allah, maka adalah diharapkan mereka menjadi dari golongan yang mendapat petunjuk.”

Menurut Amru Khalid (2010), ada beberapa rahmat yang diperuntukkan kepada orang-orang mukmin yang diturunkan oleh Allah SWT kepada orang yang suka pergi ke masjid. Rahmat itu melingkupi setiap orang dari mereka, bahkan para malaikat pun mendoakan mereka dengan rahmat tersebut. Sabda Rasulullah SAW dalam hadis yang bermaksud:

“Jika suatu kaum itu berkumpul di sesebuah rumah dari beberapa rumah Allah (masjid), mereka membaca kitab Allah dan mempelajarinya, kecuali diturunkan ketenangan, dianugerahi rahmat-Nya dan para malaikat mengelilingi mereka dan Allah SWT menyebut mereka di hadapan (makhluk) yang ada di sisi-Nya.”

(Hadis riwayat Muslim no. 6793 dan Abu Daud no. 1455).

Latar Belakang Kajian

Masjid telah mengalami perkembangan yang pesat, baik dalam bentuk bangunan maupun fungsi dan peranannya. Hampir dapat dipastikan, di mana komuniti umat Islam berada, di situ ada masjid. Memang, umat Islam tidak boleh terlepas dengan masjid. Masjid telah menjadi tempat berkumpul, menuntut ilmu, bertukar pengalaman, pusat dakwah dan sebagainya di samping menjadi tempat ibadat. Meskipun fungsi utama masjid sebagai tempat menegakkan ibadah solat berjemaah, namun masjid bukanlah hanya tempat untuk melaksanakan solat sahaja. Masjid pada masa Rasulullah SAW, selain dipergunakan untuk solat, berzikir dan beriktikaf boleh digunakan untuk kepentingan sosial. Misalnya sebagai tempat belajar dan menuntut ilmu, merawat orang sakit, menyelesaikan hukum Li'an dan sebagainya. (Siswanto, 2005).

Institusi masjid mempunyai peranan luas sebagai pusat pengajian agama Islam dan masjid sebagai Pusat Pembangunan Islam yang merangkumi semua kegiatan yang boleh diterjemahkan sebagai ibadah. Institusi masjid satu-satunya institusi sosial umat Islam yang menjadi benteng terakhir untuk perpaduan umat Islam kerana ia bebas daripada pengaruh politik kepartian dan masjid menjadi milik semua umat Islam tanpa mengira latar belakang. Maksudnya institusi ini perlu diperkasakan kerana wilayah jangkauan masjid lebih luas dan tidak ada jurang memisahkan sebaliknya kita disatukan oleh kesatuan agama. Sepatutnya dari segi langkah strategi, institusi ini patut kita manfaatkan dan gunakan untuk agenda besar negara. Kadang-kadang yang menyebabkan pihak pengurusan masjid mengambil pendekatan agak kaku kerana prasarana yang ada di masjid itu hanya memungkinkan untuk mengadakan aktiviti solat sahaja. Jadi, ia tidak menyokong atau menyediakan suasana lebih kondusif untuk aktiviti lain. Namun jika kita lengkapkan dan pelbagaikan kemudahan di masjid, ia boleh dimanfaatkan untuk pelbagai aktiviti. Sebagai contoh, untuk pendidikan dewasa, berdasarkan pemerhatian JAKIM, masjid satu-satunya institusi sosial yang berjaya dalam pendidikan dewasa berbanding institusi lain. (Wan Mohamad Sheikh Abdul Aziz, 2008).

Masjid memainkan banyak peranan penting pada masa Rasulullah SAW. Masjid juga dilihat menjalankan pelbagai kegiatan sosial di samping fungsinya sebagai tempat beribadat. Melalui peranan ini, dapat dilihat bagaimana masjid menjadi satu tempat yang penting bagi melahirkan perpaduan di kalangan umat Islam. Antara peranan masjid pada masa Rasulullah SAW ialah sebagai pusat pengadilan, sebagai pusat pengajian Islam, sebagai pusat kebajikan dan sebagai pusat rawatan serta bantuan tentera. Fungsi masjid tidak hanya terbatas kepada kegunaan ibadat sahaja tetapi kegunaannya lebih meluas dan boleh diringkaskan sebagai pusat kegiatan



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kemasyarakatan. Apabila kebanyakan kegiatan masyarakat tertumpu di masjid, maka jadilah masjid sebagai tempat perkumpulan orang-orang Islam. (Jawiah Dakir, 2008). Menurut Azizul Azli Ahmad (2010), harus juga difahami bahawa pembangunan masjid ini berdasarkan kepada fungsi sesebuah masjid tersebut dan bukannya sebagai simbol semata-mata. Masjid seharusnya berfungsi dengan baik dan berkesan kepada umat Islam, bukan hanya sebagai tempat beribadah kepada Allah SWT tetapi juga sebagai pusat komuniti masyarakat Islam umumnya. Masjid bermaksud sebagai tempat bersujud atau bersolat, yang berasal daripada sajadah. Dalam pengertian ini masjid bukan hanya sebagai tempat solat tetapi sebagai tempat ibadah dalam pengertian yang luas. Rasulullah SAW dalam membina masyarakat menjadikan masjid sebagai pusat aktiviti masyarakat Islam pada ketika itu. Menurut Paimuzi Yahya (2017), masjid adalah institusi paling dekat di hati umat Islam. Peranan dan fungsi masjid sebagai pusat sehenti perlu diperkasakan. Manakala pengimarahkan masjid adalah tanggung jawab bersama. Senario semasa aktiviti masjid adalah berdasarkan ibadah khusus (solat fardu), kelas pengajian harian dan mingguan, sambutan hari-hari kebesaran Islam, seminar dan kursus jangka pendek serta kelas al-Quran dan fardu Ain.

Permasalahan Kajian

Kajian ini bertujuan merungkai dan membetulkan tanggapan atau persepsi masyarakat bahawa fungsi masjid hanya terbatas kepada tempat beribadah dan mendirikan solat jemaah sahaja. Selain itu jumlah kehadiran ahli masyarakat ke masjid-masjid kadang-kala mendukacitakan. Ini berpunca daripada sikap mereka yang meringankan solat berjemaah di masjid dan sikap kurang prihatin mereka terhadap kelas-kelas pengajian serta aktiviti-aktiviti kemasyarakatan yang diadakan di masjid. Mereka hanya datang untuk solat Jumaat seminggu sekali sahaja.

Masjid hanya tinggal sebagai bangunan yang tersergam indah dan berdiri megah tetapi sunyi dan lengang daripada ahli-ahli kariah yang sepatutnya datang untuk menghidupkan dan mengimarahkan masjid dengan segala macam amalan dan kegiatan yang boleh mendekatkan diri kepada Allah SWT dan memesrakan hubungan sesama manusia. (Azmi Ahmad, 2011).

Jika ahli masyarakat sendiri gagal atau kurang berminat untuk mengimarahkan masjid, akibatnya banyakkah gejala sosial yang berlaku dalam masyarakat gagal ditangani dengan baik. Contohnya pelbagai kejadian yang amat merungsingkan berlaku di hadapan mata kita, mahupun yang didedahkan di dalam akhbar. Ia bukan sahaja berlaku dalam kalangan generasi muda dan remaja, malah turut terpalit dalam golongan dewasa. Keruntuhan akhlak semakin hari kelihatan semakin membesar dan serius. Antara punca-punca yang membawa kepada wujudnya gejala ini adalah disebabkan kurangnya didikan agama. Di masjid juga banyak kuliah, ceramah dan forum agama yang diadakan untuk memberi pengetahuan dan kefahaman agama kepada ahli masyarakat. Enam subjek utama yang diajar dalam kelas-kelas agama di masjid iaitu Feqah, Hadis, Tafsir, Akidah, Sirah, Akhlak dan Tasawuf.

Menurut Mohd Arshad Taib (2016), pengimarahkan masjid ialah amalan dan tindakan membangun dan beriltizam dengan masjid secara hissi (aspek fizikal) atau maknawi (aspek spiritual) untuk mencari keredhaan Allah SWT. Faedah pengimarahkan masjid ialah kehadiran dan pertemuan harian lelaki muslimin dalam setiap qariah, seperti wakil dari setiap keluarga yang sekaligus mengukuhkan ikatan hubungan dengan Allah SWT dan hubungan ukhuwwah antara keluarga dalam sesuatu kariah. Pengabaian pengimarahkan masjid sebagai program minima ini, iaitu amalan solat fardu berjemaah di masjid, membawa erti pengabaian “al-Sunnah” secara nyata, pengabaian



usaha asas mencegah kejahatan fahsyah' dan mungkar serta pengabaian usaha membina perpaduan umat Islam peringkat kariah.

Objektif Kajian

Objektif utama kajian ini adalah untuk:

- 1) Menganalisis persepsi jemaah terhadap perjalanan kelas agama, pengurusan masjid dan penceramah.
- 2) Mengkaji hubungan antara kehadiran jemaah ke masjid dengan personaliti penceramah.
- 3) Mengenal pasti hubungan antara isi kandungan kuliah dengan kehadiran jemaah ke masjid.

Metodologi Kajian

Metodologi kajian menggunakan kaedah kuantitatif. Bagi mengumpulkan data dan maklumat yang diperlukan, kajian lapangan telah dibuat oleh penyelidik dengan pengedaran boring soal selidik kepada responden.. Kajian ini berbentuk deskriptif yang bertujuan untuk menerangkan sesuatu situasi yang berlaku semasa kajian dijalankan. Menurut Sidek Mohd Noh (2002), reka bentuk deskriptif biasanya dijalankan bertujuan untuk memberi penerangan yang sistematik mengenai fakta dan ciri-ciri populasi atau bidang yang diminati secara fakta dan tepat.

Responden Kajian

Jadual 6.1: Jantina

Kategori	Kekerapan	Peratus
Lelaki	18	60.0
Perempuan	12	40.0
Total	30	100.0

Jadual 6.1, menunjukkan 30 orang responden telah dipilih dalam kajian ini. 18 orang adalah responden lelaki dan 12 orang adalah responden perempuan yang kelas-kelas pengajian agama di masjid-masjid.

Jadual 6.2: Umur

Kategori	Kekerapan	Peratus
15-25	1	3.3
26-36	1	3.3
37-47	9	30.0
48 ke atas	19	63.3
Total	30	100.0

Jadual 6.2, purata umur responden di antara 15-25 tahun iaitu seorang. Umur responden di antara 26-36 tahun juga seorang. Manakala umur responden di antara 37-47 adalah 9 orang dan umur responden dari 48 tahun ke atas pula seramai 19 orang.

Jadual 6.3: Pekerjaan

Kategori	Kekerapan	Peratus
Kakitangan Kerajaan	3	10.0
Kakitangan Swasta	9	30.0
Kerja Sendiri	7	23.3
Lain-lain	11	36.7
Total	30	100.0



Jadual 6.3 di atas menunjukkan pekerjaan responden sebagai kakitangan kerajaan hanya berjumlah 3 orang. Manakala kakitangan swasta seramai 9 orang dan jumlah responden bekerja sendiri seramai 7 orang serta lain-lain responden berjumlah 11 orang.

Jadual 6.4: Interpretasi Skor Min

Julat Skor Min	Tahap Kecenderungan Min
1.00-2.40	Rendah
2.41-3.80	Sederhana
3.81-5.00	Tinggi

Sumber: (Diadaptasi dari Wiersma, W 1995)

Jadual 6.5: Kaedah Analisis Persoalan Kajian

Bil	Persoalan Kajian	Kaedah Analisis
1	Apakah persepsi jemaah terhadap perjalanan kelas agama, pengurusan masjid dan penceramah.	Analisis statistik deskriptif (min, sisihan piawai dan keseluruhan)
2.	Apakah terdapat hubungan antara kehadiran jemaah ke masjid dengan personaliti penceramah.	Analisis statistik inferensi (kolerasi pearson)
3.	Apakah terdapat hubungan antara isi kandungan kuliah dengan kehadiran jemaah ke masjid.	Analisis statistik inferensi (kolerasi pearson)

Dapatan Kajian

Jadual 7.1: Persepsi Jemaah Terhadap Perjalanan Kelas Agama

Item	Mean	Std. Deviation	Interpretation
B1	4.63	.49013	Tinggi
B2	4.26	1.01483	Tinggi
B3	4.26	.73968	Tinggi
B4	3.76	1.07265	Sederhana
B5	4.23	.67891	Tinggi
B6	4.16	1.01992	Tinggi
B7	3.26	1.01483	Sederhana
B8	4.20	.80516	Tinggi
B9	3.66	.88409	Sederhana
B10	4.06	.90719	Tinggi

Berdasarkan jadual di atas, responden telah memberikan maklumbalas bahawa pihak masjid telah membuat perancangan yang baik terhadap sesuatu program yang melibatkan masyarakat setempat. Maklumbalas ini dapat dilihat kepada skor min pada tahap tinggi iaitu 4.63 untuk soalan (B 1). Dapatan ini menunjukkan bahawa responden berpuas hati terhadap aktiviti yang dirancang oleh pihak masjid dan mesra jemaah. Sementara itu, B2 (perjalanan kelas agama mengikut jadual yang ditetapkan) juga berada pada tahap tinggi iaitu 4.26. Data ini menunjukkan responden memberi maklum balas bahawa masjid telah melaksanakan kelas pengajian agama mengikut jadual seperti yang telah dimaklumkan kepada para jemaah melalui iklan digital dan juga papan kenyataan yang dipamirkan di masjid. Sementara itu, B3 (forum agama, diskusi ilmu kerap diadakan) juga berada pada tahap yang tinggi iaitu 4.26. Kenyataan ini menunjukkan pemilihan pengisian pengajian



agama juga sangat berpengaruh kepada jemaah untuk mendapatkan ilmu pengetahuan. Dengan kekerapan pengisian pengajian agama di atas telah menunjukkan minat jemaah untuk hadir dan mendapatkan ilmu dari medium forum agama dan lain-lain yang telah dirancang oleh ahli jawatankuasa masjid.

B4 (kuliah Maghrib diadakan setiap hari). Persepsi masyarakat menyatakan bahawa kuliah maghrib berlaku setiap hari dengan min yang diperolehi adalah 3.76. B5 (program Ihya' Ramadan mendapat sambutan yang menggalakkan) Program 4.23. B6 (kuliah Dhuha kerap diadakan pada hujung minggu), 4.16. B7 (hebahan kelas agama dan program masjid tidak tersebar luas), 3.26. B8 (program ceramah sempena hari kebesaran Islam mendapat sambutan yang menggalakkan), 4.20. Diikuti B9 (gotong royong kerap diadakan), 3.66. B10 (kuliah khas muslimat diadakan seminggu sekali), 4.06.

Jadual 7.2: Persepsi Responden Terhadap Pengurusan Masjid

Item	Mean	Std. Deviation	Interpretation
B11	4.16	.46113	Tinggi
B12	3.20	.66436	Sederhana
B13	4.33	.60648	Tinggi
B14	4.03	.76489	Tinggi
B15	3.26	.94443	Sederhana

Berdasarkan jadual di atas B11 (masjid diurus tadbir dengan baik dan teratur), 4.16. B12 (pihak masjid menyediakan kemudahan khas kepada orang kurang upaya), 3.20. B13 (kutipan tabung derma masjid membantu program pengimarahkan masjid), 4.33. B14 (pengurusan masjid peka terhadap aduan kerosakan peralatan masjid), 4.03. Diikuti B15 (pihak masjid kurang mengadakan program khas untuk menarik golongan remaja ke masjid), 3.26.

Jadual 7.3: Persepsi Responden Terhadap Penceramah (Guru Agama)

Item	Mean	Std. Deviation	Interpretation
B16	4.26	.58329	Tinggi
B17	4.36	.55605	Tinggi
B18	4.30	.53498	Tinggi
B19	3.06	.86834	Sederhana
B20	3.83	.98553	Tinggi

Berdasarkan jadual di atas, B16 (guru sentiasa hadir menurut jadual yang ditetapkan), 4.26. B17 (guru menyampaikan ilmu dengan jelas dan mudah difahami), 4.36. B18 (guru memberi peluang pendengar bertanya soalan), 4.30 B19 (guru menggunakan alat bantuan mengajar), 3.06. B20 (kuliah digantikan pada hari lain jika guru tidak dapat hadir), 3.83.



Jadual 7.4: Hubungan antara Kehadiran ke Masjid dengan Personaliti Penceramah

	Kehadiran ke Masjid	Penceramah
Kehadiran ke Masjid	Kolerasi Pearson	.675**
	Sig (2-tailed)	.000
	N	30
Penceramah	Kolerasi Pearson	.675**
	Sig (2-tailed)	.000
	N	30

Jadual 7.4 menunjukkan hasil keputusan analisis bagi kolerasi pearson yang mengukur hubungan di antara kehadiran jemaah ke masjid dengan personaliti penceramah. Berdasarkan jadual tersebut, dapat dilihat bahawa nilai pekali ($r = .675$, $p < .05$) jelas menunjukkan perhubungan yang sedarhana kuat yang signifikan antara kehadiran jemaah ke masjid dengan personaliti penceramah. Oleh yang demikian, hipotesis nul (H_0) yang menyatakan tiada hubungan yang signifikan antara kehadiran Jemaah ke masjid dengan personaliti penceramah ditolak.

Jadual 7.5: Hubungan antara kehadiran jemaah ke masjid dengan pengisian kuliah

	Kehadiran ke Masjid	Pengisian Kuliah
Kehadiran ke Masjid	Kolerasi Pearson	.631**
	Sig (2-tailed)	.000
	N	30
Pengisian Kuliah	Kolerasi Pearson	.631**
	Sig (2-tailed)	.000
	N	30

Jadual 7.5 menunjukkan hasil keputusan analisis bagi kolerasi pearson yang mengukur hubungan di antara kehadiran jemaah ke masjid dengan pengisian kuliah. Berdasarkan jadual tersebut, dapat dilihat bahawa nilai pekali ($r = .631$, $p < .05$) jelas menunjukkan perhubungan yang sedarhana kuat yang signifikan antara kehadiran jemaah ke masjid dengan pengisian kuliah. Oleh yang demikian, hipotesis null (H_0) yang menyatakan tiada hubungan yang signifikan antara kehadiran jemaah ke masjid dengan pengisian kuliah ditolak.

Dapatan Kajian dan Cadangan

Berdasarkan kepada dapatan kajian ini, maka wajarlah penambahbaikan dilaksanakan bagi tujuan kelancaran perjalanan kelas agama dan aktiviti kemasyarakatan di masjid. Contohnya mengadakan gotong royong di masjid, ada masjid yang jarang-jarang melaksanakannya. Ini mungkin disebabkan faktor kekangan masa atau komitmen ahli masyarakat terhadap program tersebut. Begitu juga ada masjid yang tidak menyediakan kemudahan khas kepada orang kurang upaya seperti kemudahan tandas khas dan parkir kereta. Ada juga masjid yang kurang peka terhadap aduan kerosakan peralatan masjid. Terdapat masjid yang kurang mengadakan program khas untuk belia dan remaja. Ada guru agama yang melanjutkan kelas pengajian mereka sehingga selepas azan Isyak.

Untuk menarik minat ahli masyarakat ramai hadir ke masjid, maka beberapa cadangan dan saranan disyorkan agar pihak ahli jawatankuasa masjid mengambil perhatian. Antaranya ialah pihak masjid menggunakan dana kutipan derma untuk segera membaiki segala kerosakan yang berlaku di masjid. Pihak masjid digalakkan menyediakan kemudahan khas untuk orang kurang upaya.



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Hebahan program dan kelas agama tidak hanya dibuat di masjid bahkan diperluaskan ke kawasan perumahan berhampiran. Lebih menarik jika hebahan dibuat melalui radio, aplikasi whatsapp, muka buku, intragram dan sebagainya. Program khas untuk belia, remaja, mulimat perlu ditambah. Guru-guru agama digalakkan menggunakan kemudahan alat bantuan mengajar seperti laptop dan LCD.

Pihak masjid dianjurkan menyediakan kemudahan perkhidmatan dobi. Dengan adanya kemudahan seumpama ini dapat menarik ahli masyarakat mendekati masjid. Sambil mereka menunggu pakaian mereka siap dicuci, mereka boleh hadir kelas agama atau program kemasyarakatan di masjid.

Kesimpulan

Program pengimaran masjid sebenarnya mempunyai hubungan erat dengan pembangunan modal insan. Kesan program pengimaran masjid memberi impak besar terhadap pembentukan sahsiah dan peribadi muslim. Institusi masjid mempunyai peranan luas sebagai pusat pengajian agama Islam dan masjid sebagai Pusat Pembangunan Islam yang merangkumi semua kegiatan yang boleh diterjemahkan sebagai ibadah. Masjid berfungsi dengan baik dan berkesan kepada umat Islam, bukan hanya sebagai tempat beribadah, tetapi juga sebagai pusat komuniti masyarakat Islam. Dengan pembangunan modal insan dalam pelbagai aspek yang bersifat menyeluruh, berkualiti dan holistik, maka usaha dan pendekatan memartabatkan dan memperkasakan insan dapat dilaksanakan. Skop menyeluruh dan holistik ini bukan sahaja merangkumi disiplin ilmu dan kemahiran, malah ianya meliputi aspek pembangunan diri, minda, spiritual, peribadi dan etika moral.

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KEFAHAMAN GURU TENTANG KAJIAN PENGAJARAN SEBAGAI PROGRAM PEMBANGUNAN PROFESIONALISME BERTERUSAN MELALUI KOMUNITI PEMBELAJARAN PROFESIONAL

**Nur Ain Elzira Abdullah¹,
Zamri Mahamod²,
Nur Aishah Abdullah³**

¹Pejabat Pendidikan Daerah Kapit, Tingkat 1&2, Wisma Persekutuan, 96800 Kapit, Sarawak, Malaysia. Email: ain6112@ymail.com

²Fakulti Pendidikan, Universiti Kebangsaan Malaysia, 43600 UKM Bangi, Selangor, Malaysia. Email: d-zam@ukm.edu.my

³SMK Raja Muda Musa, 36000 Teluk Intan, Perak, Malaysia. Email: eishal70@yahoo.com

Abstrak: *Kajian ini meneroka kefahaman guru Bahasa Melayu tentang Kajian Pengajaran sebagai Program Pembangunan Profesionalisme Berterusan melalui Komuniti Pembelajaran Profesional. Kajian ini merupakan kajian kes kualitatif yang melibatkan dua belas guru Bahasa Melayu daripada enam buah sekolah menengah di Sarawak. Peserta kajian dipilih secara pensampelan bertujuan. Data diperoleh melalui temu bual, pemerhatian dan analisis dokumen. Instrumen kajian terdiri daripada protokol temu bual guru, senarai semak pemerhatian, catatan nota lapangan dan analisis dokumen. Secara keseluruhan, kajian ini telah menjalankan pemerhatian terhadap pelaksanaan kitaran KP sebanyak 120 kali. Proses pengumpulan data mengambil masa lebih kurang sembilan bulan. Kesahan dan kebolehpercayaan data kajian dinilai melalui proses kajian rintis, triangulasi data, pengesahan peserta kajian, penilaian rakan, jejak audit, catatan nota lapangan serta berasaskan nilai indeks persetujuan Cohen Kappa oleh tiga panel pakar, iaitu 0.89. Data kajian dianalisis menggunakan perisian Atlas.ti versi 7.5.16 secara koding terbuka dan dipersembahkan dalam bentuk naratif. Akhirnya, dapatan kajian berkaitan kefahaman guru tentang kajian pengajaran sebagai program Pembangunan Profesionalisme Berterusan telah memperoleh lima tema utama, iaitu penambahbaikan RPH, peningkatan kualiti perkongsian ilmu, manfaat kehadiran Pakar Rujuk, pembudayaan amalan kolaboratif, dan peningkatan profesionalisme guru. Dapatan kajian memberi implikasi terhadap perkembangan ilmu dan teori, serta institusi bahasa. Sumbangan kajian juga memberi nilai tambah kepada pengubal dasar, sorotan literatur serta amalan dalam PdPc mata pelajaran Bahasa Melayu.*

Kata Kunci: *Kefahaman guru, Kajian Pengajaran, Pembangunan Profesionalisme Berterusan, Komuniti Pembelajaran Profesional*

Pengenalan

Selaras dengan Anjakan Ke-4 PPPM (2016-2025), aspirasi KPM ialah meningkatkan kualiti PPB guru dengan lebih tumpuan terhadap keperluan individu dan latihan berasaskan sekolah. Dengan itu, KPM berhasrat memberi penekanan tinggi terhadap pembangunan modal insan kelas pertama



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dengan bina upaya merupakan pendekatan utama ke arah mencapai status negara maju pada tahun 2020. Bagi mencapai hasrat tersebut, peranan yang digalas kepada guru begitu mencabar kerana dikaitkan dengan kualiti pengajaran guru. Berdasarkan cabaran tersebut, perkara penting yang perlu diberi perhatian bagi menjelaskan latar belakang kajian ini adalah pembangunan kualiti PdPc Bahasa Melayu melalui pendekatan kajian pengajaran (KP) di bawah payung Komuniti Pembelajaran Profesional (KPP). Oleh itu, langkah KPM telah menjadikan KPP sebagai program Pembangunan Profesionalisme Berterusan (PBB) guru merupakan salah satu daripada inisiatif yang amat tepat (KPM BPG 2011). Maka, dalam hal ini, kefahaman guru tentang kajian pengajaran perlu diterokai berikutan perkembangan dan penggunaan KP yang telah diperkenalkan secara meluas dalam pengupayaan kualiti pengajaran guru di Malaysia.

Kajian Literatur

KPM telah melaksanakan pelbagai usaha untuk melahirkan guru yang berkualiti dan memastikan guru yang berkualiti kekal dalam sistem pendidikan negara serta kekal berkualiti sepanjang tempoh perkhidmatan. Antara langkah yang telah diusahakan termasuklah memantapkan latihan perguruan, menambah baik sistem pemilihan calon guru, melonjakkan kecemerlangan institusi latihan perguruan, dan menambah baik laluan kerjaya serta kebajikan guru (BPG 2009). Langkah ini selaras dengan aspirasi pendidikan masa kini dan masa depan sebagaimana yang dituntut dalam Pendidikan Abad ke-21. Sejalan dengan usaha KPM untuk meningkatkan keberhasilan pembelajaran murid, dokumen Kurikulum Standard Sekolah Rendah 2011 (KSSR) dan Kurikulum Standard Sekolah Menengah 2017 (KSSM) yang dikaji semula menitikberatkan kemahiran berfikir aras tinggi (KBAT) untuk memastikan keseimbangan pengetahuan dengan kemahiran berfikir serta nilai untuk memastikan kejayaan murid. Usaha ini merupakan suatu langkah yang jelas ke arah transformasi kurikulum negara (KPM 2013). Berdasarkan kepercayaan bahawa modal insan adalah harta yang boleh disuntik nilai tambahnya, dijanjikan nilai intelegnya serta diperbanyakkan modal budayanya, maka pembangunan modal insan berkualiti bergantung kepada pendidikan berkualiti (Zamri Mahamod (2013). Dalam situasi ini, kualiti PdPc Bahasa Melayu wajar diberi perhatian bagi memastikan aspirasi PPPM 2013-2025 mencapai transformasi sistem seperti yang dihasratkan.

Sebagai inisiatif Kementerian Pendidikan Malaysia (KPM) di bawah makmal Bidang Keberhasilan Utama Negara (BKUN) atau *National Key Results Area (NKRA)*, KP telah dijadikan sebagai program PPB guru (KPM 2013) untuk meningkatkan kualiti pengajaran guru dan prestasi murid. Inisiatif tersebut selaras dengan Anjakan Ke-4 PPPM 2013-2025, iaitu KPM berhasrat profesion keguruan menjadi profesion pilihan. Untuk mencapai hasrat tersebut, KPM terus beriltizam mengekalkan dasar sedia ada, iaitu mengukuhkan profesion keguruan di Malaysia bagi menjadikannya menarik, mendatangkan kepuasan dan berprestij. Dalam hal ini, KPM memilih hanya guru yang terbaik untuk menyertai profesion ini. Oleh itu, setiap guru perlu melengkapkan diri dengan kemahiran dan sokongan bagi membolehkan diri memberikan perkhidmatan terbaik ke arah pencapaian murid yang berkualiti di setiap sekolah.

Menyedari hakikat tersebut, KPM telah mengambil inisiatif untuk memberikan latihan PPB kepada guru dan pemimpin sekolah oleh bahagian tertentu di KPM seperti Bahagian Pendidikan Guru (BPG) dan Institut Aminudin Baki (IAB). Antara inisiatif yang dilaksanakan oleh BPG untuk memastikan kelestarian kualiti guru ialah KP. Pemilihan KP sebagai inisiatif utama PPB adalah untuk meningkatkan peratusan aktiviti pembangunan profesionalisme berasaskan sekolah (16%



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pada masa ini) seperti pemerhatian rakan sekerja dan perancangan pengajaran pada masa kini (KPM 2013). Seterusnya, usaha KPM juga adalah berdasarkan dapatan kajian antarabangsa yang menunjukkan bahawa latihan amali di tempat kerja adalah lebih berkesan daripada program latihan yang dijalankan di luar sekolah. Kumpulan fokus guru Malaysia juga melaporkan bahawa latihan di tempat kerja adalah lebih berguna kerana keadaan ini membolehkan guru mendapat maklum balas langsung tentang cara-cara menambah baik amalan di bilik darjah (Nur Ain Elzira Abdullah 2018).

Berdasarkan maklumat ini, maka pada tahun 2011, BPG telah melaksanakan KPP yang bermula dengan pendekatan KP kepada 289 panitia mata pelajaran di 289 buah sekolah berprestasi rendah. Pelaksanaan aktiviti PdPc secara kolaboratif dalam kalangan komuniti guru di Malaysia telah menunjukkan hasil yang memberangsangkan dalam usaha meningkatkan profesionalisme guru berasaskan sekolah (BPG 2013). Selaras dengan hasrat KPM untuk meningkatkan kualiti pengajaran guru, maka Unit Pelaksanaan dan Prestasi Pendidikan serta KPM meneruskan usaha ini pada tahun 2012 dengan menyebarkan pendekatan KP kepada 107 panitia mata pelajaran di 107 buah sekolah di Malaysia (BPG 2013). Mulai saat itu, maka pendekatan KP menjadi titik tolak kepada guru Bahasa Melayu untuk melakukan perubahan bagi menjamin kualiti dan kesempurnaan dalam PdPc Bahasa Melayu. Dalam hal ini, pelaksanaan PdPc Bahasa Melayu melalui kitaran KP wajar dilakukan kerana menurut Zamri Mahamod (2012a, 2012b), guru yang berkesan merupakan guru yang memahami dan mengaplikasikan strategi PdPc yang berkesan serta membudayakan KP dalam pengajaran (Yoshida 2002; Takahashi, Itoh, Adachi, Noji, Yasuda, Yoshida & Kinoshita 2004).

Secara tuntas, pendekatan KP dalam PdPc Bahasa Melayu menjadi syarat utama yang perlu diterokai agar dapat memberi kefahaman yang lebih bermakna tentang strategi, pendekatan, kaedah dan teknik pengajaran yang dapat meningkatkan hasil pembelajaran murid. Keperluan untuk meningkatkan kualiti pengajaran guru selaras dengan matlamat sistem pendidikan Malaysia seperti yang disebut dalam Akta Pendidikan 1996 yang berbunyi:

“... dan bahawasanya tujuan pendidikan adalah untuk membolehkan masyarakat Malaysia menguasai ilmu, kemahiran dan nilai murni yang diperlukan dalam dunia yang berdaya saing tinggi serta bersifat global, kesan daripada perkembangan pesat sains, teknologi dan maklumat”

[Mukadimah Akta Pendidikan 1996].

Dalam hal ini, segala usaha dan langkah yang diambil dalam sistem pendidikan perlu mengambil kira potensi dan keperluan kemenjadian murid. Maka, pihak sekolah perlu memberi perhatian terhadap murid yang sering mendapat keputusan yang rendah dalam peperiksaan sekolah. Bimbingan terhadap golongan murid ini memerlukan kemahiran PdPc Bahasa Melayu yang berkesan. Oleh itu, PdPc Bahasa Melayu yang berkesan pastinya sinonim dengan strategi, pendekatan, kaedah dan teknik pengajaran guru. Hal ini selaras dengan pernyataan Zamri Mahamod (2013) dalam ucapan beliau, iaitu “Merekayasakan Pendidikan Bahasa Melayu pada abad ke-21”. Walau bagaimanapun, Zamri Mahamod (2013) menjelaskan:

“...bahawa guru-guru Bahasa Melayu sekarang ini begitu lemah dalam ilmu pedagogi mereka, terutamanya apabila menggunakan kaedah, pendekatan dan teknik terkini dalam PdPc di dalam bilik darjah”

Menyedari hakikat tersebut, pemeraksanaan PdPc guru Bahasa Melayu melalui pendekatan KP wajar diberi perhatian bagi memastikan penyampaian ilmu dan kemahiran secara berkesan untuk pembangunan modal insan kelas pertama. Oleh itu, pelaksanaan PdPc Bahasa Melayu melalui pendekatan KP di bawah Strategi Perkongsian Amalan (*De-Privatization of Practice*) wajar dilakukan dalam kajian ini. Hal ini bertujuan membolehkan pengkaji menyelidiki amalan PdPc KP yang mampu berfungsi sebagai amalan profesional dalam PdPc Bahasa Melayu sebagaimana yang dituntut dalam SGM (BPG 2009).

Penyataan Masalah

Menurut Welsh dan Elliott (2001), kejayaan sesuatu sistem pendidikan dinilai melalui tahap pembelajaran dan perkembangan murid semasa melalui sistem tersebut. Untuk itu, KPM bertekad meningkatkan kualiti kemenjadian murid agar selaras dengan aspirasi untuk meletakkan Malaysia dalam sistem pendidikan pada kelompok sepertiga teratas di dunia. Walau bagaimanapun, keinginan untuk mencapai hasrat tersebut tidak semudah yang dijangkakan. Hal ini demikian kerana menurut Tennessee (Welsh & Elliott 2001), kualiti pengajaran guru merupakan penentu utama pencapaian murid di sekolah. Oleh itu, kajian ini penting bagi memberi pencerahan kepada beberapa isu yang telah dikaitkan dengan kefahaman guru tentang KP sebagai PPB untuk penambahbaikan amalan pengajaran guru dalam PdPc Bahasa Melayu.

Dalam kajian ini, terdapat beberapa isu yang dikaitkan dengan kefahaman guru tentang KP sebagai program pembangunan profesional berterusan (PPB) dalam meningkatkan hasil pembelajaran murid. Sejak KP diperkenalkan pada tahun 2010, guru dikatakan mempunyai kefahaman yang agak terhad tentang pendekatan KP (BPG 2013). Hal ini demikian kerana guru Bahasa Melayu masih kurang diberi pendedahan tentang pendekatan tersebut secara meluas. Perkara ini terjadi berikutan KPM lebih tertumpu pada mata pelajaran Sains dan Matematik menerusi Kajian Projek Asia Pacific Economic Cooperation (APEC), iaitu *Promote Mathematics Communication through Lesson Study* (Rohaida Mazlan & Zamri Mahamod 2016). Oleh itu, kefahaman guru tentang KP perlu diterokai secara mendalam bagi membetulkan persepsi negatif yang timbul dalam kalangan guru.

Sehubungan itu, guru dilaporkan kurang mendalami pendekatan KP akibat berlakunya kecairan maklumat di peringkat latihan dalaman. Pada tahun 2011, KP telah diketengahkan menerusi program KPP rentetan inisiatif pendidikan negara, iaitu *National Key Results Area* (NKRA) atau Bidang Keberhasilan Utama Negara. Walau bagaimanapun, hanya seorang atau dua orang guru yang berpeluang mewakili setiap sekolah untuk menghadiri kursus KP menerusi program KPP. Walaupun latihan dalaman dijalankan setelah kembali daripada menghadiri kursus tersebut, namun pencairan maklumat tetap berlaku (KPM 2013). Situasi ini sedikit sebanyak telah menyebabkan pendekatan KP kurang mendapat pendedahan yang meluas dalam kalangan pendidik.

Merujuk kepada isu yang sama, hasil kajian Rohaida Mazlan (2016) mendapati sebanyak 394 daripada 10,154 buah sekolah telah menyertai KP di Malaysia namun tidak banyak sekolah yang benar-benar menjalankan KP atas sebab kurang kesedaran akan kepentingan KP sebagai amalan pengajaran guru (Rohaida Mazlan 2016). Kefahaman guru tentang KP bertambah terbatas apabila timbul pelbagai masalah yang melibatkan sikap dan komitmen guru (Stigler & Hiebert 1999; Adi



Sobandi 2014), pelaksanaan KP kurang pemantauan (Chiew Chin Mon, Jeffri Mat Yasin & Sitti Aishah Ashaari 2014), beban tugas guru bertambah (Adi Sobandi 2014; Norashid Othman & Hamzah Md. Omar 2014), dan kekangan masa (Richard, Patrick & Willy 2001; Chiew Chin Mon & Lim Chap Sam 2010).

Selain itu, kajian kuantitatif turut dilakukan oleh Muzirah Abdul Mokhti dan Nurhana Mohamad Rafiuddin (2013) tentang persepsi guru Sains yang mengamalkan KP sebagai program PPB guru terhadap keberkesanan PdPc. Kajian yang melihat hubungan antara amalan KP dan keberkesanan pengajaran guru mendapati terdapat hubungan yang tidak signifikan antara skor amalan KP dengan skor keberkesanan pengajaran guru dengan nilai ($p= 0.196$; $p> 0.05$). Oleh itu, pada pandangan pengkaji, kajian amalan PdPc Bahasa Melayu melalui pendekatan KP wajar dilaksanakan bagi mengenal pasti kemahiran guru membuat perancangan, pelaksanaan dan penilaian KP dalam PdPc Bahasa Melayu.

Walau bagaimanapun, dapatan kajian yang telah dibincangkan didapati amat bertentangan dengan hasil kajian Video TIMSS (*Third International Mathematics and Science Study*) pada tahun 1995 yang melibatkan tiga buah negara, iaitu Amerika Syarikat, Jerman dan Jepun. Hasil analisis kajian video tersebut telah dihuraikan dalam buku "*The Teaching Gap*" oleh Stigler dan Hiebert (1999). Dapatan kajian mendapati KP dikenal pasti sebagai faktor penyumbang kepada prestasi tinggi pengajaran guru-guru Jepun dalam bilik darjah. Berikutan perkembangan tersebut, pendekatan KP sering digunakan oleh pengkaji terdahulu seperti kajian Lewis (2002, 2005), Stigler dan Hiebert (1999), Yoshida (1999), Takahashi (2003), Yoshida (2004), serta ramai lagi (Nur Ain Elzira Abdullah & Zamri Mahamod 2017).

Tujuan Kajian

Kajian ini meneroka kefahaman guru tentang pendekatan Kajian Pengajaran sebagai program Pembangunan Profesionalisme Berterusan melalui alat kolaboratif Komuniti Pembelajaran Profesional. Dapatan kajian bertujuan untuk menambahbaik kualiti pengajaran guru dalam PdPc Bahasa Melayu, serta meningkatkan hasil pembelajaran murid.

Metodologi

Kajian ini merupakan kajian kes kualitatif yang melibatkan dua belas guru Bahasa Melayu daripada enam buah sekolah menengah di Sarawak. Peserta kajian dipilih secara pensampelan bertujuan. Data diperoleh melalui temu bual, pemerhatian dan analisis dokumen. Instrumen kajian terdiri daripada protokol temu bual guru, senarai semak pemerhatian, catatan nota lapangan dan analisis dokumen. Secara keseluruhan, kajian ini telah menjalankan pemerhatian terhadap pelaksanaan kitaran KP sebanyak 120 kali. Proses pengumpulan data mengambil masa lebih kurang sembilan bulan. Kesahan dan kebolehpercayaan data kajian dinilai melalui proses kajian rintis, triangulasi data, pengesahan peserta kajian, penilaian rakan, jejak audit, catatan nota lapangan serta berasaskan nilai indeks persetujuan Cohen Kappa oleh tiga panel pakar, iaitu 0.89. Data kajian dianalisis menggunakan perisian Atlas.ti versi 7.5.16 secara koding terbuka dan dipersembahkan dalam bentuk naratif

Dapatan Kajian

Dapatan kajian berkaitan kefahaman guru tentang KP sebagai program Pembangunan Profesionalisme Berterusan (PPB) telah memperoleh lima tema utama, iaitu menambahbaik



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RPH, peningkatan kualiti perkongsian ilmu, manfaat kehadiran Pakar Rujuk (PR) atau *Knowledgeable Others (KO)*, pembudayaan amalan kolaboratif, dan peningkatan profesionalisme guru. Kajian ini dianggap penting kerana pengkaji amat berharap dapatan kajian dapat memadamkan pandangan dan persepsi negatif terhadap pendekatan KP sebagai sebagai program Pembangunan Profesionalisme Berterusan (PPB) dalam kalangan guru.

Penambahbaikan Rancangan Pengajaran Harian

Pembudayaan KPP dalam PdPc Bahasa Melayu melalui pendekatan KP telah membuka ruang perkongsian ilmu dalam kalangan guru Bahasa Melayu untuk melakukan penambahbaikan RPH. Melalui KP, guru dapat berkongsi idea untuk menghasilkan RPH yang lebih baik dengan membincangkan topik pelajaran atau kemahiran yang sukar diajar atau kemahiran yang sukar untuk dikuasai oleh murid. Dapatan kajian tersebut kelihatan lebih jelas melalui pemerhatian sendiri oleh pengkaji di lokasi kajian. Melalui pemerhatian dan penelitian yang dibuat, sesi perbincangan yang berlaku dalam kalangan guru Bahasa Melayu untuk menghasilkan satu RPH dalam KP melibatkan aspek seperti masalah pembelajaran murid. Pada sesi perbincangan, guru memilih unit atau tajuk yang hendak diajar. Fokus perbincangan adalah berkaitan tajuk atau topik yang sukar dikuasai oleh murid. Triangulasi data melalui analisis dokumen terhadap BRM, semua peserta kajian didapati telah menyediakan satu RPH yang lengkap tentang tajuk pelajaran yang telah dibincangkan. Melalui analisis dokumen terhadap RPH peserta kajian yang terlibat, RPH yang disediakan adalah berkaitan tajuk pelajaran yang telah dipersetujui oleh semua ahli dalam perbincangan KP.

Peningkatan Kualiti Perkongsian Ilmu

Kefahaman guru Bahasa Melayu tentang pendekatan KP sebagai program PPB turut melaporkan berlakunya perkongsian ilmu semasa sesi refleksi pengajaran guru. Melalui data temu bual dan catatan pemerhatian yang diperolehi, terdapat dua perkara penting berkaitan hasil perkongsian ilmu dalam PdPc KP, iaitu kekuatan dan kelemahan RPH, dan kekuatan dan kelemahan PdPc guru. Menurut peserta kajian, guru boleh belajar daripada kekuatan dan kelemahan RPH melalui sesi refleksi KP. Kemudian, melalui sesi perbincangan KP, guru berbincang untuk mencari alternatif yang sesuai bagi melakukan penambahbaikan RPH. Selain itu, peningkatan kualiti perkongsian ilmu melalui pendekatan KP memberi peluang kepada guru untuk mengenal pasti kekuatan dan kelemahan PdPc. Menurut peserta kajian, guru berpeluang menyaksikan proses PdPc secara praktikal yang dikendalikan oleh guru model dalam sesi pemerhatian pengajaran KP kerana semuanya berlaku di hadapan mata.

Manfaat Kehadiran Pakar Rujuk

Selaras dengan bentuk pelaksanaan PdPc KP, kehadiran pakar rujuk (PR) dalam kitaran KP ke-3 dan ke-4 turut dilaporkan memberi manfaat kepada guru. Hasil temu bual bersama peserta kajian, kehadiran PR dalam pelaksanaan PdPc KP telah dianggap sebagai pemudah cara kepada guru. Menurut peserta kajian, perkongsian ilmu melalui perbincangan KP bersama PR meningkatkan kefahaman guru dari aspek strategi, pendekatan, kaedah dan teknik pengajaran. Melalui pemerhatian pengkaji ketika pelaksanaan sesi pengajaran dan sesi refleksi, PR memainkan peranan dengan memastikan guru-guru aktif dalam sesi perbincangan. PR juga menggalakkan guru-guru yang terlibat dalam sesi refleksi dan maklum balas KP untuk berfikir secara mendalam melalui



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teknik penyoalan tentang isu-isu PdPc yang kritikal. Seterusnya, hasil temu bual turut melaporkan manfaat kehadiran pakar rujuk sebagai guru pakar mata pelajaran meningkatkan pengetahuan kandungan subjek yang diajar memandangkan PR adalah terdiri daripada kategori guru yang dianggap sebagai *Subject Matter Expert* dalam mata pelajaran Bahasa Melayu. Antara PR yang dijemput hadir adalah terdiri daripada penolong kanan akademik, guru cemerlang Bahasa Melayu, guru kanan mata pelajaran, ketua panitia, dan pegawai SISC+ Bahasa Melayu. Peranan utama PR termasuk memberikan pandangan dan idea terhadap pengajaran guru serta cadangan penambahbaikan bagi meningkatkan hasil pembelajaran murid.

Pembudayaan Amalan Kolaboratif

Salah satu daripada prinsip asas KP ialah pembudayaan amalan kolaboratif. Justeru, kefahaman guru Bahasa Melayu tentang pendekatan KP sebagai PPB amat menepati dapatan ini. Melalui temu bual, pengkaji dimaklumkan bahawa menerusi panitia mata pelajaran, amalan PdPc Bahasa Melayu melalui pendekatan KP berupaya membina amalan kolaboratif dalam kalangan guru. Hal yang demikian berlaku melalui gabungan tenaga guru pakar mata pelajaran, guru cemerlang, guru berpengalaman dan guru novis. Menurut peserta kajian, hasil perkongsian ilmu dalam panitia mata pelajaran dipercayai amat berguna untuk meningkatkan amalan PdPc guru di bilik darjah. Peranan panitia dalam hal tersebut selaras dengan prinsip KP yang menitikberatkan amalan kolaboratif. Hal ini demikian kerana pendekatan KP memberi ruang dan peluang kepada semua guru di bawah satu panitia berkongsi pengetahuan dengan lebih luas tentang strategi PdPc yang berkesan. Selain itu, dapatan kajian melaporkan amalan kolaboratif melalui pendekatan KP dipercayai membolehkan ahli panitia bekerjasama untuk memikirkan penyelesaian kepada masalah pembelajaran murid.

Peningkatan Profesionalisme Guru

Dapatan kajian berkaitan kefahaman guru tentang pendekatan KP turut melaporkan bahawa pendekatan tersebut berupaya meningkatkan profesionalisme guru. Hasil kajian melalui temu bual melaporkan pengalaman pengajaran guru melalui pendekatan KP dipercayai membentuk sifat seorang guru yang profesional melalui ciri-ciri peribadi seperti bersifat terbuka, berfikiran positif, membina keyakinan dan jati diri, dan milik nilai sepunya. Hasil temu bual, pengkaji difahamkan bahawa amalan KP yang bersifat terbuka dalam sebarang teguran dan kritikan dapat membentuk guru menjadi seorang yang profesional. Hal ini demikian kerana teguran dan kritikan yang membina menjadikan guru turut bersifat terbuka dalam PdPc di bilik darjah.

Dalam pada itu, peningkatan profesionalisme guru turut dikaitkan dengan ciri-ciri peribadi seperti berfikiran positif. Hasil temu bual melaporkan pengalaman mengikuti KP dalam PdPc Bahasa Melayu membentuk karakter guru melalui ciri-ciri peribadi berfikiran positif yang ditunjukkan semasa menerima teguran dan kritikan oleh rakan KP. Guru yang berfikiran positif dipercayai dapat menerima perubahan dengan mudah melalui kritikan dan teguran yang membina. Menurut peserta kajian, pendekatan KP meningkatkan profesionalisme guru jika guru bersedia menerima perubahan. Melalui pemerhatian dan pengamatan secara teliti, pengkaji mendapati sesi perbincangan KP berlangsung dengan baik. Walaupun pada mulanya perbincangan berlaku agak rencam, namun melalui sifat positif yang ditunjukkan, guru mencapai kata sepakat untuk menerima cadangan penambahbaikan RPH dan PdPc guru.



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Perbincangan

Perbincangan hasil kajian adalah berdasarkan lima tema utama berkaitan kefahaman guru tentang pendekatan kajian pengajaran sebagai Program Pembangunan Profesionalisme Berterusan, iaitu penambahbaikan RPH, peningkatan kualiti perkongsian ilmu, manfaat kehadiran Pakar Rujuk (PR) atau *Knowledgeable Others (KO)*, pembudayaan amalan kolaboratif, dan peningkatan profesionalisme guru.

Penambahbaikan Rancangan Pengajaran Harian

Hasil perkongsian ilmu dan pengalaman dalam PdPc Bahasa Melayu melalui KP, kini membuka ruang kepada guru untuk melakukan penambahbaikan dalam RPH. Dapatan kajian ini selaras dengan KP yang diusahakan oleh Fang Yan Ping dan Kristine Kim Eng Lee (2010) terhadap guru-guru di Singapura selama dua tahun. Hasil kajian mendapati KP boleh menghasilkan pengajaran yang lebih baik secara berterusan. Dapatan kajian Nur Ain Elzira Abdullah dan Zamri Mahamod (2018) menjelaskan PdPc melalui KP memberi pengetahuan kepada guru untuk melakukan penambahbaikan RPH hasil daripada percambahan fikiran daripada pelbagai pihak dalam sesi perbincangan KP. Antara aspek penting yang menyumbang kepada penambahbaikan RPH adalah seperti memberi fokus kepada masalah pembelajaran murid, khususnya bagi topik yang sukar dikuasai, membincangkan hasil pembelajaran murid, merancang aktiviti PdPc, memilih dan menyediakan BSP yang sesuai, serta membina langkah-langkah RPH mengikut prinsip asas pedagogi. Ringkasnya, pengetahuan yang diperoleh melalui KP dapat diaplikasikan dalam perancangan RPH guru yang seterusnya untuk menghasilkan strategi PdPc yang berkesan (Zamri Mahamod 2004).

Meningkatkan Kualiti Perkongsian Ilmu

Dalam kajian ini, kefahaman guru tentang KP melaporkan bahawa sesi refleksi dalam KP menyumbang kepada kualiti perkongsian ilmu antara ahli dalam kumpulan KP. Hal ini berlaku kerana menurut peserta kajian, guru berpeluang untuk membincangkan masalah dan hasil pembelajaran murid ketika sesi refleksi pengajaran. Hasil kajian ini sejajar dan selari dengan prinsip-prinsip perkembangan profesional guru yang berkesan (Darling-Hammond, Andree, Richardson & Orphanos 2012). Melalui perbincangan sesi refleksi, guru bermuafakat mencari penyelesaian kepada masalah pembelajaran murid. Dalam kajian ini, percambahan idea daripada pelbagai pihak yang terlibat didapati menyumbang kualiti perkongsian ilmu untuk mendapatkan alternatif terbaik bagi memperbaiki hasil pembelajaran murid. Dapatan kajian selaras dengan pernyataan Carroll et al. (2003) bahawa kualiti perkongsian ilmu antara ahli meningkat melalui menyebarkan pengetahuan, kemahiran, pengalaman, dan amalan pedagogi sedia ada dalam sebuah organisasi. Hal ini bermakna, amalan perkongsian ilmu KP membolehkan ahli KP belajar sesama sendiri bagi memahami dunia pengajaran guru dan persekitaran pembelajaran murid. Justeru, kualiti perkongsian ilmu dapat dipertingkatkan sekiranya guru dapat menyebarkan pelbagai pengetahuan, kemahiran, pengalaman dan amalan pedagogi dalam kalangan ahli panitia.

Manfaat Kehadiran Pakar Rujuk

Kefahaman guru tentang pendekatan KP sebagai PPB turut menyentuh kehadiran Pakar Rujuk (PR) atau *Knowledgeable Others (KO)* dalam sesi pelaksanaan pengajaran dan sesi refleksi. Dalam kajian ini, guru menyatakan bahawa kehadiran PR atau *KO* sebagai pemerhati mencetus idea untuk



penambahbaikan hasil pembelajaran murid. Dapatan kajian ini menepati peranan seorang pakar rujuk yang dianggap sebagai moderator atau pemudah cara dan PR PdPc yang baik dan berkesan dalam konteks KP (Fernandez & Yoshida 2004; Du'Four et al. 2006; Darling-Hammond 2012). Dapatan kajian ini menyokong sepenuhnya dapatan KP yang dilakukan oleh Nuraishah Mahmood dan Helmeleya Mohd Jamil (2013), serta Nur Ain Elzira Abdullah (2018) bahawa KP meningkatkan prestasi pemikiran murid dan merangsang pembangunan profesional guru. Dapatan kajian ini juga menepati pernyataan Foo Kum Fong dan Lee Hwa Phaik (2008) bahawa KP menawarkan alat yang boleh digunakan oleh guru untuk mencari punca sebagai penyebab kepada sesuatu masalah pembelajaran murid, serta kekangan pengajaran yang dihadapi oleh guru semasa memerhati dan mengesahkan kejayaan dalam pengajaran. Berdasarkan manfaat dan faedah yang diperolehi dengan kehadiran PR semasa melaksanakan KP, maka tidak hairanlah jika KP telah dilaksanakan oleh ramai para pendidik kerana keberkesanannya dalam memperbaiki PdPc. Dapatan kajian juga selaras dengan prinsip PdPc KP bahawa perkongsian amalan dan kemahiran bersama guru yang lebih berpengalaman meningkatkan pengetahuan kandungan subjek yang diajar (Du'Four et al. 2006). Dapatan ini juga menyokong pernyataan Fernandez dan Yoshida (2004), dan Lewis et al. (2006) memandangkan PR adalah terdiri daripada kategori guru yang dianggap sebagai *SME* dalam mata pelajaran Bahasa Melayu.

Pembudayaan Amalan Kolaboratif

Perkongsian amalan KP dalam PdPc Bahasa Melayu didapati mewujudkan pembudayaan amalan kolaboratif dalam kalangan guru. Hal ini demikian kerana pelaksanaan KP melibatkan pelbagai pihak yang terdiri daripada guru pakar, guru cemerlang, guru berpengalaman, guru baharu, dan ketua panitia. Dalam hal ini, kejayaan dan keberkesanan KP memerlukan sokongan dan kerjasama yang erat daripada semua pihak yang terlibat. Dapatan kajian ini sejajar dengan ciri-ciri KP yang dikemukakan oleh Stigler dan Hiebert (1999) dalam buku, iaitu *The Teaching Gap*. Menurut mereka, KP merupakan satu usaha kolaboratif dalam kalangan guru. Melalui pendekatan kolaboratif, guru juga secara kolaboratif menghasilkan RPH yang berfokus kepada hasil pembelajaran murid. Dalam hal ini, budaya kolaboratif amat penting untuk meningkatkan kualiti pengajaran guru. Budaya tersebut membuka peluang kepada guru untuk mengembangkan pengetahuan dan kemahiran pengajaran yang berasaskan penyelesaian masalah secara kolaborasi. Oleh itu, amalan tersebut sewajarnya dipupuk dan diamalkan secara berterusan agar menjadi budaya kerja dalam kalangan guru.

Meningkatkan Profesionalisme Guru

Dapatan kajian berkaitan kefahaman guru tentang pendekatan KP sebagai PPB turut melaporkan bahawa pendekatan tersebut menyediakan suatu wacana untuk meningkatkan profesionalisme guru. Dapatan ini selaras dengan prinsip-prinsip perkembangan profesional guru berkesan seperti yang dikemukakan oleh Zamri Mahamod (2004), iaitu berfokus kepada hasil pembelajaran murid, memberi peluang kepada guru untuk mengembangkan pengetahuan dan kemahiran pengajaran, berasaskan penyelesaian masalah secara kolaborasi, berasaskan sekolah serta memerlukan sokongan secara berterusan. Dapatan kajian juga menyokong idea Fernandez dan Yoshida (2004), serta kajian Nur Ain Elzira Abdullah (2018) bahawa pengetahuan guru, nilai sepunya dan nilai kebertanggungjawaban terbentuk melalui persefahaman dan permuafakatan antara ahli kumpulan dalam menentukan matlamat atau objektif pembelajaran. Oleh itu, nilai sepunya dan perasaan



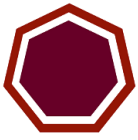
kebertanggungjawaban dalam kalangan ahli KP ketika menghasilkan RPH amat penting untuk penambahbaikan PdPc guru.

Kesimpulan

Sebagai kesimpulan, berdasarkan dapatan temu bual, pemerhatian dan analisis dokumen, pengkaji menyimpulkan bahawa pendekatan KP sesuai dijadikan sebagai Program Pembangunan Profesionalisme Berterusan untuk meningkatkan kualiti pengajaran guru dan melonjakkan hasil pembelajaran murid.

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PERSEPSI GURU DIBIMBING (GDB) TERHADAP AMALAN BIMBINGAN PEMBIMBING PAKAR PENINGKATAN SEKOLAH (SISC+)

**Wong Su Huong¹,
Nur Ain Elzira Abdullah²**

^{1,2}Pejabat Pendidikan Daerah Kapit, Tingkat 1 & 2, Wisma Persekutuan, 96800 Kapit, Sarawak, Malaysia

Abstrak: *Kajian berbentuk deskriptif ini dijalankan secara tinjauan melalui soal selidik ke atas guru-guru yang terlibat dengan bimbingan SISC+ di empat buah sekolah menengah di daerah Kapit, Sarawak. Tujuan kajian ini adalah untuk mengetahui persepsi guru terhadap proses bimbingan yang diberikan oleh SISC+ dalam Program Transformasi Sekolah. Seramai 77 guru daripada empat buah sekolah menengah di daerah Kapit telah menjadi responden kajian ini dengan menjawab borang soal selidik yang telah disediakan. Data dikumpul secara kuantitatif dan dianalisis secara deskriptif dengan menggunakan perisian Statistical Package For Social Sciences (SPSS) versi 20.0. Hasil dapatan kajian menunjukkan bahawa GDB mempunyai persepsi yang positif terhadap profesionalisme SISC+ dan terdapat hubungan yang signifikan antara persepsi guru dibimbing dengan amalan bimbingan SISC+. Dapatan ini jelas menunjukkan bimbingan SISC+ telah diterima baik oleh guru dibimbing di sekolah. Kajian lanjutan yang lebih terperinci boleh dilakukan oleh penyelidik terhadap pelaksanaan Program Pembimbing Pakar Peningkatan Sekolah (SISC+) bagi melihat keberkesanan program tersebut dalam mencapai matlamat yang ditetapkan oleh Kementerian Pendidikan Malaysia.*

Kata Kunci: *GDB, SISC+, Persepsi Guru, Amalan Bimbingan, Pementoran*

Pengenalan

Kementerian Pendidikan Malaysia (KPM) telah menyediakan sokongan yang secukupnya kepada pengetua dan guru besar untuk membantu mereka meningkatkan prestasi sekolah menerusi Pelan Pembangunan Pendidikan Malaysia (2013-2025). Justeru itu, kementerian telah melakukan ANJAKAN YANG KEENAM (6), iaitu mengupayakan JPN, PPD dan sekolah untuk menyediakan penyelesaian khusus berasaskan keperluan bagi membantu pihak sekolah mengenal pasti punca utama cabaran bagi peningkatan kualiti pengajaran dan pembelajaran (Kementerian Pendidikan Malaysia, 2012). Cadangan Transformasi Keguruan Sebagai Profesion Pilihan di bawah kata kunci Kualiti Guru merupakan salah satu anjakan strategik dalam visi sistem pendidikan dan aspirasi murid dalam PPPM. Seiring dengan keperluan sistem pendidikan baharu ini, maka sekolah perlu ditransformasikan malah guru sebagai agen pelaksana dasar-dasar kerajaan juga turut ditransformasikan. Bagi tujuan ini, satu kerangka sokongan dan intervensi yang menjurus kepada sekolah, KPM telah mereka bentuk satu penyelesaian dengan melantik guru mata pelajaran iaitu Pembimbing Pakar Peningkatan Sekolah (*School Improvement Specialist Coaches* atau SISC+) mulai 2014 dan sekarang juga dikenali sebagai Pakar Pedagogi untuk memberi



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sokongan daripada PPD kepada sekolah. Program bimbingan tersebut bertujuan untuk menjadikan pembelajaran dan pemudahcaraan (PdPc) guru berkenaan menjadi lebih menarik, efektif, kreatif dan inovatif selaras dengan perkembangan semasa iaitu mengamalkan pembelajaran abad ke-21.

Pernyataan Masalah

Kajian-kajian lepas menunjukkan bahawa kejayaan dan pencapaian seseorang murid dipengaruhi oleh pengajaran guru yang efektif (Marzano, Pickering & Pollock, 2001). Mengikut Saemah dan Zamri (2016), kecemerlangan dan kejayaan murid adalah berkait rapat dengan kemampuan, kreativiti, pengetahuan dan kemahiran guru serta keberkesanan pembelajaran berasaskan aktiviti dalam bilik darjah. Justeru, penyeliaan merupakan satu usaha yang perlu untuk mendorong, menyelaraskan dan membimbing guru dalam proses PdPc seperti yang dinyatakan oleh Al Ramaiah (1999) dalam Sarabiah Jusoh dan Zamri Mahamod (2016). Namun, kebanyakan guru menghadapi satu masalah di mana mereka tidak berupaya menentukan kaedah dan pendekatan pengajaran yang sesuai dalam proses PdPc. Malah terdapat rungutan atau keluhan daripada guru-guru mengenai masalah yang dihadapi terutamanya dalam melaksanakan pembelajaran abad ke-21. Hal ini demikian kerana pelaksanaan pembelajaran abad ke-21 memerlukan pengorbanan yang besar daripada guru berkenaan dari segi tenaga dan masa.

Bimbingan PdPc perlu dilaksanakan untuk memastikan PdPc guru menjadi lebih menarik dan berkesan seterusnya dapat meningkatkan prestasi murid. Othman Mohamed (2000) menyatakan bimbingan merupakan sebahagian proses untuk membantu seseorang untuk mencapai matlamat yang ditetapkan. Ketidakhafahaman dan ketidakjelasan terhadap bimbingan yang dilaksanakan oleh SISC+ memberi persepsi yang negatif bahawa SISC+ seolah-olah datang ke sekolah untuk mencari kesilapan guru. Hal ini demikian kerana kebanyakan guru yang veteran telah berada dalam zon yang selesa dan mereka tidak berkeinginan untuk berubah mengikut sistem pendidikan yang baharu di mana perlunya melengkapkan diri dengan pedagogi abad ke-21. Zamri (2016) menyatakan bahawa bimbingan yang sistematik dan konsisten dapat mengubah sikap guru dibimbing dan menjadikan PdPc guru itu lebih berkesan dan menarik. Masalah sikap ini adalah berkait rapat dengan faktor hubungan dan komunikasi yang dibina antara SISC+ dengan guru dibimbing (GDB). Kesefahaman dan persetujuan hanya dapat dicapai antara SISC+ dan GDB melalui komunikasi yang berkesan. Komunikasi interpersonal yang berkesan membolehkan seseorang itu menyampaikan maklumat secara lisan atau tidak lisan untuk mempengaruhi tingkah laku orang lain dan seterusnya mempengaruhi perspektif individu terhadap kita.

Setiap program yang dilaksanakan perlu mendapat maklum balasnya berdasarkan persepsi individu yang terlibat secara langsung dalam program berkenaan. Program bimbingan SISC+ merupakan satu program yang boleh dikatakan baru dan tidak banyak kajian menyeluruh dan terperinci dilakukan mengenainya. Guru dibimbing merupakan sasaran utama dalam program SISC+, maka persepsi mereka terhadap program tersebut amat diperlukan demi mengelakkan perkara seperti ketidakhafahaman tentang bimbingan dan gangguan proses PdPc berlaku. Sungguhpun terdapat kajian lepas mengenai bimbingan SISC+ yang dijalankan oleh Sarabiah & Zamri (2016) dan kajian Noel Jimbai & Zamri (2017), namun kajian mereka adalah berfokus kepada guru Bahasa Melayu yang dibimbing di daerah tertentu sahaja. Begitu juga kajian yang dilakukan oleh Mohd Hilmi & Jamil (n.d) tentang persepsi guru terhadap program SISC+. Oleh itu, dapatan kajian mereka belum dapat digeneralisasikan kepada semua guru yang dibimbing di daerah lain. Oleh itu, kajian ini dijalankan untuk memperoleh maklumat tentang persepsi guru



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dibimbing tentang profesionalisme SISC+ serta menilai amalan bimbingan yang dilaksanakan oleh SISC+ di Daerah Kapit.

Objektif Kajian

Kajian ini dijalankan untuk meninjau persepsi guru terhadap proses bimbingan yang diberikan oleh SISC+ dalam Program Transformasi Sekolah. Objektif utama kajian ini adalah seperti berikut:

- 1) Meninjau persepsi guru dibimbing tentang profesionalisme SISC+.
- 2) Mengenal pasti amalan bimbingan yang dilaksanakan oleh SISC+ terhadap guru dibimbing.
- 3) Mengenal pasti hubungan antara persepsi guru dibimbing dengan amalan bimbingan SISC+.

Kajian Literatur

Kebanyakan pengkaji mendefinisikan guru pembimbing dari segi hubungan yang berhierarki, di mana pembimbing lebih berpengalaman daripada guru, atau pembimbing berupaya membimbing guru memperoleh ilmu pengetahuan dan kemahiran yang diperlukan dalam pengajaran mereka (Billet, 2003; Fowler & Gorman, 2005; Price & Chen, 2003 dalam Ahmad Zamri bin Khairani, Nordin bin Ab. Razak & Mohammad Zohir bin Ahmad@Shaari, 2012). Manakala, Smith (2007) dalam Ahmad et.al. (2012) berpendapat bahawa hubungan guru pembimbing dan guru pelatih merupakan satu proses. Pembimbing bukan sekadar memberi bimbingan sahaja, tetapi juga mengemukakan soalan-soalan yang mencabar kepada guru supaya proses pemerolehan kemahiran mengajar itu menjadi lebih bermakna. Namun begitu, Lai (2005) memberi maksud guru pembimbing dengan lebih terperinci. Beliau mencadangkan tiga dimensi penting dalam mentakrifkan guru pembimbing, iaitu perhubungan, perkembangan, dan kontekstual.

Kajian Tinjauan Awal Persepsi *School Improvement Specialist Coach Plus* (SISC+): Perkembangan, Cabaran dan Ekspektasi yang lepas mendapati bahawa ekspektasi guru yang dibimbing terhadap SISC+ adalah sangat tinggi. Dapatan tinjauan dari Ng Kee Chuan et. al. (2015) juga mendapati bahawa pentadbir sekolah jarang merujuk dan berbincang dengan SISC+. Hal ini demikian kerana kebanyakan masa SISC+ telah diluahkan untuk berinteraksi atau bersemuka dengan guru dibimbing secara langsung. Oleh itu, dorongan dan sokongan daripada pihak pentadbir sekolah merupakan satu faktor yang boleh mempercepatkan transformasi pedagogi (Ng Kee Chuan et. al., 2015). Pentadbir sekolah perlu berperanan untuk memberi dorongan positif dan motivasi kepada guru-guru yang dibimbing oleh SISC+ supaya dapat membantu dalam proses transformasi sekolah terutamanya dalam aspek pedagogi. Pihak pentadbir disarankan agar tidak memberi tekanan atau teguran negatif kepada guru-gurunya setelah berbincang dengan SISC+ kerana tindakan ini akan menjejaskan hubungan dan kepercayaan guru dibimbing terhadap pegawai SISC+.

Dalam kajian tinjauan Noel Jimbai & Zamri (2017), didapati guru-guru Bahasa Melayu yang dibimbing oleh SISC+ di daerah Selangau, Sarawak dapat menerima bimbingan dan pementoran yang dilaksanakan. Dapatan kajian ini selaras dengan kajian Sarabiah dan Zamri (2016) yang menunjukkan persepsi dan amalan SISC+ telah diterima dengan baik oleh guru-guru Bahasa Melayu di daerah Bangsar dan Pudu. Hasil dapatan membuktikan guru Bahasa Melayu menyedari pentingnya menguasai kemahiran pedagogi untuk ke arah keberhasilan murid. Kajian itu juga membuktikan guru novis yang masih berada pada tahap yang rendah dalam kemahiran pedagogi memerlukan bimbingan daripada guru pakar atau guru berpengalaman.



Dalam Kajian Hilmi dan Jamil (n.d) mendapati persepsi guru terhadap program pembimbing pakar peningkatan sekolah (SISC+) menunjukkan tahap keberkesanan bimbingan pembimbing berada di tahap yang tinggi. Menurut Hilmi dan Jamil (n.d), kemahiran yang dimiliki oleh SISC+ boleh mempengaruhi hasil pelaksanaan program bimbingan. Kemahiran pedagogi pengajaran juga penting dan perlu dikuasai oleh pembimbing kerana penguasaan kemahiran tersebut dapat membantu guru dalam meningkatkan keberhasilan murid. Dapatan kajian mereka menunjukkan keberkesanan pendekatan pembimbing dapat membantu guru mengatasi segala permasalahan dalam proses PdPc melalui pendekatan yang digunakan oleh SISC+ dalam proses penyampaian bimbingan.

Metodologi

Memandangkan kajian ini adalah untuk mengkaji persepsi guru dibimbing terhadap proses bimbingan yang diberikan oleh SISC+ dalam Program Transformasi Sekolah, maka reka bentuk ini adalah berbentuk kajian kuantitatif bukan eksperimen iaitu reka bentuk tinjauan yang dijalankan dengan menggunakan analisis statistik.

Populasi kajian adalah terdiri daripada semua guru sekolah menengah yang sedang dan yang pernah mengikuti Program Bimbingan SISC+ di empat buah sekolah menengah kebangsaan yang terletak di daerah Kapit, Sarawak. Sampel kajian ini diambil daripada kalangan guru yang mengikuti Program Bimbingan SISC+ di empat buah sekolah menengah kebangsaan yang terletak di daerah Kapit. Memandangkan penyelidikan ini adalah berdasarkan pendekatan kuantitatif yang menggunakan kaedah tinjauan dengan menggunakan soal selidik, maka kaedah pensampelan yang digunakan ialah pensampelan bertujuan di mana responden dipilih dalam kalangan guru yang dibimbing oleh SISC+. Seramai 77 orang guru di bawah program bimbingan dipilih secara rawak sebagai responden kajian untuk menjawab soalan soal selidik.

Instrumen kajian yang digunakan diadaptasi daripada soal selidik yang dibina oleh Pejabat Pendidikan Daerah Kluang yang bertajuk “Keberkesanan peranan pegawai SISC+ di Daerah Kluang, Johor” serta kajian “Tinjauan awal persepsi School Improvement Specialist Coach Plus (SISC+): Perkembangan, Cabaran dan Ekspektasi” yang dilaksanakan oleh Ng Kee Chuan et. al. dalam Sarabia dan Zamri (2016). Instrumen ini terdiri daripada satu set borang soal selidik yang mengandungi tiga bahagian iaitu bahagian A, B dan C. Bahagian A mengenai demografi responden, bahagian B berkaitan dengan persepsi GDB terhadap profesionalisme SISC+ dan bahagian C berkaitan dengan amalan bimbingan SISC+. Sebanyak sembilan item digunakan untuk mengukur tahap persepsi guru dibimbing terhadap profesionalisme SISC+ dan 12 item untuk mengukur tahap amalan bimbingan SISC+.

Analisis Data

Dapatan kajian dianalisis secara deskriptif bagi mendapatkan frekuensi, peratusan, min dan sisihan piawai. Dalam kajian ini, pengkaji melaksanakan skor min berasaskan pentaksiran oleh Nunnally dan Bernstein (1994). Oleh itu, pengkaji menginterpretasikan min persepsi guru dibimbing terhadap profesionalisme SISC+ dan amalan bimbingan SISC+. Ujian Korelasi Pearson, r , juga akan dijalankan dalam kajian ini untuk mengetahui sama ada terdapat hubungan di antara persepsi GDB dengan amalan bimbingan SISC+. Pengkaji menggunakan skala kekuatan korelasi yang dicadangkan oleh Chua (2006).



Dapatan Kajian

Tahap Persepsi GDB Terhadap Profesionalisme SISC+

Terdapat Sembilan item yang digunakan untuk mengukur konstruk persepsi GDB terhadap profesionalisme SISC+. Berdasarkan kesemua sembilan ciri-ciri yang ditunjukkan oleh SISC+ berada pada tahap yang tinggi dengan min melebihi 4.00. Antara ciri-ciri yang ditunjukkan oleh SISC+ yang memperoleh min yang paling tinggi adalah dalam item SISC+ membimbing saya secara professional (min = 4.70, sp = .515). Kesemua item memperoleh min yang melebihi 4.50 kecuali item SISC+ berpengetahuan tinggi mengenai dasar pendidikan Malaysia iaitu dengan min 4.49 dan sisihan piawai .599. Secara keseluruhannya, persepsi GDB terhadap profesionalisme SISC+ adalah tinggi dengan min = 4.59 dan sp = .554.

Tahap Amalan Bimbingan Yang Dilaksanakan Oleh SISC+

Secara keseluruhannya, amalan bimbingan SISC+ dalam semua aspek mencatat min pada tahap tinggi. Min tertinggi adalah dalam aspek SISC+ membimbing saya menyediakan RPH mengikut format yang lengkap (min = 4.52, sp = .576) dan SISC+ membimbing saya cara untuk menarik tumpuan dan perhatian murid melalui penglibatan yang aktif (min = 4.52, sp = .528). Min kedua tinggi adalah dalam aspek SISC+ membimbing saya membuat refleksi pembelajaran untuk penambahbaikan PdPc seterusnya (min = 4.51, sp = .553). Item SISC+ membimbing saya membuat kesimpulan yang jelas berkaitan isi pelajaran adalah rendah sedikit berbanding refleksi dengan catatan min = 4.49 dan sp = .576. Seterusnya diikuti dengan item SISC+ membimbing saya teknik komunikasi yang berkesan (min = 4.48, sp = .553) dan teknik pengurusan bilik darjah yang berkesan (min = 4.48, sp = .528). Selain itu, SISC+ membimbing saya merancang pengajaran berasaskan aktiviti (min = 4.47, sp = .552); membimbing saya meningkatkan pengetahuan kandungan subjek yang diajar (min = 4.44, sp = .573); membimbing saya meningkatkan teknik melaksanakan penilaian secara lisan yang berkesan (min = 4.42, sp = .593). Manakala, SISC+ membimbing saya menyediakan objektif pembelajaran berdasarkan model *SMART Goal* yang boleh diukur mengikut pelbagai aras keupayaan murid dan membimbing saya meningkatkan teknik melaksanakan penilaian tugas murid dengan lebih sistematik telah mencatat min yang sama iaitu min = 4.40 dan sisihan piawai .674 dan .634 masing-masing. Item SISC+ membimbing saya menggunakan bahan sumber pembelajaran yang relevan mencatatkan min yang paling rendah (min = 4.35, sp = .556). Berdasarkan jadual 4.3, secara keseluruhannya dapat dirumuskan bahawa semua elemen amalan bimbingan SISC+ berada pada tahap yang tinggi iaitu dengan min 4.46 dan sp = .575.

Hubungan antara persepsi GDB dengan Amalan Bimbingan SISC+

Hasil kajian menunjukkan bahawa terdapat hubungan antara persepsi guru dibimbing dengan amalan bimbingan SISC+ iaitu $r = .731$, $\rho = .000$ ($\rho < .05$). Nilai r menunjukkan pekali korelasi secara positif pada tahap yang kuat. Oleh itu, dapatan kajian menunjukkan bahawa terdapat hubungan yang kuat antara persepsi guru dibimbing dengan amalan bimbingan SISC+.

Perbincangan

Dapatan data kuantitatif telah menunjukkan persepsi guru dibimbing terhadap profesionalisme SISC+ adalah positif dengan jumlah min keseluruhan sebanyak 4.59 iaitu pada tahap yang tinggi.



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Mereka bersetuju mengatakan SISC+ merupakan seorang pembimbing yang baik dan dapat membina hubungan yang baik dengan guru yang dibimbing. Hal ini telah menggariskan bahawa SISC+ perlu menjadi suri teladan kepada guru dibimbing dengan kedatangan mereka diharapkan dapat menjalinkan hubungan yang baik dengan guru di sekolah. Dapatan ini juga selari dengan pernyataan yang dibuat oleh Dr Ng Kee Chuan (2015) dalam tinjauan awal persepsi SISC+ di mana SISC+ dilantik merupakan satu penyelesaian untuk memberi sokongan daripada PPD ke sekolah.

Dapatan kajian ini juga menyokong kajian Osunde (1996) dalam Ahmad Zamri et al. (2012) yang menyatakan guru pelatih menjadikan guru pembimbing sebagai teladan dan guru pembimbing berperanan sebagai mentor untuk membina hubungan baik dengan guru-guru dalam perkhidmatan. Namun begitu, dapatan kajian ini bercanggah dengan kajian-kajian lepas yang menyatakan berlakunya perselisihan antara guru pembimbing dengan guru pelatih kerana tidak wujudnya hubungan yang baik. Hubungan yang negatif ini adalah disebabkan oleh pegangan dan falsafah serta sifat prejudis antara satu sama lain (Graham, 1997 dalam Ahmad Zamri, 2012). Oleh itu, hubungan antara SISC+ dan guru dibimbing perlu diberi perhatian dalam kalangan penyidik kerana program bimbingan dan pementoran SISC+ merupakan satu program yang agak baru dan kajian mengenai hubungan ini masih sangat kurang. Justeru, tugas dan peranan SISC+ perlu dikaji bagi melakukan penambahbaikan program bimbingan dan pementoran SISC+.

SISC+ dianggap mempunyai pengetahuan mengenai dasar pendidikan Malaysia di mana pegawai SISC+ sentiasa menyampaikan dan menyebarkan luas maklumat tentang dasar-dasar dan program kementerian serta memantapkan kualiti guru ke arah pembelajaran abad ke-21. Hal ini adalah bertepatan dengan respon yang diberi oleh guru dibimbing tentang persetujuan sikap SISC+ dapat berkomunikasi dengan terbuka. Dapatan ini juga sejajar dengan dapatan Sarabiah & Zamri (2016) dalam kajian tanggapan bimbingan SISC+ dari perspektif guru Bahasa Melayu. Kajian ini juga menunjukkan majoriti guru dibimbing bersetuju bahawa pegawai SISC+ mempunyai pengetahuan pedagogi yang tinggi dan dapatan ini disokong oleh kajian lepas Sarabiah & Zamri (2016). Pengetahuan dalam aspek pedagogi adalah penting dan perlu ada pada SISC+ kerana menurut Shulman (1986), salah satu penyelesaian yang mungkin boleh meningkatkan keberkesanan guru adalah memperkayakan PCK mereka dengan menyepadukan pengetahuan kandungan dan pengetahuan pedagogi dari semasa ke semasa sehingga menghasilkan guru yang berkualiti.

Sungguhpun majoriti guru dibimbing bersetuju tentang pengetahuan pedagogi yang ada dalam kalangan SISC+, namun masih terdapat tiga orang daripada 77 orang responden memberi maklum balas ketidakpastian dalam perkara ini. Begitu juga dapatan kajian Hilmi dan Jamil (n.d.) mendapati persepsi guru terhadap kemahiran pedagogi SISC+ hanya berada pada tahap sederhana. Dapatan tinjauan Ng Kee Chuan (2015) juga mendapati 26% SISC+ berpendapat GDB tidak mengalu-alukan kedatangan SISC+. Hal ini demikian mungkin disebabkan ketidakselesaian GDB apabila diperhatikan dan dibimbing. Keselesaan GDB diperhatikan semasa pengajaran bukan satu perkara yang mudah dicapai dan diterima oleh GDB. Oleh itu, kemahiran insaniah SISC+ untuk menjalin hubungan yang baik dan mesra masih perlu dipertingkatkan dalam kalangan SISC+. Selain itu, kemahiran dan pengetahuan pedagogi adalah sangat penting dan perlu dikuasai oleh SISC+ kerana impak penguasaan pedagogi dapat membantu GDB dalam meningkatkan keberhasilan murid (Hilmi & Jamil, n.d.).

Dapatan kajian menunjukkan amalan bimbingan SISC+ adalah pada tahap yang tinggi dalam kelima-lima komponen pengajaran dan pembelajaran iaitu perancangan, penyampaian, penilaian,



semakan dan refleksi. Amalan bimbingan SISC+ berada pada tahap yang paling tinggi dalam komponen perancangan bagi aspek penyediaan rancangan pengajaran harian (RPH). Ini menunjukkan pegawai SISC+ mementingkan aspek perancangan dan persediaan pengajaran. Dapatan ini disokong oleh pendapat Danielson (2007) dalam Model Kerangka Pengajaran Efektif yang menyatakan domain utama untuk pengajaran ialah perancangan dan persediaan menerangkan bagaimana seorang guru itu mereka bentuk pengajarannya. Namun demikian, dapatan ini bercanggah dengan dapatan Ahmad et. al. (2012) yang mendapati guru pembimbing kurang membantu dalam merangka pengajaran yang berkesan. Hal ini akan merugikan guru dibimbing memandangkan pegawai SISC+ merupakan pakar dalam pedagogi yang merangkumi aspek perancangan pengajaran. Mereka telah didedahkan dan telah jelas dengan format persediaan mengajar yang lengkap. Justeru itu, SISC+ perlu memainkan peranan dalam membimbing GDB untuk menyediakan RPH yang mengandungi objektif yang boleh diukur dan aktiviti pembelajaran yang sesuai, menentukan kaedah pentaksiran dalam PdPc dan menyediakan BSP yang relevan mengikut pelbagai aras keupayaan murid dan peruntukan masa yang ditetapkan. Lagipun, baru-baru ini kumpulan guru interim yang ditempatkan di sekolah tidak mempunyai pengalaman mengajar atau langsung tidak pernah didedahkan dalam kursus mengenai pedagogi. Oleh itu, pendedahan pedagogi dan bimbingan daripada SISC+ diperlukan dalam membantu guru awalan ini untuk merancang pengajaran dengan baik.

Oleh sebab amalan bimbingan SISC+ adalah pada tahap yang tinggi dalam kelima-lima komponen pengajaran dan pembelajaran, maka adalah wajarnya SISC+ memberi perhatian kepada kesemua komponen tersebut bagi meningkatkan kualiti guru dalam PdPc mereka. Dapatan ini disokong oleh pendapat Noor Azlan & Lim (2011) yang menyatakan untuk mencapai keberkesanan dalam penyeliaan, seseorang penyelia perlu memerhati, menganalisis serta mentafsir pengajaran guru itu sendiri serta memberi fokus dalam aspek bermula dari peringkat perancangan hingga ke peringkat refleksinya dalam proses pengajaran dan pembelajaran.

Di samping itu, dapatan kajian menunjukkan hubungan korelasi yang signifikan dan kuat antara persepsi guru dibimbing dengan amalan bimbingan SISC+. Ini menunjukkan GDB memberi respon yang positif terhadap bimbingan yang diberi oleh pegawai SISC+. Bimbingan pegawai SISC+ dalam kesemua dua belas elemen pengajaran dan pembelajaran dilaksanakan dengan baik dan profesionalisme. Hasil kajian ini selaras dengan kajian Nor Asimah (2010) yang menyatakan guru pembimbing memberi bimbingan yang kerap dalam elemen persediaan mengajar, penyampaian isi pelajaran dan penilaian pengajaran serta peningkatan profesionalisme guru. Dapatan ini juga menyokong kajian Hamdan & Rahimah (2011) yang mengkaji amalan penyeliaan pengajaran dan pembelajaran di sekolah-sekolah kebangsaan di daerah Melaka Tengah, Melaka. Kajian mereka mendapati persepsi guru terhadap penyeliaan yang dijalankan di sekolah kajian adalah positif dengan majoriti responden bersetuju penyeliaan pengajaran perlu dijalankan terhadap semua guru, mereka faham penyeliaan adalah perlu dilakukan untuk meningkatkan kualiti pengajaran dan seterusnya demi kecemerlangan akademik murid.

Namun begitu, dapatan kajian ini bertentangan dengan dapatan Siti Zohora et. al. (1998) yang menyatakan guru pembimbing gagal mewujudkan hubungan baik dengan guru pelatih kerana ketidaktekusan mengenai tanggungjawab mereka sebagai seorang mentor. Selain itu, dapatan kajian juga bercanggah dengan kajian Hamdan dan Nurlia (2011) mendapati bahawa keberkesanan amalan penyeliaan pengajaran dalam memperkukuhkan hubungan profesional antara penyelia dan guru adalah kurang. Kajian tersebut mendapati bahawa proses penyeliaan menghadkan



hubungan guru dengan penyelia. Natiujahnya, pegawai SISC+ perlu mempunyai “*soft skill*” dan bijak memilih pendekatan yang sesuai dengan kompetensi guru yang dibimbing. Kebijakan dalam memilih pendekatan bimbingan yang sesuai dapat mewujudkan suasana perbincangan antara SISC+ dengan GDB yang harmoni dan seterusnya mencetuskan perasaan saling menghormati, mempercayai dan memahami antara satu sama lain.

Implikasi Kajian dan Cadangan

Kajian ini telah memberi gambaran bahawa guru-guru yang dibimbing di daerah Kapit dapat menerima bimbingan dan pementoran daripada SISC+ dan ini memberi implikasi kepada GDB untuk mentransformasikan pengajaran mereka dengan hati yang terbuka. Dengan hubungan yang erat dan professional antara GDB dan SISC+ akan memberi impak yang besar terhadap peningkatan kualiti guru. Kajian ini juga memberi implikasi yang ketara dalam proses membimbing guru ketika bimbingan dan pementoran sedang berlangsung. Dalam program bimbingan dan pementoran, pegawai SISC+ perlu melaksanakan bimbingan terhadap GDB melalui tiga peringkat iaitu sebelum pengajaran, semasa pengajaran dan selepas pengajaran. Pelaksanaan sepenuh mengikut tiga peringkat ini amat perlu supaya kedua-dua pihak sama ada pegawai SISC+ dan GDB diberi peluang untuk memberi idea dan membuat refleksi pengajaran untuk penambahbaikan dalam aspek yang diperlukan. Pegawai SISC+ juga perlu mengamalkan pendekatan bimbingan yang sesuai serta mengamalkan sikap yang terbuka serta bersedia memberi perkongsian pengalaman.

Sehubungan itu, kajian ini menyarankan agar Kementerian Pendidikan Malaysia (KPM) dan Jabatan Pendidikan Negeri (JPN) perlu melantik pegawai yang benar-benar komited dalam tugas yang diberi untuk menjadi pegawai SISC+ agar dapat memberi komitmen yang sepenuhnya untuk menjayakan program bimbingan ini. Diharap juga Bahagian Pendidikan Guru dengan kerjasama bersama Jabatan Pendidikan Negeri perlu melaksanakan Perkembangan Profesionalisme Berterusan (CPD) kepada pegawai SISC+ dari semasa ke semasa untuk meningkatkan kemahiran dalam aspek pedagogi dan ilmu membimbing dan mentoran dalam kalangan SISC+.

Kesimpulan

Berdasarkan persepsi GDB terhadap profesionalisme SISC+ dalam kajian ini, pengkaji menyimpulkan bahawa dalam proses memberi bimbingan, jika tercetus sebarang isu atau wujud percanggahan pendapat atau sebarang teguran, maka SISC+ harus menanganinya dengan bijak. Oleh yang demikian, SISC+ perlulah berperanan memberi pengaruh yang kuat kepada guru yang dibimbing dengan menunjukkan personaliti yang baik dan menunjukkan sikap profesionalisme yang tinggi kerana SISC+ akan menjadi model atau suri teladan dalam pembentukan guru yang berkualiti.

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PENILAIAN TINGKAH LAKU NAZIR SEKOLAH BAHARU DALAM MEMBUAT PERTIMBANGAN

**Wan Huzaini Wan Husain¹
Norasmah Othman²**

^{1,2}Fakulti Pendidikan, Universiti Kebangsaan Malaysia

Abstrak: *Kajian penilaian ini bertujuan untuk mengenal pasti tahap tingkah laku Nazir Sekolah Baharu di Jemaah Nazir dan Jaminan Kualiti (JNJK), Kementerian Pendidikan Malaysia (KPM) dalam membuat pertimbangan semasa melaksanakan tugas. Sejumlah 84 responden terdiri daripada Nazir Sekolah Baharu kohort 2011 hingga 2014 yang telah menghadiri Kursus Orientasi Penaziran dan Program Mentor Mentee telah menjawab instrumen soal selidik berkaitan aspek membuat pertimbangan semasa melaksanakan tugas penaziran. Dapatan kajian menunjukkan tahap tingkah laku Nazir Sekolah Baharu dalam aspek membuat pertimbangan semasa melaksanakan tugas penaziran secara keseluruhannya berada pada tahap sangat tinggi. Daripada sepuluh item berkaitan aspek membuat pertimbangan, didapati item menentukan maklumat yang sah untuk mengelak daripada timbulnya ralat pemeriksa memperoleh skor min tertinggi. Manakala item risiko ketidakpastian yang mungkin terhasil dari keputusan yang diambil mencatatkan skor min terendah. Dapatan kajian menunjukkan Nazir Sekolah Baharu berjaya mengamalkan sikap yang membentuk tingkah laku positif dalam tugas penaziran setelah mengikuti Kursus Orientasi Penaziran dan Program Mentor Mentee. Ini menunjukkan Nazir Sekolah Baharu berupaya membuat pertimbangan secara profesional berdasarkan fakta yang tepat dan relevan selari dengan etika penaziran JNJK. Namun, risiko ketidakpastian yang mungkin terhasil dari keputusan yang diambil merupakan cabaran yang perlu dihadapi dan ditangani secara profesional oleh Nazir Sekolah Baharu. Implikasi kajian mencadangkan agar Kursus Orientasi Penaziran dan Program Mentor Mentee diteruskan dengan menambah elemen-elemen dalam membuat pertimbangan untuk memantapkan lagi tahap profesionalisme Nazir Sekolah.*

Katakunci: *Nazir Sekolah, pertimbangan profesional, membuat keputusan*

Pengenalan

Jemaah Nazir dan Jaminan Kualiti (JNJK) Kementerian Pendidikan Malaysia (KPM) ditubuhkan hasil daripada perakuan oleh Jawatankuasa Pelajaran 1956 dan Ordinan Pelajaran 1957. Peranan, fungsi dan tanggungjawab JNJK dinyatakan dengan jelas dalam Penyata Razak, Laporan Rahman Talib, Akta Pelajaran 1961, Laporan Jawatankuasa Kabinet 1979 (JNSP 1981) dan yang terkini Akta Pendidikan 1996 (JNJK 2008). Laporan Rahman Talib pula mengesahkan prinsip kebebasan Jemaah Nazir dan Jaminan Kualiti terdiri daripada sekumpulan pakar profesional yang melaporkan dapatan pemeriksaan berasaskan “*without fear or favour and uncoloured by anything but consideration for the highest professional integrity*” (JNSP 1981).



Menurut Wilcox dan Gray (1996) terdapat empat fungsi asas penaziran iaitu penaziran sebagai proses (1) penilaian, (2) pengauditan, (3) penguatkuasaan dan (4) tindakan sosial. Hamid (2013) menyenaraikan empat lagi fungsi penaziran di Malaysia iaitu penaziran sebagai (5) penyelesaian masalah, (6) penentu kerjaya, (7) pakar rujuk dalam bidang masing-masing dan (8) pemilihan kenaikan pangkat guru dan kecemerlangan sekolah. Bagi melaksanakan kesemua fungsi tersebut, semua Nazir Sekolah Baharu dimestikan lulus Kursus Orientasi Penaziran dan Program Mentor Mentee sebagai prasyarat sebelum ditauliahkan sebagai Nazir Sekolah untuk melaksanakan pelbagai pemeriksaan seperti di Jadual 1.

Jadual 1: Pelaksanaan Pemeriksaan oleh JNJK Tahun 2016

Pemeriksaan/Penilaian	Kekerapan	SM	SR	Jumlah
Pemeriksaan				
1. Pemeriksaan Penuh	2	2	2	4
2. Pemeriksaan Bertema	7	167	316	483
3. Pemeriksaan Khas	9	652	431	1083
4. Pemeriksaan Berfokuskan Pembelajaran dan Pengajaran	41	1730	2051	3781
Penilaian		Sekolah	IPG	Jumlah
5. Penilaian Calon Pensyarah & Guru Cemerlang	1	567	226	793

Nota: SM=Sekolah Menengah. SR=Sekolah Rendah, IPG=Institut Pendidikan Guru

Sumber: Laporan Tahunan JNJK 2016

Jadual 1 menunjukkan bilangan pemeriksaan yang telah dilaksanakan oleh JNJK pada tahun 2016. Terdapat empat jenis pemeriksaan dan satu penilaian yang melibatkan pemeriksaan sekolah dan pencerapan Pembelajaran dan Pengajaran (PdP) guru. Secara keseluruhan, didapati Pemeriksaan Berfokuskan Pembelajaran dan Pengajaran dan Pemeriksaan Khas merupakan keutamaan pelaksanaan fungsi JNJK dengan kekerapan pemeriksaan tertinggi. Pelaksanaan pencerapan PdP merupakan aspek yang kritikal kerana antara peranan utama Nazir Sekolah adalah memberi nasihat kepada pentadbir sekolah dan guru-guru berhubung dengan kaedah pengajaran dan pembelajaran seperti yang diwartakan melalui Subseksyen 118 dalam Akta Pendidikan 1996 (Akta Pendidikan 1996).

Dengan pelbagai pemeriksaan yang dipertanggungjawabkan, maka Nazir Sekolah perlu mempunyai kemahiran untuk membuat pertimbangan dalam situasi tertentu semasa melaksanakan tugas. Setiap keputusan yang dibuat mestilah berdasarkan asas pertimbangan profesional yang bersandarkan fakta dan disokong oleh evidens. Nazir Sekolah perlu rasional, sabar, berfikir panjang dan mendalam supaya keputusan yang dibuat itu tekal, kekal dan muktamad tanpa sebarang kerugian dipihak sekolah (Mohd Idrus 2012). Kajian berkaitan dengan aspek membuat pertimbangan sebagai salah satu daripada proses membuat keputusan telah lama dilaksanakan oleh pengkaji dalam bidang perubatan, perundangan, ekonomi, politik, sains, kognitif sains, psikologi, pengajaran, kecerdasan buatan dan ketenteraan (Simon 1986; Husted & Husted 1995; Evetts, 2001; Martindale 2011:45).

Walau bagaimanapun, kajian berkaitan dengan aspek membuat pertimbangan sebagai salah satu proses membuat keputusan oleh Nazir Sekolah semasa melaksanakan tugas hampir tiada dilaksanakan di Malaysia.



Pernyataan Masalah

Pelbagai peranan yang telah dipertanggungjawabkan kepada Nazir Sekolah menyebabkan mereka sentiasa berdepan dengan situasi yang memerlukan mereka membuat pertimbangan untuk menentukan sesuatu keputusan. Seterusnya, mereka juga perlu memberi cadangan yang konstruktif kepada pemegang taruh seperti pentadbir sekolah dan guru berkaitan dengan sesuatu isu atau masalah yang telah dikenal pasti hasil daripada pemeriksaan yang telah dilaksanakan. Selari dengan perubahan dasar dan perkembangan terkini dalam bidang pendidikan, Nazir Sekolah perlu mengenal pasti setiap pertimbangan atau keputusan yang dibuat berupaya memberi impak yang signifikan kepada guru atau pihak sekolah yang dibimbing (Mohd Idrus 2012). Ini disebabkan terdapat kecederungan Nazir Sekolah membuat keputusan hanya berdasarkan fakta tanpa adanya unsur-unsur pertimbangan profesional seorang Nazir Sekolah (Van Bruggen 2010). Oleh yang demikian, kajian ini bertujuan untuk mengenal pasti tingkah laku Nazir Sekolah Baharu ketika membuat pertimbangan berkaitan dengan tugas penaziran.

Definisi dan Konsep Membuat Pertimbangan

Hasil tinjauan literatur mendapati istilah membuat pertimbangan, pertimbangan profesional, membuat keputusan dan penghakiman sering digunakan secara bergandingan atau silih berganti bagi menjelaskan sesuatu situasi yang memerlukan keputusan atau untuk menyelesaikan masalah (Martindale 2010; Mohd Idrus 2012; Abraham 2015). Menurut Dowie (1993), membuat pertimbangan boleh didefinisikan sebagai penilaian di antara alternatif yang ada. Maule (2001) pula mencadangkan proses membuat pertimbangan melibatkan integrasi pelbagai aspek maklumat tentang individu, objek atau situasi sebelum membuat penilaian secara keseluruhan. Selanjutnya, membuat keputusan boleh diertikan sebagai pilihan di antara alternatif (Dowie 1993) yang memfokuskan kepada bagaimana individu memilih tindakan di dalam situasi yang tidak menentu dan akibat daripada tindakan tersebut tidak diketahui (Goldstein & Hogarth 1997).

Mohd Idrus (2012) pula menyatakan membuat pertimbangan boleh didefinisikan sebagai proses membentuk pendapat atau penilaian yang berasaskan standard etika atau teknikal yang memerlukan pengetahuan khusus. Agus, Bambang & Rahmat (2017) menambah pengertian membuat pertimbangan ialah proses yang melibatkan faktor rasional, perasaan, gerak hati dan karakter setiap individu. Namun, Yates & Tschirhart (2006) merumuskan istilah membuat pertimbangan adalah komitmen terhadap tindakan yang bertujuan untuk menghasilkan keputusan yang memuaskan untuk individu atau situasi tertentu.

Dalam konteks JNJK, kesemua istilah yang digunakan membawa maksud yang sama kerana setiap keputusan yang dibuat mestilah berdasarkan keutuhan profesional, cermat, teliti, adil dan saksama selari dengan Etika Penaziran (JNJK 2003a). Agus, Bambang & Rahmat (2017) juga menyelaraskan pengertian sama terhadap *judgement* dan *profesional judgement* dalam kajian mereka berkaitan *profesional judgement* auditor dalam proses audit laporan kewangan.

Bagaimana Pertimbangan Dilaksanakan

Menurut Buckingham & Adams (2000), adalah sukar untuk menyatakan sesuatu pertimbangan yang dibuat adalah baik atau tidak sekiranya persekitaran ditentukan oleh faktor-faktor yang tidak menentu. Baron (2000) menyatakan pertimbangan yang baik adalah keputusan terbaik yang dapat mencapai matlamat tertentu. Bagi menjawab persoalan bagaimana untuk menentukan kualiti sesuatu pertimbangan yang dilaksanakan, Dowding & Thompson (2003) menyatakan terdapat



pelbagai kaedah untuk menilai kualiti pertimbangan yang dilakukan tetapi secara realiti, proses menilai pertimbangan dan membuat keputusan adalah sangat kompleks.

Hastie & Dawes (2001) menyatakan pertimbangan baik atau tepat boleh dilaksanakan berdasarkan pendekatan Hukum Logik Asas melalui dua kaedah iaitu Pertimbangan Sosial (*Social Judgement Approaches/SJA*) atau Pertimbangan Berdasarkan Kemungkinan (*Probabilistic Methods/PM*). Pendekatan SJA adalah berdasarkan kepada pemahaman keperluan untuk membuat pertimbangan, mengukur kriteria, mengukur subjek yang menjadi pertimbangan secara bebas dan seterusnya membandingkan dengan kriteria yang telah dikenal pasti. Pendekatan SJA ini menggunakan hubungan antara maklumat dan hasil kepentingan sebagai asas untuk membentuk kriteria. Pendekatan PM juga boleh digunakan untuk menilai ketepatan pertimbangan. Pendekatan ini bergantung kepada ketersediaan set data yang boleh memberikan data kekerapan yang diperlukan untuk menilai ketepatan pertimbangan yang dibuat oleh individu.

Abraham (2015) pula menyatakan terdapat dua pandangan umum berkaitan aspek membuat pertimbangan secara profesional sebagai proses membuat keputusan. Pendekatan pertama adalah kaedah membuat keputusan secara klasik (*Classical Decision Making/CDM*) iaitu pendekatan secara perlahan, berusaha dan bijaksana untuk membuat pertimbangan bagi menghasilkan keputusan. Pendekatan kedua pula adalah kaedah membuat keputusan secara semulajadi (*Naturalistic Decision Making/NDM*).

Menurut Kahneman & Klein (2009), majoriti keputusan dibuat berasaskan pendekatan NDM kerana lebih berkesan dari segi penggunaan sumber, mental dan masa untuk menyelesaikan masalah dan seterusnya mencapai matlamat. Pendekatan NDM pada asalnya dibangunkan berdasarkan pemerhatian ke atas situasi yang mempunyai tekanan tinggi dalam kehidupan nyata, bersifat deskriptif, mempunyai kerangka yang bercirikan pakar dan mampu membezakan pakar dengan orang baharu yang tiada pengalaman. Sebagai contoh, bagaimana pembuatan keputusan oleh ahli bomba untuk memadamkan kebakaran. Sebaliknya, pendekatan CDM kurang digunakan kerana kurang berkesan, memakan masa dan biasanya melibatkan urusan seharian yang tidak memerlukan tekanan tinggi. Walau bagaimanapun, kedua-dua pendekatan ini masing-masing mempunyai kekuatan dan kelemahan tersendiri.

Menurut Yates & Tschirhart (2006), terdapat 10 prinsip semasa membuat keputusan iaitu (1) keperluan – adakah perlu membuat keputusan? (2) mod – bagaimanakah sesuatu keputusan itu perlu dibuat? (3) pelaburan – apakah sumber yang diperlukan untuk membuat keputusan? (4) pilihan – apakah pilihan yang ada atau kapasiti untuk menjadi lebih kreatif? (5) kemungkinan – apakah kemungkinan yang wujud bagi alternatif yang lain?, (6) pertimbangan – apakah pertimbangan kognitif atau faktor penting yang mempengaruhi keputusan dibuat?, (7) nilai – apakah nilai yang ada bagi setiap pilihan dan adakah ia berbeza bagi individu yang berbeza?, (8) *Trade off* – senario kes terburuk berbanding dengan kes terbaik, (9) penerimaan – keputusan tidak di buat secara individu tetapi secara konsensus dan (10) pelaksanaan – adakah keputusan yang diambil mampu dilaksanakan dan bagaimana ia akan dilaksanakan.

Kepentingan Kualiti Pertimbangan kepada Nazir Sekolah

Mohd Idrus (2012) berpendapat, membuat pertimbangan adalah satu proses mental di mana seseorang itu bertindak untuk memilih satu pilihan yang terbaik daripada beberapa pilihan yang ada. Pertimbangan yang adil merupakan elemen yang penting sebelum memutuskan sesuatu keputusan. Nazir Sekolah membuat pertimbangan berasaskan pendekatan intuisi dan pendekatan



analisis. Pendekatan intuisi termasuklah memiliki ciri-ciri hasil pemeriksaan dan penilaian yang dijalankan iaitu mempercayai diri, keyakinan diri, membuat tanggapan, mentafsir keadaan, mengumpul idea, kreatif, membuat pertimbangan, menghargai kerjaya orang lain. Manakala pendekatan analisis merangkumi keupayaan Nazir Sekolah mendefinisikan masalah atau tugas, objektif, kriteria, mengutip maklumat, mengenal pasti alternatif, membandingkan penyelesaian, menilai alternatif dan memilih alternatif terbaik. Pendapat Mohd Idrus (2012) adalah selari dengan *Office for Standards in Education, Children's Services and Skills* (Ofsted) yang mencadangkan Nazir Sekolah perlu membuat pertimbangan berdasarkan bukti, isu pemeriksaan dan konteks institusi yang diperiksa (Jerald 2013).

Menurut Van Brugen (2010:33), terdapat empat aspek pertimbangan yang menjadi kriteria asas Nazir Sekolah iaitu (1) pertimbangan seperti cermin, (2) pertimbangan berdasarkan konteks sekolah, (3) pertimbangan berdasarkan pengajaran guru secara keseluruhan atau kualiti guru dan (4) pertimbangan berdasarkan norma dan kriteria. Tambah beliau, terdapat kecenderungan Nazir Sekolah membuat keputusan hanya berdasarkan fakta tanpa adanya unsur-unsur pertimbangan profesional seorang Nazir Sekolah. Pertimbangan seperti ini diumpamakan sebagai cermin kerana hanya melaporkan secara ringkas tentang apa yang tersurat. Nazir Sekolah yang berwibawa sepatutnya membuat pertimbangan yang mampu merangsangkan kecemerlangan sekolah dan mempunyai impak terhadap organisasi sekolah, masyarakat dan pembuat dasar.

Seterusnya, aspek kedua adalah pertimbangan berdasarkan konteks sekolah. Ini bermaksud Nazir Sekolah membuat pertimbangan berdasarkan konteks sekolah semata-mata tanpa mempedulikan latar belakang pelajar, persekitaran dan sebagainya. Di setengah negara, keputusan peperiksaan pelajar tidak digunakan sebagai salah satu unsur dalam membuat pertimbangan kerana terdapat pelbagai perbezaan dari aspek budaya dan sosio-ekonomi pelajar. Bagaimanapun, di negara tertentu seperti Netherlands, Wales, Northern Ireland, Flanders dan England mengamalkan konsep pertimbangan berdasarkan *Context –Value-Added Inspection* (CVA) bagi mengatasi hal ini. Prinsip CVA berdasarkan mekanisme seperti keputusan ujian keseluruhan pelajar yang berdaftar dibandingkan dengan fakta atau bukti hasil pembelajaran pada penghujung tahun tertentu. Hasil pembelajaran yang diperoleh kemudiannya dikaitkan dengan latar belakang budaya dan sosio-ekonomi pelajar. Namun begitu, mekanisme ini hanya boleh dilaksanakan sekiranya pelbagai sumber dan pangkalan data tentang pelajar dan sekolah boleh diakses dengan mudah oleh Nazir Sekolah untuk tujuan perbandingan (Van Bruggen 2010).

Aspek yang ketiga adalah berkenaan pertimbangan berdasarkan pengajaran guru secara keseluruhan atau kualiti guru. Sering kali guru-guru merasa tidak selesa kerana merasakan Nazir Sekolah masuk ke kelas untuk mencerap P&P mereka. Guru beranggapan Nazir Sekolah akan membuat pertimbangan berdasarkan hasil P&P mereka semata-mata. Secara realitinya, P&P guru hanyalah sebahagian daripada elemen yang dipertimbangkan oleh Nazir Sekolah semasa proses membuat keputusan. Hasil P&P seorang guru di dalam kelas yang dicerap sebenarnya tidak menggambarkan kualiti keseluruhan proses pembelajaran di sesuatu sekolah. Bagaimanapun, kebanyakan Nazir Sekolah bersetuju bahawa selain daripada aspek teknikal, guru-guru yang lemah tidak mampu melaksanakan pengajaran yang berkesan. Oleh yang demikian, sekiranya sekolah tersebut dipertimbangkan sebagai kategori sangat lemah antara indikator utama adalah kerana majoriti guru adalah lemah. Dengan demikian, secara tidak langsung terdapat hubungan di antara pertimbangan berdasarkan pengajaran guru secara keseluruhan dengan kualiti guru (Van Bruggen 2010).



Aspek yang keempat adalah pertimbangan berdasarkan norma dan kriteria. Isu ini adalah berkait rapat dengan kualiti penaziran. Nazir Sekolah perlu jelas dengan kriteria dan norma yang ditetapkan semasa pemeriksaan. Sebagai contoh, sekiranya standard kriteria pembelajaran yang ditetapkan seperti “kebanyakan kelas diurus secara interaktif dan merangsang pelajar untuk mengembangkan strategi pembelajaran sendiri” maka Nazir Sekolah perlu mengetahui tentang norma-norma untuk menilai aspek yang perlu diperhatikan. Isu berkaitan dengan definisi pengajaran dan pembelajaran interaktif, peratusan jumlah pemerhatian untuk dianggap sebagai interaktif, definisi kebanyakan kelas, konsep strategi pembelajaran dan lain-lain perlu diberi perhatian dan pemahaman yang mendalam oleh Nazir Sekolah sebelum membuat sebarang pertimbangan. Bagi mengatasi masalah ini, tumpuan terhadap aspek latihan dan pembangunan profesionalisme Nazir Sekolah secara berterusan adalah sangat penting dalam usaha untuk menyediakan Nazir Sekolah yang mampu membuat pertimbangan secara profesional (Van Bruggen 2010).

Walaupun Nazir Sekolah berupaya membuat pertimbangan secara profesional, namun sejauh mana kualiti membuat pertimbangan tidak dapat dipastikan. Apakah pendekatan pertimbangan yang kerap digunakan oleh Nazir Sekolah semasa membuat keputusan? Bagi menjawab persoalan ini, aspek ketepatan membuat pertimbangan adalah sangat kritikal seperti yang nyatakan oleh Hastie dan Rasinski. Hastie & Rasinski (1988) mendefinisikan ketepatan membuat pertimbangan adalah tidak mempunyai kesilapan, tindakan yang betul, atau menyimpang hanya sedikit tetapi dalam had yang boleh diterima daripada piawai yang ditentukan. Mereka mencadangkan bahawa menganalisis ketepatan membuat pertimbangan memerlukan tiga unsur seperti (1) penghakiman, tindak balas atau penegasan yang dipertimbangkan, (2) standard atau kriteria kebenaran dan (3) peraturan yang menjelaskan hubungan di antara penghakiman dan kriteria. Cooksey (1996) pula membahaskan keupayaan individu untuk membuat pertimbangan yang tepat adalah berdasarkan tiga fungsi berikut iaitu (1) bagaimana sesuatu perkara boleh diramal, (2) sejauh mana kebijaksanaan penilai mengetahui tentang sesuatu perkara dan (3) bagaimana penilai mengamalkan pengetahuan mereka secara konsisten.

Metodologi kajian

Reka bentuk kajian ini merupakan kajian penilaian yang menggunakan Model Penilaian Kirkpatrick (1959). Walaupun Model Penilaian Kirkpatrick terdiri dari empat tahap iaitu reaksi, pembelajaran, tingkah laku dan hasil, tetapi kajian ini hanya memfokuskan penilaian tingkah laku Nazir Sekolah Baharu sahaja yang melibatkan aspek membuat pertimbangan. Kaedah kajian tinjauan digunakan untuk menilai tahap tingkah laku Nazir Sekolah Baharu setelah mengikuti Kursus Orientasi Penaziran dan Program Mentor Mentee. Menurut Creswell (2012), kajian tinjauan sesuai untuk menghasilkan penjelasan secara kuantitatif berkenaan dengan trend, sikap atau pendapat dengan mengkaji sampel sesuatu populasi.

Populasi kajian ini terdiri daripada 84 orang Nazir Sekolah yang terdiri dari 48 lelaki dan 36 perempuan. Kesemua responden telah mengikuti kursus dan sedang bertugas di Jemaah Nazir dan Jaminan Kualiti Putrajaya dan cawangan JNJK di seluruh negara. Kumpulan Nazir Sekolah yang menjadi responden ini terdiri dari kohort ambilan tahun 2011 hingga 2014. Kesemua responden telah mengikuti program latihan yang menggunakan modul latihan yang sama. Oleh sebab jumlah populasi yang sedikit dan kurang dari 100, maka pengkaji menggunakan keseluruhan populasi sebagai responden kajian seperti yang dicadangkan oleh Johnson dan Christensen (2008).



Kajian ini menggunakan instrumen soal selidik yang mengandungi 10 item yang berkaitan dengan aspek membuat pertimbangan. Skala Likert lima tahap digunakan. Item soal selidik adalah ubah suai daripada kajian Mohd Idrus (2012). Menurut Mohd Majid (2005) kaedah soal selidik ini berfungsi sebagai alat pengukur yang digunakan dalam penyelidikan pendidikan bagi mendapatkan maklumat berkenaan fakta-fakta, kepercayaan, perasaan dan sebagainya. Tujuannya adalah untuk mengumpul data mengenai sesuatu fenomena tanpa menyoal mengapa pemboleh ubah tersebut wujud.

Sebelum kajian lapangan dijalankan, satu kajian rintis bagi mengukur kebolehpercayaan dan kesahan instrumen soal selidik telah dilaksanakan ke atas 25 orang Nazir Sekolah Baharu. Pengkaji menggunakan khidmat lima orang pakar untuk membuat pengesahan kandungan instrumen soal selidik. Pandangan dan komen dari pakar diberi perhatian oleh pengkaji bagi memantapkan lagi kandungan, penggunaan bahasa dan kejelasan maksud bagi setiap item yang digunakan agar bertepatan dengan objektif kajian. Bagi kebolehpercayaan soal selidik, pengkaji menggunakan nilai pekali *Cronbach Alpha* dan didapati aspek membuat pertimbangan mempunyai kebolehpercayaan > 0.9 . Ini menunjukkan item-item dalam soal selidik adalah baik dan sesuai untuk melaksanakan kajian (Hair et al. 2010).

Instrumen soal selidik telah ditadbirkan kepada 84 orang responden. Pengkaji melaksanakan analisis deskriptif bagi mendapatkan min dan sisihan piawai untuk menjelaskan data yang telah dikumpul. Interpretasi skor min seperti di Jadual 2 digunakan untuk menentukan tahap tingkah laku Nazir Sekolah Baharu.

Jadual 2: Interpretasi skor min

Skor min	Interpretasi skor min
4.21 hingga 5.00	Sangat Tinggi
3.41 hingga 4.20	Tinggi
2.61 hingga 3.40	Sederhana
1.81 hingga 2.60	Rendah
1.00 hingga 1.80	Sangat Rendah

Perbincangan Dapatan Kajian

Bagi mengenal pasti tingkah laku Nazir Sekolah Baharu membuat pertimbangan semasa melaksanakan tugas, sejumlah 10 item berkaitan aspek membuat pertimbangan seperti di Jadual 3 telah ditadbirkan kepada semua responden.

Jadual 3: Skor Min, Sisihan Piawai dan Tahap Tingkah Laku Nazir Sekolah Baharu dalam Membuat Pertimbangan

Bil	Pernyataan	Skor Min	Sisihan Piawai	Tahap
1	Mempercayai diri sendiri untuk membuat keputusan yang tepat.	4.63	0.510	Sangat Tinggi
2	Mempertimbangkan semua fakta yang relevan sebelum membuat keputusan.	4.68	0.495	Sangat Tinggi
3	Mengenal pasti alternatif yang ada sebelum membuat keputusan.	4.67	0.499	Sangat Tinggi
4	Memilih alternatif yang betul pada masa yang sesuai.	4.64	0.506	Sangat Tinggi
5	Menganalisis percanggahan maklumat sebelum merekodkan skor dalam instrumen pemeriksaan.	4.69	0.465	Sangat Tinggi
6	Menentukan maklumat yang sah untuk mengelak daripada timbulnya ralat pemeriksa.	4.70	0.460	Sangat Tinggi



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7	Membandingkan pelbagai alternatif sebelum membuat keputusan.	4.57	0.544	Sangat Tinggi
8	Menilai kekuatan-kekuatan setiap alternatif yang ada.	4.58	0.542	Sangat Tinggi
9	Menilai risiko ketidakpastian yang mungkin terhasil daripada setiap keputusan.	4.56	0.546	Sangat Tinggi
10	Memilih alternatif dari sumber sah	4.64	0.506	Sangat Tinggi
Min purata keseluruhan		4.63	0.460	Sangat Tinggi

Jadual 3 memaparkan tahap tingkah laku Nazir Baharu terhadap sepuluh item yang berkaitan aspek membuat pertimbangan. Skor min keseluruhan tingkah laku Nazir Sekolah Baharu terhadap aspek membuat pertimbangan adalah pada tahap sangat tinggi (min=4.63, SP=0.46). Skor min tertinggi (min=4.70, SP=0.460) dicatatkan oleh item berkaitan menentukan maklumat yang sah untuk mengelak daripada timbulnya ralat pemeriksa. Manakala skor min terendah pula (min=4.56, SP=0.546) adalah item berkaitan menilai risiko ketidakpastian yang mungkin terhasil daripada setiap keputusan. Nilai sisihan piawai yang kecil menunjukkan taburan tahap tingkah laku Nazir Baharu terhadap aspek membuat pertimbangan adalah kecil. Variasi yang kecil menunjukkan perbezaan tahap tingkah laku yang kecil dalam kalangan Nazir Baharu terhadap aspek membuat pertimbangan.

Secara umum, hasil analisis menunjukkan Nazir Baharu didapati berjaya mengamalkan sikap yang membentuk tingkah laku terhadap aspek membuat pertimbangan dengan menentukan maklumat yang diperoleh adalah betul dan tepat sebelum membuat pertimbangan. Sekiranya bukti yang diperoleh adalah betul dan tepat, maka Nazir Baharu sepatutnya berupaya membuat keputusan yang tepat dengan penuh keyakinan berdasarkan fakta yang sah dan relevan. Namun, risiko ketidakpastian yang mungkin terhasil dari keputusan yang diambil merupakan cabaran yang perlu dihadapi oleh Nazir Sekolah ketika melaksanakan tugas.

Dapatan kajian ini adalah selari dengan pendapat Roberts & Sampson (2010) yang menyatakan Nazir Sekolah dianggap mempunyai tahap integriti yang tinggi dan beretika ketika melaksanakan tugas. Oleh yang demikian setiap keputusan yang dibuat adalah berlandaskan pertimbangan profesional dan kod etika tertentu seperti yang dinyatakan oleh Gonzales (2009). Menurut Gonzales, rangka kerja yang digunakan oleh superintenden sekolah di Amerika Syarikat dalam membuat keputusan adalah berdasarkan akal, pengalaman, kod etika, perundangan, kajian, politik, intuisi, latar belakang agama, kolaborasi, ketepatan masa dan prinsip universal. Dapatan kajian ini membuktikan bahawa Nazir Sekolah di Malaysia sedar dan tahu tentang keperluan mengamalkan etika penaziran semasa melaksanakan tugas khususnya ketika membuat pertimbangan. Oleh yang demikian, saranan Fitch (2009) dalam Roberts dan Sampson (2010) supaya menambah latihan membuat keputusan berasaskan etika untuk program persediaan superintenden sekolah di Amerika Syarikat bukanlah satu keperluan utama di Malaysia kerana sememangnya Nazir Sekolah mengamalkan etika penaziran semasa melaksanakan tugas. Walau bagaimanapun, bagi memantapkan lagi profesionalisme Nazir Sekolah dalam membuat pertimbangan, adalah dicadangkan supaya elemen berkaitan pengurusan risiko yang terhasil akibat daripada keputusan yang dibuat perlu diberi pendedahan dalam Kursus Orientasi Penaziran atau Program Mentor Mentee.

Kesimpulan

Pelbagai peranan yang dipertanggungjawabkan kepada Nazir Sekolah memerlukan mereka membuat pertimbangan yang profesional. Dapatan kajian menunjukkan Nazir Sekolah Baharu berupaya membentuk tingkah laku yang positif dalam membuat pertimbangan setelah mengikuti



Kursus Orientasi Penaziran dan Program Mentor Mentee. Kemahiran membuat pertimbangan boleh dipertingkatkan melalui latihan, pengalaman dan pembangunan profesional. Nazir Sekolah perlu didedahkan dengan pendekatan-pendekatan dalam membuat pertimbangan supaya keputusan yang tepat dan bersesuaian dapat dicapai disamping berupaya menyelesaikan masalah. Impilikasi kajian mencadangkan Kursus Orientasi Penaziran dan Program Mentor Mentee diteruskan dengan menambah elemen-elemen pendekatan dalam membuat pertimbangan untuk memantapkan lagi tahap profesionalisme Nazir Sekolah.

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TINJAUAN KECENDERUNGAN PELAJAR PINTAR, CERDAS DAN BERBAKAT DALAM SUBJEK SEJARAH MALAYSIA

**Nurul Hafizah Ma'arof¹,
Nurul Suzaina Joli²,
Nur Nadia Lani³**

¹Pusat PERMATApintar® Negara, Universiti Kebangsaan Malaysia

Abstract: *Kajian ini bertujuan untuk melihat kecenderungan pelajar pintar, cerdas dan berbakat (PCB) berasaskan jantina dalam subjek Sejarah Malaysia di Kolej PERMATApintar® Negara. Seramai 44 orang responden telah dipilih secara bertujuan (purposive) bagi memenuhi keperluan kajian. Kesemua responden terdiri daripada pelajar lelaki dan perempuan Asas 2 yang berumur dalam lingkungan 12-14 tahun. Instrumen skala likert telah digunakan bagi melihat item-item yang mempengaruhi kecenderungan pelajar (PCB) dalam subjek Sejarah Malaysia antaranya minat pelajar, sikap pelajar, pengaruh guru dan penglibatan ibubapa. Hasil dapatan kajian ini, majoriti para pelajar bersetuju bahawa item pengaruh guru memainkan peranan penting dalam menarik minat para pelajar dalam mendekati subjek ini dengan lebih berkesan. Selain itu, tiada perbezaan yang ditunjukkan antara pelajar yang berlainan jantina dalam konstruk minat dan sikap pelajar serta pengaruh guru melainkan penglibatan ibubapa, jelas menunjukkan perbezaan antara pelajar lelaki dan perempuan. Manakala, bagi kecenderungan pelajar terhadap subjek Sejarah Malaysia bagi pelajar yang berlainan umur, ianya sama sekali tidak menunjukkan apa-apa perbezaan antara umur mereka.*

Kata Kunci: *Pelajar Pintar, Cerdas dan Berbakat, Minat, Sikap, Guru, Ibubapa*

Pengenalan

Pelajar pintar, cerdas dan berbakat (PCB) mempunyai keunikan yang berbeza berbanding pelajar-pelajar yang lain. Menurut Rosadah Abd Majid, Noriah Mohd Ishak & Melor Mohd Yunus (2009), istilah PCB umumnya merujuk kepada para pelajar yang berpotensi untuk cemerlang dalam bidang-bidang tertentu. Di Malaysia, Kolej PERMATApintar™ Negara merupakan sebuah institusi printis yang menyediakan pakej kurikulum komprehensif setaraf dengan tahap intelek para pelajar (PCB) di mana mempunyai daya kognitif yang tinggi merupakan indikator penilaian dan syarat utama kemasukkan ke pusat ini. Berbanding di sekolah aliran perdana, umur merupakan syarat kelayakan. Keberadaan mereka di sini merupakan peluang yang tidak harus dilepaskan kerana persekitaran pembelajaran yang begitu kondusif dan amat memberangsangkan dapat membantu para pelajar PCB untuk melonjak lagi potensi yang ada ke tahap yang lebih optimum khususnya mereka yang berasal dari keluarga yang sederhana mahupun miskin. Kebiasaannya, bagi mereka yang berasal dari keluarga yang miskin, pendidikan yang mereka lalui hanya untuk melepasi keperluan asas sahaja berbanding mereka yang berasal dari keluarga yang berada, mereka lebih beruntung kerana mendapat pendidikan yang lebih sempurna dan lengkap. (Rosadah Abd Majid, Noriah Mohd Ishak & Melor Mohd Yunus, 2009)



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Dalam dunia pendidikan, banyak aspek yang diperhatikan antaranya keunikan yang ada pada pelajar lelaki dan perempuan. Ianya seringkali menjadi perbincangan di kalangan ilmuan terutamanya yang melibatkan pencapaian mereka di dalam sesuatu bidang tertentu atau mana-mana bidang yang didominasi oleh mereka. Secara umumnya, jantina tertentu secara fitrahnya samada fizikal ataupun emosi mampu untuk menguasai bidang-bidang tertentu atas fitrah yang mereka ada. Oleh yang demikian, penelitian terhadap kecenderungan pelajar PCB Asas 2 berasaskan jantina juga menjadi tunjang utama dalam perbincangan ini kerana subjek Sejarah Malaysia bukanlah subjek yang digemari oleh para pelajar PCB berbanding dengan subjek matematik yang selalunya menjadi subjek kegemaran di kalangan mereka. Malahan subjek ini juga menuntut kesabaran serta minat yang tinggi terutamanya dalam aspek membaca, meneliti, serta menganalisa maklumat yang terdapat dalam subjek tersebut yang mana pelajar lelaki dan perempuan mempunyai kekuatan dan kelebihan tertentu dalam menguasai subjek ini. Pelajar perempuan mempunyai kelebihan dalam aspek membaca dan menulis yang mana telah menjuruskan mereka ke arah pencapaian dan motivasi yang lebih tinggi berbanding pelajar lelaki. (Oppong, C.A., 2013)

Umum mengetahui bahawa subjek Sejarah Malaysia dianggap penting kerana ianya memandu para pelajar dalam mengenali asal-usul negara dari awal sehinggalah Malaysia mencapai kemerdekaan. Malahan, subjek ini juga penting dalam membentuk jati diri pelajar yang sebenar. Walau bagaimanapun, subjek ini tidaklah dipandang serius oleh para pelajar PCB berbanding subjek sains dan matematik yang mana menjadi kayu ukur para pelajar dalam membina karier profesionalisme mereka di masa hadapan. Oleh yang demikian, kajian ini dijalankan bagi mengukur kecenderungan pelajar (PCB) Asas 2 dalam subjek Sejarah Malaysia dengan mengambil kira faktor luaran dan juga dalaman antaranya sikap dan minat pelajar, pengaruh guru dan penglibatan ibu bapa.

Sorotan Literatur

Dalam kajian Oppong, C.A. (2013), beliau melihat kecenderungan para pelajar perempuan dalam subjek Sejarah mempunyai sebab-sebab yang tertentu antaranya mereka memiliki kemahiran yang baik dalam aspek membaca dan menulis serta memiliki motivasi yang tinggi untuk mendapat kecemerlangan dalam subjek tersebut. Jika dilihat dari kajian Vassiliou, A. (2010)), di England khususnya serta negara Eropah yang lain, pelajar perempuan dilihat mempunyai minat yang lebih tinggi untuk membaca berbanding dengan pelajar lelaki.

Menurut dapatan kajian Nilson, E.L. (2017) & Hafiz Muhammad Waqas Rafiq, Tehsin Fatima, Malik Muhammad Sohail & etl (2013), penglibatan ibubapa dalam pembelajaran anak-anak akan memberi impak kepada kemajuan akademik anak-anak dan menjadikan mereka berguna di masa hadapan. Berdasarkan kepada penelitian Chowa, G.A.N., Masa, R.D., & Tucker. J. (2013), pemantauan ibubapa berkaitan dengan pembelajaran serta galakan pada anak-anak dapat memberi kesan yang positif kepada pencapaian mereka kelak.

Berdasarkan kajian Zahara Aziz & Nik Azleena Nik Ismail (2007), Ariegusrini Bte Agus & Mohamad Johdi Bin Salleh (2009), Anuar Ahmad, Siti Haishah Abd Rahman & Nur Atiqah T. Abdullah (2009), & Mohd Samsudin & Shahizan Shaharuddin (2012), guru harus sentiasa bersedia dalam memahami isi kandungan pembelajaran yang nak disampaikan serta menggunakan kaedah yang kreatif dalam menyampaikannya kepada para pelajar agar dapat menarik minat mereka untuk memberi perhatian ketika sesi pembelajaran di dalam kelas. Dalam dapatan kajian Anuar Ahmad & Nelson Jingga (2015), guru yang mengajar subjek Sejarah harus mempertingkatkan



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kompetensi dalam pengajaran dan pembelajaran bagi menarik minat para pelajar untuk mempelajari subjek Sejarah. Menurut kajian Norhayati binti Ishak & Mohd Mahzan Awang (2017), dalam pengajaran dan pembelajaran subjek Sejarah, guru harus melihat kepelbagaian cara bagi memudahkan para pelajar menyesuaikan sesi pembelajaran dengan keserasian mereka.

Menurut pemerhatian Mohd Mahzan Awang, Abdul Razaq Ahmad & Nur Syazwani Abdul Talib (2016) & Azhar Ahmad & Mohd Mahzan Awang (2017), penggunaan teknologi maklumat dan komunikasi (TMK) dapat meningkatkan minat para pelajar dalam pembelajaran subjek Sejarah yang lebih berkesan di dalam kelas. Menurut penelitian Mohamad Johdi Bin Salleh, & Ariegusrini Bte Agus (2009), penggunaan multimedia khususnya video dapat menyampaikan mesej kepada para pelajar dengan lebih mudah serta mendatangkan minat kepada para pelajar terhadap subjek Sejarah itu sendiri. Malahan, berdasarkan kajian Rosnaini Hj. Mahmud & Mohd. Arif Hj. Ismail (2003), bahan bantuan mengajar (BBM) seperti filem Bukit Kepong dapat memudahkan para pelajar memahami subjek tersebut dengan lebih berkesan.

Berdasarkan kajian Momanyi, J.M., Too, J., & Simiyu, C. (2015), umur pelajar yang lebih muda tidak semestinya mempunyai motivasi yang rendah berbanding pelajar yang berusia daripada mereka. Dalam dapatan kajian Nadeem Saqlain (2015), pelaksanaan pembelajaran di kalangan para pelajar yang mempunyai umur yang berbeza di dalam kelas yang sama perlu kepada persediaan yang rapi di kalangan para guru yang mengajar di kelas tersebut. Menurut Song R., Spradlin, T.E., & Plucker, J.A. (2009), kelas pembelajaran yang mempunyai kepelbagaian umur dapat dimanfaatkan oleh mereka antara satu sama lain.

Persoalan Kajian

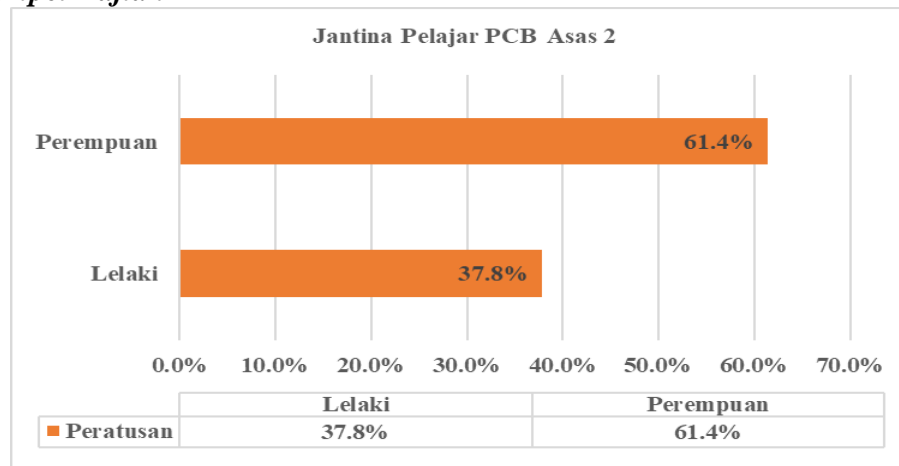
- 1) Apakah kecenderungan para pelajar PCB Asas 2 terhadap subjek Sejarah Malaysia?
- 2) Adakah terdapat perbandingan tahap kecenderungan pelajar PCB Asas 2 yang berlainan jantina terhadap subjek Sejarah Malaysia?
- 3) Adakah terdapat perbezaan hubungan di antara kecenderungan pelajar PCB Asas 2 yang berlainan umur terhadap subjek Sejarah Malaysia?

Metod Kajian

Kajian ini telah melibatkan sejumlah 44 orang pelajar PCB Asas 2 yang terdiri daripada pelajar-pelajar yang berumur 12 – 14 tahun. Sesi soal selidik ini dijalankan ketika para belajar berada di akhir semester 2, sesi pengajian tahun 2017.

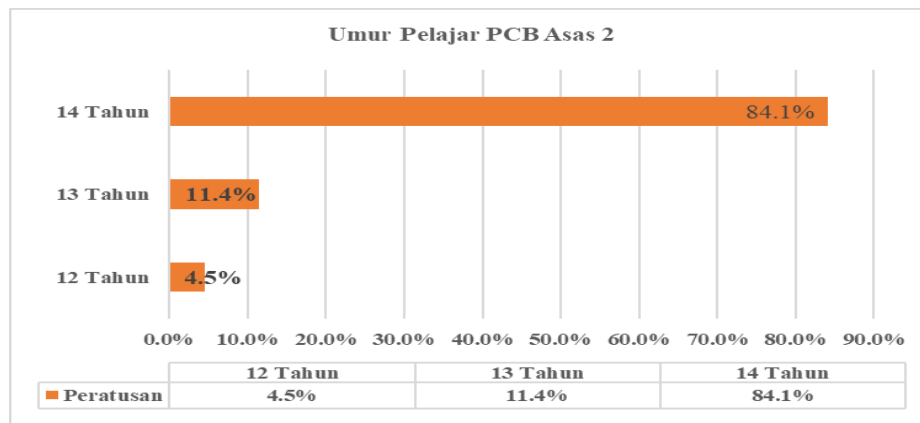


Populasi dan Sampel Kajian



Graf 1: Jantina Pelajar PCB Asas 2

Graf 1 di atas menunjukkan sebanyak 61.4% yang mana diwakili oleh 27 orang pelajar perempuan dan sebanyak 37.8% pula diwakili oleh 17 orang pelajar lelaki yang mana sama-sama terlibat sebagai responden dalam kajian soal selidik ini.



Graf 2: Umur Pelajar PCB Asas 2

Graf 2 tersebut menunjukkan perbezaan umur para pelajar PCB Asas 2 yang terlibat dalam kajian soal selidik ini. Jumlah yang tertinggi adalah sebanyak 84.1% diwakili oleh pelajar yang berumur 14 tahun iaitu seramai 37 orang, diikuti sebanyak 11.4% yang diwakili oleh pelajar yang berumur 13 tahun yang mana seramai seramai 5 orang pelajar dan yang paling rendah sekali adalah 4.5% yang mana diwakili oleh 2 orang pelajar yang berumur 12 tahun.

Metod Kajian dan Kaedah Pengumpulan Data

Secara ringkasnya, kajian soal selidik ini telah dijalankan dengan menggunakan kaedah kuantitatif yang mana data-data dikumpul adalah berdasarkan kepada kajian soal selidik yang menggunakan *skala likert* dengan 5 pilihan jawapan iaitu 1-5. Persampelan pula dibuat secara bertujuan iaitu dengan memilih kesemua pelajar PCB Asas 2 iaitu seramai 44 orang yang berumur di antara 12-14 tahun. Analisis data bagi kajian soal selidik ini adalah dengan menggunakan kaedah *T-Test* dan



Anova bagi melihat perbezaan *skor min* dan *sisihan piawai* para pelajar PCB Asas 2 yang berlainan jantina serta umur terhadap kecenderungan mereka dalam subjek Sejarah Malaysia.

Instrumen Kajian

Cronbach Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.829	0.823	25

Jadual 1: Nilai Cronbach's Alpha Bagi Kebolehpercayaan Item.

Nilai Cronbach's Alpha > 0.7

Berdasarkan Nilai Cronbach's Alpha bagi kajian soal selidik yang dijalankan adalah 0.829. Oleh yang demikian, kajian soal selidik yang telah digunakan kepada para pelajar PCB Asas 2 berkaitan dengan kajian yang bertajuk tinjauan kecenderungan pelajar PCB Asas 2 terhadap subjek Sejarah Malaysia ini boleh dipercayai.

Penganalisaan Data

Setelah kajian soal selidik di kalangan responden yang terlibat selesai, data-data soal selidik dimasukkan dan dianalisis dengan menggunakan perisian SPSS V 20.0. Analisis yang dilakukan bagi kajian ini adalah analisis *deskriptif* dan *infrensi*. Statistik *deskriptif* digunakan bagi menghuraikan ciri-ciri pemboleh ubah seperti demografi responden bagi mendapatkan nilai min, peratusan dan sisihan piawai. Bagi statistik *infrensi* yang digunakan dalam kajian ini adalah ujian - *t sample* tak bersandar dan Anova. Bagi ujian - *t sample* tak bersandar, ianya digunakan bagi melihat kecenderungan pelajar PCB Asas 2 berasaskan jantina terhadap subjek Sejarah Malaysia. Manakala, ujian Anova pula digunakan bagi melihat kecenderungan pelajar PCB Asas 2 yang berlainan umur terhadap subjek Sejarah Malaysia.

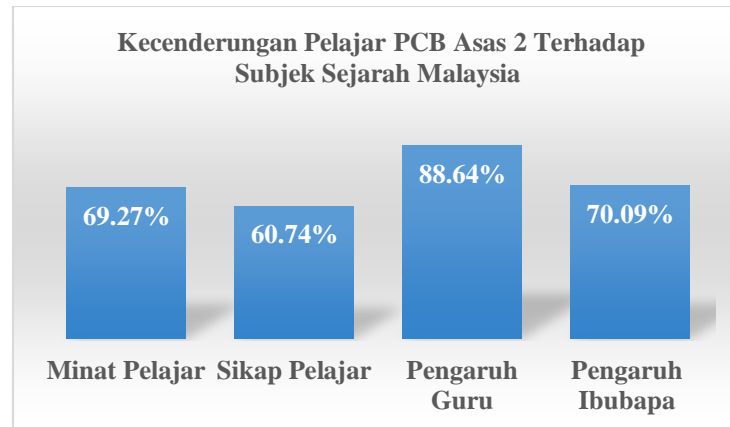
Dapatan Kajian

Analisis Deskriptif dan Infrensi

Kedua-dua analisa *deskriptif* dan *infrensi* telah membantu dalam menjawab persoalan kajian secara terperinci dalam hasil dapatan kajian ini.

Kecenderungan Pelajar PCB Asas 2 Dalam Subjek Sejarah Malaysia

Analisis yang dijalankan adalah untuk mengenalpasti kecenderungan pelajar PCB Asas 2 bagi setiap konstruk dalam subjek Sejarah Malaysia.



Graf 3: Kecenderungan Pelajar PCB Asas 2 Terhadap Subjek Sejarah Malaysia

Graf 3 di atas menunjukkan hasil analisis bagi setiap konstruk kecenderungan pelajar PCB Asas 2 terhadap subjek Sejarah Malaysia. Berdasarkan graf tersebut, pengaruh guru terhadap pelajar PCB Asas 2 dalam membina kecederungan mereka terhadap subjek tersebut menunjukkan skor min yang tertinggi iaitu 88.64%, diikuti dengan pengaruh ibubapa iaitu 70.09%, dan minat pelajar sebanyak 69.27%. Manakala, skor min yang terendah adalah sikap pelajar iaitu 60.74%.

Perbandingan Tahap Kecenderungan Pelajar PCB Asas 2 Yang Berlainan Jantina Terhadap Subjek Sejarah Malaysia.

Ujian-t tidak bersandar telah dijalankan bagi melihat kecenderungan pelajar PCB Asas 2 yang berlainan jantina terhadap subjek Sejarah Malaysia. Hasil analisis bagi *ujian-t* tersebut adalah seperti jadual di bawah.

Minat	Jantina	N	Min	Sisihan Piawai	Sig.
Minat Pelajar	Lelaki	17	0.67529	0.193847	0.112
	Perempuan	27	0.7037	0.146028	0.112
Sikap Pelajar	Lelaki	17	0.60588	0.158491	0.104
	Perempuan	27	0.60833	0.115192	0.104
Pengaruh Guru	Lelaki	17	0.892436975000000	0.071805727000000	0.366
	Perempuan	27	0.882539683000000	0.083987490000000	0.366
Pengaruh Ibubapa	Lelaki	17	0.75529	0.088184	0.015
	Perempuan	27	0.66667	0.153723	0.015

Jadual 2: Perbandingan Tahap Kecenderungan Pelajar PCB Asas 2 Yang Berlainan Jantina Terhadap Subjek Sejarah Malaysia. (*Ujian-t* sampel tak bersandar)

Signifikan pada Aras $p < 0.05$

Berdasarkan Jadual 2 di atas, konstruk pengaruh ibubapa telah menunjukkan perbezaan yang signifikan antara pelajar lelaki dan perempuan PCB Asas 2 terhadap subjek Sejarah Malaysia iaitu sebanyak 0.015. Berbanding konstruk minat pelajar, sikap pelajar dan pengaruh ibubapa, ianya tidak menunjukkan apa-apa perbezaan yang signifikan di antara pelajar lelaki dan perempuan PCB Asas 2 terhadap subjek Sejarah Malaysia.

Konstruk	Jantina	Sampel	Skor Min	Sisihan Piawai
Minat Pelajar	Lelaki	17	67.529	19.3847
	Perempuan	27	70.37	14.6028
Sikap Pelajar	Lelaki	17	59.118	11.955
	Perempuan	27	58.611	8.8615
Pengaruh Guru	Lelaki	17	89.24	7.181
	Perempuan	27	88.25	8.399
Pengaruh Iubapa	Lelaki	17	75.529	8.8184
	Perempuan	27	66.667	15.3723

Jadual 3: Perbezaan Skor Min Bagi Konstruk Kecenderungan Pelajar PCB Asas 2 Yang Berlainan Jantina Dalam Subjek Sejarah Malaysia

Jadual 3 berikut menunjukkan perbezaan hasil skor min bagi setiap konstruk kecenderungan Pelajar PCB Asas 2 yang berlainan jantina dalam subjek Sejarah Malaysia. Bagi konstruk minat pelajar dalam subjek Sejarah Malaysia, pelajar perempuan menunjukkan minat yang lebih tinggi sebanyak 70.37% berbanding pelajar lelaki iaitu 67.529%. Manakala bagi konstruk sikap pelajar dalam subjek Sejarah Malaysia, pelajar lelaki menunjukkan peratusan yang lebih tinggi iaitu 59.118% berbanding pelajar perempuan iaitu 58.611%. Seterusnya, konstruk pengaruh guru dalam subjek Sejarah Malaysia, pelajar lelaki mempunyai skor *min* yang lebih tinggi iaitu 89.24% berbanding pelajar perempuan iaitu 88.25%. Akhir sekali, konstruk pengaruh ibubapa terhadap subjek Sejarah Malaysia, pelajar lelaki menunjukkan jurang yang agak besar iaitu 75.529% berbanding pelajar perempuan iaitu 66.667%. Berdasarkan analisis ini, pelajar lelaki PCB Asas 2 menunjukkan skor min yang lebih tinggi berbanding pelajar perempuan dalam subjek Sejarah Malaysia bagi konstruk sikap pelajar, pengaruh guru, dan pengaruh ibubapa. Sebaliknya, pelajar perempuan PCB Asas 2 menunjukkan skor min yang lebih tinggi dalam minat pelajar itu sendiri dalam subjek Sejarah Malaysia.

Perbezaan Hubungan Di Antara Kecenderungan Pelajar PCB Asas 2 Yang Berlainan Umur Terhadap Subjek Sejarah Malaysia

Ujian ANOVA telah dijalankan bagi melihat perbezaan hubungan di antara kecenderungan pelajar PCB Asas 2 yang berlainan umur dalam subjek Sejarah Malaysia. Dalam kajian soal selidik ini, terdapat dua orang pelajar yang berumur 12 tahun, lima orang pelajar yang berumur 13 tahun dan tiga puluh tujuh orang pelajar yang berumur 14 tahun yang terlibat yang mana kesemuanya sedang berada di semester akhir bagi Asas 2 tahun 2017. Hasil analisis ANOVA tersebut telah dipaparkan dalam Jadual 4 di bawah.



Elemen		Jumlah Kuasa Dua	df	Min Kuasa Dua	F	Sig.
Minat Pelajar	Antara Kumpulan	648.771	2	324.385	1.21	0.309
	Dalam Kumpulan	10991.957	41	268.097		
	Jumlah	11640.727	43			
Sikap Pelajar	Antara Kumpulan	59.807	2	29.904	0.287	0.752
	Dalam Kumpulan	4271.301	41	104.178		
	Jumlah	4331.108	43			
Pengaruh Guru	Antara Kumpulan	214.288	2	107.144	1.789	0.18
	Dalam Kumpulan	2454.915	41	59.876		
	Jumlah	2669.202	43			
Penglibatan Iubapa	Antara Kumpulan	301.863	2	150.932	0.783	0.464
	Dalam Kumpulan	7905.773	41	192.824		
	Jumlah	8207.636	43			

Jadual 4.1: Ujian ANOVA: Perbezaan Hubungan Di Antara Kecenderungan Pelajar PCB Asas 2 Yang Berlainan Umur Dalam Subjek Sejarah Malaysia

Signifikan pada aras $p < 0.05$

Berdasarkan Jadual 4.1 di atas, semua konstruk kecenderungan Pelajar PCB Asas 2 yang berlainan umur dalam subjek Sejarah Malaysia adalah melebihi dari aras signifikan iaitu 0.005. Oleh yang demikian, tahap umur yang berlainan sama sekali tidak mempengaruhi kecenderungan pelajar PCB Asas 2 dalam subjek Sejarah Malaysia.

Elemen	Umur	N	Skor Min	Sisihan Piawai
Minat Pelajar	12 Tahun	2	58	2.8284
	13 Tahun	5	61.6	22.0182
	14 Tahun	37	70.919	15.8507
	Total	44	69.273	16.4534
Sikap Pelajar	12 Tahun	2	53.75	8.8388
	13 Tahun	5	58	16.6208
	14 Tahun	37	59.189	9.2619
	Total	44	58.807	10.0361
Pengaruh Guru	12 Tahun	2	78.57	10.102
	13 Tahun	5	89.71	2.556
	14 Tahun	37	89.03	8.039
	Total	44	88.64	7.879
Penglibatan Iubapa	12 Tahun	2	74	2.8284
	13 Tahun	5	76.8	11.4543
	14 Tahun	37	68.973	14.311
	Total	44	70.091	13.8158

Jadual 4.2: Perbezaan Skor Min Bagi Konstruk Kecenderungan Pelajar PCB Asas 2 Yang Berlainan Umur Dalam Subjek Sejarah Malaysia



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Jadual 4.2 di atas menunjukkan perbezaan skor min bagi konstruk kecenderungan Pelajar PCB Asas 2 yang berlaian umur dalam subjek Sejarah Malaysia. Secara amnya pelajar PCB Asas 2 yang berumur 14 tahun mempunyai skor min tertinggi bagi konstruk minat pelajar iaitu 70.919% dan sikap pelajar sebanyak 59.189%. Manakala para pelajar yang berumur 13 tahun mempunyai skor min tertinggi bagi konstruk pengaruh guru iaitu 89.71% dan penglibatan ibubapa sebanyak 76.8%. Sebaliknya, bagi para pelajar yang berumur 12 tahun pula mempunyai skor min yang terendah bagi kesemua konstruk iaitu minat pelajar (58%), sikap pelajar (53.75%), pengaruh guru (78.57%) dan penglibatan ibubapa (74%).

Perbincangan

Kecenderungan pelajar PCB Asas 2 terhadap subjek Sejarah Malaysia.

Majoriti responden bersetuju bahawa konstruk pengaruh guru memainkan peranan penting dalam membantu para pelajar dalam memahami subjek Sejarah Malaysia. Kreativiti dalam pengajaran termasuklah penggunaan teknologi maklumat dan komunikasi (TMK) sebagai bahan bantuan mengajar (BBM) seperti penggunaan filem merupakan antara pedagogi yang terbaik dalam pembelajaran subjek Sejarah Malaysia. Misalnya, penggunaan filem Bukit Kepong dapat meningkatkan pemahaman pelajar berkaitan topik pembelajaran dalam mengingat fakta-fakta mengikut kronologinya secara lebih berkesan. (Rosnaini Hj. Mahmud & Mohd. Arif Hj. Ismail, 2003) Bagi memastikan kelancaran dan keberkesanan dalam pelaksanaan pedagogi ini, seharusnya persediaan awal di kalangan guru hendaklah dibuat bahkan ia bukanlah sebagai aktiviti sampingan yang tidak ada kaitan dengan kurikulum. (Zahara Aziz & Nik Azleena Nik Ismail, 2007 & Ariegusrini Bte Agus & Mohamad Johdi Bin Salleh, 2009). Ia secara langsung bagi memastikan para guru berasa yakin dan selesa untuk berhadapan dengan para pelajar yang mempunyai pelbagai latar belakang dan tahap intelek serta dapat menyampaikan pengajaran dengan lebih berkesan di dalam kelas. Walau bagaimanapun, hasil dapatan kajian ini sangat berbeza dengan kajian yang dijalankan di daerah Dalat, bahagian Mukah, Sarawak yang mana tiada kaitan sama sekali antara kreativiti guru dengan minat pelajar dalam subjek Sejarah. (Mohd Mahzan Awang, Abdul Razaq Ahmad, & Nur Syazwani Abdul Talib, 2016)

Perbandingan tahap kecenderungan pelajar PCB Asas 2 yang berlainan jantina terhadap subjek Sejarah Malaysia.

Hasil analisa bagi perbandingan tahap kecenderungan pelajar PCB yang berlainan jantina terhadap subjek Sejarah Malaysia menunjukkan tidak terdapat perbezaan yang signifikan antara pelajar lelaki dan perempuan dalam konstruk minat dan sikap pelajar serta pengaruh guru melainkan hanya pada konstruk pengaruh ibubapa. Ibubapa amat prihatin pada perkembangan pembelajaran pelajar PCB Asas 2 lelaki dengan memberi banyak galakkan dan motivasi. Umum melihat pelajar perempuan lebih fokus dalam pembelajaran mereka berbanding pelajar lelaki terutamanya yang berkaitan dengan subjek membaca yang mana lebih digemari oleh pelajar perempuan. Pelajar perempuan juga mempunyai kemahiran yang tinggi dalam aspek membaca dan menulis berbanding lelaki. (Oppong, C.A., 2013) Minat membaca di kalangan anak-anak perempuan berbanding anak lelaki juga disokong oleh Vassiliou, A. (2010) yang mana beliau berkata secara keseluruhannya pelajar perempuan lebih banyak membaca dan berasa seronok dengan aktiviti membaca berbanding pelajar lelaki. Kelebihan mereka ini dilihat di pelbagai negara, berlainan umur, perbezaan masa kajian yang diambil, dan krusus-krusus yang mereka ambil. Oleh yang



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demikian, bagi berhadapan dengan situasi yang sedemikian, ibubapa seharusnya mencari alternatif dengan menggalakkan anak-anak lelaki menonton dokumentari atau filem yang berkaitan dan juga bahan bacaan yang terkini yang menarik dari aspek ilustrasi dan penyampaianya.

Kecenderungan Pelajar PCB Asas 2 yang berlaina umur terhadap subjek Sejarah Malaysia.

Dalam kajian ini, umur pelajar PCB Asas 2 yang berbeza-beza sama sekali tidak mempengaruhi kecenderungan mereka dalam subjek Sejarah Malaysia. Ini bermakna kecenderungan pelajar adalah sama walaupun mereka berada pada umur yang berbeza. Walaupun ada segelintir daripada mereka berumur lebih muda dari kawan-kawan yang lain, mereka tetap boleh menerima pembelajaran dengan baik. Hasil dapatan kajian yang dijalankan oleh Oppong, C.A. (2013), di sekolah tinggi di Kenya, tiada hubungan yang signifikan antara umur yang berbeza dan motivasi seseorang pelajar. Menurut Momanyi, J.M., Too, J., & Simiyu, C. (2015), pelajar yang berumur lebih muda tidak mempunyai perbezaan motivasi dengan pelajar-pelajar yang lebih tua daripada mereka. Bagi membantu para pelajar yang lebih muda umurnya, pedagogi yang digunakan oleh guru bukan hanya perlu menarik dan kreatif tetapi ianya juga harus mendatangkan keselesaan kepada para pelajar yang lebih muda agar mereka tidak rasa didiskriminasikan atas faktor umur. Menurut Nadeem Saqlain (2015), kejayaan dalam mengendalikan kelas pembelajaran yang mempunyai pelajar-pelajar yang berbeza umur akan berjaya seandainya para guru mendapat latihan pengajaran yang secukupnya, serta bahan pengajaran yang digunakan adalah yang bersesuaian dan mendapat sokongan daripada masyarakat sekeliling. Malahan, menurut Song, R., Spradlin T.E., & Plucker, J.A. (2009), kelas pembelajaran yang mempunyai pelajar yang berlainan umur mempunyai kelebihan yang tersendiri yang mana dapat mewujudkan persekitaran pembelajaran yang mengambil berat antara pelajar yang pelbagai umur serta menggalakkan pelajar yang lebih berusia menjadi mentor serta contoh kepada kawan-kawan yang lebih muda daripada mereka.

Kesimpulan dan Cadangan

Berdasarkan hasil kajian tersebut, dapat disimpulkan bahawa kecenderungan pelajar PCB Asas 2 dalam subjek Sejarah Malaysia lebih banyak dipengaruhi oleh pengaruh guru sendiri. Ini menunjukkan bahawa instruktur telah memainkan peranan yang penting dalam mewujudkan suasana pengajaran dan pembelajaran yang berjaya menarik minat para pelajar tanpa mengambil kira faktor jantina serta umur para pelajar. Oleh yang demikian, pada masa akan datang diharapkan akan ramai lagi penyelidik yang dapat meneroka serta memperbanyakkan lagi kajian dalam bidang ini agar ianya dapat memberi manfaat kepada para guru khususnya dalam meningkatkan profesionalisme mereka dalam bidang perguruan.

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IMPLEMENTASI PENGAJARAN BERASASKAN MODUL MENINGKATKAN PENCAPAIAN SAINS MURID BERMASALAH PENGLIHATAN: SATU KAJIAN TINDAKAN KOLABORATIF

**Nor Jannah Hassan¹,
Muhammad Ismail Salleh²**

¹Nor Jannah Hassan, Sekolah Menengah Kebangsaan Badin, Tuaran, Sabah, Malaysia. E-mail: norjannah.ukm@gmail.com, Tel: +60-104012506.

²Muhammad Ismail Salleh, Sekolah Menengah Kebangsaan Badin, Tuaran, Sabah, Malaysia. Email: reisz83_hd@yahoo.com, Tel: +60-1158119331.

Abstrak: *Kajian ini bertujuan menambah baik kaedah pengajaran guru dan meningkatkan pencapaian murid bermasalah penglihatan dalam mata pelajaran sains Sijil Pelajaran Malaysia melalui pengajaran berasaskan modul. Reka bentuk kajian dijalankan dalam dua gelungan kajian tindakan kolaboratif. Peserta kajian melibatkan seorang guru dan 14 orang murid bermasalah penglihatan tingkatan lima. Kajian telah dilaksanakan selama dua tahun di sebuah sekolah menengah integrasi pendidikan khas bermasalah penglihatan. Kaedah analisis dokumen dan eksperimen digunakan untuk pengumpulan data. Penganalisan data menggunakan analisis deskriptif melibatkan kekerapan dan peratusan. Hasil dapatan analisis dokumen menunjukkan peratusan murid bermasalah penglihatan lulus mata pelajaran sains bagi tempoh dua tahun dalam peperiksaan peringkat sekolah adalah di bawah 70 peratus. Setelah pelaksanaan intervensi pengajaran berasaskan modul menunjukkan peratusan murid lulus dalam peperiksaan Sijil Pelajaran Malaysia bagi tempoh dua tahun mencapai 100 peratus. Dapatan kajian ini menunjukkan pengajaran berasaskan modul yang dilaksanakan guru berkesan meningkatkan pencapaian murid bermasalah penglihatan dalam mata pelajaran sains Sijil Pelajaran Malaysia. Justeru itu, kajian ini telah menghasilkan kaedah pengajaran yang dapat memenuhi keperluan pengajaran mata pelajaran sains untuk murid bermasalah penglihatan. Hasil kajian berupaya menjadikan pengajaran guru lebih efektif dan pembelajaran murid bermasalah penglihatan lebih bermakna.*

Kata Kunci: *Kajian Tindakan Kolaboratif, Pengajaran Sains, Murid Bermasalah Penglihatan*

Pengenalan

Pelan Pembangunan Pendidikan Malaysia 2013-2025 menyediakan kerangka pembangunan pendidikan secara menyeluruh untuk menzahirkan transformasi sistem pendidikan Malaysia secara mantap. Bagi memastikan keberkesanan dan kelestarian transformasi sistem pendidikan ini dilaksanakan secara berterusan, ianya melibatkan usaha memahami dan menambah baik proses pengajaran dan pembelajaran dengan memberi keutamaan kepada kualiti pengajaran yang merupakan wahana paling efektif dalam mentransformasikan pengajaran dan pembelajaran dalam bilik darjah (Kementerian Pendidikan Malaysia, 2013). Salah satu usaha berterusan



penambahbaikan proses pengajaran dan pembelajaran adalah melalui kajian tindakan (McNiff, 2010). Kajian tindakan memberikan impak yang besar kepada perubahan dalam amalan pendidikan di Malaysia. Dalam konteks kajian ini, pengkaji melaksanakan kajian tindakan kolaboratif. Menurut McNiff (2010), kajian tindakan kolaboratif melibatkan pengkaji secara langsung bersama dengan guru mengkaji masalah secara praktikal, mencari penyelesaian sekaligus meningkatkan amalan pendidikan. Pengkaji dan guru saling bekerjasama dalam menangani isu pengajaran dan berkongsi amalan terbaik mereka bagi memastikan setiap murid dapat memaksimumkan keupayaan mereka dalam pembelajaran. Kajian tindakan yang dilaksanakan secara tidak langsung mengubah amalan pengajaran guru ke arah yang lebih baik demi meningkatkan prestasi akademik murid bermasalah penglihatan dalam mata pelajaran sains.

Kajian Literatur

Kurikulum Sains dalam sistem pendidikan di Malaysia adalah sama untuk semua murid termasuklah murid bermasalah penglihatan. Namun, ketidakupayaan penglihatan merupakan kekangan utama murid bermasalah penglihatan memperoleh maklumat visual seperti murid tipikal dan hal ini membataskan perkembangan pengetahuan, pengalaman dan peluang pembelajaran mereka (Salleh 2009; Friend 2008). Menurut Belson (2002), terdapat dua jenis masalah penglihatan yang utama iaitu buta dan penglihatan terhad. Dalam konteks pengajaran perlu difahami meskipun terdapat dua orang murid bermasalah penglihatan yang diagnosis mempunyai masalah penglihatan yang sama oleh pakar perubatan, namun setiap murid berfungsi dengan cara yang berbeza. Proses pengajaran sains memerlukan guru melakukan banyak pengubahsuaian terhadap kurikulum aliran perdana bagi memenuhi keperluan pengajaran murid bermasalah penglihatan yang berbeza-beza dan unik (Peraturan-peraturan Pendidikan [Pendidikan Khas] 2013). Perbezaan wujud dari aspek keperluan bahan bantu belajar, jenis dan saiz cetakan tulisan (Sack & Silberman 2010), jenis kanta pembetulan yang diperlukan, strategi dan pendekatan pengajaran (Friend 2008), dan pengubahsuaian kaedah dan alat pengajaran dan pembelajaran (Najafi, Malkhalifeh & Amiripour 2011). Ludikova dan Finkova (2012) menegaskan satu bentuk pengajaran yang berasaskan seperti penetapan objektif pengajaran, kandungan, bahan bantu mengajar, kaedah dan strategi pengajaran yang berbeza daripada murid tipikal perlu disediakan khusus untuk murid bermasalah penglihatan. Justeru, implementasi pengajaran sains berasaskan modul yang dilaksanakan dalam bentuk kajian tindakan merupakan satu pendekatan memperbaiki dan meningkatkan kualiti pengajaran melalui perubahan amalan guru dalam bilik darjah.

Pernyataan Masalah

Laporan pentaksiran antarabangsa seperti *Programme for International Student Assessment* (PISA) dan *Trends in International Mathematics and Science Study* (TIMSS) menunjukkan kualiti pencapaian murid Malaysia dalam ujian peringkat antarabangsa menurun dari segi kualiti dan kuantiti (Kementerian Pendidikan Malaysia, 2013). Secara keseluruhan murid di Malaysia mempunyai tahap literasi saintifik yang rendah, masih belum mempunyai tahap kemahiran berfikir aras tinggi dan tidak berupaya menunjukkan kemahiran mengaplikasikan pengetahuan sains dalam menyelesaikan tugas kehidupan harian mereka (Kementerian Pendidikan Malaysia, 2011). Dapatan berkenaan memberikan maklumat kepada Kementerian Pendidikan Malaysia untuk menyemak semula dan menambah baik pelaksanaan pengajaran sains di peringkat sekolah bagi melahirkan modal insan yang kreatif, inovatif, kompetitif dan berdaya saing.



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Secara umumnya, murid bermasalah penglihatan tidak terkecuali menyumbang kepada penurunan pencapaian murid di Malaysia dalam mata pelajaran sains. Menurut Carney et al. (2003) pencapaian murid bermasalah penglihatan dipengaruhi oleh keperluan pengajaran murid bermasalah penglihatan yang berbeza mengikut kategori ketidakupayaan penglihatan iaitu buta dan penglihatan terhad. Namun dalam situasi pendidikan semasa, kaedah pengajaran yang dilaksanakan terhadap murid bermasalah penglihatan adalah sama seperti murid tipikal (Dursin, 2012), hal ini menyebabkan murid bermasalah penglihatan tidak dapat menerima pengetahuan sains yang disampaikan oleh guru kerana amalan pengajaran yang dilaksanakan tidak memenuhi keperluan ketidakupayaan penglihatan mereka. Bailey, Hoard, Nugent dan Geary (2012) menegaskan kaedah pengajaran yang dilaksanakan terhadap murid bermasalah penglihatan memerlukan pengubahsuaian terhadap amalan pengajaran berdasarkan keperluan dan perbezaan individu murid bermasalah penglihatan. Perbezaan dan keperluan khusus dalam pengajaran murid bermasalah penglihatan ini merupakan faktor utama yang mendorong kepada perlunya pengajaran berasaskan modul yang khusus untuk memenuhi keperluan mereka yang unik (Madungwe, 2013). Justeru, kajian tindakan adalah suatu pendekatan yang relevan bagi memperbaiki dan meningkatkan kualiti pengajaran melalui perubahan yang menggalakkan guru menjadi lebih sedar dan mengubah amalan mereka sendiri (McNiff, 2010).

Tujuan dan Objektif Kajian

Kajian ini bertujuan menambah baik kaedah pengajaran guru dalam mata pelajaran sains melalui pengajaran berasaskan modul. Selain itu, kajian ini dapat meningkatkan pencapaian murid bermasalah penglihatan dalam mata pelajaran sains di peringkat Sijil Pelajaran Malaysia. Objektif kajian yang hendak dicapai adalah melaksanakan pengajaran berasaskan modul untuk meningkatkan pencapaian murid bermasalah penglihatan dalam mata pelajaran sains Sijil Pelajaran Malaysia.

Metodologi

Kajian ini melibatkan seorang guru sains dan 14 orang murid bermasalah penglihatan tingkatan lima di sebuah sekolah integrasi yang menduduki Sijil Pelajaran Malaysia pada tahun 2016 dan 2017. Kajian ini menggunakan reka bentuk kajian tindakan untuk menyelesaikan masalah setempat yang terdapat di lokasi kajian dengan penambahbaikan terhadap pengajaran guru. Pelaksanaan kajian tindakan sebenarnya dilakukan dalam keadaan sebenar di mana kajian ini tidak memerlukan kawalan terhadap murid, guru dan bilik darjah. Pendekatan kajian tindakan yang digunakan berbentuk kolaboratif iaitu peserta kajian terdiri daripada guru dan pengkaji terlibat bersama dalam kumpulan untuk mengkaji dan menambah baik amalan pengajaran (McNiff, 2010) dan membantu guru meningkatkan kualiti pengajaran bersama ((McNiff & Whitehead, 2010). Dalam kajian ini, pengkaji melaksanakan dua gelungan kajian tindakan bagi setiap kumpulan murid yang dikaji. Setiap gelung mempunyai empat kitaran iaitu mereflek, merancang, bertindak, dan memerhati.

Pada gelung pertama, pengkaji membantu guru melaksanakan tindakan berikut; (i) membuat tinjauan masalah yang dihadapi dalam bilik darjah, (ii) membincangkan isu dan masalah serta merancang tindakan, (iii) melaksanakan intervensi bagi menyelesaikan masalah, dan (iv) melaksanakan pemerhatian dan mengumpul data. Di samping itu, pengkaji membuat refleksi iaitu berbincang, memberi komen dan cadangan ke atas pemerhatian yang dijalankan semasa guru



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mengajar dalam bilik darjah. Pengkaji tidak turut serta dalam mengajar kerana pengkaji sebagai orang luar yang membantu mengenal pasti masalah melalui pemerhatian pengajaran dalam bilik darjah (Kathryn & Anderson 2005). Selepas intervensi, pengkaji dan guru membuat refleksi bersama dan merancang tindakan baru bagi memantapkan intervensi yang telah dijalankan. Pada gelungan kedua, pengkaji bertindak dan turut serta mengajar bersama guru serta saling bergantung dalam pelaksanaan kajian tindakan kolaboratif. Pengkaji dan guru menjadi rakan kritikal dengan saling memberi pendapat, cadangan dan komen terhadap kajian yang dijalankan bersama. Akhirnya, pengkaji bersama dengan guru membuat rumusan keberkesanan dan impak secara keseluruhan selepas intervensi dijalankan dalam gelungan kedua.

Kaedah pengumpulan data dalam kajian tindakan terdiri daripada analisis dokumen iaitu melihat kepada analisis kekuatan dan kelemahan murid bermasalah penglihatan. Kedua menjalankan eksperimen iaitu dapatan daripada ujian pra dan post terhadap pencapaian mata pelajaran sains bagi murid bermasalah penglihatan sebelum dan selepas intervensi dilaksanakan. Intervensi yang dilaksanakan ialah pengajaran berasaskan modul.

Dapatan Kajian

Hasil dapatan dalam kajian tindakan dilaporkan berdasarkan empat kitaran utamanya seperti berikut:

Tinjauan masalah (Mereflek)

Pada peringkat ini pengkaji menjalankan analisis dokumen bagi mengenal pasti masalah yang dihadapi dalam pengajaran sains. Masalah utama yang dihadapi oleh murid bermasalah penglihatan dalam mata pelajaran sains ialah sukar memahami kehendak soalan peperiksaan terutamanya bagi soalan kertas 2; tidak memahami keutamaan soalan dari aspek pemberatan markah bagi setiap bahagian soalan; dan kesukaran untuk mengingat fakta-fakta sains yang memerlukan hafalan. Manakala, guru mengalami masalah terlalu terikat dengan kaedah kuliah dan penerangan kerana masa yang terhad untuk menghabiskan sukatan pelajaran.

Perancangan Kajian (Merancang)

Peringkat perancangan kajian dilaksanakan bersama antara pengkaji dan guru. Tujuannya untuk menentukan kaedah intervensi yang paling sesuai dilaksanakan bagi mengatasi masalah yang telah dikenal pasti semasa tinjauan masalah. Pengkaji berbincang dengan guru sains bagi menentukan jenis intervensi dan jadual pelaksanaan. Seterusnya, pengkaji dan guru menyediakan bahan intervensi iaitu modul pengajaran. Modul yang digunakan adalah himpunan soalan-soalan peperiksaan awam pada tahun-tahun lepas yang dipilih berdasarkan kekerapan tertinggi topik tersebut disoal dalam peperiksaan Sijil Pelajaran Malaysia.

Pelaksanaan Kajian (Bertindak)

Kajian Tindakan ini melibatkan dua kumpulan murid bermasalah penglihatan dan mengambil masa selama dua tahun. Kumpulan pertama murid yang menduduki SPM tahun 2016 dan kumpulan kedua murid yang menduduki SPM tahun 2017. Tumpuan diberikan kepada kertas 2 sains meliputi bahagian A, B dan C. Rasionalnya untuk melihat keberkesanan penggunaan kaedah berasaskan modul sama ada memberi impak yang sama kepada dua kumpulan murid yang



menduduki peperiksaan dalam tahun yang berbeza. Aktiviti utama dalam pelaksanaan pengajaran berasaskan modul seperti berikut:

- 1) Menggunakan modul, murid dibimbing memahami, mengenal pasti “kata kunci”, menjawab dengan tepat bagi setiap soalan berdasarkan kehendak utama soalan.
- 2) Kaedah perbincangan kumpulan, setiap soalan diselesaikan dengan kaedah perbincangan dan justifikasi pemilihan setiap jawapan.
- 3) Murid dibimbing mengenal pasti antara topik yang memerlukan hafalan dengan topik yang hanya memerlukan pemahaman.
- 4) Satu sesi pengajaran mengambil masa selama 60 minit dan dilaksanakan dua kali seminggu. Sesi intervensi menggunakan modul dilaksanakan pada bulan September dan Oktober selepas Peperiksaan Sistem Analisis Pentaksiran Sekolah (SAPS) 3 dilaksanakan.
- 5) Sesi intervensi mengambil 32 waktu pengajaran selama 8 minggu dan menggunakan satu modul pengajaran yang mengandungi 5 set soalan peperiksaan sebenar SPM kertas 2.

Pengumpulan Maklumat dan Analisis Dapatan Kajian (Memerhati)

Terdapat beberapa siri penilaian berdasarkan Sistem Analisis Pentaksiran Sekolah (SAPS) untuk melihat perkembangan pencapaian murid sebelum intervensi dilaksanakan. Berikut ditunjukkan perkembangan pencapaian murid dalam peperiksaan SAPS 1, 2, dan 3 mengikut tahun penilaian 2016 dan 2017. Selepas pelaksanaan intervensi berasaskan modul, pencapaian murid ditunjukkan di dalam keputusan SPM 2016 dan SPM 2017 seperti Jadual 1 dan Jadual 2 di bawah.

Jadual 1: Perbandingan Pencapaian Murid Bermasalah Penglihatan Dalam SPM 2016

Bil	Calon SPM 2016	SAPS 1		SAPS 2		SAPS 3		SPM 2016
		Mac 2016		Mei 2016		Ogos 2016		
		Markah	Gred	Markah	Gred	Markah	Gred	
1	Murid 1 (Rabun)	40	E	42	E	40	E	C+
2	Murid 2 (Buta)	48	D	48	D	48	D	C+
3	Murid 3 (Buta)	24	G	23	G	33	G	D
4	Murid 4 (Rabun)	46	D	50	C	44	E	B+
5	Murid 5 (Rabun)	18	G	17	G	12	G	D
6	Murid 6 (Rabun)	68	B+	77	A-	61	B	A-
	% LULUS	66.6%		66.6%		66.6%		100.0%
	% GAGAL	33.4%		33.4%		33.4%		0.0%

Jadual 2: Perbandingan Pencapaian Murid Bermasalah Penglihatan Dalam SPM 2017

Bil	Calon SPM 2017	SAPS 1		SAPS 2		SAPS 3		SPM 2017
		Mac 2017		Mei 2017		Ogos 2017		
		Markah	Gred	Markah	Gred	Markah	Gred	
1	Murid 1 (Rabun)	28	G	30	G	27	G	C+
2	Murid 2 (B1)	23	G	22	G	23	G	D
3	Murid 3 (B1)	13	G	15	G	19	G	E
4	Murid 4 (Rabun)	22	G	19	G	12	G	E
5	Murid 5 (Rabun)	42	E	42	E	46	D	B
6	Murid 6 (Rabun)	37	G	33	G	40	E	B
7	Murid 7 (Rabun)	33	G	32	G	32	G	C
8	Murid 8 (Rabun)	23	G	31	G	31	G	E
	% LULUS	12.5%		12.5%		25.0%		100.0%
	% GAGAL	87.5%		87.5%		75.0%		0.0%



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Dapatan kajian dalam Jadual 1 dan Jadual 2 menunjukkan dalam ujian pra iaitu SAPS 1, SAPS 2 dan SAPS 3 lebih 70 peratus murid gagal mencapai tahap minimum lulus mata pelajaran sains. Namun, pada ujian post iaitu peperiksaan sebenar SPM menunjukkan peningkatan pencapaian yang ketara bagi semua murid bermasalah penglihatan dalam peperiksaan SPM selama dua tahun berturut-turut. Jadual 1 menunjukkan peratus murid lulus meningkat daripada 66.60% (SAPS3) kepada 100% (SPM Sebenar) pada tahun 2016 setelah pelaksanaan intervensi. Jadual 2 juga menunjukkan peratus pencapaian murid lulus pada tahun 2017 meningkat daripada 23.0% (SAPS3) kepada 100.0% (SPM Sebenar) setelah implementasi pengajaran berasaskan modul dilaksanakan.

Refleksi Kajian

Berdasarkan kepada data yang dikumpul, pengkaji dapat membuat beberapa refleksi seperti berikut:

Keberkesanan intervensi pengajaran berasaskan modul.

Penggunaan modul pengajaran yang berfokus kepada contoh-contoh soalan sebenar SPM tahun-tahun lepas menunjukkan adanya perubahan positif dalam peningkatan pencapaian murid bermasalah penglihatan jika dibandingkan pencapaian murid dalam SAPS 1, SAPS 2 dan SAPS 3. Peningkatan ini bukan sahaja dilihat berdasarkan bilangan murid lulus, malah peningkatan markah murid juga adalah positif iaitu setiap murid menunjukkan peningkatan gred markah yang lebih baik di dalam peperiksaan sebenar Sijil Pelajaran Malaysia (SPM).

Kaedah pengajaran.

Pendedahan awal murid kepada contoh-contoh soalan sebenar SPM dalam modul pengajaran yang mengandungi 5 set soalan peperiksaan dapat memberi gambaran sebenar bentuk soalan yang mereka hadapi dalam peperiksaan sebenar. Perubahan kaedah dan strategi pengajaran daripada kaedah kuliah dan penerangan kepada kaedah perbincangan kumpulan dan berpasangan memberi ruang kepada murid untuk saling memberi input kepada rakan sekelas sekaligus memudahkan mereka mengulang kaji pelajaran secara bersama. Strategi pengajaran “*faham kata kunci*” menggunakan soalan sebenar yang dilaksanakan dalam intervensi membantu murid mengenal pasti dan bersedia dengan topik-topik yang memerlukan hafalan.

Perbincangan

Kajian ini menggabungkan penyiasatan, tindakan dan penilaian terhadap tindakan yang telah dijalankan (Siong et al. 2013). Terdapat empat kitaran asas dalam melaksanakan kajian tindakan iaitu mereflek, merancang, bertindak, dan memerhati yang dilakukan secara berturutan. Kajian tindakan merupakan suatu kajian yang berbentuk inkuiri refleksi sendiri yang dilakukan oleh pengkaji dalam situasi sosial itu sendiri (guru/pengamal) sebagai pengkaji melalui tindakan intervensi yang bertujuan memperbaiki dan meningkatkan kualiti amalan masing-masing. Pada dasarnya kepentingan kajian tindakan menurut Stringer (2004) dan McNiff (2010) adalah (i) membantu guru menangani cabaran berhubung dengan amalan pengajaran dan pembelajaran; (ii) memperkembangkan profesionalisme guru khususnya dalam mengenal pasti teknik atau kaedah pembelajaran yang berkesan; (iii) mengukuhkan asas pengetahuan profesional guru; (iv) membebaskan guru daripada kongkongan amalan rutin; (v) mengupayakan guru sebagai seorang



profesional dengan mempunyai hak dalam memperkenalkan amalan-amalan yang berkesan; (vi) pembaharuan dan kemajuan kepada amalan melalui refleksi sendiri dan usaha sendiri; (vii) meningkatkan daya keyakinan diri melalui usaha kolaborasi dan secara tidak langsung boleh menambah baik prestasi dan kepuasan kerja; (viii) dan menjadi agen perubahan dengan membuat refleksi dan menganalisis kekuatan dan kelemahan diri.

Kajian tindakan ini juga bagi membuktikan keberkesanan intervensi pengajaran berasaskan modul. Kajian menunjukkan penggunaan modul sebagai intervensi pengajaran memberi ruang kepada murid belajar berasaskan pengalaman (Burns & Hamm, 2011; Madungwe, 2013). Penyelidikan pendidikan menunjukkan pembelajaran paling berkesan berlaku apabila murid terlibat secara aktif membina pemahaman mereka sendiri melalui penggunaan modul (Ferrell, 2006; Marshal & Swan, 2008). Namun, modul yang digunakan perlu bersesuaian dengan tahap perkembangan murid (Smith, 2009), dan sesuai dengan objektif pembelajaran dan ciri-ciri murid (Ma, 1999). Selain itu, kajian menunjukkan penggunaan modul dalam pengajaran dan pembelajaran membantu murid memahami pelajaran dengan lebih mudah dan meningkatkan pencapaian murid (Burns & Hamm, 2011; Boggan, Harper & Whitmire, 2010). Pengajaran berasaskan modul yang disediakan khusus untuk murid bermasalah penglihatan dapat mewujudkan suasana pengajaran dan pembelajaran yang bermakna dan berkualiti, dan mampu menghubungkan murid dan guru (Nordin, Embi, & Yunus, 2010; Ismail, 2015). Malah, modul pengajaran khusus untuk murid bermasalah penglihatan penting diwujudkan bagi memenuhi keperluan pengajaran murid mengikut jenis masalah penglihatan mereka (Madungwe, 2013; Ali & Mahamod, 2015).

Seterusnya melalui kajian tindakan, pendekatan dan strategi pengajaran yang sesuai dapat dilaksanakan untuk murid bermasalah penglihatan. Pendekatan pengajaran dalam modul disesuaikan berdasarkan kategori ketidakupayaan murid bermasalah penglihatan (Billingsley, Scheuemann & Webber, 2009). Strategi pengajaran berasaskan modul adalah pemikiran berorientasikan situasi sebenar yang diaplikasikan kepada dunia pendidikan (Shepherd, 2001). Modul sebagai medium yang membenarkan murid mempelajari kandungan sehingga peringkat masteri dan menggunakan pengetahuan tersebut dalam aktiviti kemahiran berfikir (O'Brien & Hodgins, 2000). Pelaksanaan pengajaran berasaskan modul dapat memenuhi keperluan murid yang berbeza-beza (Fitriana, 2011; Rowlett, 2010). Malah, guru boleh menentukan pendekatan, memilih kaedah dan menetapkan teknik-teknik tertentu yang sesuai dengan perkembangan dan kebolehan murid (Ismail & Atan, 2011). Pendekatan dan strategi pengajaran yang sesuai dengan murid bermasalah penglihatan bukan sahaja berpotensi merangsang murid belajar secara aktif, malah dapat menghasilkan pembelajaran yang bermakna dan berkesan.

Implikasi dan Sumbangan Kajian

Kajian ini memberikan implikasi dan sumbangan yang positif kepada guru dan murid bermasalah penglihatan. Pelaksanaan kajian tindakan kolaboratif ini dapat membantu dalam peningkatan pencapaian mata pelajaran sains bagi murid bermasalah penglihatan. Selain itu, kaedah pengajaran berasaskan modul yang dilaksanakan memberikan idea dan panduan kepada guru untuk mempelbagaikan kaedah pengajaran sesuai dengan keperluan murid dan ketidakupayaan penglihatan mereka. Pengajaran berasaskan modul menunjukkan keupayaan guru dalam membantu murid bermasalah penglihatan memperoleh kelulusan yang lebih baik dalam mata pelajaran sains di peringkat peperiksaan Sijil Pelajaran Malaysia. Peningkatan ini bukan sahaja



dilihat berdasarkan peratusan murid lulus, malah peningkatan markah murid juga adalah positif iaitu setiap murid menunjukkan peningkatan gred markah yang baik.

Kesimpulan

Secara keseluruhan, kajian ini memberi pengetahuan kepada umum berkaitan kategori murid bermasalah penglihatan yang pelbagai dan perbezaan ini memerlukan suatu bentuk pendekatan pengajaran yang berbeza berbanding murid tipikal. Kajian tindakan ini telah menunjukkan hasil yang memberangsangkan dalam meningkatkan kualiti pengajaran dan pembelajaran serta pencapaian murid bermasalah penglihatan dalam mata pelajaran sains di peringkat Sijil Pelajaran Malaysia. Oleh itu, kaedah pengajaran berasaskan modul ini seharusnya dikembangkan kepada mata pelajaran-mata pelajaran lain bagi membantu murid bermasalah penglihatan menghadapi Peperiksaan Sijil Pelajaran Malaysia. Pelaksanaan kajian tindakan yang berterusan seperti ini dapat membantu meningkatkan kualiti pengajaran dan memberi impak yang positif terhadap pembelajaran murid bermasalah penglihatan.

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