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EDITOR’S NOTE

Dear readers,

Academic research and development are proceeding at a rapid pace. New knowledge is generated in different fields such as in business, management, marketing, finance, sciences, technology, education, languages, liberal arts and so on, in a matter of seconds. We wish to create a platform for scholars and academicians to share their knowledge, views, innovation and new discovery.

Thus, we delighted to introduce AID Conference new journal, IJCoMaH (International Journal of Communication, Management and Humanities). The objective of IJCoMaH is to publish up-to-date, high-quality and original research papers alongside relevant and insightful reviews. Also to encourage scholars and academicians to share their research findings or new ideas in the form of empirical or conceptual papers and to initiate multi-disciplinary research in the field of communication, management and other fields in humanities.

The highlight of IJCoMaH is, scholars and academicians can send their manuscripts in different languages; English, Malay and Indonesian. For the first volume, we welcome nineteen articles to this issue - 15 from the English section and 4 from Malay and Indonesian section. All the articles in this volume contain a broad array of new and refined methods for addressing enduring concerns of communication, management and humanities researchers.

Contributions to Communication section come from three perspectives: communication through sign language in the business environment; lack of communication between parents and teenagers contributes aggressive behaviour of teenagers; and lastly, integration of technology as a communication tool which able to enhance in teaching and learning experiences. From the Management section, all the authors contribute their findings in SME (Small and Medium Enterprises). Lastly, the Humanities section comes from several quarters, which are psychology, emotions, gender studies and thinking capabilities.

Finally, we like to express our gratitude to all the authors, reviewers, the publisher, the advisory and the editorial board for their support in bringing the first issue of the IJCoMaH.

Dr. Rajermani Thinakaran
Editor
BENCHMARKING PRACTICES OF BUSINESS EXCELLENCE IN THE HALAL INDUSTRY

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ABSTRACT

Purpose of the study: The first objective of this research is to evaluate the overall situation of business excellence (BE) in Brunei Darussalam and Malaysia. The second objective is to assess the factors influencing business excellence among halal industry organizations in those two countries. The significance of this study is to identify the challenges faced by SMEs in achieving continuous improvement and performance excellence.

Methodology: The population of this study is organizations providing halal products and services in Brunei Darussalam and Malaysia. A total of 100 questionnaires inquiring the seven criteria of BE have been distributed to SME owners, regardless of their positions in the industry. Based on the responses received by the researchers, only 25 organizations in Brunei Darussalam and 41 in Malaysia offer a variety of products and services in the market. The collected data were analysed using situation analysis and multiple regressions to accomplish the research objectives.

Main Findings: The research found that two companies were in the Intermediate Stage of Good Practice Achiever. However, both countries are still a long way from achieving BE, and even a longer way from reaching a mature stage. The research also found that BE practice was more prevalent in the halal industry of Malaysia than that in Brunei Darussalam. In Malaysia, 'process' had a positive and significant effect on competitive advantage, while Brunei Darussalam's strengths came from 'information' and 'people'.

Novelty of the study: This paper highlights the strengths of Brunei Darussalam and Malaysia in promoting BE in the halal industry. Through the measures, business excellence could potentially create greater added value and impact. The challenges are to increase the business capacity with significant collaboration between agencies, industries and universities in both countries.

Keywords: Business excellence, Benchmarking, Halal industry, SMEs, Malaysia, Brunei Darussalam

INTRODUCTION

Different countries have different definitions for SMEs due to a number of factors and demographic criteria such as size, location, structure, age, number of employees, sales volume, ownership through innovation, and technology (Zeinalnezhad et al., 2011). Small and medium enterprises (SMEs) play a vital role in most economies, especially in developing countries. The World Bank (The World Bank Group, n.d.) reported that formal SMEs contribute up to 60% of total employment and 40% of Gross Domestic Product (GDP) in emerging economies. These numbers are significantly higher when informal SMEs are included. In emerging markets, most formal jobs are generated by SMEs, which create four out of five new positions. Furthermore, SMEs are also expected to contribute more to the developing country’s exports. Abdullah (2010) and Paula (2003) suggested that the definition of SMEs changes from time to time based on their significant contribution to the economic position of a particular country. In addition, the global Muslim population increased by 1.84% from 2016 (2.14 billion) to 2.18 billion in 2017, which will provide excellent opportunities for SME’s movement toward sustainability.

Therefore, it is necessary to reassess management and competition costs of products and services to build them on better foundation. One method to do so is benchmarking. Bowen et al. (1999) maintained that benchmarking offers numerous benefits for an organization, such as increasing productivity and quality and remain competitive in the global market. Additionally, benchmarking can reveal performance gaps, generate internal and external benefits like publicity, and help an organization to keep up with customers who demand high returns for their money. This practice should be performed within
the same industry and between different sectors and sizes using an empirical approach (Sangwan & Choudhary, 2018). Benchmarking among SMEs involves the application of the business excellence model manifested in the seven Baldrige criteria, which cover several categories that commonly focus on customer-driven quality and performance excellence (Kartha, 2004).

Malaysia and Brunei Darussalam continue their pursuit of developing policies, initiatives, and programs that would intensify support for local SMEs. However, as they are designed to assist SMEs in general, it is interesting to see if SMEs operating in the halal environment can similarly benefit from them. The halal industry is growing rapidly, covering a number of different industries, ranging from medicines to cosmetics. The confidence of consumers in halal brands has been the most influential factor in their purchasing decision of these products. These factors support the industry’s attempt to gain consumer trust and push product penetration to even higher levels. Therefore, the objectives of this paper are as follows: (i) to find out the situation of organizations participating in the halal industry, and (ii) to assess which criteria of business excellence best influence the overall business excellence results in these organizations.

LITERATURE REVIEW

Business Excellence

Business Excellence (BE) means excellence in strategies, business practices and stakeholder-related performance results that have been validated by assessments based on specific models proven to support the challenging journey towards excellence (Ionica et al., 2010). BE is based on Malcolm Baldrige’s initiatives to develop a comprehensive management practice standard that can assist companies to assess readiness and compliance with excellence practices in their quest to enhance business performance (He et al., 2011). BE has been used by many international organizations to evaluate and benchmark excellent practices and recognize the attainment of this standard (Palitha et al., 2011).

The first BE model was developed in the mid-1980s and came about as a result of the quality movement in the West, which in turn was a response to the advancements in quality and competitiveness in Japan (Ionica et al., 2010). The most popular and influential model is called the Malcolm Baldrige Award Model, which is also known as the Baldrige model, the Baldrige criteria, or the Malcolm Baldrige Criteria for Performance Excellence. Over time, the term “Business Excellence” started to replace the terms “Quality” and “TQM”. Today, many countries employ such BE models as the European Foundation for Quality Management Excellence Model (EFQM EM), Australian Business Excellence Framework (ABEF), Kanji’s Business Excellence Model (KBEM), Malcolm Baldrige National Quality Award (MBNQA), and Total Quality Management (TQM) as a key mechanism to improve organizational performance and national competitiveness.

The Baldrige model (National Institute of Standards and Technology, 2016) shown in Figure 1 provides a systems perspective for understanding performance management and reflects validated, leading-edge management practices against which an organization can measure itself. The Baldrige criteria is accepted nationally and internationally as a referential model for performance excellence which represents a common language for communication among participative organizations. It shares best practices and is designed to help the organization improve its competitiveness by focusing on two goals: continually delivering value to customers and improving overall organizational performance. On top of that, the Baldrige model plays three important roles: to help improve organizational performance practices, capabilities, and results; to facilitate communication and sharing of best-practices information among and within all types of organization; and to serve as a working tool for understanding and managing performance, as well as for planning and opportunities for learning.

![Figure 1: Malcolm Baldrige National Quality Award Model](source: National Institute of Standards and Technology (2016))

Previous scholars stated that BE models are still evolving from the measures perspective (Enquist et al., 2015; Ringrose, 2013; Bolboli & Reiche, 2013; Talwar, 2011(a); Talwar, 2011(b); Antony & Bhattacharyya, 2010(a); Antony & Bhattacharyya,
Benchmarking among BE practitioners can provide operational insights concerning problematic areas in businesses (Antony & Bhattacharyya, 2009; Bilalis et al., 2007). With continued effort, organizations can achieve leadership in their line of business (Angell, & Corbett, 2009). Lasrado and Uzbeck (2017) proved that the adoption of best practices of business excellence improves a nation’s competitiveness, which in turn leads to sustainable global success. The link between BE initiatives and its variance in outcomes is understudied (Meers, & Samson, 2003), such as industry organizations and services, or between private and public organizations (Gómez-Gómez, 2016).

The Baldrige criteria have been adapted in Malaysia and transformed into the Malaysia Business Excellence Framework. It includes all seven categories: (1) leadership, (2) strategic planning, (3) customer and market focus, (4) measurement, analysis and knowledge management, (5) human resources focus, (6) process management, and (7) business results (Malaysia Productivity Corporation, 2019). These criteria, either partially or entirely, are also used as the main assessment measures in excellence competition among organizations in Malaysia, though the Baldrige label is not explicitly used. The criteria ensure organizations to show continuous improvement in products and or services delivery, demonstrate efficient and effective operations, and provide a way to engage and respond to customers and other stakeholders. Those continuous improvements help the organizations to optimize their performance and obtain opportunities to learn about best business practices.

**Benchmarking**

Van Assen et al. (2009) provides the conception of benchmarking as a systematic comparison process and performance based on certain guided criteria. It is expected to give insights into strengths and weaknesses as well as opportunities for improvement. In fact, benchmarking is a part of the total quality process and is a productivity improvement tool that has received considerable attention among companies (Lasrado & Uzbeck, 2017). In other words, benchmarking is a tool for identifying, understanding, imitating and adopting the best practices of other companies to improve operational performance. Scholars have recommended a number of tools for benchmarking (Rickard, 2007; Thakkar et al., 2009; Razmi et al., 2000; Garengo et al., 2005; Bennett, 2007). Although Broderick et al. (2010) and Lee et al. (2006) mentioned that benchmarking among different types of business is important, it is difficult to apply in services. They also stated that benchmarking between firms of different scales has to be considered for the purpose of meeting specific industry standards.

Various studies indicated that managers may not quickly comprehend the appropriateness and applicability of benchmarking data in their organization due to some incompatible factors involved in benchmarking. Southard and Parente (2007) opined that dissimilar work cultures could potentially obstruct knowledge. What works in a benchmark organization may not necessarily mean its success or replication in another organization. This is supported by Francis and Holloway (2007), who found that there is clear doubt among firms regarding the costs and time constraints to conduct this activity. Some respondents of the same study also had little knowledge on benchmarking such as which type of benchmarking to use, companies to include, and which indicators to use (despite the glut of publications and advisory services on the topic).

The areas of concern in these kinds of activities are operational performance in manufacturing function, value management process, innovation and technology management, quality assessment, customer satisfaction, and product development process (Deros et al., 2006). Sarkis (2001) also agreed that there should be a set of widely acceptable characteristics to measure benchmarking effectiveness. Optimization starts with the assessment of the current situation and benchmarking of the best practices (Bolboli & Reiche, 2013). Brown (2013) and Ferdowsian (2016) proposed that the stages of an organization pursuing business excellence (either implementation, development, maturity, or sustainability) should also be considered as factors that might be relevant. Monkhouse (1995), on the other hand, reported that non-financial measures through benchmarking activity support the management’s decision-making process. In contrast, the roles of management are essential in the process of benchmarking (Cassell et al., 2001). The managers’ roles are beyond the exercise but also include growing dynamic changes that could push SMEs to be more efficient toward innovation (Hong & Jeong, 2006). Kumar (2010) also posited that the leadership in a company could determine the success rate of the exercise in the business.
In addition, some studies stressed the importance of benchmarking in major business investments, even though it meant different things to different people. Cassell et al. (2001), Deros et al. (2006), Dattakumar and Jagadeesh (2003) brought to light the issues that were not satisfactorily researched, such as cost, duration, human resource, and partner, that need to be considered in benchmarking exercises.

The importance of understanding benchmarking and its effects on business has been highlighted in previous studies (Alsette, 2008; Carpinetti et al., 2002). It helps organizations to achieve and maintain their competitive advantage by striving for world-class performance (Shen et al., 2000). The methods of scoring are vital in BE for benchmarking activities and for each criterion of applying for awards associated with the models (Gómez-Gómez, 2016). Benchmarking these winning organizations thus provides insights into the various techniques that make them successful (Lasrado & Uzbeck, 2017). The application of benchmarking excellence is expected to raise the hope for organizations in maintaining their competitive advantage and long-term profitability (Corredor, 2011).

METHODOLOGY

Data were collected by distributing 100 self-administered questionnaires to organizations that provide halal products and services, but the usable rate was 25% for Brunei Darussalam and 41% for Malaysia. Jonas et al. (2002) viewed that though the response was low, it is still a reliable and valid instrument to assess. Data regarding the halal industry of Brunei Darussalam were collected through the Business Excellence Assessment Framework of Halalan Thayyiban Research Centre, Universiti Islam Sultan Sharif Ali, which adapted the Malaysia Business Excellence Framework (Malaysia Productivity Corporation, 2019; Hamad, 2018). While data in Malaysia were collected by researchers from Universiti Sains Islam Malaysia.

The questionnaire covers seven key dimensions: (1) leadership, (2) strategic planning, (3) customer focus, (4) measurement, analysis and knowledge management, (5) workforce focus, (6) operations focus and (7) business results. Under each dimension is a set of indicators, each measured on a six-point Likert scale, with 1 being “None” and subsequently “Poor”, “Fair”, “Satisfactory”, “Good”, and “Excellent”.

The findings were calculated and classified into three stages: Matured, Intermediate and Early; and six categories: (i) Excellent (score of 800 and above), (ii) Best in class (700-799), (iii) Good practice achiever (600-699), (iv) Practitioner (400-599), (v) System implementer (200-399) and (vi) Initial adopter (below 200). Based on the scores, the research tries to assess the implementation of BE in Brunei Darussalam and Malaysia. This information is used to identify best management practices of an organization and recommend potential BE support programs to enable it gain a competitive edge. To fulfill the research objectives, the study used the following multiple regression analysis:

\[ y_i = \beta_0 + \beta_{x_{i1}} + \beta_{x_{i2}} + \beta_{x_{i3}} + \beta_{x_{i4}} + \beta_{x_{i5}} + \beta_{x_{i6}} + \epsilon \]

Here,

- \( \beta_{x_{i1}} \) = Leadership
- \( \beta_{x_{i2}} \) = Planning
- \( \beta_{x_{i3}} \) = Information
- \( \beta_{x_{i4}} \) = Customer
- \( \beta_{x_{i5}} \) = Process
- \( \beta_{x_{i6}} \) = Statistical error
- \( y_i \) = Results

DISCUSSION OF FINDINGS

Situation Analysis of BE Performance

There are three stages: Matured, Intermediate and Early; and six categories: (i) Excellent (score of 800 and above), (ii) Best in class (700-799), (iii) Good practice achiever (600-699), (iv) Practitioner (400-599), (v) System implementer (200-399) and (vi) Initial adopter (below 200). Table 1 shows the overall scores of business excellence practice in the halal industry of Brunei Darussalam and Malaysia.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Category/Score</th>
<th>Malaysia Frequency</th>
<th>Malaysia Percent</th>
<th>Brunei Darussalam Frequency</th>
<th>Brunei Darussalam Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Stage</td>
<td>Initial Adopter (Below 200)</td>
<td>3</td>
<td>7.3</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>System Implementer (200 – 399)</td>
<td>34</td>
<td>82.9</td>
<td>10</td>
<td>40</td>
</tr>
<tr>
<td>Intermediate Stage</td>
<td>Practitioner (400 – 599)</td>
<td>3</td>
<td>7.3</td>
<td>12</td>
<td>48</td>
</tr>
</tbody>
</table>
Table 1 shows that most of the companies (82.9%) in Malaysia were in Early stage of System Implementer (n=34). Only a few companies (n=3; 7.3%) were still in the Early Initial Adopter stage. However, a positive trend was found, considering that three companies were in the Intermediate Stage–Practitioner stage and a company was in the Intermediate Stage–Good Practice Achiever. However, no company achieved the Excellent or Best in Class Category. The same table shows that most of the companies in Brunei Darussalam were in Intermediate Stage–Practitioner (48%; n=12) and in Early Stage–System Implementer (40%; n=10). As much as 8% of companies were in the Early stage–Initial Adopter. However, a positive trend was found in that a company was in the Intermediate Stage–Good Practice Achiever. However, no company achieved the Excellent or Best in Class Category.

**Multicollinearity Test**

The tolerance value must be more than 0.1 and VIF value must be less than 10. Table 2 below shows that the tolerance values were more than 0.1 and VIF values were less than 10 except “Information”, “Customer”, and “People”. For “Leadership”, “Planning”, and “Process”, the tolerance values were larger than 0.1 and VIF values lower than 10; thus, multicollinearity was not found in the model for Malaysia. Table 2 also shows that the tolerance values were more than 0.1 and VIF values less than 10. Therefore, multicollinearity was not found in the model for Brunei Darussalam.

**Table 2: Multicollinearity test for Malaysia and Brunei Darussalam**

<table>
<thead>
<tr>
<th></th>
<th>Malaysia</th>
<th>Brunei Darussalam</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tolerance</td>
<td>VIF</td>
</tr>
<tr>
<td>Leadership</td>
<td>.188</td>
<td>5.314</td>
</tr>
<tr>
<td>Planning</td>
<td>.151</td>
<td>6.637</td>
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<tr>
<td>Information</td>
<td>.306</td>
<td>3.264</td>
</tr>
<tr>
<td>Customer</td>
<td>.218</td>
<td>4.584</td>
</tr>
<tr>
<td>People</td>
<td>.214</td>
<td>4.663</td>
</tr>
<tr>
<td>Process</td>
<td>.166</td>
<td>6.016</td>
</tr>
</tbody>
</table>

**Correlations**

All correlations in Table 3 and Table 4 were between the dependent variable, Business Excellence Result, and the independent variables, Leadership, Planning, Information, Customer, People, and Process. All correlations were significant at p<0.01.

**Table 3: Correlation between BE Criteria in Brunei Darussalam**

<table>
<thead>
<tr>
<th></th>
<th>Leadership</th>
<th>Planning</th>
<th>Information</th>
<th>Customer</th>
<th>People</th>
<th>Process</th>
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<tr>
<td>Planning</td>
<td>.808**</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Information</td>
<td>.841**</td>
<td>.917**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer</td>
<td>.708**</td>
<td>.860**</td>
<td>.869**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Process</td>
<td>.819**</td>
<td>.861**</td>
<td>.867**</td>
<td>.884**</td>
<td></td>
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</tr>
<tr>
<td>Result</td>
<td>.869**</td>
<td>.824**</td>
<td>.857**</td>
<td>.860**</td>
<td>.916**</td>
<td>.877**</td>
</tr>
</tbody>
</table>

**p<0.01**

**Table 4: Correlations between BE Criteria in Malaysia**

<table>
<thead>
<tr>
<th></th>
<th>Leadership</th>
<th>Planning</th>
<th>Information</th>
<th>Customer</th>
<th>People</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>.888**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information</td>
<td>.784**</td>
<td>.774**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer</td>
<td>.763**</td>
<td>.817**</td>
<td>.727**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People</td>
<td>.816**</td>
<td>.820**</td>
<td>.760**</td>
<td>.824**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Process</td>
<td>.803**</td>
<td>.865**</td>
<td>.783**</td>
<td>.857**</td>
<td>.830**</td>
<td></td>
</tr>
<tr>
<td>Result</td>
<td>.810**</td>
<td>.788**</td>
<td>.719**</td>
<td>.719**</td>
<td>.789**</td>
<td>.815**</td>
</tr>
</tbody>
</table>

**p<0.01**
Regression

Table 5 shows that the $R^2$ value of the Brunei model was 0.894 and F-value 25.181 (df=6) at $p<0.05$. This indicates that the model was a good fit for the data.

**Table 5: Model summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>F-value</th>
<th>df</th>
<th>Sig. level (p value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression (Malaysia)</td>
<td>.745</td>
<td>16.542</td>
<td>6</td>
<td>.000 (p&lt;0.05)</td>
</tr>
<tr>
<td>Regression (Brunei)</td>
<td>.894</td>
<td>25.181</td>
<td>6</td>
<td>.000 (p&lt;0.05)</td>
</tr>
</tbody>
</table>

As shown in Table 6, Result (DV) = 26.613 + 1.346 (process) + e, where the beta value of Result (DV) was 26.613 and significant at the 5% level. The beta of Leadership (IV1) was .678 (p>0.05); Planning (IV2) was .045 (p>0.05); Information (IV3) was .037 (p>0.05); Customer (IV4) was -.273 (p>0.05); People (IV5) was .580 (p>0.05); and Process (IV6) was 1.346 (p<0.05). For the Malaysian model, only Process (IV6) significantly influenced the outcome of Result (DV) among the six independent variables.

**Table 6: Regression coefficients**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Malaysia</th>
<th>Brunei Darussalam</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>p</td>
<td>B</td>
</tr>
<tr>
<td>Result (DV)</td>
<td>26.613</td>
<td>.014 (p&lt;0.05)</td>
</tr>
<tr>
<td>Leadership (IV1)</td>
<td>.678</td>
<td>.080</td>
</tr>
<tr>
<td>Planning (IV2)</td>
<td>.045</td>
<td>.956</td>
</tr>
<tr>
<td>Information (IV3)</td>
<td>.037</td>
<td>.953</td>
</tr>
<tr>
<td>Customer (IV4)</td>
<td>-.273</td>
<td>.500</td>
</tr>
<tr>
<td>People (IV5)</td>
<td>.580</td>
<td>.235</td>
</tr>
<tr>
<td>Process (IV6)</td>
<td>1.346</td>
<td>.042 (p&lt;0.05)</td>
</tr>
</tbody>
</table>

Table 6 also shows that Result (DV) = 13.74 + 0.860 (information) + 0.331 (people) + e, where the beta of Result (DV) was 13.74 (p<0.05). The beta of Leadership (IV1) was -.112 (p>0.05); Planning (IV2) was -.131 (p>0.05); Information (IV3) was .860 (p<0.05); Customer (IV4) was -.142 (p>0.05); People (IV5) was .331 (p<0.05); and Process (IV6) was .168 (p>0.05). For the Brunei Darussalam model, only Information (IV3) and People (IV5) significantly influenced the outcome of Result (DV). The following equations summarize the significant relationships in both models:

In Malaysia, Result (DV) = 26.613 + 1.346 (process) + e

In Brunei Darussalam, Result (DV) = 13.74 + 0.860 (information) + 0.331 (people) + e

**Table 7: Level of Excellence**

<table>
<thead>
<tr>
<th>Award/Point Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold (876-1000 points)</td>
<td>Outstanding effort result in all categories. Effective integration and sustained results. National and world leaders.</td>
</tr>
<tr>
<td>Silver (751 – 875 points)</td>
<td>Effective efforts in all categories and outstanding in many. Good integration and good to excellent results in all areas. Many industry leaders.</td>
</tr>
<tr>
<td>Bronze (600 – 750 points)</td>
<td>Evidence of effective efforts in most categories, and outstanding in several. Deployment and result show strength but some efforts may lack maturity. Clear areas for further attention.</td>
</tr>
<tr>
<td>Crystal (500 – 600 points)</td>
<td>Evidence of effective in many categories and outstanding in some. A good prevention-based process. Further deployment and results needed to demonstrate continuity.</td>
</tr>
</tbody>
</table>

Based on the level of excellence in Table 7 adapted from George and Arnold (1998), Table 1 shows that 13 organizations in Brunei Darussalam had reached the level of excellence while the remaining 12 had not. The results showed that a company had reached the Crystal category and another 12 the Bronze level. Generally, these results indicated that 50% of the respondents had achieved excellence. In Malaysia, on the other hand, only a company was in the Crystal category and three companies reached the Bronze level. However, the remaining 37 companies failed to reach the minimum threshold. Nonetheless, no company managed to reach the Silver and Gold levels.
CONCLUSION

The results showed that the halal industry of both Brunei Darussalam and Malaysia is still in the Intermediate Stage and many companies were in the Bronze level of excellence. However, this is not the end of halal industry in both countries. Through the seven key measures, business excellence could potentially create greater benefit and impact if organizations manage to identify more opportunities and manage changes. At the same time, it is necessary to integrate information from every organizational function to achieve the set goals. Halal industry in both countries has room to grow and improve, but it needs support from its ecosystem to do so.

Based on the findings and discussions, a number of recommendations have been formulated. First, the research should be replicated on other organizations as there is a need to compete in the market. Second, critical success and failure factors should be investigated in-depth to improve the organizations. These should then be compared to their decisions so that their performance can be improved. Last but not least, the excellence journey can be studied from other perspectives to strengthen quality systems and to improve the organizational performance as well as its competitive advantage, particularly in Malaysia and Brunei Darussalam. Future studies can also be carried out in such direction to see the detailed measures of each dimension in the business excellence framework and its impact on Malaysia and Brunei Darussalam’s organizations as well as to conduct benchmarking activities with global counterparts. These challenges require new ways of business excellence thinking which require adequate attention from organizations, government agencies, and research institutions.

ACKNOWLEDGEMENT

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REFERENCES


COMMUNICATION STRATEGY OF KOPI TULI ON DEAF SEGMENTATION TO INCREASE SALES IN DEPOK CITY

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ABSTRACT

Purpose of the study: This research aims to examine the communication Strategies of Kopi Tuli In Deaf Segmentation to Increase Sales in Depok. Kopi Tuli's owner has decided to establish a shop as a workplace and gathering place for young children with the concept of learning sign language that has been running for about two years with the deaf owner’s side.

Methodology: The research method of this study was descriptive qualitative, a data collection through direct observation and interviews with six speakers at the Kopi Tuli shop. Besides using the action assembly theory from John Green with the assumption of how someone organizes knowledge with the mind and use it to form messages.

Mind Findings: The results of this study indicated that the Kopi Tuli (Deaf Coffee) shop is in the process of producing messages to attract customers with theories when acting individually about content knowledge and procedural knowledge make in the process of conception messages conveyed by John Greene in action assembly theory. To market it, deaf coffee is different from other coffee shops, people can learn through sign language, the A-Z alphabet hand style can be practiced in deaf coffee. The coffee owner also hold classes that teach sign language that can be followed by all circles as a marketing strategy.

Novelty of the study: With the existence variety of coffee shops, deaf coffee shops are different from other shops because they were built based on the desires and experiences of the owners who were postponed to work in other companies so that together with other deaf friends, they developed a different coffee shop concept. Deaf coffee shops not only enjoy coffee, but visitors can learn sign language. It has never been studied by other researchers.

Keywords: Communication Strategy, Kopi Tuli, Coffe shop, Deaf, Marketing, Action Assembly Theory

INTRODUCTION

Humans are greatly influenced by the communication they do practice with other humans, both known and unknown at all. Communication has a very vital role in human life. Communication can be done verbally and nonverbally to strengthen or support one another. All parts of the message system normally work to communicate a special meaning. Special meaning comes from the universal symbol which becomes a common understanding and applied throughout the world, or the culture of each individual according to their place of origin or the place where they are educated and implanted about the values, beliefs, and ways of survival which then becomes part of the habit.

Humans are not so perfect, sometimes we are always lacking, when we have a deficiency in hearing it often has an impact on verbal ability in people with hearing loss, so they use sign language and body language to communicate. According to Clark and Salomon (2012), sign language is a communication method that uses symbols without using sound or recognized as nonverbal communication. The symbols used may be movements of the hands and other limbs, facial expressions, images, symbols or cues that have certain meanings and may be understood by both parties, namely the speaker and receiver.

The ability to use sign language is then used by some people who have hearing loss (deaf as deaf) in communication. For individuals with hearing loss, they will have difficulty communicating with their environment, especially in terms of adjusting to conditions that are not yet commonly experienced (Wasita, 2012). Deaf friends communicate using non-verbal sign language where most sign languages are assisted with verbal language as an explanation.

In Indonesia, the use of sign language is still foreign to ordinary people. So when people with hearing impairment interact with ordinary people, there are often misunderstandings occur between them. In communicating people with hearing impairment / speech using hand sign language, which is widely used is ASL (American Sign Language) in which this sign language is an international sign language that is the basis for many other sign languages in the world. American Sign Language (ASL) is a visual language. With signing, the brain processes linguistic information through the eyes. The shape, placement, and hand movements, as well as facial expressions and body movements, all play an important part in conveying information (Moran, 2005).
The phenomenon that occurs in the communication of deaf friends is one form of communication that is non-verbal, namely by using sign language that prioritizes gestures and facial expressions as support for communication skills. So that the contents of the message delivered and intended can be easily understood in an interaction for deaf friends. The way they communicate with others is to use sign language and the finger alphabet that has been mutually agreed upon. Physically, deaf children are no different from normal children in general, because people will know that children have a disability when speaking, they speak silently or in a voice that is lacking or unclear in its articulation, not even speaking at all, they are only conditional. Deaf people who continue their education at a higher level will surely find various obstacles.

Problems faced by deaf people are caused by limitations, which are related to the communication and socialization process (Rahmawati & Wiwik, 2010). The problem is caused because individuals with hearing impairment have lost one of the media which is very important to develop the ability to speak and speak, but, it is not the end for all of them to give up so easily. Many of them pioneered in the business world, one of which was a coffee shop business in the discussion of this research.

The coffee shop business that is the focus of this research is the deaf coffee shop, located in the Depok area. This coffee shop is different from other coffee shops because coffee shop owners and employees are dressed as "deaf" or lacking in good listening skills so they use sign language in promoting and selling coffee. Coffee shop is one of the businesses that are in great demand by young businesspeople today. Coffee shop business is a business that is relaxed, interesting and can be enjoyed by all people. It is undeniable that the coffee business as seen to dominate the youth market today as there are many coffee shops from one region to another.

With so many coffee shops in Indonesia, it is increasingly reaping trade competition and making each seller peddle his wares with a different marketing strategy. In this modern era technology has a big impact in the business world, namely with the internet. Not a few businesses use the internet to market their wares. The booming of the Coffee Shop business in Indonesia attracts many people to try to open and run this business, from young people to adults. It could be this is due to the interest in coffee itself or the lifestyle of young people now who like to hang out while enjoying coffee. Thus making the development of the coffee industry in Indonesia is increasing. This trend can be seen from the many Coffee Shops that come with their respective characteristics.

The owner of the coffee shop is named Mohammad Adhika Prakoso. Andhika is a person with hearing impairment. The reason Andhika opened The Kedai Kopi Tuli was when he submitted a job application, but many companies refused it. Because he is deaf, so he decided to switch to the business world by opening a coffee shop in the Limo area, Depok. On May 12, 2018 Kopitul launching was opened. The strong reason why opening a shop called Kopitul is because Adhika wants to visit people who are deaf and can talk interact with others. Do not separate in a circle because of differences, namely people who can talk normally and are deaf. Kopi Tuli itself has a barista and deaf employees by communicating with visitors who can talk, they first greet the customer with a smile, then show the menu. The menu has different hand symbols to indicate the desired drinking option. The menu has a choice of Coffee and No Coffee (Tea) and information on both cold and non-cold choices. So when buyers want to drink what they want, they can point to the menu or copy the symbols on the menu.

According to Kotler and Armstrong (2014) states marketing as "the process by which companies create value for customers and build strong customer relationships to capture value from customers in return". Definition means that, marketing is the process by which a company creates value for customers and builds strong relationships with customers, with the aim of capturing customer value in return. There are many marketing tools that can be used by marketers in marketing their products, namely advertising, direct marketing, sales promotion, personal selling, public relations, and Internet Marketing. All promotional tools must be well integrated because each tool has advantages and disadvantages. If all of them are well integrated, effective and efficient the concept of integrated marketing will be created.

In developing Internet marketing communication is a tool that is being widely discussed, and is used throughout the region. Even the development of the Internet has increased from year to year throughout the world including Indonesia. The Minister of Communication and Information, Rudiantara stated that e-commerce is the future of Indonesia’s macroeconomic growth (Kominfo, 2016). This is comparable to the growth of the advertising industry. In recent years traditional advertising tools have now turned into online and social media platforms. Mobile phones and tablets are promising advertising media for the mobile advertising business (Christiany, 2017).

Social media has an important role as a communication tool to share information and connect with each other. Social media is used as a space to interact with various groups. One of the most widely used social media in the world, including in Indonesia is Instagram. Instagram is widely used by companies to establish relationships with consumers, convey information, find out trends and consumer desires, and build a brand (branding). We all agree, social media is the most effective marketing tool because almost everyone from different backgrounds is very active in using it. For example promoting using Instagram. With social media, companies can interact widely with various groups, with low costs and high visibility or visibility. Social media also allows companies to choose the right community to market their products so that what is offered has a great opportunity to sell (jurnal.id, 2020).
The existence of social media is now giving a lot of things to people who are good at using it, like Mas Adhika, creating a Kopi Tuli account to promote his shop, not only for promotion, but to provide information about Kopi Tuli. The results of social media are now many people who know about it. Then Kopi Tuli is now much in demand, due to the enthusiasm of visitors wanting to learn Sign Language. Many visitors know KopTul from social media, namely Instagram. With people uploading status updates and providing information about Kopi Tuli, as well as the nature of the seminars that have invited KopTul to fill in these events, namely guests or visitors of the seminar know more about Kopi Tuli.

Visitors who come can learn sign language and when customers buy drinks in Kopi Tuli get a glass that is packed with alphabet az's hand sign for sign language. In the package we can imitate the image or symbol to look like our name to demonstrate it. A small thing to learn sign language with the symbols that are on the KopTul glass. Based on this, it turns out to be a business opportunity for Anhika himself because now it can be seen that people consuming coffee are also inseparable from the lifestyle of urban people who like to gather. From these two factors, you could say the prospect of a coffee shop business in the future is still very promising. Especially the people nowadays just want to drink coffee with a unique and interesting dish.

The Kopi Tuli Shop is a coffee shop business that serves different things than other coffee shops. Especially now that there are many coffee shops that can attract visitors. The Indonesian Coffee Exporters and Industry Association (AEKI) in the media tirto.id, assessed that the market share that can be handled by coffee shop operators is still wide open considering the level of coffee consumption in the country continues to increase. The level of Indonesian people’s coffee consumption is 0.8 kg per capita. In 2017, around 1.2 kg per capita. In the last 2018 AEKI data, it is estimated that it can reach around 1.4-1.5 kg per capita (Tirto.id, 2018).

A good coffee shop should at least be able to provide a pleasant experience for visitors, ranging from cool places, large spaces, to the provision of wifi. So you can’t just sell coffee. In addition, the marketing system must also be made attractive to visitors so that the existence and existence of established coffee shops can compete with coffee shops on the market. Kopi Tuli makes a class of teaching friends, where talking friends can learn Sign Language to be able to easily communicate with deaf friends. From the offer of Koptul for teaching friends there was a lot of enthusiasm from friends who heard about learning. So that it can cultivate Sign Language to other people and does not differentiate between hearing buddies and deaf friends.

Several seminars on campus glanced at Kopi Tuli to fill the seminar. In the seminar, there were a lot of contents on how to learn Sign Language and practice it to the guests who attended the seminar. As well as many television shows or other programs that invite Kopi Tuli to fill the event as a speaker, with information about Kopi Tuli itself and promoting cooperatives with guests or audiences who are in the event.

The reason researchers researched Kopi Tuli, because the first liked coffee and second the researchers were interested in the shop run by Mas Adhika, a coffee shop that is not usually with people opening businesses, but we can interact with our fellow opponents we know as “deaf”. Not only that, the researchers were also happy because they were able to learn Sign Language with friends and Mas Adhika at the Kopi Tuli Shop. Therefore the author wants to examine the business Kopi Tuli shop

LITERATURE REVIEW

Marketing Communication Strategy

Effective marketing communication activities have been made much by the strategy. Without a strategy with growing and more modern mass media that is now in use and easy to access, then an organization will not Errerside. The strategy is essentially planning and management to achieve the objectives. While the communication strategy is a combination of communication planning and communication management to achieve a goal. There are three elements in the marketing strategy known as STP, namely Segementasi, Targeting, and Positioning (Kennedy & Soemanagara, 2006).

Market segmentation as a process for markets to become more homogeneous consumer groups, where each khelps group can be chosen as a target market to reach companies with a marketing mix strategy (Kotler & Armstrong, 2004). The idea of targeting or target is to choose one or more market segments to enter or how the company optimizes the market and in the company's target market is to use the concepts of priority, variability and flexibility.

Positioning is another word for "impressions", and this impression is addressed to a number of objects that form competition with each other (Aaker, 2004). So it can be concluded that this position is an effort made by the company in designing its products so that it can create its own impression and image in the minds of consumers in accordance with what has been done. The communication strategy has dual functions both macro (planned multi-media strategy) and micro (single communication intermediate strategy) disseminating communication messages that are informative, persuasive and instructive in a systematic way to target for optimal results, and bridge the cultural gap from the ease of getting and ease of operation such as strong mass media, which is left to damage cultural values.
In the context of marketing communication there are three strategies: An interesting strategy or pull strategy to influence consumer users. Focus messages on products and services. The purpose of communication is for purchase. Strategy push or push strategy to affect market and purchase media. Focus the message on the products and services offered (Cravens, 1998).

The purpose of communication is purchase. Profile Strategies to influence a wide range of shareholders/stakeholders. Message focus is addressed to the company or business entity. The purpose of communication is to build images.

Promotion Mix
Marketing mix as a series of controlled variables and the level of variables used by companies to influence target markets (Kotler, 2005). The four elements or variables of the marketing mix (Marketing Blend) or referred to as the four P’s, are as follows: product strategy, pricing strategy, distribution / distribution strategy and promotion strategy.

A product is the whole concept of an object or process that delivers its value of benefits to the consumer. Location selection is the most expensive investment value, as it can be said to determine whether visitors are crowded or not. Promotion is a restaurant’s activity to look for consumers, not just for a single come, but also a consumer who will make repeated purchases. The goal of the promotion is to increase awareness of increasing consumer perception, attracting first buyers, reaching a higher percentage for repeat consumers, creating brand loyalty, increasing average check, enhancing the selling programs on certain foods or special times, and introducing new menus. Price is also an important consideration in selecting ResToran. The factors influencing the price applied in a restaurant, are: the relationship between demand and supply, decreased consumer loyalty, sales mix, prices in competition, overhead costs, psychological aspects, the need for get profit.

Marketing mix or marketing blend is very important to note at the beginning of the establishment of a restaurant or dining business (Lovelock & Wright, 2005). Restaurants or restaurant businesses should be handled from the cost of food (food cost), workers, rent (if the business location is not private), promotion and advertisement, quality of food, customer service, profit and of course the attitude to continue This type of business.

Action Assembly Theory
John Green in the Theory Assembly theory of action explains how one organizes knowledge with the mind and uses it to form messages. This theory explains the structure and process of Communication action. This theory is the way knowledge is sorted and used in communication. Greene invokes two components of knowledge about the content of knowledge and procedural knowledge (procedural knowledge). In that theory Greene mentions that (you know something, and you know how to do it). So, who knows how to make the right ad for the target market are people who know about the ins and outs of the market, how the characteristics of the market, how the level of market consumption, what market segments, and others (Pruim, 2014).

Procedural knowledge consists of an awareness of the consequences of various actions in different situations. All of our procedural knowledge consists of a large number of "Procedural Records", each compiled from the knowledge of the actions produced and the appropriate situation. Because people remember the action, they can behave effectively on future occasions. Can be seen that procedural knowledge is a net that links between content knowledge or the content of known knowledge By the message maker contains a marketing mix such as consumer nature, market segmentation, market capability, market desire so that the combines point of knowledge becomes a promotional message that can attract the consumer or target market we can see.

Greene mentions these theory as procedural Records, which are a set of relationships formed by nodes in a network activity that tends to strengthen. Furthermore, Greene also explained that if the knowledge relationship is transformed into several sets of activities in the sequence of certain actions that are strongly grouped and often used, it will be a programmatic action. Greene termed the programmatic action "unutilized belts". The Ritual of giving greetings like the one above is a great example of "unutilized belts".

According to Greene, there is no single action that can stand on its own. Each action affects another action in a particular way. To introduce for example, we must use various actions ranging from sound pressure to words and movements. To write down paragraphs, we have to incorporate various actions from a coordinated knowledge of the language to write or type. These actions are then integrated into the knowledge network. Each piece of knowledge represents something to do it. Higher objectives (such as doing introductions) and lower (such as smiles) are combined in a result of representation that delivers US to a communication action (Littlejohn, 2009).

METHODOLOGY
Research Object and Subject
The research object in this study focuses on marketing communication strategies in the interesting pen of visitors. The reason researchers want to review how the marketing communication strategy of Kedai Kopi Tuli. The subject of research to the Kedai Kopi Tuli is a sample or informant of the concerned to be taken by the researcher.
Research Approaches

The research approach used by researchers is a qualitative approach. A qualitative research is a study that uses natural settings, with the intent of interpreting the phenomenon occurring and carried out by way of the various methods involved (Kriyantono, 2006).

This type of research uses qualitative descriptive. Bogdan and Taylor suggested that qualitative describing is "a research procedure that produces descriptive data of written or spoken words of people and observable behavior" (Moleong, 2010). Qualitative research rests on a holistic natural background, positioning the human being of research tools, conducting inductive data analysis, more concerned with the process of research results done agreed by researchers and research subjects (Mulyana, 2007).

Descriptive qualitative is research that does not seek or explain relationships, does not test hypotheses or make predictions. Qualitative descriptive study of problems and procedures that apply in society, as well as studying certain situations with the aim of describing phenomena systematically, in fact or characteristics of populations and certain fields factually and accurately (Rakhmat, 2008).

Paradigm Research

The paradigm used in this study was a constructivist paradigm. According to Pawito (2008), The constructivist Paradigm which is a paradigm that is almost antithesis of understanding that puts observations and objectivity into discovering a reality or science. This paradigm looks at social sciences as a systematic analysis of socially the meaningful action through direct and detailed observation of the social behavior in question creating and maintaining or managing their social world (Hidayat, 2003).

RESULTS/FINDINGS

The author implements several observations and deep interviews with two key informant and three informant. In the results the researchers examined the data by using Tringulation in the flexibility test, the interview took place where the Kopi Tuli was, with the owners, workers, and visitors of the Teman Dengar & Teman Tuli.

![Figure 1: Sign Language teaching classes](image1)

![Figure 2: Hand symbol in sign language](image2)

Source: Researchers’ documentation

This Target of Kopi Tuli Promotion is all circles of youth for the bridge is also deaf friend & Friends Heard, for visitors who have bought a drink from the Kopi Tuli that is in the plastic cups Imagine the illustration of the Alpabeth hand studied. Kopi Tuli market leaves through promotion on Instagram. In addition, Kopi Tuli Get an invitation to fill a variety of Talk Show or seminars, it is included in the case of Kopi Tuli promoting the brand Koptul so that the audience who hears and sees the same with the typical Kopi Tuli from Mas Andhika and Mas Erwin.

Another interesting thing is that the consumers who come and get to know this Kopi Tuli shop can take classes teaching in Kopi Tuli at a cost of Rp. 200,000 for students & Rp 300,000 non students. In the teaching class, can learn and communicate with deaf friends with gesture gestures, for registration can be through staff in Kopi Tuli, teaching classes in cooperation with BUSBISINDO (Indonesian Sign Language Center).

DISCUSSION / ANALYSIS

Based on the results of data that has been obtained, the marketing strategy of the Kopi Tuli is to create an image or impression of the Kopi Tuli itself to be able to promote Kopi Tuli to reinforce its brand, the second is the development of the Kopi Tuli shop to reach the market position so that people know the offer in this promo is quite good.

The Target market of the Kopi Tuli promo is that of all groups of deaf friends and their friends hear. They were given a drink ie A bag containing images of Alpabeth A-Z in describing the hand, for consumers to learn sign language from the first used
Alphabet A-Z. Visitors can participate in a sign-up class held in Kopi Tuli. Researchers reviewed this research with coffee. Assembly action theory because it explains how one's view manages knowledge with the mind and uses it to form communication messages, and the end result makes a container to bridge a friend's deaf and a friend's hearing can interact with each other and make an interest in the presence of a Kopi Tuli.

CONCLUSION

Conclusion is that the Kedai Kopi Tuli in the process of producing a message to attract customers is by referring to the theory of Action Assembly Individual has knowledge of content (content knowledge) and knowledge of rocedural (procedural knowledge) so that in the process of conception of the message as described by John Greene in Action Assembly Theory. Kopi Tuli develops Businesses that sell beverage products and make a place to discuss, relax with friends.

KopTul (Kopi Tuli) has been running for two years whose ownership has a shortage of deaf. To market the Kopi Tuli owner's concept is different from other coffee shops, The public can understand and can communicate through sign language, the hand style of Alpahbeth A-Z can be practiced in Kopi Tuli to be able to practice using deaf language. As well as to improve marketing, deaf coffee owners also hold teaching classes that teach sign language.

LIMITATION AND STUDY FORWARD

In accordance with the problems formulated, based on background the above research, this research focuses on developing strategies Kopi Tuli Marketing Communication Through an interview approach. For researchers who will conduct further research, it is recommended to find and read other references even more so the results of further research will get better and be able to gain new knowledge.

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CONTRIBUTION OF PARENTS INTERPERSONAL COMMUNICATION TO THE AGGRESSIVE BEHAVIOUR OF ADOLESCENT IN SCHOOL

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ABSTRACT

Purpose of the Study: One form of action from the delinquency done by teenagers cannot be separated from aggressive behaviour. Aggressive behaviour is any action intended to harm or injure someone else. Aggressive behaviour can be influenced by the family environment. Therefore, this research aims to know the contribution of parents’ interpersonal communication to the aggressive behaviour of teenagers in schools.

Methodology: The method used in this research is quantitative. The sample in this study amounted to 120 teenage students from SMA X in Bogor City consisting of Grade XII students (twelve) and is the population in this study. Sampling technique used are purposive sampling. The data collection tools used are interpersonal communication scales and aggressive behaviour scales.

Mind Findings: The result of a simple regression analysis indicates that the F value was obtained 92.872 and the coefficient of significance was 0.000 (P ≤ 0.05). From the regression test results acquired R Square amounted to 0.440 (44%). This means that the interpersonal communication variables accounted for a 44% contribution to aggressive behavioural variables. It means the lack of monitoring, attention, and communication from parents to teenagers contributes greatly to the deviations of adolescent behaviour. Teenagers who have aggressive behaviour, like attacking, and acting rude, come from a very minimalist family in providing communication space for teenagers. Parents have a very important influence on the development of children. Therefore, interpersonal communication by parents affects the aggressive behaviour of teenagers.

Novelty of the Study: The novelty of the study found some high-scoring statements, and is an assessment of how parents open up limited communication spaces with children. This is evidenced by the statement that parents have never listened to children's silence. Furthermore, there needs to be monitoring, caring, and running good communication from parents to teenagers to avoid irregularities behaviour such as aggressive behaviour.

Keywords: Contributions, interpersonal communication, parents, aggressive behaviour, teen

INTRODUCTION

Adolescence is a period of developmental transition between children and adults involving biological, cognitive, and socio-emotional changes (Santrock, 2007). Teenagers will have a lot to question about everything that happens, it signifies from the maturation of both physical and psychological maturation. This is what makes the youth have a greater tendency to behave aggressively while in the transition. In adolescence there were often behavioural disorder that violated the prevailing social norms so that not a few teenagers were arrested for committing acts of criminality classified as juvenile delinquency (juvenile delinquent) (Soetjiningsih, 2004). One of the forms of delinquency done by teenagers is aggressiveness. Aggressiveness is an act of being taken to harm or injure another person (Taylor, 2009).

The family environment is the closest ward to teenagers. The family is an environment that first received a child's presence. The family life situation for a child can be felt by the attitude of the very close person and means to him (Sears, Freedman, & Peplau 2009). Communicating with children is the most effective way to avoid unwanted things. Of course, communication here must be two-way, meaning that both sides should listen to each other's views. By doing communication, parents can know the views and skeletal thinking of his son, and the other way the children can also know what their parents want. Confusion as mentioned may not be necessary if there is communication between youth and parents (Gunarsa, 2008).

Lack of monitoring, attention and communication from parents to teenagers contributes greatly to the deviations of adolescent behaviour. As this was stated by Pinilih (2016) in the results of his research that adolescents who have aggressive behaviour, like attacking, and acting rude, come from a very minimalist family in providing time to communicate for the youth. Interpersonal communication between parents and children is formed if parents’ foster patterns are also effective. Generally, adolescence spends much of his time in school, so when his activities in school are inadequate to meet
the demands of his energy volatility, teenagers often spit out their excess energy in an un-positive direction such as fights. This shows how much emotional turmoil exists in teenagers when interacting with the environment.

LITERATURE REVIEW

Aggressive Behaviour in Adolescents

According to Berkowitz, aggressiveness is the desire and action to be aggressive in a variety of different situations. According to Lazarus, aggression is an attack that is regarded as the source of threats or harm to him. Freud expressed aggression as a statement of consciousness or projection of the instinct of death or Thanatos. While Adler says aggression is a willingness to rule and overwhelm others. Murray also argued that aggression was as a form of need to attack, rape or injure others, disparage, harm, disrupt, harm, corrupt, degenerate, mock, ridicule, or falsely accuse, punish or perform other sadistic acts (Chaplin, 2005).

While aggressive behaviour itself according to Myers (Chaplin, 2005) is a deliberate form of physical or oral behaviour with the intention of hurting or harming others. Herbert has the view that the behaviour of aggression is an unacceptable behaviour in the social environment, which can cause physical or psychic injury to others, or that is damaging to objects. According to Baron and Byrne, aggressive behaviour is intentional behaviour to injure others and the effort of the injured person to dodge or fight. Aggressive conduct is intentional physical or verbal behaviour to intention to harm or harm others (Sarwono, 2002).

The types of aggressiveness to be used in this study are the types of aggressiveness according to Buss and Perry. Buss and Perry (Tuaisikal, 2008) say there are four kinds of aggressive, i.e. (1) Aggressive physique is aggression that is done to injure others through physical assault. This includes hitting, kicking, upholstering, piercing, burning, and so on, (2) aggressive verbal aggression is that is done to injure others verbally or orally. If a person swearing, jerking, arguing, mocking, reproach, cussing and so on, then it can be said that the person is doing verbal aggression, (3) Anger is only a feeling and does not have any purpose. An example of someone can be said to be angry when he or she is frustrated or offended, (4) Hatred is a negative attitude towards others because of his own negative judgment. An example is someone suspicious of others because the other person is very good and so forth.

The aggressiveness that does not hurt others is in the form of gossip or spreading libel while the most severe aggressiveness is a physical attack (Tuaisikal, 2008). Aggressiveness accompanied by physical assault can lead to death. Among the aggressive forms above, aggressive verbal is most common. A verbal form of aggressiveness does not mean not being able to hurt, not even infrequently that verbal aggression can kill other people's characters. Words of cuss, profanity, instorship, and ridiculing are things that can make a person very forgotten and the impact is much more painful and will long settle in one's memory than to hit a stone throw or blow.

Interpersonal Communication

Communication is important and cannot be released in human life. Effendi (Mulyana, 2007) defines that communication is the delivery of a meaningful symbol by someone to others, both with the intention of understanding and to change his behaviour. Communication refers to the action, by one or more persons who send and receive messages distorted by the disorder, occurring in a particular context, have a certain influence and there is a chance to do feedback (Mulyana, 2007).

De Vito (Mulyana, 2007) stated that in order for interpersonal communication to be effective, there are several aspects that must be considered by the participants, namely (1) openness – assessment of the quality of openness in communication can be understood at least with two things: the desire to open up with everyone who has the intention of interacting and the desire to convey information that is owned to others; (2) empathy – interpersonal communication requires the empathy that the perpetrators have. The empathy that happened during interpersonal communication took place to make the perpetrators have a similar understanding of his feelings because each party strives to feel what others are feeling in the same way; (3) support – there are many ways to express support to others. Support not spoken through words is not an endorsement of negative value, but further than that it can contain positive values in communication; (4) positivity (positiveness) – positivity in interpersonal communication can be done with two avenues, which is based on positive attitude and respect for others, and (5) similarity (equality) – interpersonal communication can take place effectively when there is an atmosphere of togetherness.

The Importance of Parents and Adolescents * Interpersonal Communication

According to Wahlross (Rakhmat, 2008), the key harmony of a family is to be located on effective communication. The problems in the destructive family especially those concerning children can occur because of ineffective communication. Gerbner explains the understanding of the communication between parents and children through interpersonal communication, which is the process of sending and receiving messages between two people or from several people in a group with many effects that can be immediately known (Istitanto, 2008). The most important thing in the interaction between parents and their children is communication. Montague (Rakhmat, 2008) says, "The most important agency through which The child learns to be human is communication, verbal also non-verbal". Lestari (Rakhmat, 2008) adds that through communication, parents convey various values, norms, rules that exist in social culture. By communication also parents can
recognize and understand the life of his children who from here parents will be able to determine the best step in accompanying the development process of his son to maturity.

In accordance with the opinions above Sokolov and Hutton (Rakhmat, 2008) said that good communication always pays attention to the attitude of accepting, trusting, appreciating, openness and honesty. For teenagers, the need to communicate with his parents will have a detrimental impact on him. Therefore, as parents, it is necessary to develop effective interpersonal communication with his teenage children.

Gordon (Rakhmat, 2008) gives the key to the effectiveness of parent-adolescent communication, which is in the safest way to give a response called an active listening. There are some preconditions that will greatly help the active listening process that is: mental attitude and empathy, sincere attitude, the attitude of receiving both verbal and nonverbal, facing the child, looking at the eyes, talking completely, giving the child the freedom to speak and not interrupt. While the response of an active hearing is not merely on what the child does or says, but rather on what the child feels.

**Adolescence**

The term juvenile adolescence derives from the word *adolescere* meaning "to grow" or "grow up into adulthood" (Hurlock, 2004). Adolescence begins when the daughter is experiencing the first menstrual or menarche, while in the boy is the time of discharge of cement. When the process of sexual maturity occurs in males and females is different, it is influenced by the intake of nutrients in children.

Adolescents are those aged 10-20 years, and are characterized by changes in body shape and size, bodily functions, psychology and functional aspects. WHO gives the definition of adolescence starting at the age of 10-24 years. In terms of adolescence, it can be divided into early adolescence (10-13 years), middle or middle aged adolescents adolescence (14-16 years), and late adolescents or late adolescence (17-20 years) (Hurlock, 2004). Based on the explanation above, it can be concluded that the understanding of adolescents is those who grow into adulthood with an age range of 10-20 years and are characterized by changes in body shape and size, body function, psychological, and functional aspects.

**METHODOLOGY**

**Research Approaches**

This research uses quantitative data, so that this research paradigm is a positivism. Quantitative research is not concerned with data depth or analysis but is more concerned with the aspect of data expanse, so data or research results are regarded as a representation of the entire population. The research method to be used in the application of this research is a descriptive that aims to give an overview of the phenomenon observed. This study used the spread of questionnaires to 120 high school students in one of the schools in Bogor.

**Operational Definition Of Research Variables**

The variables involved in the study consisted of interpersonal communication, and aggressive behaviour. The following describes the conceptual and operationalization definitions of each of these variables. (1) Aggressive behaviour in this study was disclosed using a scale of aggressive behaviour with aspects expressed by Buss and Perry (1992) grouped into four forms of aggression, namely: physical aggression, verbal aggression, aggression in the form of anger (anger) and aggression in the form of hatred (hostility). These four forms of aggressive behaviour represent a component of human behaviour, i.e. motor components, affective and cognitive. (2) Interpersonal communication In this study is revealed with the scale of parents’ interpersonal communication with the effective aspects of interpersonal communication expressed by De Vito covering aspects of openness, empathy, support, positivity and similarity.

**Population and Samples**

The population in this study was a grade XII student (twelve) SMA X Kota Bogor. The population of Grade XII students (twelve) SMA X Kota Bogor consists of 3 classes and each class consists of 40 students with a total of 120 students. All students who become populations will be sampled in this study. The sampling techniques used in this study were purposive sampling. Where samples are determined based on a specific feature that is considered to have a close relationship with population traits. Researchers deliberately determine the members of the sample based on their knowledge and ability to have a population.

**Data Collection Techniques**

The study used three scales, all three of them using a scaling method of Likert Model. This Model is a scaling method statement that is separated into questions favourable and questions unfavourable, by way of scoring using five categories of answers. To scale aggressive behaviour use the answer categories ranging from the highly inappropriate, unsuitable, neutral, compliant, and highly compliant. Meanwhile, for the scale of Interpersonal communication using the answer categories ranging from very disagreeing, disagreeing, neutral, concur, and very concur.
Validity, Power Discrimination Item, Reliability, and Data Analysis Techniques

In this research, the researcher used the validity of the contents which is the validity of the estimate through the feasibility test through the expert adjustment, with the initial step specifying the dimension (of the variable to be measured), the component, then the indicator, then judged by the expert that the item is functioning valid in measuring the purpose of the test. In order to facilitate calculations, the Statistical Product and Service Solution (SPSS) program is used for version 20.0. The technique used to test the hypothesis is a multiple regression analysis.

RESULTS/FINDINGS

Normality Test
To test the normality in this study using SPPS 20.0 for Windows program that is Test Kolmorogrov Smirnov. Based on the normality testing of Kolmorogrov Smirnov in aggressive behaviour variables obtained significance of 0.232 (p ≥ 0.05). This suggests that a variable scoring aggressive behaviour is distributed as a normal. Based on the normality testing of Kolmorogrov Smirnov in interpersonal communication variables obtained significance of 0.057 (p ≥ 0.05). This indicates that the spread of interpersonal communication variable scores is a normal distribution.

Linearity Test
For test linearity obtained the value F of 92.872, with significance of 0.000 (P ≤ 0.05). Thus it can be concluded that there is a linear relationship between interpersonal communication variables and aggressive behavioural variables.

Hypothesis Test
The result of a simple regression analysis indicates that the F value was obtained 92.872 and the coefficient of significance was 0.000 (P ≤ 0.05). Based on the results, the hypothesis obtained that there is a significant contribution from interpersonal communication to aggressive behaviour in teenagers in SMA X Kota Bogor. From the regression test results acquired R Square amounted to 0.440 (44%). This means that the interpersonal communication variables accounted for a 44% contribution to aggressive behavioural variables. The remaining 56% is caused by other factors not included in the study.

DISCUSSION / ANALYSIS

The study aims to see how much interpersonal communication contributes to aggressive behaviours, teenagers. From the results of the analysis there is a significant contribution from interpersonal communication to aggressive behaviour. The results of simple regression analysis showed that the value of F was 92.872 (P ≤ 0.05) and the R square value of 0.440 (44%). This means that the interpersonal communication variables accounted for a 44% contribution to aggressive behavioural variables. While the remaining 56% is caused by other factors that are not included in this study.

Based on these results, the hypothesis tested in this study was that there is a contribution from interpersonal communication to aggressive behaviour in adolescent is proved. According to result of the research conducted by Munawir (2016), most of the studies have shown that lack of monitoring, attention, and communication from parents to adolescents greatly contributes to juvenile behaviour deviations. Teenagers who have aggressive behaviour, like attacking, and acting rude, come from a very minimalistic family in providing communication space for teenagers.

The views of Garnefski and Okma (Leschied et al., 2000) are above supported the research results of Healy and Bronner. Based on a pioneer study of 2,000 naughty teenagers, Healy and Bronner said parents had a very important influence on the development of the child. Therefore, interpersonal communication by parents affects the aggressive behaviour of teenagers. The results of analysis in this study showed that hypotheses in this study were received. This means that there is a contribution from interpersonal communication to aggressive behaviour in this study.

CONCLUSION

The result of this research is that interpersonal communication contributes significantly to aggressive behavioural variables. In this study, interpersonal communication contributed a 44% contribution to aggressive adolescent behaviour in school x students in the city of Bogor. It can be concluded that if interpersonal communication done by parents in teenagers is at a high level then aggressive behaviour in adolescents will below. The more often parents communicate with their children at home, they will also diminish the level of aggressive behaviour of children in school. This is evidenced by the results of the empirical result on aggressive behaviour that resides in medium category.

LIMITATION AND STUDY FORWARD

For other researchers interested in researching the same, it is advisable to research qualitatively so that the research results will be more profound. In addition, the existing variables are reproduced, and there can be other variables that affect aggressive behaviour in addition to interpersonal communication such as emotional maturity, self-concept (Suroso et al, 2012), Gender (Anca Doina, 2011), and Foster pattern (Junia et al., 2014).
Parental interpersonal communication is an important factor and contributes greatly to the aggressive behaviour that occurs in teenagers, especially the X-school students in the city of Bogor in order to adapt to the environment outside the family environment. Therefore, teenagers can control emotions and relationships with parents and families will remain harmonious and well maintained.

REFERENCES

FILIAL EXPECTATIONS OF MALAYSIAN CHINESE RETIRED PARENTS

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ABSTRACT

Purpose of the Study: In Malaysia, the Chinese community holds the highest percentage of people aged above 60 and the lowest percentage of fertility rate. Together with societal changes, this made the process of caregiving among Malaysian Chinese become more challenging. Therefore, this research aimed to investigate the filial expectations of Malaysian Chinese retired parents.

Methodology: This research adopted a semi-structured interview and had interviewed 14 Malaysian Chinese retired parents from three different states in Malaysia through purposive sampling. Data were analysed by using the thematic analysis and the software NVivo was used for data organisation. Verbatim transcripts and quotes were used to explain the findings.

Main Findings: This research identified the emotional expectations of Chinese retired parents and at the same time revealed the struggle that Chinese parents are experiencing where they refrained from expressing their emotional needs to their children, as they do not want to burden them.

Novelty of the Study: This research is applicable to provide an in-depth understanding of the needs of Malaysian Chinese retired parents in the present date and contribute to the Filial Piety study.

Keywords: Malaysian Chinese, filial expectations, filial piety, retired parents, interview

INTRODUCTION

Filial piety is a cultural virtue that explains on how to be good to parents (Feng & Chou, 2016) or the ways children show care, respect, obedience, and maintain contact with elderly in the family (Liu, Ng, Weatherall, & Loong, 2000). Although Chinese has been practicing filial piety from the early days, it has been changing over the years because of the society has becoming modernised (Schinkel, 2012) and the broadening of the geographical location that encourages children to look for job opportunities (Huang & Gove, 2012; Shi, 2017). Filial piety is considered important among the Chinese. Most Chinese still preserve the value of filial piety, which is also viewed as the Chinese symbol of civilisation and is a deep-rooted Chinese culture (Chan & Tan, 2004; Yao, 2000; Yuan & Wang, 2011).

In this research, Malaysian Chinese were chosen as the participants because of their unique historical background. Despite their multicultural composition, the Malaysian Chinese community has not forgotten their roots, thanks to the continuous transmission of values and cultures through Chinese-medium education in the country (Lee, 2009). Although, as Malaysian Chinese recorded the highest life expectancy, where the male life expectancy at birth was 75 years whereas females were expected to live up to 80.2 years, however, the Chinese recorded the lowest fertility rate with an average of 1.4 babies being born to every Chinese woman, considered below the replacement level (Department of Statistics Malaysia, 2017). These statistics indicate that Malaysian Chinese children will shoulder the enormous responsibility of taking care of their parents (Nai, Siraj, Kamaruzzaman, Ai, & Maw, 2015). On the other hand, Dong and Xu (2016) stated that many Chinese retired parents believed that they did not have to express their needs to their children because the children were expected to figure out whether or not they had cared enough for their parents. With this belief, the researchers commented that many of these untold needs could lead to the children’s inability to provide adequate support for their parents. The condition could even worsen to the extent that the family faces conflicts because the children are not aware of their parents’ expectations. Given the discussions above, this research intended to identify the filial expectations of Malaysian Chinese retired parents as it would be fruitful to contribute to the Filial Piety study.

LITERATURE REVIEW

About 2500 years ago, Confucius introduced the concept of filial piety or Xiao (孝), one of his prominent teachings that remain significant until today (Yao, 2000). Filial piety is derived from the term Xiao (孝). The essence of filial piety is being good to parents and the elderly (Feng & Chou, 2016; Legge, 2011). Next, the filial expectation is a form of filial piety that parents expect from their children (Dong & Zhang, 2015). Despite the fact that filial piety is the backbone of traditional Chinese culture, China has undergone significant reformation (Qi, 2015) as society evolved to become modernized (Mi,
In one of the teachings of filial piety, it is encouraged that the children should not live far away from home so that they could take care of their parents (Qi, 2015). However, an increase in the ease to relocate to other geographical locations has encouraged children to look for job opportunities away from home (Huang & Gove, 2012; Shi, 2017). Therefore, these changes of circumstances might change the expectations of the retired parents from the children. Hence, research is needed to look into the filial expectations of retired parents in the present time.

Wu, Chang, and Chou (2017) stated that Chinese retired parents nowadays had to undergo self-adjustment to feel better. In other words, they had to adjust their expectations regarding filial piety as they understood it is unlikely for children to stay by their side to take care of them so that they could enjoy better well-being. However, this research does not indicate that the Chinese parents do not have expectations or needs from the children. Moreover, as mentioned by Dong and Xu (2016) where many of the retired Chinese parents that were studied believed that they did not have to express their needs to their children because they believe that their children would be able to figure out their needs. With this belief, many of the parents’ untold needs could lead to the children’s inability to providing adequate support for them. The situation could worsen such that the family faces conflicts because the children are not aware of their parents’ expectations. Therefore, research is needed to look into the filial expectations of Chinese retired parents.

This research aims to focus on Malaysian Chinese because of their unique background. Although living in a multicultural country, there is no sign of total cultural assimilation among Malaysian Chinese and other cultures in Malaysia. Different ethnic groups are still able to maintain their uniqueness while living with other ethnicities harmoniously (See, 2011). Throughout the years, Malaysian Chinese have strived to preserve their Chinese culture via Chinese-medium education (Lee, 2009). A study showed that a majority of retired Malaysian Chinese parents expect their children to provide material and emotional support (Alavi, Idris, Sail, Samah, & Omar, 2011). Retired Malaysian Chinese parents are willing to take care of their grandchildren and clean the house as long as they are able to stay with their children. In the study of Alavi, Idris, Sail, Samah, and Omar (2011), a majority of retired Malaysian parents expected to live with their children and to receive support from them. Another research on the changing needs of the Malaysian elderly also revealed that parents expect emotional support from the children (Lim, 2012; Alavi, 2013). Based on the discussions, it is noted that the concept of filial piety has evolved into a semblance of a deal between the parents and the children where the elderly parents provide assistance in return for staying with the children.

On the other hand, there are research show that institutional care in Malaysia is getting more common with one of the significant factors being attributed to the satisfaction of the elderly with the quality and services of the nursing home (Ng, Tey, & Yew, 2012; Yahaya, Abdullah, Montaz, & Hamid, 2010) and Chinese elderly are increasingly open to accept institutional care and children who do so are no longer perceived as unfilial (Tang, Wu, Yeung, & Yan, 2009). This phenomenon is different from the traditional teaching on filial piety where parents are the authority figures in the family and children ought to take care of the parents. Therefore, research is needed to identify the filial expectations of the Malaysian Chinese retired parents to understand their actual needs in the present context.

Methodologically, Dong and Xu (2016) conducted a systematic review of past studies on filial piety among global Chinese adults. They found that filial piety and its practice are common among the Chinese, regardless of the circumstances, however, most of the studies were conducted in Mainland China, Hong Kong, and Taiwan. That is, there is a lack of representative research on Chinese adults from different countries. To answer Dong and Xu’s (2016) call for further research, thus, this research aims to identify the filial expectations of Malaysian Chinese retired parents.

**METHODOLOGY**

This research adopted a semi-structured interview to identify the filial expectations of Malaysian Chinese retired parents. As this research used purposive sampling, the criteria of the respondents are the retired parents who are currently not working or retired from work, residing in Malaysia and either living alone or with spouse. Tan (1997) mentioned that the assumption of Chinese will definitely proficient in the Chinese language and identified as Chinese are misleading due to the different backgrounds of Chinese. Therefore, retired parents need to be self-identified as Malaysian Chinese in order to be recruited as respondents in this research. This research has interviewed a total of 14 Malaysian Chinese retired parents from Penang, Perak, and Kuala Lumpur due to its dense Chinese population (Tey, 2014). All interviews were conducted on a one-to-one basis to ensure confidentiality. Example of questions asked during the interview were, “What do you expect from your children to take care of you?”, “How do you expect your children to take care of you?” and “What would be the one thing that you hope from your children to take care of you?” The purpose of the questions is to explore the filial expectations of retired parents.

During the interview, field notes were used to jot down the non-verbal expressions of the respondents (Tessier, 2012). After that, the collected data were transcribed and analysed through thematic analysis (Braun & Clarke, 2006) to identify the filial expectations of the Malaysian Chinese retired parents. Besides, the software NVivo was used for data organisation. Then, the verbatim transcripts and quotes were used to explain the findings.
RESULTS/FINDINGS

In this research, three themes were identified on filial expectations among Malaysian Chinese retired parents. The themes are (1) *Xiao Xin* (孝心), (2) Companionship, and (3) *Ai Zai Xin Li Kou Nan Kai* (爱在心里口难开). Based on the findings, the filial expectations of Malaysian Chinese retired parents place more emphasis on psychological and emotional needs. The first theme, *Xiao Xin* (孝心), means that the retired parents expect filial piety to come from within the children. Next, companionship could be understood as the parents’ expectation that the children will come back home, accompany them, and talk to them whenever they are free. As for *Ai Zai Xin Li Kou Nan Kai* (爱在心里口难开), the retired parents love their children and they also expect to receive affection from them but they have difficulty expressing it verbally. Therefore, the parents can only hide their love in their heart and hope that their children will have a good life. Each of these themes is further elaborated and supported by quotes from the participants.

**Theme 1: Xiao Xin (Filial heart or 孝心)**

The *Xiao* could be translated to filial and the *Xin* can be translated to heart. It could means filial heart. The Retired parents revealed that they do not need a lot of material support from the children. Instead, they stated that the heart matters the most. A majority of the retired parents mentioned that they hope the children could be sincere and have them in their minds. RP8, a retired father explained that he hopes the children could have a heart on them because that matters the most. Besides, RP14, an 85 years old grandmother also said that she hopes the children could come and visit her.

Q: What are the things that they could do to improve in taking care of you?

RP8: For them, I expect them to just have a heart on us. I mean it’s the heart that matters the most. It’s not about how much money you give. Sometimes you give just because of the pressure from the society and the people, but it’s the heart that matters. So I expect them whatever they do, remember God is watching. I mean you can do whatever you want, you can give how much you can, but if your heart is not there, we know. As parents we have been brought them up for so long, we know whether our children are doing it from the heart or for the sake of others. Not the money, not the act you do, but your heart matters the most.

RP14: I feel that they are not sincere enough... Like I feel that the way they taking care of me is not from their heart. When this younger daughter sees the elder brother bought something for me they also want to follow. This one buys something for me then that one also follows. So I think they are not doing it from their heart... I hope they can do it from their heart. Don’t need to follow this and that. Who is filial to me I can know it from my heart. They don’t need to purposely do it to show how filial are they to me. If they really don’t want to come and see me I also won’t force them to come.

Next, RP13, a retired father also mentioned that he does not expect his children to be 100% filial to him. However, he hopes his children could be more concern about the parents.

Q: What children could do to be better in taking care of you?

RP13: For me is be sincere and do what you can for your parents while they are still alive. You don’t need to be really 24 Xiao (the twenty-four stories that depict how the children show filial piety to the parents in Chinese ancient time) but at least call them once a week to show that they are concern about the parents. It’s just that simple. When children do this the parents already felt satisfied... As children, if free then go home often or if really busy then at least call every weekend. So for my children, they will also contact with us. We usually communicate through Facebook and WeChat.

RP10, an 80-year-old grandmother, also mentioned that she did not expect her children to do many things for her. She only hoped that her children kept her in their heart, such as asking what she would want to eat before going out.

Q: Do you mean you do not expect much from your children in taking care of you?

RP10: Yes. The children don’t need to do many things. As long as the heart is there, then this is enough. Just like when they want to go out, they will ask me what I want to eat and then they will buy for me. Even that is enough for me.

RP9, who is a Christian and is actively involved in church activities with his children, also expressed that the sincerity of the children mattered the most. He hoped that his children could have *Xiao Xin* in whatever they do and give to the parents. He did not hope that his children would be filial because of pressure from society.

Q: As parents, how do you expect your children to take care of you?

RP9: I expect them to just have a heart that thinks about us. I mean it’s the heart that matters most. It’s not how much money you give. Sometimes you give just because of pressure from society and people. So I expect them (children), in whatever they do, to remember that God is watching. I mean, you can do whatever you want, you can give how much you can, but if your heart is not there, we will know. As parents, we have brought them up for so long, we know our children, whether they are doing it from their heart or for the sake of others. It is not the money, nor the act that you do, but your heart that matters the most.
Theme 2: Companionship

Next, a majority of the retired parents understand the fact that their children are not able to come home often as they need to work and has their personal life. What they hope is that the children could go home whenever they are free. For RP1 and RP2 both retired mothers living in Perak stated that they do not expect much from the children. They just hope the children could come home whenever they are free.

Q: What do you actually expect from your children in taking care of you?

RP1: I'm not asking them to stay with me, but I hope that they could come home often to visit me whenever possible. Anyhow, this is their home. As we grow older, we need the children to be more often staying with us. But of course, we will not purposely ask you all to come back. It just that we hope you could come back often if have time.

RP2: I don't expect much. I just hope that they could come back whenever they are free and eat with me. It is just that simple, I don't request more.

RP7, a retired teacher stated that the parents nowadays should not be too demanding as the children also have their own schedule. Besides, RP8, a retired father also stated that he understands the children have work pressure and he also does not want to add extra stress on them. Therefore, he just hopes the children come home once in a while will do.

Q: What do you expect from your children in taking care of you?

RP7: Nowadays, parents don't demand too much. As long as they listen to what you said and be independent are good enough. They have their own lives and we have ours. What they can do is come back whenever they are free. You don't force and tell them what time or when they must come back. They also have their own schedules.

RP8: We understand their work pressure so we also don’t expect much from them. So once a month they come back and see us we already ok.

RP4, a retired mother of six, also understood that the children are now busy with work and they also need some personal time after working for long hours every day. Therefore, she only expects her children to come home to see her one or two days every six months.

Q: Actually, what do you expect from your children in taking care of you?

RP4: I understand that they are very busy. I just hope that they could come back, accompany me, and stay with me, even one or two days will do. Of course, I hope they could do as I want, but I know it is difficult to accomplish. My children told me before that they have to work for long hours every day. They also need some personal time for themselves. So, I just told them that I don't ask much from them, I just want them to come back to stay with me one or two days every six months.

Theme 3: Ai Zai Xin Li Kou Nan Kai (爱在心里口难开)

An old Chinese saying goes, “Ai Zai Xin Li Kou Nan Kai (爱在心里口难开)”, meaning that parents love their children but have difficulty expressing it to them. Throughout the interviews, most of the retired parents revealed that they cared and worried about their children but they did not express it because they knew that the children had already grown up and have their own life. Reluctantly, the parents need to learn to let go and so only wish that their children could have a good life. Although the retired parents seemed open-minded and only hoped that their children would be good and could earn a living, from their facial expressions and tones, it was clear that the parents were not really ready to let go or worry-free. For instance, some parents expressed their expectations with miserable facial expressions and others even had red eyes. This situation shows that the parents have not really let their children go but they have no choice because their children have grown up and had their own life.

RP11, a retired mother, expected her children to purchase their own house instead of renting a room because she worried the owner would terminate the contract all of a sudden and her children would have no place to stay but she never expressed her concern to her daughter because she thought that the children had already grown up and there was no point for her to keep nagging.

Q: What can your children do to better take care of you?

RP11: Nothing much, I just hope that they can buy their own house so they won't need to pay the rent every month. I feel unstable because I worry that the owner will all of a sudden discontinue renting the room or increase the rent. If you have your own house, of course, you will be more stable.

Q: Did you mention this to your daughter?

RP11: Of course no “laugh”. We old people better not interfere with young people; let them decide on their own.
RP3, a retired mother of three, shared that she hoped her children could come home often to have dinner with her. Sometimes, the children would not be able to make it because of work. Nevertheless, she still wishes for her children to have a good and safe life.

Q: Have you ever thought about telling your children how you want them to take care of you?

RP3: Sometimes I will tell them to come home often to have dinner with me. Sometimes they will come back, while sometimes they may not. They will call me and say they need to work and are unable to eat with me. So, I am also fine with it. I don't expect much from them; their work is more important.

Next, RP9 understood filial piety as very important among the Chinese, but she also will not force her children to be 100% filial towards her. Instead, she just hopes that her children behave well.

Q: What is the relationship between filial piety and Chinese society?

RP9: Filial piety is very important to the Chinese. But the problem is, can they really put in the effort and do it? If they cannot do it I also won’t force them. I'm very “cincai” (easy going). The most important thing is they all behave well, take good care of themselves, and be good to others.

RP12, a retired father, mentioned that the children should know how to think for themselves as they were already grown-ups. Therefore, he only expected his children to take care of themselves well.

Q: What will be the one thing that you hope your children could do in better taking care of you?

RP12: One thing I hope they can take care of is their health. Health is very important. Without health, you can't work. So now, I hope they can take care of themselves (保重) because they are already grown-ups, they should know how to think for themselves.

DISCUSSION / ANALYSIS

This research managed to identify three themes of filial expectations that the Malaysian Chinese retired parents had of their children, which are (1) Xiao Xin (孝心), (2) Companionship, and (3) Ai Zai Xin Li Kou Nan Kai (爱心在心里口难开). Based on the findings, it is noted that Chinese retired parents expect the act of filial piety should be come from the within of the children's heart and the longing of the parents to hope children could spend more time with them revealed their emotional or psychological need from the children. On the other hand, the parents refrained from expressing their affection and needs to the children revealed the oriental Chinese culture where Chinese usually are more conserved in expressing their needs as they do not want to burden or bother other people.

Xiao Xin (孝心) is a direct translation from Mandarin where "Xiao" means filial and "Xin" means heart. It means the Chinese parents expect the act of filial piety needs to come from the heart and not due to external factors, such as social pressure or pretending to look good to outsiders. Throughout the interview conducted in this study, the retired parents often used the term Xiao Xin (孝心) and it is difficult to capture the essence of the meaning in English translation. Hence, this research decided to maintain the original term in direct translation. Yeh, Yi, Tsao, and Wan (2013) conducted comparative research on filial piety in Taiwan, Hong Kong, and China and found that Xiao Xin remained important among the Chinese in Taiwan and Hong Kong. Similarly, parents from these respective countries also expected their children to be sincere and act from the heart. Therefore, the results explain that filial piety remains important among Chinese families although the society has undergone various degrees of change, as posited by Yi (2013). The Reciprocal Filial Piety (RFP) in the Dual Filial Piety model mentioned by Yeh and Bedford (2004) also viewed that the act of filial piety towards parents needs to be sincere and from the heart. Taylor (2011) also stated that the fundamental rule of traditional Confucian teaching is that parents must love their children and in return, the children ought to show respect and care towards their parents, as this is the essence of human nature. Yeh and Bedford (2003) mentioned that a family that sincerely practises filial piety would have a more positive intergenerational relationship and lower parent-child conflicts. Therefore, this research shows that Chinese parents expect their children to be sincere and that they perform acts of filial piety from the heart.

Next, the study findings show that retired parents expect the children to make time to come home, call, and talk more with them. Wang, Laidlaw, Power, and Shen (2009) stated that the rapid development of globalisation has inevitably modified the traditional value of filial piety, where retired Chinese parents now have to constantly adjust their expectations as time evolves. However, regardless of the passage of time, Mikane, Kirino, Futoyu, and Nakajima (2011) mentioned that emotional support remains essential and is the base to support retired parents in this modern-day and age because it is difficult to for outsiders to take on this role that is meant for the children. Wu (2011) also remarked that the parents’ needs of the children could actually be as simple as proper respect and emotional care. In his research, Wu (2011) found that young Chinese felt confused as to how to treat their retired parents, but the parents actually only needed respect and emotional care. Dong and Zhang (2015) studied the filial expectations of Chinese elderly in the United States and also found similar results, where generally retired Chinese parents placed greater emphasis on emotional than financial needs. Therefore, this research highlights the importance of children in providing emotional support for their parents.
Moving on to the third theme, as the old Chinese saying goes “Ai Zai Xin Kou Nan Kai (爱在心里口难开)” meaning the love of the Chinese parents is subtle and implicit; they love their children but have difficulties expressing it verbally. Wu and Chao (2017) explained that Chinese parents typically restrain their affection towards their children and do not really express their love and warmth as compared to American parents. At first, the parents interviewed in this study expressed that they had minimum expectations of their children because they understood that society has more demands on them. When asked about how the children could do better in taking care of them, the parents expressed that the children should have Xiao Xin and provide companionship. However, this research also captured the mixed feelings or emotional incongruence that the parents faced. For instance, RP14, an 85-year-old grandma, expected her children to sincerely take care of her, but at the same time, her only hope was that her children could earn a decent living (找吃). The findings of this research reflect the contradiction or miserable feelings that parents face. On one hand, the parents hope that their children could stay together with them, but on the other, the parents also understand that practically it is unlikely for several generations nowadays to live under the same roof (几代同堂) because of the easing of mobility (Jackson & Liu, 2017). Reluctantly, the parents have to keep their hopes up in the air and worry in their hearts and learn to let go.

Meta-Analysis research conducted by Wu, Chang, and Chou (2017) on filial piety in Chinese and Latino families also revealed that both the Chinese and Latino elderly nowadays have readjusted their filial expectations to enjoy better well-being. In other words, the retired parents hope that the children will have a good and safe life far away from them despite their worries for them. Therefore, this finding reflects the subtle love of Chinese parents for their children where they seldom express their love or wish to the children verbally. Besides, it also shows that parents nowadays have readjusted their filial expectations. Instead of expecting the children to follow the traditional teachings on filial piety, the parents only expect more emotional support from them and they also tend to keep their love and worry at heart.

CONCLUSION

Previous research has shown that parents have the least expectation of getting financial support from the children and emphasises emotional support much more (Cheng & Chan, 2006; Dong & Zhang, 2015; Smith & Hung, 2012). Similarly, the present findings also revealed that retired Malaysian Chinese parents did not expect financial support but more emotional support from their children. They expected their children to be at home or to talk with them more whenever they were free because emotional support forms the basis of supporting to retired parents in this modern-day and age because it is difficult for outsiders to substitute this support, which can only be fulfilled by the children (Mikane, Kirino, Futoyu, & Nakajima, 2011). This research contributed to the filial piety studies by identifying the emotional expectations and needs of the Malaysian Chinese retired parents. Besides, the findings also show some differences from the traditional teaching of filial piety where parents are usually the authority figures in the family. In this research, it found out the contradicting feelings that the parents are experiencing. Even though they have the expectations from the children, they tend to suppress their needs, worry, and affection in heart and learn to let it go. This phenomenon is in-line with the Chinese culture where the Chinese tend to keep their thoughts at heart to not cause unpleasant feelings to others and are generally more reserved in expressing their inner thoughts (Hofstede, 2011).

LIMITATION AND STUDY FORWARD

By using interviews, this research has gained an in-depth understanding of the filial expectations of Malaysian Chinese retired parents and hopefully this research able to provide some insights into the filial piety studies. This research does not involves retired parents from different races, hopefully future research should shed some light on the filial expectations of the retired parents from different backgrounds, such as education, religion, and races groups as it would be fruitful to provide a holistic insight into the Filial Piety body of knowledge.

Acknowledgement

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GOODS AND SERVICES INFLATION IN MALAYSIA REVISITED

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ABSTRACT

Purpose of the study: This study investigates whether the gap between goods and services inflation has widened over the period of 2011-2015 in Malaysia.

Methodology: The study employs two sub-components of Consumer Price Index (CPI) indicators namely goods inflation and services inflation for the study. Monthly data of annual percentage growth changes for the period January 2011 until September 2015 are collected from Bank Negara Malaysia website. Using a two-variable vector autoregression model, the study examines impulse response function (IRF), variance decomposition (VDC) and Hodrick-Prescott (HP) filter of each inflation sub-components. It is hypothesised that when there is a gap between the two types of inflation, goods inflation will fall to restore equilibrium.

Main Findings: The findings indicate that the sectorial differentials exist and will most likely persists in the future. However, goods inflation moderates the inflationary pressure of rising services inflation in the long run. In addition, the study examines volatility behaviour of the two-types of inflation by decomposing them into a permanent and a transitory component using HP filter. Based on the argument that permanent and transitory volatilities are caused by different forces, volatility in inflation has significant impacts on household consumption expenditure pattern.

Novelty of the study: The results indicate that the non-durable goods component is the most volatile. Therefore, policies management targeted at controlling the prices of non-durable goods will help moderate the impact of rising inflationary pressures from services sector. By examining the principal differences between the sectoral inflation, policymakers may account for why their rates of inflation do not always align with one another. The differences can also be summarised into scope and weight of the CPI basket. Given that the gaps widen and narrow over time, it is important to investigate whether the two measures converge at some point in time and if it does, which sectorial inflation takes the burden of adjustment.

Keywords: goods inflation, services inflation, sectoral differentials, inflation gap, HP filter

INTRODUCTION

When forecasting inflation, policymakers usually set the target at 2 or 2.5 percent for the medium term. Changes in Consumer Price Index (CPI) signal the macro trend of an economy and inform policy makers as to whether current policies are consistent with the long-run inflation target. In the 1990s, goods prices fell relative to the aggregate CPI across the developed world. In other words, they rose less quickly than the services inflation. This might be due to lower level of the price of traded goods due to international trade and globalization, while services are produced domestically (Fisher, 2000). Is the same pattern true for a small, open economy such as Malaysia? If it is true, is the relative price shift has slowed post-2008 crisis? The present paper seeks to address this question and contributes to the literature since empirical work on the divergence between goods and service inflation is quite limited for the developing economies.

One possible explanation is that the services sector is able to increase prices more easily when the domestic economy is booming. Once the economy slows down, divergences in inflation rates may be suppressed. However, once the economy eventually operates near full capacity, inflation will rise to a higher level. The literature has documented evidence of the existence of sectoral inflation differentials, or inflation gap, between goods and services inflation over the past two decades (Esteve et al., 2006). Moreover, over the years, the growth rates between these two sectors has widened considerably in the industrialised countries. This dual inflation has raised concern that it could influence the level of inflation in the long run.

The gap could be explained by factors such as the productivity growth and the degree of competition. The reason is that higher prices could be attributed to low productivity growth, or high mark-ups due to low competition. Theoretically, services sectors tend to exhibit lower productivity growth and lower degree of market competition than goods sectors. The higher inflation in services sector might also be determined by increase openness to foreign trade, changing value of domestic currency, faster growth in the demand for services and the population ages (Sanchez, 2008). In a low-inflation environment, the divergences between different components of the CPI may become significant relative to the overall level of inflation.

However, there is little empirical evidence documenting sectoral inflation differentials in the emerging economies (Ahmad, 2016). In this paper, we extend the work of Esteve et al. (2006) to further investigate the behavior of dual inflation in Malaysia. Specifically, this paper addresses the following questions: (1) does the gap exists and has it widened over time; (2) if it does, which sector bears the burden of adjustment in the long run; and (3) is services inflation more volatile than...
goods inflation? This paper contains literature review, an overview of goods and services inflation in Malaysia, research methodology, research findings, discussion and conclusion section.

LITERATURE REVIEW

The gap between services and goods inflation has attracted considerable attention due to its tendency to persist over time. The persistence of such a gap implies that there would be a permanent shift in services and goods inflation. The literature proposes five explanations why there is a rapid increase in service prices. Firstly, service inflation is statistically more difficult to be observed and measured in output and hence price changes. Secondly, continued economic prosperity has increase demand for services thus pushing up their price. Thirdly, unbalanced sectorial growth contributes to the dual inflation rate in goods and services sector. Fourthly, many services are categorised as untradeable and therefore are not subjected to foreign competition than tradable. Lastly, increased competition from emerging economies will lower prices for manufactured goods in rich countries, hence increase their spending on other goods and services thus raising their prices (Ahmad, 2016).

Peach et al. (2004) find a linear cointegration relationship between combination of goods and services inflation in the long run for the United States economy over the period 1968-2002. Their results indicate the tendency for the two sectors inflation towards equilibrium in the long run. Rappoport (1987) and Brauer (1993) examine the mismeasurement in consumer service prices. Their basic assumption is that some consumer expenditure categories contain goods and services that are complementary. Consequently, demand growth for goods and for services should be changing at about the same rate leading to about the same inflation rates. However, if quality adjustment differs between the two sectors, there would be inflation differentials between goods and services.

On the other hand, Baumol (1967) first proposed that service prices rise faster than goods prices because there are inherent limits to productivity growth in the service sector. According to the author, many services are labor intensive and there exists only limited room for productivity growth in these areas. Goods inflation is historically low and stable based on the international evidence as compared to the service sector inflation which is accelerating. The traditional service industries include such services as healthcare, finance, information services, legal, accounting, management consulting, security guards, employment services, janitors, advertising and so forth. Many of these services are mainly bought by businesses and tend to be labor intensive and more domestic. This paper will contribute to the literature by looking into the issue for the developing economies by extending the work of Esteve et al. (2006) in the case of Malaysia.

Trend and Composition of CPI in Malaysia

Inflation is generally defined as a sustained increase in general price level of goods and services (Stock & Watson, 1999). There are two main price indexes that measure inflation, Consumer Price Index (CPI) and Producer Price Index (PPI). CPI is a measure of price changes in consumer goods and services such as gasoline, food, clothing and services. The CPI measures price change from the perspective of the buyer. PPI is a family of indexes that measure the average change over time in selling prices by domestic producers of goods and services. PPI measures price change from the perspective of the seller. In the long run, the PPIs and the CPI show a similar rate of inflation. However, in the short run, PPIs often increase before the CPIs. In general, investors follow the CPI rather than the PPI (www.investopedia.com).

The inflation rate in Malaysia has been relatively volatile. Beginning with a low average level of 1.1 percent over 1961-1971, the inflation rate increased and peaked at unprecedented high level of 17.4 percent in 1974 and again at 9.7 percent in 1981. Malaysia experienced an average domestic inflation of 4 percent in the 1980s and 3.6 percent in the 1990s (Bank Negara Malaysia, 1999). In March 2006, CPI rose by 4.8 percent, the highest rate in seven years. Inflation declined to 2.1 percent during 2000-2006. According to Malaysia’s Economic Report 2018/2019, inflation has been steadily rising since 2010 (Government of Malaysia, 2018; Ministry of Finance, 2019). The long-term average inflation rates was reported to be around 2.5 percent for the period 2010 - 2018. Figure 1 illustrates the country’s inflation rate over the period 1984-2019. According to the Report, exchange rate depreciation, crude oil prices, external debt/export ratio and indirect tax per capita are the main contributors to CPI, ranking from highest to lowest impact.

Meanwhile, Figure 2 depicts the trend of goods and services inflation in the upper panel and the size of the gap in the lower panel. The visual plot indicates that there is a persistent gap between the two sectors since 2011 and it is likely to continue in the future. Goods inflation, calculated by averaging the annual percentage changes in durable, semi-durable and non-durable goods, took a dip during the first quarter of 2015 and increased afterwards.
Table 1 shows the weight assigned to goods and services components in CPI for four different base year ranging from 1980 to 2005 in Malaysia. All three goods components (durable, semi-durable and non-durable goods) show declining trends. The services component averages approximately 43 percent over the period 1980 to 2005. By 2005, the basket contains approximately half services component. Even-though services are generally regarded as non-tradable, the source of economic growth is shifting towards the production of weightless goods (Cameron, 1999). Some examples of weightless goods are telecommunication, computer software, the Internet, financial products, and management consultancy services. These items are traded across borders similar to tradable goods. There are no major changes in the trend and composition of CPI basket for the period under study.

**Table 1:** Changes in CPI weight of goods and services component, 1980-2010

<table>
<thead>
<tr>
<th>Base Year</th>
<th>Durable Goods</th>
<th>Semi-Durable Goods</th>
<th>Non-Durable Goods</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980</td>
<td>14.9</td>
<td>8</td>
<td>44.5</td>
<td>32.6</td>
</tr>
<tr>
<td>1994</td>
<td>10</td>
<td>5.5</td>
<td>41.2</td>
<td>43.3</td>
</tr>
<tr>
<td>2000</td>
<td>9.4</td>
<td>5.4</td>
<td>40.2</td>
<td>45</td>
</tr>
<tr>
<td>2005</td>
<td>7.8</td>
<td>4</td>
<td>38.4</td>
<td>49.8</td>
</tr>
<tr>
<td>2010</td>
<td>6.5</td>
<td>4.4</td>
<td>41.6</td>
<td>47.5</td>
</tr>
<tr>
<td>Average</td>
<td>9.72</td>
<td>5.46</td>
<td>41.18</td>
<td>43.64</td>
</tr>
</tbody>
</table>

**Source:** DOS, various issues
Inflation declined to 1.9 percent in the second quarter of 2016 (first quarter 2016: 3.4 percent) due to the lapse of the impact of the Goods and Services Tax (GST). The decline in inflation was observed in all twelve CPI categories. Table 2 shows annual percentage change of CPI in 2018-2019 for the main categories. The transport category shows the highest decline in inflation mainly due to the base effect of higher domestic fuel prices in the previous year (Bank Negara Malaysia, 2014).

Table 2: Consumer Price percentage changes by Main Groups, 2018/2019

<table>
<thead>
<tr>
<th>Category</th>
<th>Weights (100%) (2010=100)</th>
<th>May-June 2019</th>
<th>June 2018 – June 2019</th>
<th>Annual Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>100</td>
<td>0.0</td>
<td>1.5</td>
<td></td>
</tr>
<tr>
<td>Food and non-alcoholic beverages</td>
<td>30.2</td>
<td>0.1</td>
<td>2.3</td>
<td></td>
</tr>
<tr>
<td>Housing, water, electricity, gas and other fuels</td>
<td>23.8</td>
<td>0.0</td>
<td>2.3</td>
<td></td>
</tr>
<tr>
<td>Transport</td>
<td>13.7</td>
<td>-0.3</td>
<td>-2.1</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>32.3</td>
<td>0.3</td>
<td>1.4</td>
<td></td>
</tr>
</tbody>
</table>

Source: Department of Statistics Malaysia ([DOS], 2019)

METHODOLOGY

The study employs two types of consumer price indicators over the period 2011:M1 to 2015: M09. The categories are durable goods, semi-durable goods, non-durable goods and services. The weight for each sub-component is listed in Table 1. The Goods indicator is obtained by averaging the values for durable goods, semi-durable good and non-durable goods. Data are sourced from Bank Negara Malaysia website. There are four analysis conducted in order to achieve the research objectives namely impulse response functions (IRF), variance decomposition analysis (VDC), Granger-causality and Hodrick-Prescott filter (HP filter). The IRF analysis is undertaken to capture the speed of adjustment of each variable to a shock of another variable. If the responses subside towards zero quickly, then the transmission of information among the variables is relatively efficient. Variance decomposition of the n-step ahead forecast errors captures the percentage of unexpected variation in goods inflation accounted for by shocks from services inflation and vice versa. Meanwhile, the HP filter measures the size of sectoral differences. Granger-causality test is implemented to determine the direction of causality between the variables. Each analysis is briefly explained next.

Impulse Response Function (IRF)

In order to examine the dynamic patterns of sectoral inflation and their impact, the study employs impulse response function (IRF) analysis. The IRF are calculated over a 24-month time horizon. The initial shock in a variable is set to be equal to one standard error of innovation. The vertical axis in the figures reports the approximate percentage change in one variable in response to a one-percentage shock in another variable. The two dashed lines show two standard deviation band for the impulse responses which are calculated using Monte Carlo simulations (with 1,000 repetitions) or asymptotically.

Variance Decomposition Analysis (VDC)

The variance decomposition analysis (VDC) analysis provides information on the percentage contribution of various shocks to the variance of K-step ahead forecast errors of the respective variable.

Granger-causality test

Granger-causality test is used in a time series data to determine direction of causality. In the Granger-sense, x is a cause of y if it is useful in forecasting y. In this study, it means that if goods inflation is able to increase the accuracy of the prediction of services inflation with respect to a forecast, considering only past values of services inflation and vice versa. Given an information set Ω with the form (x, ..., x, y, ..., y), we say that x is Granger causal for y, with respect to Ω, if the variance of the optimal linear predictor of y, based on Ω, has smaller variance than the optimal linear predictor of y, based only on lagged values of y, for any h. Thus, x Granger-causes y if and only if σ²(y: y, x) < σ²(y: y), with j = 1, 2, 3, ..., n and σ² representing the variance of the forecast error.

Based on the estimated coefficients, there are four different hypotheses about the relationship between goods inflation and services inflation that can be formulated. First, there is a unilateral relationship running from goods to services inflation. Second, there is a unidirectional relationship running from services to goods inflation. Third, there is a bidirectional relationship running from goods to services inflation and vice versa. Fourth, there is no relationship whatsoever between the two variables under study.

Hodrick-Prescott (HP) filter

Inflation gap is estimated as the log difference between actual inflation and its HP filter. The HP filter decomposes inflation into permanent and transitory components generating a smoothed trend of inflation. The generated smoothed series
is the estimated potential inflation. The HP filter is defined as follows. Suppose a time series $y_{gap_t}$ can be decomposed into trend (growth) component, $y_{gap_t}^g$ and cyclical component, $y_{gap_t}^c$:

$$y_{gap_t} = y_{gap_t}^g - y_{gap_t}^c$$  \hspace{1cm} (1)

The HP filtering process will choose the growth component, $y_{gap_t}^g$ that minimise the following problem:

$$\text{Min}(1/T)\sum_{t=1}^{T} (y_{gap_t} - y_{gap_t}^g)^2 + (\lambda / T)\sum_{t=2}^{T-1} [(y_{gap_{t+1}} - y_{gap_t}^g) - (y_{gap_{t-1}}^g - y_{gap_t}^g)]^2$$

where $T$ is the sample size. The first term is the sum of the squared deviations and indicates the goodness of fit. The second term is the sum of the squares of the trend component’s second differences and measure the degree of smoothness. The parameter $\lambda$ is the smoothness parameter, set at 100 for the annual data, following the literature in the subject. $\lambda$ penalizes the variability in the growth component. If the value of $\lambda$ is zero, then the second term becomes zero, the sum of squares is minimised when $y_{gap_t} - y_{gap_t}^g, \forall t$, and the HP filter would return the original series $y_{gap_t}$ as the growth component.

Meanwhile, the second term is minimised when $y_{gap_t}^g - y_{gap_{t-1}}^g$ is the same $\forall t$. The objective of the minimization is to select the trend component that minimise the sum of squared deviations from the observed $y_{gap_t}$ series, subject to the constraint that changes in the trend component ($y_{gap_t}^g$) vary gradually overtime.

**RESULTS**

To determine the direction of causality among goods and services variables, the Granger-causality test is conducted. The results are presented in Table 3. The findings indicate that services inflation granger-causes goods inflation and the direction is unilateral.

| Table 3: Granger causality tests of goods and services inflation |
|------------------|------------------|
| **Dependent Variable** | **F-statistics of lagged first differenced terms** |
| **Goods** | **Services** |
| Goods | - | 14.63*** |
| Services | 6.49 | [0.17] |

Notes: Figures in (.) and [.] represent t-ratios and p-values, respectively. ***,** denotes significant at 1%, 5% and 10% level, respectively.

The results from IRF analysis support the granger-causality analysis as shown in Figure 3. Both types of inflation responded positively to shocks hitting the economy in the first few months. For the goods inflation, the responses lasted almost one year, before becoming positive and returning to equilibrium. Responding to its own shocks, goods inflation returns to equilibrium after eight months and stabilised. As for the services inflation, there was a mild response to shocks in the goods inflation. However, the responses to its own shocks are positive and persistence.
The VDC analysis provides information on the percentage contribution of various shocks to the variance of k-step ahead forecast errors of the respective variable. Table 4 shows variance decomposition goods and services inflation. The results indicate that services inflation is mainly driven by its own dynamics in the first two years. On the other hand, within six months, services inflation contributed 55 percent of the variation in goods inflation. After two years, services inflation contributed almost two-third of variance in goods inflation. The results suggest that controlling services inflation will be most likely more effective in achieving price stability in the immediate and long horizon.

Table 4: Variance decomposition analysis (VDC) of goods and services inflation

<table>
<thead>
<tr>
<th>Forecast Horizon (month)</th>
<th>Variance decomposition of Goods</th>
<th>Variance decomposition of Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Goods</td>
<td>Services</td>
</tr>
<tr>
<td>1</td>
<td>97.90</td>
<td>2.09</td>
</tr>
<tr>
<td>3</td>
<td>68.24</td>
<td>31.76</td>
</tr>
<tr>
<td>6</td>
<td>44.27</td>
<td>55.73</td>
</tr>
<tr>
<td>9</td>
<td>38.92</td>
<td>61.08</td>
</tr>
<tr>
<td></td>
<td>38.92091</td>
<td>61.08</td>
</tr>
<tr>
<td>12</td>
<td>38.68</td>
<td>61.32</td>
</tr>
<tr>
<td>15</td>
<td>38.28</td>
<td>61.72</td>
</tr>
<tr>
<td>18</td>
<td>37.42</td>
<td>62.58</td>
</tr>
<tr>
<td>21</td>
<td>36.92</td>
<td>63.08</td>
</tr>
<tr>
<td>24</td>
<td>36.81</td>
<td>63.19</td>
</tr>
</tbody>
</table>

Inflation Gap

We estimate the transitory components of services, durable, semi-durable and non-durable good individually. The visual plots are shown in Figure 4. The non-durable goods inflation sub-component fluctuates at a greater scale compared to other sub-components except in general. The lowest dip during first quarter of 2015 may be due to the price adjustment of petrol RON97 and electricity tariff hike in January 2014 and increase in actual rental paid by tenants’ subgroups. During the same period, there was higher demand for food due to Chinese New Year celebration and school holidays (Ministry of Finance, 2014).
DISCUSSION

Economic resilience refers to how quickly an economy adjusts to external or global shocks. Global shocks affect all nations and become both the game maker and the game changer of the new economic landscape. Brexit, the China-United States trade tension, middle-East geopolitical instability, the Fourth Industrial Revolution (4IR), rising and falling oil prices, rising food prices and the most recent health crisis due to COVID-19 are some of the examples of global shocks. Some shocks are positive such as technological shocks that lead to creative but positive destruction. But most shocks are disruptive and require fundamental changes (Ahmad, 2016).

Briguglio et al. (2009) categorises economic resilience into two. One is the instantaneous resilience and another is dynamic resilience. In economic literature, the term resilience is used in three ways relating to the ability to (a) recover quickly from a shock; (b) withstand the effect of a shock; and (c) avoid the shock altogether. With COVID-19 pandemic, governments all over the world are introducing economic packages and direct cash transfers, or helicopter money, to the public. This is done to stimulate consumption and help economy recover from the crisis.

There is also concern that post COVID-19 will bring inflationary risk. The immediate response to the crisis has created a sharp fall in both supply and demand. While the balance of supply and demand shifts is not the same across all sectors, there is no clear evidence overall inflation has risen. If it does, policy makers can shift the balance between goods and services inflation. Government can also control rising prices through either fiscal policy or monetary policy, or a combination of both. Effective use of monetary and fiscal tools can help governments mitigate the impact of coronavirus crisis. Given the uncertainty in the global stock market, sukuk market can be the bulwark against inflationary pressures by providing a more stable financial environment.

Inflation occurs due to imbalances between demand and supply of money, changes in production and distribution cost or increase in taxes on products (Mankiw, 2007). When economy experiences inflation, the value of currency reduces. This means now each unit of currency buys fewer goods and services. It has its worst impact on consumers. However, a moderate level of inflation characterises a good economy. The Central Banks always strive to achieve a targeted level of inflation, the so-called inflation-targeting policy.

Fiscal policies are the means by which a government adjusts its spending levels and tax rates to monitor and influence a nation's economy. The tools of fiscal policy are government spending and increasing taxes. During inflationary period, government will increase taxes and reduce spending to ensure price stability. Monetary policies are policies undertaken by central banks to control the money supply by managing interest rates risk (Mankiw, 2007).

When inflation crosses reasonable limits, it has negative effects. It reduces the value of money, resulting in uncertainty of the value of gains and losses of borrowers, lenders, and buyers and sellers. The increasing uncertainty discourages saving and investment (Khan et al., 2007). Not only can high inflation erode economy from growth, it also makes the poor worse off and widens the gap between the rich and the poor. If much of the inflation comes from increase in food prices, it hurts poor more since over half of family budget of the low wage earners goes for food. Second, it redistributes income from fixed income earners (for instance pensioners) to owners of assets and earners of large and variable income, such as profits.

CONCLUSION

This study investigates whether the gap between goods and services inflation has widened over the period 2011-2015 in Malaysia. This is due to the rising concern that there exist sectoral inflation differentials during recent years. The hypothesis being tested is when the gap between goods and services inflation is above its long-term trend, goods inflation will decrease to restore equilibrium. The findings indicate that sectoral differentials exist and the gap is widening and most likely will persist in the near future. However, there is the tendency for the goods inflation to moderate the inflationary pressures and forces inflation towards equilibrium level when there are shocks arising from services inflation. The finding suggests that
increases in services inflation will be moderated by the decline in goods inflation in the long run for the period under study. Specifically, the non-durable goods component is probably the most effective management tools. The gap offers useful information for understanding the behavior of the two sectors inflation for policy makers.

Although a number of causal forces could be at work in explaining the inflationary gap, the past decade fall in goods inflation could be explained by the increase in the degree of openness in Malaysia and the growing demand for services over the years as indicated by rising weight attached to the services sector in Malaysia’s CPI basket. The growing demand for services is the explanation supported by the literature in explaining the gap. Differences can also be summarised into scope and weight of each individual sub-components and how frequent the weight is being revised. Given that gaps between sectoral inflation widen and narrow over time, examining the principal differences between them may account for why their rates of inflation do not always align with one another. Future research might look into each sub-component at a disaggregated level to discover which sectoral moves the fastest to close the gap and do they converge at some point. In addition, governments may consider issuing sovereign sukuk issuances to raise funds for COVID-19 aid packages since there are empirical evidence supporting non-inflationary behavior of sukuk.

Acknowledgement

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INTERACTIVE TASKS SIMULATOR: THE INSTRUCTIONAL TOOL FOR HOSPITALITY TVET STUDENTS

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ABSTRACT
Purpose of the study: As stated by the Malaysia Education Blueprint 2015-2025 (Higher Education), to meet today’s education needs for hospitality students’ learning experience, educators are advised to apply technology and become innovative in their teaching skills. This study aims to investigate the perspectives of hospitality TVET students towards using an interactive tasks simulator as the instructional tool for front office subjects in a community college.

Methodology: This study adopted a descriptive survey research design and used a questionnaire to elicit the needed responses from community college students on their perceived ease of use, perceived usefulness, attitude towards using the Front Office Tasks Simulator throughout the Front Office class session. There were a total of 22 respondents from 3rd semester year hospitality students in the Community College Sungai Petani, Kedah, Malaysia.

Main Findings: The results reveal that the overall mean scores of the perceived ease of use, perceived usefulness were high levels, and students had a positive attitude towards the use of the FOTS in conducting practical activities. The students’ learning performance was also found to correlate positively with the perceived usefulness and perceived ease of use of the FOTS. The perceived ease of use had a positive relationship with the perceived usefulness of FOTS and attitude towards using FOTS doing activities. Moreover, the attitude was associated to the perceived usefulness while no relationship was found between the attitude towards using FOTS and the students’ learning performance.

Novelty of the study: Front Office Tasks Simulator (FOTS) is a new innovative learning instrument that has been developed to provide learners with experiential learning to carry on as a hotel staff through the many duties of a hotel worker.

Keywords: Tasks Simulator, TVET Students, Hospitality, Front Office, Instructional Tool.

INTRODUCTION
In today’s hospitality industry, the guest service remains the essential and most important element (Högås, 2015) to win the customers’ hearts because hotel services begin from the front desk (Sayin & Karaman, 2019). In this view, it is expected that the growth in the service industry will continue to be strong in 2017 (Geerts, 2016), creating a demand for an educated and trained workforce. Furthermore, Polytechnics and Community Colleges are playing a big part in providing education and training as an effort to develop human resources (Ministry of Education Malaysia, 2018). As stated in the Polytechnic and Community College Strategic Plan 2018 - 2025 (Ministry of Education Malaysia, 2018), one of the core strategies is to produce quality Technical and Vocational Education and Training (TVET) graduates. Therefore, as stated by Malaysia Education Blueprint 2015-2025 (Higher Education), to meet the needs of today’s education for hospitality students’ learning experience, educators are advised to apply technology and be innovative in their teaching methods (Ministry of Education Malaysia, 2016). This was supported by the study conducted by Eady and Lockyer (2013), educators and researchers point to the potential of technology to increase the motivation and engagement of learners, cater to different learning styles and improve the learning outcome. Spencer, Wyngaard and Ivala (2016) stated that innovative teaching, training and learning methods must be employed to attract and educate hospitality students.

However, the primary problems contributing to the inadequate learning performance of learners are related to the limited equipment or teaching aids (Chijioke & Naade, 2018; Widiyatmoko & Nurmasitah, 2013), lack of supported facilities (Syahputra, Mardi, Sudjinard, & Agoessalim, 2016), improper learning atmosphere (Che Ahmad, Shaharim & Yahaya, 2016; Mat Saad, Nik Yusoff & Mohammad Yassin, 2011), and traditional/conventional teaching method (Chakravorty & Lakwahat, 2016). There is a growing awareness that how learners learn plays a critical part in enhancing the students’ teaching performance (Ampountolas, Shaw & James, 2018). Moreover, Chakravorty and Lakwahat (2016) also stated that we need to have more innovative methods to engage with students. This is also supported by Bhinder (2019), who stated that there is a need for innovative teaching methods to enhance the employability skills of hospitality students in today’s scenario. Therefore, there is a need to conduct a research study to investigate the perspectives of hospitality TVET students towards using Front Office Tasks Simulator as the instructional tool for front office subjects in community college. In particular, this study has two objectives:
(i) To examine the students’ perceived usefulness and perceived ease of use of Front Office Tasks Simulator as an instructional tool for front office subjects in community college;

(ii) To investigate the level of students’ attitudes towards using Front Office Tasks Simulator.

LITERATURE REVIEW

What Is Simulation?

Simulations can be described as learning by doing (Schank, 1997). Additionally, simulations are often suggested as a replacement of real-life situations that provide an environment where students can explore, experiment, question and reflect on real-life situations and providing practical experience is a key complement of the learning process, helping students learn the application beyond the theoretical context (Penfold, Kong, & Lee, 2006). Simulation is also considered a student-centred approach that students can learn by themselves (Chaparro-Peláez, Iglesias-Pradas, Pascual-Miguel & Hernández-García, 2013). Moreover, this has been stated by Frash, Antun, Kline, and Almanza (2010) that simulations that recreate working circumstances can be an efficient way to train and suit participants’ needs and skill levels.

Learning Experience Through Hands-On Simulation

Sisson and Adams (2013) asserted that a combination of hands-on activities is important for students in the hospitality sector to develop a strong job competency required by the industry. Whereby, due to the growth in the hospitality industry (World Tourism Organization, 2017), the development of innovative learning and teaching to support authentic learning experiences is needed as the hospitality industry requires work-ready graduates with the skills and capabilities to deal with real-world challenges (Patiar et al., 2019).

In Pratt and Hahn’s (2015) findings, they concluded that a simulation provided a worthwhile learning experience through the development of teamwork, offered a fun method of learning, and integrated their knowledge from other courses. Another study by Douglas, Miller, Kwanza, and Cummings (2008) added to this finding that simulation has shown to be a tool useful for the development of skills crucial to the hospitality business management. In this study, the findings showed that the students’ perceived usefulness of the simulation was positive.

Ampountolas, Shaw, and James (2018) conducted a study that evaluated the experiences of learners when hotel simulation is used as a teaching instrument. A total of 101 learners participated in the study who came from various hospitality management programs in Switzerland, the United States and the United Kingdom. The learners selected already had prior experience of using hotel simulation in past training. It was found that theoretical learning based on role-play simulation can enhance practical knowledge and increase trust. This proves that pedagogical interaction plays a large role in any teaching experience (Hay, Hodgkinson, Peltier, & Drago, 2004).

Besides, in Brennen’s study (2017), students are expected to apply practical application and theoretical knowledge daily within a hands-on simulation of the hospitality management industry environment in an experiential learning laboratory setting. This proves that a true hands-on experiential learning environment can give undergraduate students a stronger baseline for the how-to apply theoretical knowledge to the actual industry situations they will place upon graduation. In his study, one component in a hospitality management curriculum (of the experiential learning component) was one that replicated what truly happened in the hospitality industry could be under emphasised due to lack of resources., therefore there is a need to apply real life working experience by using Front Office Task Stimulator

Perceived Usefulness, Perceived Ease of Use and Attitude Toward Using New Instructional Tool

In the study of Lanlan, Ahmi, and Popoola (2019), their findings discovered that there is a beneficial connection between the perceived ease of use, perceived usefulness, and computerised accounting systems (CAS) use. This study found that there is a positive association between perceived ease of use and perceived usefulness with the intention to use CAS.

Another study conducted by Alharbi and Drew (2014), stated that the overall research model in their study suggests that all mentioned variables either directly or indirectly affect the overall behavioural intention to use a learning management system (LMS). Specifically, it validates the relationship between perceived ease of use, perceived usefulness, attitude towards usage, and overall impact on behavioural intention to use.

Davis first proposed technology acceptance model (TAM) in 1986 to theorise user behaviour towards computer technology, and this model was based on the Theory of Reasoned Action (TRA) postulated by Fishbein and Ajzen (1975). Essentially, the TRA has been widely applied in the areas of social psychology and marketing, and it postulates that a person’s behaviour is determined by his or her intention. Intentionally, in its turn, is jointly decided by his or her attitude and subjective norm. Davis (1989) and Davis, Bagozzi, and Warshaw (1989) further developed TAM into an influential research model in the information system domain by emphasizing the cognitive and affective determinants of technology acceptance. Specifically, the TAM postulates that perceived ease of use (PEOU) and perceived usefulness (PU) together determine the attitude, which in turn leads to intention to use a new system or technology. Therefore, our research framework is underpinned by the TAM suggested by Davis et al. (1989).
Using Front Office Tasks Simulator For Teaching Hospitality TVET Students

In 2018, the Unit of Hotel Operation at the Sungai Petani Community College Kedah, Malaysia, created a Front Office Tasks Simulator with the following aims:

- To provide a flexible environment for hospitality TVET students especially for Front Office subjects;
- To create ‘real-world’ scenarios for hospitality TVET students for the teaching and learning in especially for Front Office subjects;
- To provide a virtual guest room for students to do the practical procedures for Bellmen;
- To encourage innovation and research in educational technology;
- To support the College’s outcome-based education initiative by offering ‘real-world’ scenarios for teaching and learning in hospitality subjects.

Front Office Tasks Simulator

Front Office Tasks Simulator (FOTS) is a new innovative learning instrument that was created to provide learners with an experiential learning to carry on as a hotel staff through the many duties of a hotel worker. Front Office Tasks Simulator (FOTS) incorporates three innovation concepts: i) VIRTEST plus 3D (Figure 2) – Bellmen can be used as a virtual guest room/hotel to take, demonstrate and describe the facilities in the room and hotel to hotel visitors; ii) FOTOKIT (Figure 3) – Front Office Learning Toolkit as a simplified hotel system that can be used by the receptionist and reservation clerk to make the reservation, check-in, check-out, and guest billing; iii) Tasks card/simulation training (Figure 4) – is a simulation activity intended to generate the actual working environment or situation or scenario for learners as staff to adapt the actual workplace environment and situation, such as reservation booking through telephone, check-in with or without reservation and check-out, concierge and bellmen. Students who participate in the situation are supposed to apply their understanding to develop the best response to resolve the issues or problems presented in the simulation. iv) Figure 5 shows the kit that includes the manual of how to use this Tasks Simulator, and v) Figure 6 shows scenarios and the flow of the Front Office Tasks Simulator application process.

Figure 2: VIRTEST plus 3D 4th version

The virtual guest room allows students to visualise movements and move in the Virtual guest room, students will able to see every item in the guest room, this makes it easier for students to understand and explain the goods or facilities to guests.
Figure 3: FOTOKIT (2 in 1) for Beginners (manual & online) 2nd version
There are two versions of FOTOKIT: i) manual (laminate) and ii) online website allows students to practice the Front Office system simultaneously with Reservation, check-in, check-out, and guest billing procedures.

Figure 4: Front Office Simulation Tasks 2nd version
Tasks Card to create a real work environment that students will face in the workplace of the Reservation Clerk, Receptionist, Cashier, Concierge, Doorman, and Bellman job.

Figure 5: Front Office Tasks Simulator Kit
This kit includes the manual of how to use this Tasks Simulator, specimen money, room key cards, bills, receipts, and simulation tasks to make it easy for lecturers and students to use it.
METHODOLOGY

This study adopted a descriptive survey research design. The methodology involved the usage of a questionnaire to elicit needed responses from community college students on their perceived ease of use, perceived usefulness, attitude towards using Front Office Tasks Simulator in a class of Front Office. The population of the study comprised of all hospitality students in Community College Sungai Petani, Kedah, Malaysia. Purposive sampling technique was used to select all the hospitality education students in their 3rd semester year in the college. This was because students in their 3rd semester were taken for the Front Office subject. A total of 22 students was therefore selected as a sample for this study.

The survey consisted of four sections. The first section comprised questions regarding respondents' demographic and background information. The second section measured student's perceived usefulness (5 items) of the FOTS as an innovative teaching tool adapted from Davis (1989). The third section measured students' perceived ease of use (5 items) based on Davis (1989). The fourth section comprised questions regarding attitude toward using (6 items) FOTS adapted from Douglas and Miller (2006). A five-point Likert scale response format was used with the following categories: 5 = strongly agree; 4 = agree; 3 = undecided; 2 = disagree; and 1 = strongly disagree. Data were statically recorded and analysed by the SPSS program. Personal data of the participants were calculated for frequency and percentage. Data concerning perceived usefulness, perceived ease of use, and attitude towards using FOTS were analysed quantitatively for means and standard deviations. The ranges were as follows: 1.00-1.67 = low/negative, 1.68-3.33 = moderate, 3.34-5.00 = high/positive.
RESULTS/FINDINGS

Research Question 1: What is students' perceived usefulness and perceived ease of use of Front Office Tasks Simulator as an instructional tool for front office subjects in community college?

Table 1 demonstrates the overall mean score of students' perceived usefulness of FOTS which was at a high level (Mean = 4.78, SD = .404). The first highest mean score fell on the item no. 1 (Can increase my understanding in a real workplace situation, Mean = 4.86, SD = .351) and item no. 3 (Can improve my learning experience, Mean = 4.86, SD = .351), followed by item no. 2 (Can increase my learning efficiency, Mean = 4.82, SD = .395). The lowest mean score was on item no. 4 (Can increase my focus on learning compare traditional learning, Mean = 4.68, SD = .568) and item no. 5 (Can sustain my learning performance, Mean = 4.68, SD = .568). It is interesting to see that all of the items were at high levels. In this study, item no. 1 (Can increase my understanding in real workplace situation) is well scattered around the mean when compared to item no 4 and 5 as the SD for item no 1 is smaller.

Table 1: Mean and Standard Deviation of Students' Perceived Usefulness of FOTS

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>S.D.</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Front Office Tasks Simulator increases my understanding of a real</td>
<td>4.86</td>
<td>.351</td>
<td>High</td>
</tr>
<tr>
<td>workplace situation.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2  Front Office Tasks Simulator increases my learning efficiency.</td>
<td>4.82</td>
<td>.395</td>
<td>High</td>
</tr>
<tr>
<td>3  Front Office Tasks Simulator improve my learning experience.</td>
<td>4.86</td>
<td>.351</td>
<td>High</td>
</tr>
<tr>
<td>4  Front Office Tasks Simulator increases my focus on learning to</td>
<td>4.68</td>
<td>.568</td>
<td>High</td>
</tr>
<tr>
<td>compare traditional learning.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5  Front Office Tasks Simulator can sustain my learning performance.</td>
<td>4.68</td>
<td>.568</td>
<td>High</td>
</tr>
<tr>
<td>Total</td>
<td>4.78</td>
<td>.404</td>
<td>High</td>
</tr>
</tbody>
</table>

Table 2 shows the overall mean score of perceived ease of use that was at a high level (Mean = 4.69, SD = .526). When considering each item, it was found that five items could be arranged from most to least as follows: easy to use (Mean = 4.73, SD = .550), easy to complete course-related tasks (Mean = 4.73, SD = .456), is unambiguous and easy to understand (Mean = 4.68, SD = .568), provides helpful guidance in performing tasks (Mean = 4.68, SD = .568), and easy for me to remember how to perform tasks using the Front Office Tasks Simulator (Mean = 4.64, SD = .581). In this study, item no. 2 (easy to complete course-related tasks) is clustered closely around the mean when compared to SD item no 5 is higher and more spread out data values are around the mean.

Table 2: Mean and Standard Deviation of Students' Perceived Ease of Use FOTS

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>S.D.</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Front Office Tasks Simulator is easy to use.</td>
<td>4.73</td>
<td>.550</td>
<td>High</td>
</tr>
<tr>
<td>2  Using Front Office Tasks Simulator to complete course-related tasks</td>
<td>4.73</td>
<td>.456</td>
<td>High</td>
</tr>
<tr>
<td>is easy.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3  Interacting with Front Office Tasks Simulator is unambiguous and easy</td>
<td>4.68</td>
<td>.568</td>
<td>High</td>
</tr>
<tr>
<td>to understand.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4  Front Office Tasks Simulator provides helpful guidance in performing</td>
<td>4.68</td>
<td>.568</td>
<td>High</td>
</tr>
<tr>
<td>tasks.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5  It is easy for me to remember how to perform tasks using the Front</td>
<td>4.64</td>
<td>.581</td>
<td>High</td>
</tr>
<tr>
<td>Office Tasks Simulator.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4.69</td>
<td>.526</td>
<td>High</td>
</tr>
</tbody>
</table>

Research Question 2: How did the students respond to the use of Front Office Tasks Simulator for doing activities?

Table 3 shows that the overall mean score of attitude toward using FOTS for conducting activities was positive (Mean = 4.66, SD = .523). The first highest mean score fell on the item no. 6 (I enjoy myself studying in this environment, Mean = 4.77, SD = .429), followed by item no. 5 (provide an attractive learning environment, Mean = 4.73, SD = .456). item no. 3 (Comfortable interacting with other students, Mean = 4.68, SD = .568), and item no. 2 (was fun to use, Mean = 4.64, SD = .658). The lowest mean score was on item no. 1 (Liked using the Front Office Tasks Simulator, Mean = 4.59, SD = .796) and item no. 4 (Improved quality of course compared to others, Mean = 4.55, SD = .671). All of the items were positive. In
this study, item no. 6 (I enjoy myself studying in this environment) is well scattered when compared to item no 1 as the SD for item no 6 is smaller.

Table 3: Mean and Standard Deviation of Students' Attitude towards Using FOTS

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>S.D.</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Liked using the Front Office Tasks Simulator.</td>
<td>4.59</td>
<td>.796</td>
<td>Positive</td>
</tr>
<tr>
<td>2 Front Office Tasks Simulator was fun to use.</td>
<td>4.64</td>
<td>.658</td>
<td>Positive</td>
</tr>
<tr>
<td>3 Comfortable interacting with other students.</td>
<td>4.68</td>
<td>.568</td>
<td>Positive</td>
</tr>
<tr>
<td>4 Improved quality of course compared to others.</td>
<td>4.55</td>
<td>.671</td>
<td>Positive</td>
</tr>
<tr>
<td>5 Front Office Tasks Simulators provide an attractive learning environment.</td>
<td>4.73</td>
<td>.456</td>
<td>Positive</td>
</tr>
<tr>
<td>6 I enjoy myself studying in this environment.</td>
<td>4.77</td>
<td>.429</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4.66</strong></td>
<td><strong>.523</strong></td>
<td><strong>Positive</strong></td>
</tr>
</tbody>
</table>

DISCUSSION / ANALYSIS

The first discussion is about the two factors of perceived ease of use and perceived usefulness that are at high levels. The findings indicate that students felt comfortable when FOTS was used as an innovative teaching aid in the course. One of the reasons may have been the use of FOTS, in which this tool can create an enjoyable learning environment and enhances student learning performance through simulation learning. As a result, they found simulation provided a worthwhile learning experience for students. This is also consistent with a study by Ampountolas et al. (2018) who suggested that learning experience is obtained as students gain understanding in real-time. Regarding the high level of perceived usefulness, FOTS can be an effective learning method to increase students’ satisfaction. The functions of FOTS itself were made learning more fun and meaningful. Apart from that, there were many other elements of learning context involved that they might consider useful such as virtual guest room/hotel, simplified hotel system, and simulation tasks. Interestingly, perceived ease of use had a positive high relationship with the perceived usefulness of FOTS. Researchers might conclude that comfort with FOTS usage enabled students to see the importance of it. The more they were comfortable with FOTS, the more they perceived its usefulness. FOTS is not a difficult tool to use as there is a manual for it.

The second issue for discussion is about students having a positive attitude toward the use if FOST for doing the activities. This is probably because all the simulation tasks to be done in FOTS allowed them to notice the benefits of FOTS as an innovative teaching tool. It facilitated their learning in many aspects. They could learn and work together very well. Simulation integrated into innovative and interactive learning scenarios stimulates the learning. These experiential learning activities able to enhance their social skills, engage their critical thinking, acquire needed hands-on experience, and improve their self-confidence.

The next important issue is about learning performance. After doing the activities for 6 weeks using FOTS, it was worthwhile to assess their ability. It is strongly believed that the simulation tasks students did in FOTS enabled them to learn more about the procedure of reservation, check-in, check-out, and guest billing. The finding showed the average mean score of 103.02 from the full score of 110, which rather when compared to other classes taught in the traditional way only. This is probably because doing a simulation task was not boring since it provided students with a platform to see the real workplace situation and gained experiential learning.

CONCLUSION

The results from this study will be useful for any teachers who want to integrate FOTS in future courses for experiential learning development. Hence, FOTS can be a platform that creates authentic workplace situations for students to gain and experience real working practise and ability to see the flow of how the real workplace situation in Front Office Department takes place.

LIMITATION AND STUDY FORWARD

The results of the current study should be interpreted with some limitations. First, the participants were restricted to community college students in Sungai Petani, Kedah, Malaysia; therefore, the results may not be generalised to students in other institutions or states. Second, in this study, the Front Office Tasks Simulator (FOTS) was selected to facilitate experiential learning. Since students’ perception of other simulation tool were not investigated, it is difficult to conclude that FOTS is the most effective learning tool. Therefore, future research should include other simulation tools in the course to find out which tool students perceive the most effective in enhancing their learning performance.
Acknowledgment

The results of this study are part of a research project on "Front Office Tasks Simulator: An Innovative Teaching Tool for Hospitality Student", funded by the TVET Applied Research Grant Scheme (T-ARGS) project 2018-2020, led by Quah Wei Boon. The authors thank the Department of Polytechnic Education and Community College, Ministry of Higher Education.

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LITERATURE REVIEW: STRATEGIC MANAGEMENT ON LIVESTOCK

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ABSTRACT

Purpose of the study: The purpose of this study is to examine basic issues related to animal husbandry, specifically those related to animal husbandry management. Management applied to agriculture is different because of the type of livestock in cultivation. This is also to find out which types of livestock are superior in each ASEAN country.

Methodology: Narrative reviews on articles relating to the livestock sector in general, for instance: breed types, maintenance techniques or operating systems, climate change, pests and diseases, production value, livestock management, livestock’s impact on the ecosystem and environment around the area of cattle are obtained with the help of tools Mendeley Desktop Software. v1.19.5.

Main Findings: This study seeks to provide information about population growth and growth in beef cattle production in the ASEAN region from 2013 to 2018, this is to determine the existence of Malaysia's position in beef cattle production. This study provides findings that the highest number of cattle growth starts from Indonesia, Myanmar Vietnam, the Philippines, Thailand, Cambodia, Laos, Malaysia, Brunei and Singapore. The growth of beef cattle population in Malaysia is relatively low compared to poultry, the reasons include: inadequate grazing land, low quality livestock supply, and irregular feed supply with high nutritional value and marketing system with inefficient production input supply chain (Ariff et al., 2015).

Novelty of the study: This research review can be additional literature for further researchers related to animal husbandry and livestock management, and this study also discusses livestock in the ASEAN region so that superior breeds in the region can be identified. As for the development of animal husbandry in Malaysia, especially in animal husbandry is also discussed here briefly.

Keywords: Review Literature; Strategic Management; Livestock; ASEAN Region.

INTRODUCTION

It has been proven that humans have a need for livestock. Randolph et al. (2007) said the importance of livestock is to function through providing nutrition and livelihood goals for humans. This statement is also supported by Sarma (2014) in his research, where he revealed that the livestock sector has the potential to grow in the economy, because it is able to create jobs, especially in rural communities so that it has an impact on poverty reduction and higher economic growth. However, in order to maintain the contemporary livestock, it requires a good plan and effort like good habitat. Bailey (2005) said if the settings of habitat conditions are carried out optimally, they will be able to achieve management goals and objectives.

LITERATURE REVIEW

Meaning of Livestock

Livestock is a system of farming and raising inform of domesticated animals (beef and dairy cattle, pigs, sheep, goats, horses, mules, asses, buffalo, and camels). It also includes the raising of birds for commercial purpose and meat or eggs (chickens, turkeys, ducks, geese, guinea fowl, and squabs) with different treatments to produce labor and commodities, such as meat, eggs, milk, fur, leather, and wool. However, the practice of animal husbandry continues to evolve along with human experiences, ranging from the traditional to modern way that is influenced by cross-cultural and changing human needs to control changes from environmental factors, weather, food and animal health that can change the concept of livestock. Nevertheless, there are so many factors that can lead to the increase of the development of livestock, such as:

1. Felius et al. (2011) that the development of a species or breed of cattle resulting from the deployment of domestic species as a result of the increasing complexity and stratification of the agricultural community. The impact on this event results in only a few species of livestock being able or most productive while some others experience a productive decline. So as to prevent this from developing more widely, several techniques aimed at livestock conservation are applied, namely modern breeding and cloning procurement techniques. The classification of cattle in a consistent and comprehensive is a technique which is believed to result in optimisation of conservation of livestock, because able to provide clarity to the process depiction of the relationship between breeds and
diversity in classification, capable of indicating a uniqueness in breeds that have a possibility relevant to the conservation and determine the value of the local breeds that can be adapted to the proper environment and management.

2. Bailey (2005) said there are three factors on livestock guarding, namely; (a) abiotic factors (consist of water developments, trail constructions, and shelters), (b) biotic factors (consist of improving forage quantity and quality as well as changing heterogeneity of vegetation) and (c) behaviour factors (consist of adaptation behaviour animal, training and experience, offline animals to underused site and herding).

3. Di Tomaso (2000) said the impact of growth of rangeland weeds turned out to be a disruption in the growth of livestock land. As such, reducing the spread of growth from rangeland weeds would improve degraded rangeland communities, enhance the utility of the ecosystem, and prevent reinvasion or encroachment by other noxious weed species.

4. Nardone et al. (2010) said the impacts of weather changes, globally and locally can indeed affect the amount of livestock production. Therefore, indirect effects (due to soil infertility, water scarcity, grain yield and quality as well as diffusion of pathogens) of global warming may impair animal production in these systems more than the direct effects. This is because direct effects include temperature-related illness and death, as well as the morbidity of animals during extreme weather events. On the other hand, indirect impacts for animals is to adapt to thermal environments or from the influence of climate on microbial populations, distribution of vector-borne diseases, host resistance to infectious agents, feed and water shortages, or food-borne diseases. Preventive actions that can be taken in the beef industry to reduce the impact of climate change can be done by reducing greenhouse gas emissions associated with livestock production and increasing carbon sequestration in grazing land (Claytora et al., 2018). According to Smith et al. (2018), global climate change is a basic foundation in the development of sustainable ruminant production systems.

5. Fleming et al. (2006), the Australian government collaborates with the Invasive Animals Cooperative Research Center (IACRC) with the aim of managing livestock industries and the environment by monitoring the numbers of foxes and wild dogs, such as wild dogs and European red foxes. Another perspective from Peter, et al. (2005), suggested the ways to control pests, as: (a) Ticks, where most of them would been killed by using a chemical called ectoparasiticides. (b) Blood-feeding flies and myiasis, which can only be destroyed in these pests and can be controlled by water management for the destruction of habitat pests as well as using the density of Stomoxys or tabanid species. It could also be by spraying Knapsack sprayers into resting sites. Peter et al. (2005) also said the controls on flies, ticks, and mosquitoes in the future with several stages can involve several factors; such as: (a) environmental sustainability, the only factor is to use the proper application method of chemicals, while minimal effects on the environment, appropriate training and extensions must be emphasised. (b) socio-economic sustainability, this will involve three important issues, namely; (i) the cost of the control method, (ii) the willingness to pay for the control method, and (iii) the availability of the control method. But this method also involves the use of insecticides. (c) technical sustainability, it will focus on the development of resistance against active compounds as a reason for concern. While resistance management is paramount if we are to conserve the existing insects for further use.

**Management Decision on Livestock**

Management is a process in an organisation including strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, as well as measuring results. Also, it involves activities for recording and storing facts as well as information for organisations (Knowledge Management Terms, 2009). The depiction of the livestock production systems by Hoa et al. (2017) is characterised as small-scale agriculture, limitations in animal feed, animal nutrition and animal health practices and often applies traditional methods in marketing systems that are known to be inefficient, opportunistic, and exploitative. Dumas et al. (2016) said this is due to the complex interactions between social, ecological and agricultural systems in the formulation of livelihood determination strategies and the achievement of beneficial outcomes (such as food security, freedom from poverty) so small farmers in developing countries are vulnerable to long-term design (e.g. climate change, land degradation, resources, endemic diseases, and population growth) and unexpected events (e.g. drought, floods, market shocks, and political or ethnic conflicts. There is need for farm management to focus on agricultural economics in order to find information on prices, markets, agricultural policy (Bliss, 2019). They must also aim to learn about plant and animal sciences for information on soils, seeds, and fertilisers, on control of weeds, insects, and diseases, as well as on rations and breeding; on agricultural engineering for information on farm buildings, machinery, irrigation, crop drying, drainage, erosion control systems; including on psychology and sociology for information on human behaviour. Diversification of future demand for livestock products is influenced by socioeconomic factors such as human health problems and changes in socio-cultural values (Bunmee et al., 2018). As explained by Escribano (2016) in his research that there has been an increase in organic livestock production in recent years which has resulted in an increase in farmer's income and also a reduction in the impact on the environment.

There are some opinions about the attitude of management to maintain the livestock sector, namely
1. Nienaber and Hahn (2007) suggested some preparation with proactive environmental management of livestock, such as: (a) there must be a plan prepared, (b) one must develop a strategic plan; (c) observe and recognise animals in distress; and (d) take appropriate tactical action.

2. Fleming et al. (2006) on the other hand, suggested some operational strategic management to control the wild canids, stating that one must start by defining the problem, developing a plan of action, undertaking the plan, monitoring everything and evaluating the plan, as well as encouraging involvement of all major stakeholders and allowing iterative improvements at local and regional scales. Their study also said that management plans should have interim and long-term goals with time frames for performing actions and achieve goals as well as indicators for measuring performance. It further explained that during the management plan process, monitoring started from the implementation of the plan, including costs, actions and damage responses. Thereafter, stakeholders will evaluate the plan weather is working, and report monitoring and then revise the plan and progress.

3. In maintaining livestock, the role of government is needed to manage agricultural risks. But farmers have to be careful to implement government's strategic policies in the long run (Flatena et al., 2005). This is also supported by Food and Agriculture Organization of the United Nations (2012) in its research entitled "The State of Food and Agriculture" that farmers from low and middle income countries are not only limited in meeting their main objectives (e.g. increasing productivity and income) but also experiencing difficulties in achieving long-term strategies (for example food security and nutrition, poverty reduction and environmental sustainability).

4. The development of the beef processing industry towards agro-industry is expected to create value-added products or services, generate additional income, increase regional economic growth and reduce unemployment in rural communities (Nendissa et al., 2019). Agriculture is not only about food production or agricultural products but also about producing products in the form of environmental and social externalities so that it can be known as multifunctional agriculture (Othman and Yaghoob, 2014).

5. FAO (2018) explained that the value of livestock production contributes to the national economy worldwide for developing countries by 20 percent of total agricultural output. The increase in livestock contribution to the national economy can be increased through vertical and horizontal multiplier effects that go beyond production. However, the non-agricultural sector has a higher response to changes in livestock production compared to the agricultural sector itself.

Based on the forgoing, the present research shared different strategic management decisions due to various in order to maintain the quality of livestock. However, the management steps into agricultural sector must be in the same action, starting from making the plans (either short-term or long-term) in order to overcome the problems, the existence of action as implementation of the plan, then monitor action to find out good or bad results. If the first plan brings bad result, they should revise it by following a new problem that arises or taking another step from the appropriate tactical action.

**METHODOLOGY**

This study uses the concept of literature review to find articles that support livestock activities, especially in the field of beef cattle. Extensive literature review reveals that, there have been studies that have used the keyword "Strategic Management on Livestock" in the Mendeley library. As about 678 results of such articles were found in the course of the present study. Unfortunately, only 99 articles were found that can be accessed / available. Table 1 shows the information of the findings as follows;

<table>
<thead>
<tr>
<th>No.</th>
<th>Publication From</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Journal</td>
<td>74</td>
</tr>
<tr>
<td>2</td>
<td>Article</td>
<td>17</td>
</tr>
<tr>
<td>3</td>
<td>Research Paper</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>Book in Chapter</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Conference</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>99</strong></td>
</tr>
</tbody>
</table>

**Source:** Mendeley Library

From 99 articles, the study that were criticised and chose as the related research are:

1. The article has been cited more than 50 time.
2. The article has been published above 2015 until 2019
As such, the selected article that follows the criteria choosing for the present study are only 13 articles. The results can be seen in Table 2, while Table 3 provide the list of 11 articles that relate to the study, such as:

### Table 2: List of Publications been used for the Study

<table>
<thead>
<tr>
<th>No.</th>
<th>Year of Publication</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>&lt; 2015</td>
<td>75</td>
</tr>
<tr>
<td>2</td>
<td>2015</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>2016</td>
<td>6</td>
</tr>
<tr>
<td>4</td>
<td>2017</td>
<td>8</td>
</tr>
<tr>
<td>5</td>
<td>2018</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>2019</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>99</strong></td>
</tr>
</tbody>
</table>

Source: Mendeley Library

### Table 3: Information of 11 articles

<table>
<thead>
<tr>
<th>No.</th>
<th>Researcher</th>
<th>Focus on</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bailey (2005)</td>
<td>Strategic on livestock cattle</td>
</tr>
<tr>
<td>2</td>
<td>DiTomaso (2000)</td>
<td>Invasive weed</td>
</tr>
<tr>
<td>3</td>
<td>Flatena et al. (2005)</td>
<td>Explore organic and conventional dairy farmers’ perceptions of risk and risk management, and to examine relationships between farm and farmer characteristics, risk perceptions, and strategies</td>
</tr>
<tr>
<td>4</td>
<td>Fynn et al. (2016)</td>
<td>African savannas focus on human populations and their associated ecological impacts, adaptive foraging options for wild and domestic herbivore populations are correspondingly limited, resulting in declining wildlife populations and impoverished pastoral societies</td>
</tr>
<tr>
<td>5</td>
<td>Fleming et al. (2006)</td>
<td>Wild canids (wild dogs and European red foxes) cause substantial losses to Australian livestock industries and environmental values.</td>
</tr>
<tr>
<td>6</td>
<td>Nardone et al. (2010)</td>
<td>The effects of climate change are controversial. This paper reviews the effects of climate change on livestock following the theory of global warming</td>
</tr>
<tr>
<td>7</td>
<td>Jansen and Robertson (2001)</td>
<td>It focusses on Bird Communities on Australian and domestic communities</td>
</tr>
<tr>
<td>8</td>
<td>Nienaber and Hahn (2007)</td>
<td>Thermal environments on the adaptive capabilities of animals and livestock production</td>
</tr>
<tr>
<td>9</td>
<td>Peter et al. (2005)</td>
<td>Strategic and focused treatments of animals, environmental control of breeding sites, disease management (including the principles of enzootic stability), and resistant breeds</td>
</tr>
<tr>
<td>10</td>
<td>Pluske et al. (2018)</td>
<td>The ‘health’ of the GIT (‘gut health’) of pig</td>
</tr>
<tr>
<td>11</td>
<td>Weintraub and Carlos (2016)</td>
<td>Operations research (OR) on agricultural and forestry</td>
</tr>
</tbody>
</table>

Source: Mendeley Library

From Table 3, it can be seen that each researcher provided different problem in livestock. Some studies focus on pets (cows, pigs and poultry), while other focus on livestock (related to weather, wild plants, pests). In 2014, Soedjana and Priyanti (2017) conducted a study on the growth of livestock in the ASEAN region, and identified the following:
1. Indonesia has the highest human population and also the highest population of beef cattle, sheep and goats, but chickens have not yet reached the rank of 1st nor 2nd for the production cost of the four livestock commodities. However, Indonesia got rank 4th for beef cattle, 3rd for sheep and goats, 4th for chickens, and ranked 5th for pigs.

2. Other countries that have information on the competitive status for the four livestock commodities are; Cambodia for beef cattle, Malaysia for pigs, the Philippines for sheep and goats, as well as Thailand for broiler chickens (Figure 1).

Table 4 shows the population of ASEAN countries:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Indonesia</td>
<td>270,625,568</td>
</tr>
<tr>
<td>2</td>
<td>Philippines</td>
<td>108,116,615</td>
</tr>
<tr>
<td>3</td>
<td>Vietnam</td>
<td>96,462,106</td>
</tr>
<tr>
<td>4</td>
<td>Thailand</td>
<td>69,625,582</td>
</tr>
<tr>
<td>5</td>
<td>Myanmar</td>
<td>54,045,420</td>
</tr>
<tr>
<td>6</td>
<td>Malaysia</td>
<td>31,949,777</td>
</tr>
<tr>
<td>7</td>
<td>Cambodia</td>
<td>16,486,542</td>
</tr>
<tr>
<td>8</td>
<td>Laos</td>
<td>7,169,455</td>
</tr>
<tr>
<td>9</td>
<td>Singapore</td>
<td>5,804,337</td>
</tr>
<tr>
<td>10</td>
<td>Brunei</td>
<td>433,285</td>
</tr>
</tbody>
</table>

|   | Total        | 660,718,683       |

Source: http://worldpopulationreview.com/countries/asean-countries/
The present study also prepared the population from the previous year, i.e. 2008-2019, such as:

Table 5: Population on ASEAN Countries since 2008 to 2018

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Brunei</td>
<td>0.39</td>
<td>0.4</td>
<td>0.4</td>
<td>0.41</td>
<td>0.41</td>
<td>0.42</td>
<td>0.43</td>
<td>0.43</td>
<td>0.43</td>
</tr>
<tr>
<td>2</td>
<td>Cambodia</td>
<td>14.61</td>
<td>14.86</td>
<td>15.09</td>
<td>15.31</td>
<td>15.54</td>
<td>15.78</td>
<td>16.01</td>
<td>16.25</td>
<td>16.49</td>
</tr>
<tr>
<td>3</td>
<td>Indonesia</td>
<td>241.99</td>
<td>245.43</td>
<td>248.82</td>
<td>252.17</td>
<td>255.59</td>
<td>258.5</td>
<td>261.36</td>
<td>264.16</td>
<td>270.63</td>
</tr>
<tr>
<td>5</td>
<td>Malaysia</td>
<td>29.06</td>
<td>29.51</td>
<td>30.21</td>
<td>30.71</td>
<td>31.19</td>
<td>31.63</td>
<td>32.02</td>
<td>32.39</td>
<td>31.95</td>
</tr>
<tr>
<td>6</td>
<td>Myanmar</td>
<td>50.11</td>
<td>50.54</td>
<td>50.98</td>
<td>51.42</td>
<td>51.85</td>
<td>52.25</td>
<td>52.65</td>
<td>52.83</td>
<td>54.04</td>
</tr>
<tr>
<td>7</td>
<td>Philippines</td>
<td>94.18</td>
<td>96.5</td>
<td>98.19</td>
<td>99.88</td>
<td>101.56</td>
<td>103.24</td>
<td>104.92</td>
<td>106.6</td>
<td>108.12</td>
</tr>
<tr>
<td>8</td>
<td>Singapore</td>
<td>5.18</td>
<td>5.31</td>
<td>5.4</td>
<td>5.47</td>
<td>5.54</td>
<td>5.61</td>
<td>5.61</td>
<td>5.64</td>
<td>5.80</td>
</tr>
<tr>
<td>9</td>
<td>Thailand</td>
<td>66.21</td>
<td>66.49</td>
<td>66.76</td>
<td>67</td>
<td>67.24</td>
<td>67.46</td>
<td>67.65</td>
<td>67.79</td>
<td>69.63</td>
</tr>
<tr>
<td>10</td>
<td>Vietnam</td>
<td>87.84</td>
<td>88.81</td>
<td>89.76</td>
<td>90.73</td>
<td>91.71</td>
<td>92.69</td>
<td>93.64</td>
<td>94.58</td>
<td>96.46</td>
</tr>
</tbody>
</table>


Figure 1 is the graphical form as the conclusion of population of from Table 5.

Figure 1: Population ASEAN (2008 to 2019)
Source: Statistica IMF (2019)
The conclusion from Figure 1, is that the first highest population number is Indonesia, followed by Philippines, Vietnam, Thailand and Myanmar respectively. While Malaysia is in the sixth position.

RESULTS / FINDINGS
The aim of the present study is to provide an information about the growth of beef cattle in ASEAN countries, such as:

![Cattle Production in ASEAN Countries](image)

**Figure 2:** Cattle in ASEAN Countries (tonnes)
*Source: Faostat Data (2019)*

From Figure 2, the study provides the findings that the highest number of cattle growth started from Indonesia, Myanmar Vietnam, Philippines, Thailand, Cambodia, Laos, Malaysia, Brunei and Singapore while Malaysia position is number eight for cattle growth of production since 2013 to 2018.

DISCUSSION / ANALYSIS
Development of Beef Cattle in Malaysia
There are some studies on livestock for beef in Malaysia, such as:

1. Abdulla et al. (2016) said that that there is a challenge for the Malaysian government on policy design and management of beef cattle production systems due to the fact that imported beef is much more profitable. As such, they introduced complex systems over time which are characterised by interdependence, mutual interaction, information feedback and circular causality. The findings indicated that the low beef price and feed cost ratio would worsen beef cattle production. Their study said that Malaysia government supported the obtained targeted self-sufficiency level through importation of animals for breeding, minimised rate of beef cattle mortality, increased fertility and the conduct of training in feed efficiency management.

2. According to Sinclair et al. (2019), there is an increase number on the animal productivity and meat quality industries which has impacted leaders' decision in the livestock industry with the development of improved animal welfare strategies. Their study identified an issue on Malaysian livestock, that is the conflict between making money and (animal) welfare’ as expressed in Negeri Sembilan (Malaysia). They also found that Malaysia is a country that has large agricultural industries, but they are not exporting internationally and seeking to increase their export markets.

3. Yahaya et al. (2019) provided findings relating to brucellosis (a type of disease related to the production of animals worldwide caused by Brucella species) which had come to Malaysia starting from 1950. These diseases attack livestock, especially in sheep and goats. As such some livestock in Malaysia, such as cattle and goats are also being threatened by brucellosis. Their study identified that there are many ways to control brucellosia by control procedures (mainly test, slaughter, and vaccination.) But the farmers should also focus on the cleanliness of
livestock dwellings to control the spread of brucellosis. Also, the farmers must understand the cost-benefit and cost-effectiveness analysis in addition to adequate epidemiological surveillance systems that will sustain both technical and political decision-making.

4. Loh (2004) said that the Third National Agricultural Policy (NAP3, 1998-2010) aims to emphasise performance in the agricultural sector with efficient and optimal utilisation of existing resources in order to further improve competitiveness. The competitiveness of the sector will, among other things, be enhanced through productivity improvements, developing and strengthening markets, removal of markets and trade distorting measures. Furthermore, his study suggested to improve the agricultural sector in Malaysia through the use of technology transfer in production systems. And also hopes the government can provide intensive guidance to Malaysian farmers to plant improved varieties of feed grain and to recycle livestock manure as a fertiliser for this feed grain. It aims to reduce its dependence on imported feed grains and improve the competitiveness of its livestock industry.

5. Seprin et al. (2008) mentioned about the inadequate of beef production in Malaysia (especially in the case of Johor) which has rapid increase in consumption of beef but there is slow growth in the industry. Their study mentioned that The Target Area Concentration (TAC) project is expected to be a major contributor to boost beef cattle production. Furthermore, they found that by using the TAC, there is an increase in the scale in form of increasing return to scale, for individual farm units. They further explained that the TAC strategy is the grouping of projects or agricultural areas based on their location and operation of a ruminant project integrated with major crops. The use of TAC projects is dependent on the number of projects and do not have conventional district boundary.

6. Saad and Azhar (2015) mentioned about the schematic representation (provide the relations on farmers, farms, and the authority) of small farmer specialisation and their relationships. Also, they said that the TAC program aim is to increase the ruminant industry in Malaysia. But the success of "between-farm" integration requires proper and close monitoring, as well as supervision from the "authority". As such, they give suggestion on the idea of 'between-farm integration which requires slight modification of the current policy on integration. They also identified that it requires proper and close coordination for successful as well as sustainable ventures.

7. The Malaysian government took decisive steps in the country's self-sufficiency in the cattle industry, and identified the causes leading to declination to prevent further deterioration of the industry. As such, the Malaysian government implemented the strategy on pure breeding to improve national beef production. However, see a lack of inability to manage data for reporting has led to indecisive conclusion on which approach is the best to be applied to increase animal numbers. They also mentioned other strategies to improve the beef production with a proper scientific approach, such as; (i) breeding and improvement, (ii) nutrition and feeding practices, (iii) prevention and control of diseases, (iv) promotion and incentives. Their study provided research suggestions in order to increase independence from imports of beef, hence government must continue to invest in research to increase beef production, especially in genetic improvement by pure breeding programs to increase local breed numbers and quality (Jamaludin et al., 2014).

8. The structure of agricultural policy in Malaysia is influenced by planning and political views. Rural agricultural and development activities are considered activities after independence, with the main objective being able to meet the consumption demand of urban communities who are also experiencing an increase in population. The inability to fulfil beef consumption in Malaysia is based on low productivity and private sector's lack of interest in investing in this industry (Sahar and Norshamiliza, 2016).

9. Najim et al. (2015) revealed that cattle feed and feeding is considered to be the biggest concern in the livestock industry. Apart from being a major component, feed is also a factor driving the production system in the livestock industry. Considerable land resources in Malaysia cannot meet the requirements for livestock grazing. Rainforest and oil palm production lands cover most of the land. There are products of palm oil (e.g. palm leaves (OPF) and stems, palm fiber, palm kernel meal and palm oil flour) used as animal feed in the country. Around 30 million tons of OPF DM are produced as animal feed during pruning and replanting activities (Zahari and Farid, 2012).

CONCLUSION
Malaysia is in 8th position in terms of population of human and 8th for cattle growth among ASEAN countries. The present study only provided the literature review on strategic management on livestock, especially on beef cattle. However, interesting issues relating to how to improve the number of qualified beef cattle for the teeming population of Malaysia is recommended for further studies.

LIMITATION AND STUDY FORWARD
This study is only a brief review of animal husbandry and livestock management, especially livestock. The research aims to provide additional information for future researchers.
REFERENCES


PAY SATISFACTION AMONGST ACADEMICS IN MALAYSIAN UNIVERSITIES

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ABSTRACT

Purpose of the study: This paper focused on the focal aim of analysing academics in higher education institutions satisfaction on pay satisfaction and its relationship with overall job satisfaction.

Methodology: Descriptive analysis such as frequency, percentage and mean are used to explain the level of each of the variables included in the study. Analysis of variance (ANOVA), Post-hoc tests and t-test are used to test whether there are significance differences on the level of pay satisfaction and the levels of the satisfaction between different demographic backgrounds of academics.

Main Findings: The findings indicated that the level of satisfaction in pay among academics was moderately low. The differences of pay satisfaction was also analysed based on demographic differences of age, gender, tenure of the academics and management position.

Novelty of the Study: The findings of this study will help in terms of understanding the state of pay satisfaction of academics and its relationship with their overall job satisfaction. It was hoped that the findings of this study would add to a larger body of studies of job satisfaction and pay satisfaction, especially studies among Malaysian higher education academics.

Keywords: Pay Satisfaction, Job Satisfaction, Academics, Higher Education.

INTRODUCTION

Pay satisfaction and its function as one of the factors of overall job satisfaction has been studied over several decades which in turn contributed to the findings of the positive and negative aspects of pay satisfaction. Pay is one of the key antecedents that impacts an individual worker’s job satisfaction. Also, as evidenced by a mixed-method study on the antecedents of job satisfaction conducted by Mohd Noor (2013), pay is one of the most significant and important indicators of job satisfaction. The paper is divided into four sections. The first section discusses the literature on pay satisfaction. The second section confers the methodology used to investigate the state and level of pay satisfaction among academics in higher education institutions. The third section discusses the findings of the study and the last section manifests the conclusion and recommendations for future studies.

LITERATURE ON PAY SATISFACTION

Pay has been typically used as a career barometer to measure status and equity in the workplace and has been shown to affect morale positively or negatively (Hagedorn, 2007). According to Spector (1996), pay satisfaction is mainly related to the happiness or satisfaction with pay and raises a worker obtained from the organization based on the amount of job they did for the organization. Spector (1997) deems pay as one of the key antecedents that impacts an individual worker’s job satisfaction. Also, as evidenced by a meta-analysis on the antecedents of job satisfaction conducted by Gabbidon and Higgins (2012), pay is one of the most significant and important indicators of job satisfaction. Pay is also regarded as the significant and positive antecedent of job satisfaction in the studies of Mamiseishvili (2010), Spector (1997), Mohd Noor (2004) and Akpofure et al. (2006).

In the realm of the higher educational sector all over the world, pay had been regarded as an important element in determining the attitude and behaviours of academics such as their job satisfaction, organizational commitment, organizational citizenship behaviour, intention to leave and others. In studies conducted by Saygi, Tolon and Tekogul (2011) among academics in Fisheries Faculties at Turkish universities, Abdulsalam and Mawoli (2012) among university academics in Nigeria, and Gabbidon and Higgins (2012) among criminal justice academics in the United States of America, found that their respondents among academics were moderately satisfied with pay. Brown (2008) in her study among Northern Caribbean University’s full-time workers that respondents have a moderate satisfaction with salary or pay. Oshagbemi (1997b), Graham and Messner (1998), Koustelios (2001), Barrett and Yates (2002), Akpofure et al.(2006), and Donnelly (2006) found that academics in their studies respectively were not satisfied with the salary or pay they got from...
their institutions. Different with a study conducted by Zemblays and Papanastasiou (2004), academics in Cyprus chose this career because of the high satisfaction towards salary.

In the Malaysian context, Mazlan (1992, in Mohd Noor, 2013) carried out a survey on selected headmasters of primary schools in the Malacca State in Malaysia and found that there were significant positive relationships between factors like including pay with job satisfaction. Mohd Noor (2004) in his study among academics in a secondary school in Johore State found that teachers had a moderate level of satisfied with pay. Santhapparaj and Syed’s (2005) study of job satisfaction of academics in private universities in Malaysia found that pay had a positive and significant effect on job satisfaction. In a study among lecturers in Penang state by Ch’ng, Chong and Nakesvari (2010), salary or pay satisfaction was found to be high and it was significant in determining the job satisfaction of the lecturers.

The above findings of satisfaction pay among higher education institutions academics globally and in Malaysia particularly, reveal the importance of having a thorough investigation among Malaysian higher education. Also, as evidenced by a meta-analysis on the antecedents of job satisfaction conducted by Brown and Peterson (1993, in Mohd Noor, 2004), and the descriptive analysis of job satisfaction among university academics in Pakistan by Bashir, Jiangiao, Jun, Ghazanfar and Khan (2011), pay is one of the most significant and important indicators of job satisfaction. Hence, these findings had initiated two questions to be answered. First, what is the level of academics’ overall satisfaction with pay? Second, are there any differences in pay satisfaction among academics by different type of demographic backgrounds of gender, age, tenure in current university and management position?

METHODOLOGY

The population for the study comprised academics from three public higher education institutions of Malaysia. Using a simple random sampling technique, the researchers drew a sample of 1078 from the estimated 2900 academics in the three participating universities. These respondents represent 37.2 per cent of the overall samples. The respondents included a wide range of university faculties, departments and academic units in each participating university. The scale of ‘Pay Satisfaction’ was used in the quantitative study in order to investigate academics’ satisfaction with pay. Five items included in this measure were adapted from Spector (1997)’s Job Satisfaction Survey and the instrument of Mohd Noor (2013), which measure pay satisfaction. Each respondent’s completed survey was then automatically computed and saved, and the results were downloaded into SPSS 20.0 for quantitative analysis. Some items in these scales were negatively worded in order to maintain reliable answers from respondents. These negatively worded questions were then reverse-coded before doing the reliability checking.

Descriptive analysis such as frequency, percentage and mean are used to explain the level of each of the variables included in the online study. To determine the level of pay satisfaction, frequencies and percentages of responses were calculated and mean and standard deviation results of satisfaction were analysed. The mean value of responses were computed and categorised into 3 interval level of responses accordingly to the work of Mohd Noor (2004; 2013). The interval level of responses were 1= low (mean score of 1.00-2.33), 2= moderate (2.34-3.67) and 3= high (3.68-5.00). The usage of mean comparison is to identify the demographic influence on the responses.

In this study, analysis of variance (ANOVA) and t-test are used to test whether there are significance differences on the level of pay satisfaction and the levels of the satisfaction between different demographic backgrounds of academics. Post-hoc tests were conducted after ANOVA was run in order to compare the differences of all investigated variables by different demographic backgrounds. For the purpose of comparing findings based on demographic backgrounds, the demographic variable was divided into several sub-groups. Gender was divided between male and female, age were divided into five groups according to their age, tenure was divided into four groups according to their tenure in the current university and management position was divided into two groups which are those with or without management position in the university.

FINDINGS AND DISCUSSION

Academics’ Overall Satisfaction with Pay

Table 1 presents the frequencies, percentages, and mean scores for each of the five questions on pay satisfaction responded to by survey respondents. All responses for negatively worded questions (Question 2,3 and 4) were reverse-coded. For Question 1: I feel I am being paid a fair amount for the work I do, about half of the overall respondents scored agree (f=544, %=50.5). On the other hand, the lowest score was disagree very much (f=58, %=5.4). It reflected that most of the respondents agreed that they were fairly paid for the work they do. On the whole, respondents showed a moderate score of satisfaction with pay using this question (mean=3.39, SD=1.07). Question 2: raises are too few was a negatively worded question. Hence, after the scores were reverse-coded, findings show that most of the respondents responded that they were dissatisfied and very dissatisfied with the rate of their salary raises (f=523, %=48.5). This was further proven with the mean result for the question which showed that overall respondents scored a low value of satisfaction with pay (Mean=2.85, SD=1.11).
Responses by respondents on Question 3: Raises are too far between, were fairly even between scores of dissatisfaction and satisfaction. A total of 398 respondents (36.9%) responded that they were dissatisfied and very dissatisfied while 399 respondents (37%) responded that they were satisfied and very satisfied. This findings together with the total mean value for the particular question (Mean=3.01, SD=1.11) mirrored a moderate score of satisfaction with pay. Question 4: I feel unappreciated by the organisation when I think about what they pay me is a negatively worded question. Hence, based on the reverse-coded result, respondents seemed to answer that they felt appreciated by the university in terms of pay amount. It also means that they were satisfied with the issue raised through the question, where 544 respondents (50.4%) scored agree and agree very much. Overall, respondents scored a moderate level of satisfaction with pay by this question (Mean=3.24, SD=1.15).

Respondents of the study also scored a moderate level of satisfaction with pay for Question 5: I feel satisfied with my chances for salary increases (Mean=3.36, SD=1.04). However, about half of the total respondents of this question answered that they agree and agree very much (f=589, % =54.6). In accordance with the findings presented in Table 1, a further analysis was undertaken to investigate the overall level of satisfaction with pay. The result shows that respondents had a moderate level of overall satisfaction with pay (Mean = 3.17, SD=0.81) based on all four questions measuring the variable. This finding supports similar outcome of Saygi et al. (2011) among academics in Fisheries Faculties at Turkish universities, Abdulssalam and Mawoli (2012) among university academics in Nigeria, and Gabbidon and Higgins (2012) among criminal justice academics in the United States of America, where respondents among academics in a were moderately satisfied with pay. However, the current study’s finding does not support the finding of Oshagbemi (1999) among university academics in the UK, Akpofure et al. (2006) among higher education academics in Nigeria, Koustelios (2001) among teachers in Greek, where pay was the least satisfying factor. The other central finding was that this outcome shown that pay had been substantially perceived by academics as an important antecedent of job satisfaction. Hence, it is worth further investigating if there were any differences of responses on pay satisfaction among different type of academics’ demographic backgrounds.

### Table 1: Frequencies, Percentages and Mean Scores for Questions on Pay Satisfaction (N=1078)

<table>
<thead>
<tr>
<th>Question (n=1078)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question 1: I feel I am being paid a fair amount for the work I do. (Mean=3.39, SD=1.07)</td>
<td>58</td>
<td>5.4</td>
<td>215</td>
<td>19.9</td>
<td>159</td>
</tr>
<tr>
<td>Question 2#: Raises are too few. (Mean=2.85, SD=1.20)</td>
<td>121</td>
<td>11.2</td>
<td>402</td>
<td>37.3</td>
<td>181</td>
</tr>
<tr>
<td>Question 3#: Raises are too far between. (Mean=3.01, SD=1.11)</td>
<td>84</td>
<td>7.8</td>
<td>314</td>
<td>29.1</td>
<td>281</td>
</tr>
<tr>
<td>Question 4#: I feel unappreciated by the organisation when I think about what they pay me. (Mean=3.24, SD=1.15)</td>
<td>78</td>
<td>7.2</td>
<td>251</td>
<td>23.3</td>
<td>205</td>
</tr>
<tr>
<td>Question 5: I feel satisfied with my chances for salary increases. (Mean=3.36, SD=1.04)</td>
<td>44</td>
<td>4.1</td>
<td>216</td>
<td>20.0</td>
<td>229</td>
</tr>
</tbody>
</table>

Note: Negative-worded questions were remained the same as in the quantitative study in order to demonstrate the norms of the original questions. n=total respondents, SD=standard deviation, f=frequency, % =percentage, 1=disagree very much, 2=disagree, 3=neither disagree nor agree, 4=agree, 5=agree very much. # = Negatively worded question.

Differences in Satisfaction with Pay among Academics by Gender

An independent sample t-test was conducted in order to compare the satisfaction with pay for males and females. The t-test results indicated that there was a significant difference in scores for male academics (M=3.26, SD=0.81) and female academics [M=3.09, SD=0.80; t (1041)= 3.35, p= 0.01]. Thus, there is a statistical significant difference in satisfaction with
pay by different genders among academics, where male academics scored a slightly higher mean score than their female counterpart.

Pertinent key findings here were, first, this finding opposes the outcome of Noordin and Jusoff (2009) among Malaysian academic staff in higher education institutions, where they found no significant difference on pay among the respondents by gender. The current study finding is also found to be dissimilar with Roberts and Chonko (1994) where males have slightly lower satisfaction with pay than females. Next, the current study’s finding also went against the outcome of Okpara et al. (2005) among university faculties in the United States of America, Abdulsalam and Mawoli (2012) among university academics in Nigeria, and Arif et al. (2012) among university teachers in Pakistan, where female employees were found to be significantly more satisfied with pay than their male counterparts. Secondly, this study’s finding supports Bittner and O’Conner (2011) in terms of satisfaction with pay among nurse academics in the New England region, where males were more satisfied with their salary than their female colleagues.

### Differences in Satisfaction with Pay among Academics by Management Position

A one-way between-groups analysis of variance (ANOVA) was conducted to explore the impact of management position on levels of satisfaction with pay among academics. Following Oshagbemi’s (1997a) study, respondents in the online study were divided into five groups according to their management position: (Group 1: 25 and under; Group 2: 26 to 35; Group 3: 36 to 45; Group 4: 46 to 55; Group 5: 56 and over). The ANOVA test indicated that there was a statistically significant difference at the p<0.05 level in satisfaction with pay among the five different management groups [F(4, 905)=10.621, p=0.00].

The results of post-hoc analysis for satisfaction with pay among academics by management groups shown that the highest mean value of satisfaction scored by the academics who were 26 to 35 years old (M=3.27, SD=0.84; t (927)=2.67, p<0.05) compared to their management counterparts. This is interesting because, whether the mean difference looked relatively small (M=0.15), the findings on the satisfaction with pay among a greater number of respondents in the survey showed a considerable higher satisfaction among those without a management position as compared to their management counterparts.

### Differences in Satisfaction with Pay among Academics by Tenure

A one-way between-groups analysis of variance (ANOVA) was conducted to explore the impact of tenure on levels of satisfaction with pay among academics. Respondents in the online study were divided into four groups according to their tenure in the current university (Group 1: 10 years and under; Group 2: 11 to 20 years; Group 3: 21 to 30 years; Group 4: 31 years and over).

The ANOVA results for satisfaction with pay among academics by tenure groups indicated that there was a statistically significant difference at the p<0.05 level in satisfaction among the four different tenure groups [F(3, 898)=3.516, p=0.015].

The results of post-hoc analysis for satisfaction with pay among academics by tenure groups reflected that the highest mean value of satisfaction shown by academics was for the group who have worked for 31 years and over (M=3.40, SD=0.00), while the lowest mean scored by academics who were 25 years old and under (M=3.06, SD=0.77). Post-hoc comparisons using the Tukey HSD test indicated that academics who have worked between 11 to 20 years (M=3.14, SD=0.79) had a significantly higher level of pay satisfaction than their younger colleagues of 26 to 35 years old (M=3.06, SD=0.77) and 36 to 45 years old (M=3.15, SD=0.93). No significant difference existed between academics in any of the other groups. This finding is inconsistent with Akpofure et al.’s (2006) where he found that in Nigeria, older academics were less satisfied with pay than the younger academics.

### Differences in Satisfaction with Pay among Academics by Age

A one-way between-groups analysis of variance (ANOVA) was conducted to explore the impact of age on levels of satisfaction with pay among academics. Following Oshagbemi’s (1997a) study, respondents in the online study were divided into five groups according to their age (Group 1: 25 and under; Group 2: 26 to 35; Group 3: 36 to 45; Group 4: 46 to 55; Group 5: 56 and over). The ANOVA test indicated that there was a statistically significant difference at the p<0.05 level in satisfaction with pay among the five different age groups [F(4, 905)=10.621, p=0.00].

The results of post-hoc analysis for satisfaction with pay among academics by age groups shown that the highest mean value of satisfaction scored by the academics who were 56 and over (M=3.52, SD=0.77), while the lowest mean scored by the group of 25 years old and under (M=3.06, SD=0.77). Post-hoc comparisons using the Tukey HSD test indicated that academics who were 46 to 55 years old (M=3.51, SD=0.85) had a significantly higher level of pay satisfaction than their younger colleagues of 26 to 35 years old (M=3.06, SD=0.77) and 36 to 45 years old (M=3.15, SD=0.93). No significant difference existed between academics in any of the other groups. This finding is inconsistent with Akpofure et al.’s (2006) where he found that in Nigeria, older academics were less satisfied with pay than the younger academics.

Thus, it can be concluded that academics with a longer tenure had a significantly higher pay satisfaction level as compared to their juniors. This finding is opposite to Kousetelios’s (2001) and Saygi et al. (2011) where they found that there was no significant difference of pay satisfaction between different categories of tenure or working experience groups among Greek teachers and Turkish academics.

### Differences in Satisfaction with Pay among Academics by Management Position

An independent sample t-test was conducted in order to compare the satisfaction with pay for academics holding management position or not holding any management position in the university. The t-test results indicated that there was a significant difference in scores for academics that hold a management position (M=3.12, SD=0.81) and academics that do not hold any management position (M=3.27, SD=0.84; t (927)=2.67, p<0.05). This is interesting because, whether the mean difference looked relatively small (M=0.15), the findings on the satisfaction with pay among a greater number of respondents in the survey showed a considerable higher satisfaction among those without a management position as compared to their management counterparts.

Thus, the conclusion is that academics without any management positions were more satisfied in terms of pay compared to academics with management positions. This current study’s results were different with the findings of Rad and
Yarmohammadian (2006), where employees without management position had a lower level of satisfaction towards pay compared to the senior, middle, and first line managers at Isfahan University Hospitals in Iran.

CONCLUSION AND RECOMMENDATIONS

Based on the findings, it was evidenced that respondents had a moderate level of satisfaction with pay. This finding supports similar outcomes of Abdulsalam and Mawoli (2012), Gabbidon and Higgins (2012) and Saygi et al. (2011), but is not in accordance to the findings of Oshagbemi (1999), Koustelios (2001), Barrett and Yates (2002), and Akpofure et al. (2006), where they found pay was the least satisfying factor. The current study findings confirmed the influence of the Malaysian socio-economic context in shaping the satisfaction with pay among university academics. As argued by Mohamed (2006), the need to have a better financial income had become one of the priorities among the workers including academics in developing countries such as Malaysia. To compare the amount of their own salaries and the better salary earned by academics in other developed countries such as Singapore, Taiwan and Australia may not be relevant, but in reality this cannot be avoided among academics in Malaysia, especially among those in public universities. Additionally, evidenced by the arguments of several academics in Mohd Noor’s study (2013) in focus group interviews, academics in public universities keep comparing the better salary rate that academics in private foreign universities in Malaysia enjoy with what they earn, and this has a significant impact on their job satisfaction.

Furthermore, this is in accordance with the argument of Herzberg’s Hygiene and Motivator theory where level of salary is one of the hygiene factors for a worker. Hygiene means that it has a sense of medical resemblance because it represents elements of the job which if removed or improved do not bring health but merely prevent bad health (Sentovich, 2004). In this case, the current paper’s finding confirms the Herzberg’s theory that when the hygiene factor (pay) is dealt with, the individual academic will find it easy to enjoy satisfaction from the other motivator factors. In the same sense of satisfaction with pay, males were more satisfied than females and this supports the finding of Bittner and O’Conner (2011) but went against the outcome of Abdulsalam and Mawoli (2012) and Arif et al. (2012). In reality, there were no differences in terms of pay earned by both male and female academics in Malaysian Public Higher Educational Institutions. However, based on these specific findings, females seemed to be less satisfied because they may think that they should get higher pay to meet family needs. This was evidenced by a statement of a female academic in Mohd Noor’s study (2013) who reflected on her responsibilities for the family which had been her main concern prior to her concern on her job. Older academics were more satisfied than the younger ones and this is inconsistent with Akpofure et al.’s (2006) outcome where older academics were more satisfied on pay compared to younger academics.

Then, different to Koustelios’s (2001) and Saygi et al. (2011)’s findings, it was found that in the findings, senior academics were more satisfied with pay than juniors. This may be due to his longer length of tenure and acceptance of the reality of the situation or it may be due to the older academic earning higher pay. Finally, academics without management position were more satisfied than those with management position and this is different to the finding by Rad and Yarmohammadian (2006). Those with management positions may feel that their pay rates are too low due to the heightened levels of responsibility especially due to the changes evident in the higher education sector. Therefore, the current paper’s findings are considered as an important contribution in the realm of pay satisfaction among academics higher education institutions with and without management positions.

The study in this paper was done on the job satisfaction of academics in three participating public higher education institutions in Malaysia. Discussion of variables related in this paper such as demographic backgrounds and pay satisfaction is confined to the respondents’ feedback on the study. Thus, in regards to generalizability of the results, all the findings from the paper were confined only to academics in the participating universities and cannot be generalised to academics in any other public universities in Malaysia. Further studies in the similar framework should be conducted to determine the other antecedents of job satisfaction, among academics in all 20 public universities in Malaysia. Additionally, it is recommended for the future studies to extend the same framework of the paper into the private sector of higher education in Malaysia which then could compare differences of job satisfaction factors, between private and public universities academic staff, or in a broader setting, between local Malaysian university academics and other regional countries. It is worth future studies determining any other important antecedents that may have a significant influence on academics’ job satisfaction particularly among academics in the public higher education institutions. Finally, a similar study should be conducted using a different mixed-methods research design other than the surveys which has been implemented in the paper. For example, future studies can incorporate interviews, case study, observation and others, in order to use additional enriched information on the job satisfaction and its antecedents together with its consequences variables among academics of Malaysian public higher education institutions.
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POSTGRADUATE CURRICULUM IN THE CONTEXT OF GLOBALISATION FROM THE PERSPECTIVE OF KNOWLEDGE MANAGEMENT PRACTICES

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ABSTRACT

Purpose of the Study: This article focuses on the postgraduate curriculum (PGC) which describes the nature of the educational process, system, level, activities and strategies within the contemporary context of globalisation according to knowledge management practices (KMP). It starts from a problem that might be seen as a contradiction between the structured natures of knowledge within a specialization compared to the arbitrary nature of globalization perception.

Methodology: This study is a conceptual study based on literature and theoretical discourse which aims at describing a conceptual framework on PGC within the contemporary globalised world. Two selected postgraduate curriculum educational frameworks were chosen as a sample for review to meet the methodological application. While KMP, in this context, is a tool in assessing and bridging the real situation with the globalisation setting.

Main Findings: The identification of knowledge attributes is vital due to the dynamic nature of knowledge development and creation. With the presence of those attributes as a fundamental principle, its unification and harmonisation can be applied to sound and enduring postgraduate programs. Knowledge attribute unification model leads its learners toward productivities or application of usage, while unification lead them toward knowledge maturity, dynamic and growth. PGC’s global knowledge harmonisation model requires knowledge of the current status that is in track with future trends of knowledge development which can be adapted and adopted according to the needs and conditions that indirectly creates knowledge impact on the industries and societies.

Novelty of the Study: This study exhibited on the evolution of the PGC within the contemporary needs and requirements as a result of different factors like contemporary social problems, knowledge attribute and structures. Hence, PGC’s global knowledge harmonisation model suggest a suitable postgraduate curriculum with the unification of knowledge management practices embedded with the globalisation elements.

Keywords: Post Graduate Curriculum, Globalisation, Knowledge Management Practices.

INTRODUCTION

Postgraduate education (PE) has become a subject of discussions, especially in the effort of making it relevant to the needs of the current time and the rapid changing of lifestyle and global economics situations. From Islamic points of view, Postgraduate Curriculum (PGC) should shape its learners to become pure, pious, providing such intellectual understanding plus able to produce balanced graduates, both in thinking and actions. In the Quran, Surah Al-Hujurat (49:13). Allah SWT stated that; “O mankind, indeed We have created you from male and female and made you peoples and tribes that you may know one another. Indeed, the most noble of you in the sight of Allah is the most God-fearing among all.” (Tafsir al-Jalalayn, 2007). Hence knowledge must be seek but not to boast since the most knower is only Allah SWT. Focusing on examination-based education at the postgraduate level would produce rigidity in thoughts and limits creativity. Curzon (2003) had raised this issue, where he stated that a proliferation of examination has led to the situation of rigidity and complexity. This shows that PG education as a level of study is a multidisciplinary substance in nature with an identical specification of scope and field. The focus of this article is not, however, to deal with all theoretical aspect and conceptual disciplinary issues of PG educational practices. Instead, it focuses on the application of its philosophical foundation and integration of some practices in explaining the needs of PGC to harmonise the knowledge within contemporary globalisation situation.
The structure of postgraduate studies formed the specialisation of knowledge that has been long practiced. It argues on Moore’s ideas which composes that the critical idea implicit in a realist theory of knowledge is knowledge differentiation. Moore (2007) indicated that traditionally, the postgraduate program had been developed as a continuation from the undergraduate program. Chapleo (2010) argued that postgraduate product should occupy the key factors of distinctiveness instead of the similarity of products. Peralt-Rillo and Ribes-Giner (2013) emphasised on differentiation strategies adopted by universities to provide a real direct touch to the proactive market orientation. Within this approach, various institutions have been developed PG programs as an academic expansion of studies. While a curriculum in a PG program is meant for a higher level of academic exploration, understanding, skills application, and thinking ability in a specific field or scientific discipline, in other words, a PGC should represent the ‘true sense of contemporary knowledge’ especially in the context of the globalisation era. This conclusion was highlighted from a paper by Moore, where he draws on the critical realist tradition in the philosophy of science and establishes the epistemological basis for the idea of ‘voice of knowledge’ in education (Moore, 2006). The question is, how do we solve the challenges of globalisation of knowledge?

In this regard, we can simply define the Postgraduate nomenclature as referring to any program of study in a higher learning institution in standard offering specialised courses (either a Master's degree or a philosophical doctorate (PhD.) and even certificate and diploma of postgraduate) as needed by their targeted learners whom already graduated from their general degree of studies from an academic organisation. Hence, PGC in prior should be analysed on its strength, weaknesses, opportunities and threats which could provide insight into how the curriculum could be implemented and identify the factors that might stimulate or impede the implementation of the new curriculum (Van der Aa et al., 2016). Therefore, this study is an exploration of possible innovatively in designing and developing PGC educational structure from the perspective of knowledge management (KM) criteria and practices. The emergence of various PGC indicating challenges for traditional postgraduate educational approaches as learners have to re-align their previous academic background and discipline-specific approaches with the current evolving of knowledge creation, expansion, application and etcetera. Consequently, a PGC demonstrated that learners acquired knowledge through the hands-on project and self-experiential learning facilitated by PGC in their academic integration development, in which empowering them to become leaders in the field of their specialisation. However, this requires a curriculum effectively supported its learners to work collaboratively and effectively (Dale, 1981). In this context, the goal of many KM projects is to ease the challenges of knowledge creation ability, to overcome its controversial effects, and to shape its users become endowed with its ongoing functional usage.

Therefore, the effectiveness of KM in many disciplinary contexts must be based on understanding the dynamic nature of knowledge itself (McInerney, 2002). In this relation, Saulais and Ermine suggest that there are four dimensions mainly influencing knowledge transfers which are characteristics of knowledge, knowledge transfer mechanisms, the absorption capacity of the receptors, and cultural and organisational contexts. In fact, the current status of many PGC is blurred due to several factors, such as economic development, regional situation and institutional background or legal status. Consequently, such a factor reflected and demonstrated in variations of the curricula offered. For example, the content of a PGC can reflect the philosophy of an academic institution in which its location surrounded by massive industrial production. Due to this contextual existing, issues such as the educational standard, research development policy of each institution or country and the regional academic advancement need be studied before embarking on the design of such a curriculum (Theodoropoulos, Koutsabasis, & Darentas, 2001). However, these representations need to be further elaborated and surveyed to accommodate recent advances in the academic field and globalisation challenges as well as other regional issues. Indeed, there have been various PG educational policy reforms at the local or regional level to overcome the globalisation impacts and challenges (Bontis, 2001). Furthermore, according to the ITAA-1999 report, it is proposed that ‘every university should seek to establish a local alliance to gain meaningful input on how to make course offering more relevant and up-to-date’ (ITAA, 1999). Taking into consideration that there are always contradictory disturbing two polarised themes emerge, one is to urge the university to go for a curriculum that is more relevant and second, is to ignore relevance and focus on research, instead (Knowles & Hensher, 2005). Zajda, (2015) emphasised that the forces of globalisation and political, economic and cultural transformations had changed which contribute towards competing methodological approaches that effects the education policy and pedagogy. There are also many challenges of implementing integrated PGC which need to be addressed, including breaking down its specialisation professional knowledge a step ahead in preparing its active knowledge users together with unified multiple knowledge types and resources.

LITERATURE REVIEW

Knowledge Management’s Role and Function

What is knowledge management (KM)? What is its role function? As a first step to answer this critical question, it is useful to distinguish first between raw information and knowledge. Raw information may be considered as widely available in users’ hand, but only some users will be able to convert the information into relevant knowledge and to apply this knowledge to achieve their aims objectively. In this aspect, KM is regarded as strategic knowledge processing tools and platforms that hold out the promise of transforming how information and knowledge working effectively (Dalkir, 2005; Faulkner, 1994).
Since knowledge is refer as a theoretical or practical understanding of a subject, KM then should be regards as a kind of working method and philosophy. It should be enriched with a huge wealth of contributions from scholars that extensively accumulated over various experiences (Gao, Chai, & Liu, 2018). In this context also, KM can be considered as a natural phenomenon in working with knowledge. Furthermore, it is not a new issue in human history and practice. Indeed, it is not a new idea. It is an essential element in life activity, especially in the long run toward progress and success. Consequently, there are various terminologies and definitions for it, starting from the broad process of locating, organising and transferring, up to the information usage in sharing and networking. However, in one aspect, KM is regarded as similar to ‘information management formulation’ where the notion of the systematic strategy of collecting, documenting and distributing knowledge, whether explicit or tacit are included. Obviously, in this regard, ‘knowledge disorganised is life disorganised’ as discussed by Bakar (1999), where he elaborated on how knowledge of the essences or true nature of things is timeless because essences, natures, and realities of things refer to the eternal aspects of the universe, should be organised by the human being. Thus, Gao et al. (2018) buttressed that effective management of knowledge brings many positive outcomes to improve learning efficiency.

However, the question arises on whether the concepts of KM applicable to the postgraduate educational system? Some would argue that sharing knowledge is their core businesses. If that is the case, the higher education sector should be replete with examples of institutions that leverage knowledge to spur innovation, improve customer service, or achieve operational excellence. However, although some examples exist, they are the exception rather than the rule. KM focuses on how knowledge usage strategically. Its experimental evidence already begins in higher education (Faulkner, 1994). Hence, from the context of knowledge function, the knowledge users have to know the true nature of their working knowledge. This type of understanding is particularly essential to any participating member. By knowing this situational function, all participants will be directed toward knowing what kinds of knowledge strategies should be selected and which tools that are needed for any particular processing act and react. Then the adequacy of knowledge will determine the quality of knowledge output. For here, the importance of knowing the right tools in generating new knowledge for specific objectivity and challenge becomes evidence (Braudel, 1979). By doing so, it establishes the basis for achieving simultaneous ‘freezing’ and ‘unfreezing’ knowledge function. This practice will lead to the effectiveness of decision-making because doing the right thing is supposed to increase the efficiencies (in doing things right). Hence, the foundation of KM practices can be easily perceived, especially in term of enhancing knowledge through its structured practices and effective organisational learning strategies. Thus, as affirmed by Faulkner (1994), knowledge becomes a functional tool in delivering values in making success. Likewise, in this regards, knowledge sharing is equally important as enhanced by Navimipour and Charband (2016) that knowledge sharing is one of the important parts of the knowledge management system whereas individual, team, and the organisation share the knowledge with other members in the form of activities through various ways possible. Nonetheless, knowledge should be reached, well disseminate, managed and shared among the circle of learning institutions. By able to do this, higher learning institutions substantiated their capability in many ways among those are ways and method of managing big data to personalised individual student’s or researcher’s needs, suitable with the current time and technology. Liu, Wang, and Lin (2017) acknowledged that time management, computer usage efficiency management, mobile device usage behaviour management, health management and browser surfing management are areas where big data can be applied to personal knowledge management.

From the above discussion, KM is regarded as working with knowledge strategically, efficiently and effectively. The existence of KM practices can be observed in many aspects, such as the functional stability of knowledge within an organisation. It means that the organisation had already established the specific roles and regulation of knowledge as required for its standard of production. Some organisation have created dedicated functional structure, for example, a ‘Chief Knowledge Officer’ (CKO), others have created specific duration of knowledge practices until KM has become embedded throughout the organisation, and become part of its culture (Bontis, 2001). Aside from that, Wang et al. (2016) proposed an index system of KM, which includes four components of KM process, organisational knowledge structure, economic benefits and efficiency.

**Globalisation of Knowledge**

The critical point at the beginning of this subject is that we do not attempt that the current phenomenon of globalisation as having a contradicting co-existence of meaning and concept to the role function of PGC within the contemporary educational system. One for sure is that the real phenomenon of contemporary life is changing and globalising. All can be seen as affected, including the higher education and learning sector both in a public and private institution. At the same time, globalisation is not a single or universal phenomenon. It is nuanced, according to locality (local area, nation, world region), the language of use, academic cultures and its function accordingly to the type of institution (Topa, 2010). It includes the relations among family and friends, is rapidly becoming organised around a much more compressed view of space and time. Even children watching television or listening to radio are re-conceptualising their “world,” in terms of the meanings that they attach to music, the environment, sports, or race and ethnicity (Braudel, 1979). Therefore, the term global economy, for instance, is not referring to a world economy, in which it has existed since a long time ago (Bontis, 2001). Apart from that, it represents the develop strategies toward a circular economy and reductions of material and energy use,
improved knowledge about stock-flow dynamics, the role of stocks in connecting human well-being and resource use, and the spatial patterns of stock distribution is required (Krausmann et al., 2017). Moreover, the global economy became possible because of the technological infrastructure provided by improved telecommunication networks, information systems, including the Internet, microelectronics machinery, and computerised transportation systems. Additionally, the ‘internet of things’ (IoT) brings an interconnected worldwide network based on sensory, communication, networking, and information processing technologies, which become a new version of information and communications technology (ICT). (Kraunenburg, 2013; Marry, 2013) which include e-learning within KM structure. A new paradigm of ‘Social Internet of Things (SIoT)’ is proposed to describe a world where things around human being can be intelligently sensed and networked. Facebook, Twitter, Instagram and micro-blog are permeating people’s daily life whereas it attracted many attentions from the scientists and researchers in e-business, e-learning, sociology, psychology, and networking (Li, Xu, & Zhao, 2015). Fruhlinger (2020) elaborated that IoT are internet-connected devices that gather data, Whereas to make the data useful it needs to be collected, processed, filtered and analysed, each of which can be handled in a variety of ways. Today, as distinct from even a generation ago, capital, technology, management, information, and core markets are globalised. Globalisation together with new information technology and the innovative processes they foment are driving a revolution in the organisation of work, the production of goods and services, relations among nations, and even local culture. No community is immune to the effects of this revolution. It is changing the very fundamentals of human relations and social life. Braudel (1979), highlighted that two of the main bases of globalisation are information and innovation, and they, in turn, are highly knowledge-intensive. Internationalised and fast-growing information industries produce knowledge of goods and services. Today’s massive movements of capital depend on the information, communication, and knowledge in global markets. Moreover, because knowledge is highly portable, it lends itself easily to globalisation. If knowledge is fundamental to globalisation, globalisation should also have a profound impact on the transmission of knowledge. Knowledge, in this context, has to be understood not only as information but as institutionalised, embedded social practices, conventions, and rules, which are essential elements (Storper & Dunning, 1999) in a global effect. In a case of higher learning institution, Topa (2010) opined that university is visible to each other and each individual higher education institutions could not completely seal themselves off from global effects. The recent Times Higher Education impact ranking list down top 100 universities that committed to fulfil the 17 United Nations Sustainable Development Goals (SDGs). The SDGs are a global call to action to tackle poverty, climate change and inequality. As the winner to the top list, University of Auckland, New Zealand success in emphasising (good health and well-being for people) and highly scored for gender equality and sustainable cities and communities (Times Higher Education, 2020).

**Primary Post Graduate Curriculum Knowledge Attribute Unification through Knowledge Management Practice**

One starting point in the elaboration of the role of KMP within PGC set-up is to focus on its coursework designing and to measure the unification of its BOK attribute shared by its knowledge providers and receivers. In other words, the main contribution of KMP in the smooth running of PGC’s designation and innovation is to identify the attribute of PGC’s circulated knowledge, to unify its functions, to verify its forms and types, besides capturing and controlling before its dissemination, sharing and apply successfully and effectively within an educational set-up (Kidwell, Vander Linde & Johnson, 2000). The practices of KM should enable its educators and learners to create a new, to lead knowledge application comprehensively and effectively as required by its contemporary globalisation needs and challenges (McInerney, 2002). Every PGC is composing of different modules, course works, and syllabus to achieve its expected knowledge out-comes in which it requires the integration of various knowledge sources. This practice has received much attention seen over the last decade in leading specialisation skills and in-depth functional knowledge for growth and development (Carnoy, 2005). Indeed KM is a process that transform data into knowledge and knowledge into capital. It highlighted of how the management of knowledge is equally important as managing the resources (Mohajan, 2017). From the above discussion, this study concluded that the application of KM within the PGC educational setting should move toward unifying all aspect of knowledge attribute from its various modules and academic activities. The proposed model for this unification process shown in the following Figure 1.

Figure 1 illustrates the workflow of the PGC unification processing model using strategic KM tools. The term ‘unification of knowledge attribute’ as used here, is meant for unifying all circulated knowledge attributes serving a unified goal and objective. KA for instance, as a knowledge attribute is referred to the ability to identify the appropriate knowledge type and class from internal or external sources to become applied and circulated within PGC’s landscape and transforming it into a state of leading and controlling that specialised knowledge within its niche and strength. The same goes for KI and KU. Knowledge was learned through various means and forms, such as abstract or experiential, formal or informal and structured or by coincidence. One for sure, it should be leading its learners toward important out-come, either in the form of productivities or application of usage, while unification will lead them toward knowledge maturity, dynamic and growth. According to the above discussion, the unification practices of PGC knowledge attribute will enable it to possess joint responsibilities with all its related institutional units and classification. Collaboration among every community members can be taken as an example whereby default it is leading its members to achieve unification through attribute harmonisation.
process among its members. The same hypothetical observation, believe that PGC’s knowledge attribute unification will lead toward qualified standardisation of competencies and regularities.

**Figure 1:** Post Graduate Curriculum’s (PGC’s) Knowledge Attribute Unification Model

*Source:* Adopted from Knowledge Chain Model, Holsapple and Singh (2001)

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**Modelling Post Graduate Curriculum’s Harmonisation of Global Knowledge**

Universities have already been involved in various internationalisation processes establishing both bilateral and multilateral co-operation across borders. Through various integration schemes, starting from local and communal needs, up to the regional organisations based like the European Union (EU) and its Commission. Some educational harmonisation processes were materialised as a step toward fostering more integration and engagement of the regional collaboration in their preparations for the everyday challenges of globalisation in their respective regions (Emnet, 2013). From this perspective, PGC has gained distinct importance function and responsibility to face the challenges and transform it into opportunities in knowledge and skills development, especially with the emergence of technologies. Every postgraduate program must compose of detail basic fundamental principles such as curriculum frameworks, course structure, knowledge content, teaching and learning approaches, tools and strategies, together with assessment and evaluation standards. As presented in Figure 1, every BOK introduced within PGC should carry together its knowledge attributes such as KL, KC and KI. With the emergence of globalisation age, the functional status and structure of knowledge presented in PGC should be updated and harmonised in according to the current needs and requirement (Carnoy, 2005). The proposed model for this harmonisation process shown in the following Figure 2.
KEEC=Knowledge Expansion and Extension Competitiveness; LP= Learning Projection; KHP= Knowledge Harmonisation Process; PKA=Primary Knowledge Activities; SKA= Secondary Knowledge Activities; GK=Globalisation of Knowledge.

**Figure 2:** Post Graduate Curriculum’s (PGC’s) Global Knowledge Harmonisation Model

*Source:* Adopted from Knowledge Chain Model, Holsapple and Singh (2001)

Figure 2 illustrates the role function of KMP in harmonising global knowledge for the needs of contemporary PGC designation and development. The term ‘harmonisation of knowledge attribute’ as used here, is meant for harmonising all learning activities for the acquisition new globalised knowledge in which its come from external sources and then transform it to become harmony with all other circulated knowledge within PGC. For instance, by fixing those GK or attempting to represent it in a format that suit and harmony with PGC’s knowledge culture, a learning projection is already materialised and established. Potentially, knowledge became explicable after been shaped appropriately within a learning context and learning projection (Information Technology Association of America, 1999). This means that knowledge without harmonisation process signifying a defeat and losing the opportunity of articulating that knowledge and making its efficiently shared and leveraged in an organisation. If competitors have articulated and routinised the integration and application of similar or the same knowledge, then they may obtain a competitive advantage (Zack, 1999; Mohajan, 2017).

**METHODOLOGY**

This study is a qualitative literature-based theoretical discourse which aims at describing a conceptual framework as a designated PGC within the contemporary globalised world. For that purposes, KM and its role function has been defined and elaborated extensively, then followed by a brief description concerning the nature of knowledge in the context of globalisation. Finally, the case of Master’s Degree in Applied Linguistics and Translation (ALT) offered by An-Najah National University was a selected case for analysis (Thawabteh & Shehab, 2017). It has been chosen based on its relevancies and then objectively analyzed, reviewed and evaluated based on the principles of its knowledge attributes in the context of globalisation challenges.

**RESULTS/FINDINGS**

A Case Study Analysis of Applied Linguistic and Translation Curriculum

As noted from the above discussion, in designing or developing a PGC within our contemporary globalised world, requires the integration of various relevance principles and theories for its specialised field. At the same time, its knowledge attributes should be unified, while its knowledge of functional status and structure should be harmonised for its current fitness and future survival. However, both fundamental principles are commonly used as a general educational term. Therefore, it detail application framework and adoption strategies remain a challenging concept to define and examine, especially for the case of PGC. For that purpose, the Master degree in Applied Linguistics and Translation Curriculum (ALTC) offered by An-Najah National University was selected for case analysis in reviewing the possibility of KMP in unifying and harmonising its knowledge attributes (Thawabteh & Shehab, 2017). As the term itself suggests, it is not merely to describe all aspect of its program philosophical foundations and structure, but instead it is typically an attempt to identify the possibility of adopting KM tools and strategies within the smooth running of a PGC (ANU, 2019). Table 1 below is a representation of the relevant sampling aspects of analysis for the case of Master curriculum in Applied Linguistics and Translation.
### Table 1: Case Analysis of Post Graduate Curriculum from the Perspective of Knowledge Management Practices

<table>
<thead>
<tr>
<th>No.</th>
<th>Aspect</th>
<th>Description</th>
<th>KMP’s Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Program Description</td>
<td>Presenting translation as an essential foundation for science renaissance where it make possible to transfer other sciences and innovations through it. Justifying modern age as witnessing a stunning acceleration in scientific and technical progress which makes it a great burden to translate science, especially without comprehensive training and supervision.</td>
<td>The name needs more attracting wording style to suit the contemporary global practices.</td>
</tr>
<tr>
<td>2.</td>
<td>Program Objectives</td>
<td>Aiming at preparing and rehabilitating local specialists who will contribute generating related knowledge and skills in various sectors.</td>
<td>Unification and harmonisation will broaden its knowledge attributes and function.</td>
</tr>
</tbody>
</table>
| 3.  | Learning Strategies| 1. There are many and varied teaching ways used and applied.  
                      2. There are many practical and required courses provided.  
                      3. E-learning is used to supports instructors and learners. | More attention needed to identify the most suitable and effective learning strategies in materialising learning projection. |
| 4.  | Course Name        | 1. Advanced Reading in Language and Culture  
                      2. Research Seminar  
                      3. General Linguistics  
                      4. Contrastive Text-Linguistics  
                      5. Sociolinguistics  
                      6. Pragmatics  
                      7. Translation from English  
                      8. Translation Theory | All these courses (plus other activities) need further unification and harmonisation to increase knowledge maturity, dynamic, growth and competitiveness. |
| 5.  | Career Opportunities| Many and varied opportunities available in both public and private sectors, locally and internationally. | Introducing KMP will broaden the curriculum marketability. |

From Table 1 above, as part of a broader perspective in observing general case analysis of PGC for the ALTC program, in term of knowledge attributes within the context of contemporary globalisation development, the analysis shows that KMP very much relevance to the development and comprehensiveness of PGC knowledge attributes. In other words, the implementation of KMP base on the understanding of unification of knowledge attributes and harmonisation of contemporary global knowledge will help the program delivering its services efficiently and become competitive. Hence the PGC design should be contemporary, in line with the global needs and KMP. In relation to global knowledge economies, the role of higher education institution is very important as medium for a wide range of cross-border relationships and continuous global flows of people, information, knowledge, technologies, products and financial capital (Topa, 2010). Universities should extend its role to include pursuing partnerships and joint initiatives, understanding the need of local communities, and making their know-how more widely available (Filho et al., 2019).

**DISCUSSION / ANALYSIS**

There are a few findings that could be highlighted from this study. Among those are:
1. From the conceptual understanding of KM’s roles and functions, especially in the context of global knowledge, where the dynamic nature of knowledge is observed, it is reasonable that the study of PGC should begin with the identification of its knowledge attributes. It is due to the reason of the dynamic nature of knowledge development and creation influence the PGC designation and structures. With the presence of those attributes as a fundamental principle, then its unification and harmonisation can be applied to sound and enduring PG programs. In this relation, Storper and Dunning (1999) accentuated on the development of PGC process would be better adapted to contemporary knowledge-based, institutionally reflexive, than are the standard ways of thinking, where knowledge flows are just as important. In this notion, PGC from a higher learning institutional education should be able to play its role as (Filho et al., 2019) to evoke the potential of universities as local players and outlines the range of activities they may engage with, and which may allow them to act as pillars to local sustainability initiatives.

2. From the case analysis of PGC, it can be concluded that in order to design (or to develop and expend) a PGC in any field of specialisation, in the context of globalisation where knowledge continuously growing and changing tremendously from every angle and every field, the dynamic nature of the PGC’s knowledge attribute should be taken to measure. Indeed, knowledge is acquired actively and dynamically through various mean and form, especially within the context of globalisation. In this situation, PGC as a fundamental element of any PG program should consider applying specific KM tools and strategies in order to achieve its learning prediction and expectation. Thus, the dynamic nature of a PGC should continuously fulfil the ability to create and invent new knowledge. By this, its academic endeavour and scientific developments became significant in its area of specialisation, realistically acceptable, applicable and recognised. Indeed, both undergraduate and postgraduate levels in needs to comply with current development needs that can quickly adapt to the future professional condition as knowledge is continuously changing in all fields of study. Consequently, the task of designing a PGC requires knowledge of the current status that in track with future trends of knowledge development. Thus, it can easily be adapted and adopted according to the needs and conditions. It indirectly creates knowledge impact on the industries and societies. Archibugi and Pietrobelli (2003) mentioned that the involvement of the academic community into the business world is more demanded, the forms of diffusion of know-how within Universities and other public research centres have become of increasing importance for industrial development. Successful innovation policy to satisfy adults students and employers’ needs is an appropriate strategy and differentiation needed in global economy and complex economic situation (Peralt-Rillo and Ribes-Giner, 2013). In higher education context specifically, Clark, Chapleo and Suomi (2019) emphasised on the role of internal branding as part of brand management strategy that should be focussed.

3. Introducing KMP within PGC educational set-up will enable knowledge provider to unify its knowledge attribute and harmonising its external source of knowledge in according to its appropriate learning projection. Even there are many challenges and barriers in applying KMP, however it is proven that KMP able to coordinate and collaborate to improve the organisational performance by creating, sharing, retaining and applying the knowledge (Mohajan, 2017). KM programs evolve and flow as knowledge itself does. KMP can be dynamic and energetic just as knowledge itself is a dynamic force for innovation of expansion and creativity of knowledge creation. It helps to have someone actively unifying the knowledge attributes of a PGC and seeking out where the knowledge attributes exist in a knowledge activity. However, dynamic KMP can be materialised if a PGC educational set-up successfully harmonised all circulated knowledge within it, which enhance KMP as a structured culture in the program. Further, PGC should always be relevant to society as what Altbach and Teichler (2001) emphasised that universities always crucial to society, assume unprecedented centrality in the knowledge-based world of the 21st century. Among other vital benefits of higher education in the 21st century is that it helps communities and societies operate smoothly and enhances personal lives. It offers progress to a more efficient economy, improvement in people’s lives, and contributions to a more stable society (Vista College, 2019). They provide basic research that enables innovation to take place. They are also the source of training for the personnel required for the knowledge-and service-based industries of the new century. All of this takes place in a global framework.

CONCLUSION

As a practical matter, PGC in need of KMP to enable its knowledge attributes can be unified systematically, and its contemporary global knowledge would be harmonised effectively. This challenge is not insurmountable. With an understanding of dynamic nature of knowledge, how to identify, organise and unify knowledge attributes, and with a commitment to learning projection, harmonising global knowledge can become part of PGC usual cultured working activities, especially in collaborative endeavours of knowledge extension and expansion. Several crucial steps must be undertaken in PGC, KMP unification which is the identification of its knowledge attributes as a fundamental principle should consider applying specific KM tools and strategies in order to achieve its learning prediction and expectation. The dynamic nature of a PGC should be sustainable, especially in fulfilling the ability to create and invent new knowledge that can be adapted for future generations. This approach demonstrates and concludes how an academic harmonisation possibly can be achieved in PGC through a well-structured KMP. Most importantly, the knowledge attributes should be relevant, dynamic, energetic, a force for innovation and knowledge creation that takes place in a global framework.
LIMITATION AND STUDY FORWARD
The limitation of this study is due to the case analysis taken is only from one case that is the Master’s degree in Applied Linguistics and Translation (ALT) offered by An-Najah National University (Thawabteh & Shehab, 2017). This has been done due to the availability of the characteristics and elements in the curriculum needed for this study. Hence it would be better if the future studies could be designed to involve more programs from various higher learning institution especially in a similar field. By using the PGC’s model of Knowledge Attribute Unification and Global Knowledge Harmonisation Model, the research can be implemented to various PGC programs from different field of specialisations.

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PSYCHOLOGICAL EMPOWERMENT IN MALAYSIAN ARMY

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ABSTRACT

Purpose of the study: The purpose of this study is to identify the level of psychological empowerment perception held by all category of appointments in Malaysian Army which is the Officers, Senior Non-Commissioned Officers (SNCO) and Junior Non-Commissioned Officers (JNCO). Addressing the level of psychological empowerment perception will provide better understanding about it in Malaysian Army as well as facilitate future studies.

Methodology: The study adopts a quantitative research design in its proceeding. Survey method is employed with the aid of a questionnaire comprising of structured close ended questions being used as a data collection tool. Stratified random sampling method is used to rule out samples from the population. The data gathered are analysed using SPSS version 21.

Main Findings: The finding of the study revealed that psychological empowerment is highly perceived by all categories of appointment serving Malaysian Army. Nevertheless, the level of perception of individual dimensions differ with each categories of appointment. Comparing every categories of appointment revealed that Officers have the highest level of psychological empowerment perception followed by SNCOs while JNCOs have the lowest. The Meaning dimension is the most highly perceived dimension, followed by Competence and Self-determination dimensions while Impact is the least perceived dimension for all categories of appointment. Meaning and Competence dimensions are highly perceived generally. However, Self-determination and Impact dimensions are moderately perceived.

Novelty of the study: Psychological empowerment is still a new subject of interest in the field of Social Science. Lack of supportive research based evidence has led to the uncertainty and argument about the subject and its literature. Therefore, this study is intended to further diversify the literature and also to promote more studies within military setting in near future.

Keywords: Psychological Empowerment, Empowerment, Psychology, Organisational Behaviour, Servicemen, Army.

INTRODUCTION

Creating a highly (psychologically) empowered workforce is the aim of almost all organisations in contemporary workforce setting (Sangar & Rangnekar, 2014). However, lack of literature supporting the widespread of empowerment generally and psychological empowerment specifically is limiting the understanding towards the subject (Spreitzer, 1995). Despite its significance in management theory, the construct still lacks in supportive ideas and scientific studies which results in confusion pertaining the construct (Conger & Kanungo, 1988). Empowerment in this context encompasses decision making capabilities possessed by an employee and also the connection experienced by an employee towards their job personally.

Empowerment is the acquisition of control by an individual on his or her affairs while the psychological context of this literature refers to the intrinsic enhancement of their wellbeing (Christens, Peterson, & Speer, 2014). According to Corsun and Enz (1999), the key factor that earns an organisation its competitive advantage is the work culture exercised by the people in it. Hence, psychologically empowered staffs are highly likely to contribute to the subject. Viewing this from a defence perspective, a highly empowered military force is capable of disrupting enemy operations effectively henceforth secure the safety of the nation and its people (Vargas, 2009).

However, this is deviant to the traditional practice of regimental culture within military forces where a low ranked soldier is basically expected to only act according to the given orders (Kotze & Menon, 2007). Empowerment enhances the feelings of satisfaction experienced by a soldier towards his or her job (Dabaghi, Taghva, & Minashiri, 2013). Empowerment is essential in enabling employees to have decision making authority so that immediate solutions can be provided whenever necessary and it is totally against the typical belief that empowerment rips management of its control over employees (Chiang & Jang, 2008).

Globalisation and technological advancement has contributed to the expansion of battlefield thus inflicting significant changes in the pattern of war precedence. This calls for more impulsive forces which are capable of making immediate decisions while conducting swift operations (Kirkland, 1990). Hence, empowerment is of a greater favour than the traditional autocratic way of command. Empowerment in military forces is important to develop a more reliable and responsible force.
However, it must be done cautiously as to not affect the hierarchical and patriarchal culture of the military (Rasmussen, 2012).

Malaysian Army is one of the leading defence force in the region. Keeping the force empowered at all time is paramount to ensure its combat readiness and fighting capability. However, there had always been arguments between empowering soldiers and the traditional autocratic way of command as outlined by Rasmussen (2012), Kirkland (1990), Kotze and Menon (2007) and several other researchers. Hence, this article intends to measure the level of psychological empowerment held by officers, SNCOs and JNCOs serving Malaysian Army as a whole and also by dimension.

**RESEARCH OBJECTIVE**

Due to the contradicting arguments reported by previous studies (Rasmussen, 2012; Kirkland, 1990; Kotze & Menon, 2007) as well as to scrutinise psychological empowerment within Malaysian Army setting, the research objectives are as follow:

(a) to identify the overall level of psychological empowerment and its dimension held by Malaysian Army, (b) to identify the level of perception towards psychological empowerment held by each categories of appointment in Malaysian Army, and (c) to identify the level of perception towards the dimensions of psychological empowerment held by each categories of appointment in Malaysian Army.

**LITERATURE REVIEW**

Empowerment in general is not something that is to be entirely done by the organisation rather it is for the workers to do for themselves in terms of cognitive orientation pertaining their roles supported by the management (Salajeghe, Rashidi, & Mousaei, 2013). Psychological empowerment is a motivational construct comprised of four dimensions known as meaning, competence, self-determination and impact (Spreitzer, 1995). Similarly, Thomas and Velthouse (1990) too approached empowerment as a motivational construct which contains several measurable elements as outlined by Spreitzer (1995). According to Thomas and Velthouse (1990) and Spreitzer (1995), the four dimensions of psychological empowerment are derived as follow:

**Meaning** is the value that is reflected by a worker’s career goals and inner interests in performing a task (Thomas & Velthouse, 1990). It is the coherence experienced by an employee between their personal values and their job requirements that stimulates them to perform better (Spreitzer, 1995). Congruence between their personal values and beliefs with that of their job requirements results in more meaningful career goals (Spreitzer, 1995).

**Competence** is the capability of an individual to take control of situations and to predict outcomes within the context of their job role. It is a motivational function that cognitively affects their capability of performing a specific task to achieve a desired outcome (Bandura, 1989). Masoud, Rahman, and Albaity (2013) affirmed that competence is mediated by the degree of self-esteem and confidence possessed by an individual in accomplishing their task. The term competence is used instead of self-esteem as it is more work inclined (Spreitzer, 1995).

**Self-determination** refers to the authority held by an individual in determining the way a task should be carried out especially in terms of decision making processes (Thomas & Velthouse, 1990). Self-determination scale is also a reflection of the control an individual perceives to have in decision making processes as a whole (Çavuş, 2014). It is freedom of action held by an individual to initiate and exercise full control over their actions until a desired outcome is achieved without any forms of external influences (Çavuş, 2014).

**Impact** is the influence that is experienced by an individual as far as their job is concerned (Çavuş, 2014). It is also known as the significance that is assumed by an individual to make difference at work. Apart from that, the impact that is held by an individual can also be seen in terms of their significance in strategic, operational and administrative outcomes. It can be measured from the degree of control an employee assumes to possess in shaping the organisational culture and performing their duties without stress (O’Brien, 2010).

Psychological empowerment is the mental orientation held by an employee towards empowerment. Therefore, an employee who assumes to be empowered is one that is psychologically empowered (Eljaaidi, 2016). An employee who perceives to be psychologically empowered job wise will have greater satisfaction professionally (Joo & Lim, 2013). An employee who is capable of effectively influencing the performance of an organisation via self-determined measures and demeanour is one that is psychologically empowered (Corsun & Enz, 1999). Organisational culture is an influential factor of psychological empowerment as it encompasses other determinants such as beliefs, values and norms (Gholifar & Gholami, 2014).

Psychological empowerment is a process involving one’s way of thinking that affects their perception on themselves and the surrounding that they’re involved within a given context (Alonso & Topa, 2018). Psychological empowerment has various benefits that can be amplified by an organisation to achieve greater outputs by restructuring methods of supervision, work
culture and decision making processes as all of these would contribute to a greater control in handling organisational turbulences (Bhatnagar & Sharma, 2004).

Empowering employees psychologically is beneficial for employees and top management as it facilitates the exchange of power between them permitting both parties to invest equally for the growth of the organisation (Jha, 2010). In reality, empowerment earns higher management more control over the workforce through the fortification of benefits such as a more conducive work environment, obedient and loyal workers and more constructive relationship among peers which further strengthens the workforce (Corsun & Enz, 1999). This is because empowered workers always have positive orientation towards their job and organisation which makes them more proactive and innovative (Masoud, Rahman, & Albaity, 2013).

Instead of focusing on the delegation of authority by managers, psychological approach towards empowerment emphasises on the empowerment that is experienced by employees at their work place (Jaiswal & Joge, 2018). Psychological empowerment invigorates learning processes within an organisation which promotes knowledge sharing. Jaiswal and Joge (2008) too expressed that psychological empowerment encompasses involvement of employees in decision making processes which can be best done by leaders through detailed instructions, sufficient directions and encouragement. Organisations that require high involvement and participations from its staffs often perceive high levels of psychological empowerment which roots from knowledge sharing practices, delegation of power and also reward system (Laage, 2003).

Empowered employees do not always wait for directions from the management due to high level of self-determination and competence that they possess. Hence, it is claimed to be the best trait for effective leadership to acquire (Spreitzer, Janasz, & Quinn, 1999). Measuring psychological empowerment can be challenging as it varies with individuals in terms of perception, behaviour and skill (Zimmerman, 1995). Unlike what is commonly articulated, goal internalisation is a major component of psychological empowerment besides control and competence (or self-efficacy) (Menon, 2001). Menon (2001) also added that psychological empowerment is not process based, it is more behavioural. Delegating decision making authority alone is not going to psychologically empower an employee. It is influenced by the way delegation and sharing is executed by a manager as well as the permitting culture in which the organisation functions.

Psychological empowerment is a strong determinant of many other organisational behaviours. This is in line with the study conducted by Al-Aseeri and Alkorashy (2007) on nurses serving governmental Saudi Hospitals which reported that psychologically empowered nurses have higher level of organisational commitment. However, findings of the study varied with the seniority of the nurses. A separate study conducted by Masoud, Rahman, and Albaity (2013) on private sector employees in Iran revealed that trust, job security and skill variety are properties of organisations that elevates employee’s perceived level of psychological empowerment.

Psychological empowerment is a key determinant of employee’s psychological wellbeing as these two variables were found to have positive relationships mediated by self-efficacy perceptions in a study conducted on teaching staffs in primary schools in Istanbul (Taştan, 2014). According to Huang (2017) based on a study conducted on postgraduates in South China, psychological empowerment promotes proactive behaviours among individuals mediated by self-efficacy. Hence, it is clear that psychological empowerment has diverse significant positive outcomes within organisational behaviour domain.

METHODOLOGY

Design of Study

A survey with the aid of a questionnaire containing 12 questions were carried out to obtain data that are required for the analysis in order to meet the objectives of the study. Survey research design especially using questionnaire as a medium is highly favoured due to its internal and external validity properties, effectiveness and distinctively ethical traits (Mathers, Fox, & Hunn, 2007).

Population and Sample

The study involved 162 samples who were enacted out from a population of 271 individuals with the aid of Krejcie and Morgan (1970) table of determining Sample Size of a Known Population. By employing stratified random sampling method, 16 officers, 49 SNCOs and 97 JNCOs were ruled out.
### Table 1: Summary of Sampling

<table>
<thead>
<tr>
<th>Demography</th>
<th>Population</th>
<th>Sample</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers</td>
<td>27</td>
<td>16</td>
<td>9.88</td>
</tr>
<tr>
<td>SNCO</td>
<td>82</td>
<td>49</td>
<td>30.25</td>
</tr>
<tr>
<td>JNCO</td>
<td>162</td>
<td>97</td>
<td>59.87</td>
</tr>
<tr>
<td>Total</td>
<td>271</td>
<td>162</td>
<td>100</td>
</tr>
</tbody>
</table>

### RESULTS / FINDINGS

Finding of the study which traced the level of perception towards psychological empowerment in general and its dimensions in specific is presented in Table 2.

#### Table 2: Perception towards Psychological Empowerment

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean Score</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychological Empowerment</td>
<td>3.83</td>
<td>High</td>
</tr>
<tr>
<td>Meaning</td>
<td>4.63</td>
<td>High</td>
</tr>
<tr>
<td>Competence</td>
<td>4.27</td>
<td>High</td>
</tr>
<tr>
<td>Self-determination</td>
<td>3.37</td>
<td>Med</td>
</tr>
<tr>
<td>Impact</td>
<td>3.06</td>
<td>Med</td>
</tr>
</tbody>
</table>

Analysing the mean scores that are tabulated in Table 2, it is discovered that the overall perception held towards psychological empowerment by all categories of appointment serving Malaysian Army is high (mean score = 3.83). The Meaning dimension (mean score = 4.63) and Competence dimension (mean score = 4.27) is highly perceived while Self-determination dimension (mean score = 3.37) and Impact dimension (mean score = 3.06) are only moderately perceived.

Table 3 is the tabulation of mean score of psychological empowerment dimensions perceived by each categories of appointment.

#### Table 3: Perception towards Psychological Empowerment Dimensions with respect to Categories of Appointment

<table>
<thead>
<tr>
<th>Category</th>
<th>Psychological Empowerment</th>
<th>Meaning</th>
<th>Competence</th>
<th>Self - Determination</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers</td>
<td>4.52</td>
<td>4.94</td>
<td>4.58</td>
<td>4.50</td>
<td>4.04</td>
</tr>
<tr>
<td>SNCO</td>
<td>3.63</td>
<td>4.49</td>
<td>4.12</td>
<td>3.03</td>
<td>2.88</td>
</tr>
<tr>
<td>JNCO</td>
<td>3.35</td>
<td>4.48</td>
<td>4.11</td>
<td>2.56</td>
<td>2.25</td>
</tr>
</tbody>
</table>

The mean scores that are displayed in Table 4 represents the level of perception held by each categories of appointment towards psychological empowerment as a whole and its dimensions in specific.

Based on the mean scores presented in Table 4, the **Officer** category perceived a high level of psychological empowerment (mean score = 4.52) while **SNCO** (mean score = 3.63) and **JNCO** categories (mean score = 3.35) respectively perceived a moderate level of psychological empowerment. As far as the dimensions are concerned, the **Officer** category perceived high level of **Meaning** dimension (mean score = 4.94), **Competence** dimension (mean score = 4.58), **Self-determination** dimension (mean score = 4.50) and **Impact** dimension (mean score = 4.04). The SNCO category on the other hand perceived a high level of **Meaning** (mean score = 4.49) and **Competence** dimensions (mean score = 4.12) while **Self-determination** (mean score = 3.03) and **Impact** dimension (mean score = 2.88) perceived moderate level. The **JNCO**
category of appointment on the other hand perceives a high level of Meaning dimension (mean score = 4.28), Competence dimension (mean score = 4.11). However, Self-determination dimension perceived a moderate level (mean score = 2.56) while Impact dimension perceived low level (mean score = 2.25).

DISCUSSION / ANALYSIS

Research objective one which aims to measure the overall perceived level of psychological empowerment is measured discovered that psychological empowerment in general is at a high level among Malaysian Army confirming with the claims of Eljaaidi (2016) who claimed that an empowered employee is one that is also psychologically empowered. The empowerment of officers, SNCOs and JNCOs serving Malaysian Army is eminent due to mutual beliefs, norms and values that are shared within the organisation leading the practice of a strong organisational culture. Organisational culture brings the workforce together through mutuality in various aspects which elevates the significance of every one of them as an individual. This is similar to the affirmation of Gholifar and Gholami (2014) that organisational culture significantly affects psychological empowerment. This is also a contributing factor for the mean score achieved by the Meaning dimension of psychological empowerment within Malaysian Army.

Malaysian Army is a highly effective and competitive force mainly due to the versatility of the force which is predominantly rooted from the trainings that are conducted. Malaysian Army is trained in such a way that it requires high level of involvement at every level. The trainings too facilitate knowledge sharing which equips every soldier with adequate competency pertaining their job. This contributed to the perception of Competence dimension within Malaysian Army which conforms with the claims of Laage (2003) that employees who are highly involved in the proceedings of their job will be psychologically empowered.

Masoud, Rahman, and Albayt (2013) expressed that empowered workers always have a positive orientation towards their job which is displayed through their proactive and innovative behaviours while Eljaaidi (2016) claimed that an empowered employee is one that is also psychologically empowered. Former statements made by the scholars sums up the Self-determination dimension of psychological empowerment within Malaysian Army. The Malaysian Army is a force that perceives a high level of psychological empowerment. This makes the force highly empowered hence a positive orientation is initiated towards their job. The positive orientation held by the Malaysian Army elevates their proactive and innovative behaviours which contributed to the Self-determination dimension of psychological empowerment.

Kirkland (1990) opined that technological advancement and the evolution of work processes had led to the need for decision making activities to be made impulsively especially in a military context. Hence, the delegation of decision making authority is crucial and the Malaysian Army is also bound to oblige to these needs. Hence, a significant amount of decision making authority is delegated at every level. This boosts the level of Impact that is perceived within Malaysian Army. Alongside decision making authority, employees are also given the power to establish impactful influence in their working environment as outlined by Thomas and Velthouse (1990) and Spreitzer (1995).

The second research objective of this study is aimed at identifying the level of perception towards psychological empowerment held by each categories of appointment in Malaysian Army. The officers serving Malaysian Army are more empowered compared to the other categories of appointment. Officers lead a troop comprising of a notable amount of subordinates to command and be responsible of. This conforms to the claims made by Alonso and Topa (2018) that psychological empowerment is related to the way an individual perceives themselves within a given surrounding.

The SNCOs category perceived a relatively lower level of psychological empowerment than the Officers category but higher than JNCO category. They are responsible towards smaller detachments and troops under the command and supervision of officers. This is also similar to the claims of Alonso and Topa (2018) that psychological empowerment is related to the way an individual perceives themselves within a given surrounding. The SNCOs still consider themselves important and impactful within the organisation but not as much as perceived by the officers. However, the importance that is given to them as a servicemen and the recognition towards their experiences kept their perceived level of psychological empowerment at moderate level. This is parallel to the derivation of Christens, Peterson, and Speer (2014) that the enhancement of intrinsic wellbeing of an individual preserves their perceived level of psychological empowerment.

The JNCO category of servicemen hold a lower level of decision making authority and command. This category perceived the lowest level of psychological empowerment. They contribute to the largest group of occupants of a troop or detachment that is commanded by an officer with the assistance of a SNCO. They normally take orders from their superiors and execute them as ordered. They have very little amount of control over the proceeding of a work process and their freedom of action is always bounded by the orders from their superiors. However, this does not affect their involvement in the work process. They are still required to participate and given importance accordingly augmented through training. Involvement is the key to get an individual psychologically empowered and to preserve it (Laage, 2003).
Army in general function through the exchange of command at every level. Hence, it is impossible for every level of command to be given equal degree of autonomy as that will not facilitate the flow of command within the force. This is explained by Kotze and Menon (2007) that subordinates are often only required to take orders. It explains the varying level of psychological empowerment perceived by each category of appointment. Not only in the army, measuring empowerment is generally very challenging as it varies from one individual to another with perception, behaviours and skill being precursors (Zimmerman, 1995).

The third research objective of this study analysed the level of perception towards the dimensions of psychological empowerment held by each categories of appointment in Malaysian Army. The officer category has a high level perception of all the dimensions with Meaning being most perceived and Impact being least perceived. Meaning is highly perceived by the officer category due to the shared norms, beliefs and values in the army which made performing a task or mission more meaningful to them (Gholifar & Gholami, 2014). They perceive personal connection with the task that are being performed by them. As far as this study is concerned it is applicable to SNCO and JNCO categories of appointments as these categories too marked a high level perception of the Meaning dimension. This is similar with Competence dimension.

Unlike the first 2 dimensions, the Self-determination dimension exhibits a significant difference in the level of perception between the Officer category of appointment and that of the other 2 categories. SNCO and JNCO categories of appointment witnessed a moderate level perception of Self-determination dimension unlike the Officer category. This is mainly due to the difference in the degree of autonomy that is experienced by these categories which affects their personal perception about themselves when their work is concerned and also their personal traits, behaviours and skills as mentioned by Zimmerman (1995) and Alonso and Topa (2018).

Impact is the dimension that is least perceived by the officer category (and also other categories of appointments) due to the limited degree of decision making autonomy and the feeling of being less influential at workplace. Despite receiving a notable amount of decision making autonomy by all the categories, this dimension is still the lowest hence proving the claims by Zimmerman (1995) and Alonso and Topa (2018). Psychological empowerment involves the way an individual thinks and perceives control over a work process within a given context as mentioned by Alonso and Topa (2018). An individual’s perceived degree of control and way of thinking is subjected to perception, behaviour and skills as inferred by Zimmerman (1995). The varying nature of these precursors is believed to lead to the finding. As far as this study is concerned it is applicable to SNCO and JNCO categories of appointments as these categories too marked a low level perception of the Impact dimension.

CONCLUSION

Psychological empowerment is a critical factor that dictates the performance of an organisation as a whole. It affects the perception held by an employee towards themselves as an individual which then transcends their performance. As global trade and marketplace gets more fluid in its nature with technology evolution, a highly responsive workforce is required by every organisation to preserve its competitive advantage. Therefore, employees are required to be critically empowered (psychologically) to resonate the requirements of global trades and operations. As far as a combat force like the Malaysian Army is concerned, it is important to keep the force psychologically empowered to ensure a supreme level of combat readiness as globalisation and technological advancement has contributed to the expansion of battlefield causing significant changes in the pattern of war precedence. However, fostering psychological empowerment must not neglect hierarchical and patriarchal culture of the Malaysian Army.

LIMITATION AND STUDY FORWARD

Generalisation of this study is a critical limitation to the expansion of this literature as this study was conducted only within a military setting. Both the population and sample involved in this study comprises of military personnel. Therefore, the generalisability of the outcome of this study is limited due to the difference in nature of organisation and various other factors.

The respond that are gathered in this study are completely based on personal understanding and perception held by servicemen pertaining this literature. The degree of understanding and perception held by one individual to another could vary due to numerous reasons. Therefore, there is always a gap between what is understood by respondents and what exactly is meant by the researcher through research tools which poses as another limitation to the study.

This study was conducted within a military setting with the intention of diversifying the literature of turnover intention. Similarly, more studies of this kind must be conducted in other fields to further test and validate not only the finding but also the content of the literature as a whole. Multiple research will help to address certain gaps that were not noticed previously and provide direction is overcoming them.
Acknowledgement

I would like to pay my special regards to Miss Suguna Balakrishnan for taking the trouble and sacrificing her time to proofread this research paper and also to Malaysian Army for permitting this study to be conducted among servicemen.

REFERENCES


ABSTRACT

Purpose of the study: This study explores risks face by small and medium enterprises (SMES), in particular micro enterprises, and risk mitigation techniques used to manage the risks. The objectives of the study are to identify risks face by SMES, the impacts of the risks and mitigation techniques to manage the risks.

Methodology: The study uses a case study approach. The subject of investigation is a small restaurant in a fisherman village in Muar Johor. Data are collected using interviews and walk through observations. The data are analysed in four steps to determine risks, impacts and mitigations techniques. The first step is to analyse problems faced by the business and impacts of the problems. The second step is translating the problems into risks. The third step is analysing the impacts and translating the impacts to risk impacts. The fourth step is analysing the feedbacks to find techniques used by the owner to mitigate the problems. The mitigations techniques are considered as risk mitigation techniques.

Main Findings: The study finds SMEs particularly micro enterprise faces the following risks: financial, operational, strategic, hazard, human comfort, succession, equipment failure and health. The risk impacts are reduction in revenues, increase in cost of business operation, and inability to expand the business and decrease income. The study finds, owners are aware of risks face by the business and able to mitigate the risk. However, the study concludes that the owners do not have a formal and systematic risk management practice and relies on informal risk mitigations techniques.

Novelty of the study: This study demonstrates a structured and systematic process to identify risks faced by SMEs and risk mitigations techniques to manage the risks. The process can be replicated and applied to any SMEs businesses. This study contributes to enhance understanding on risk face by SMEs and risk management techniques use by business owners to mitigate the risks. The results can be use by policy makers and financial providers to develop their policies, directions, and guidelines to help SMEs to sustain and expand their businesses.

Keywords: risk management, micro enterprise, small and medium enterprise, SME, SME risks

INTRODUCTION

This study investigates risk and risk mitigation techniques of a SME. In particular, micro enterprises. The subject of investigation is a small restaurant located in a fisherman village at Muar, Johor. The restaurant sole owner is an elderly woman. She opens the restaurant to sustain her living after retirement. This study defines the restaurant as sole proprietor micro enterprise. Risk management is defining as a process to identify threats face by the business owners and determine actions to prevent the threats from occurring or reduce the impacts if the threats actually occur. According to SME Corporation Malaysia, for businesses to be categorised as micro enterprise the amount of sales turnover is less than MYR300,000 and number of employees less than five. Company Commission of Malaysia (CCM) defines sole proprietorship as a business wholly own by a single individual. The business uses personal name as the identity card or trade name. Permwanichagun et al. (2014) defines a sole proprietor as a person running his own business and personally responsible for its debt.

Aziz and Yazid (2015) state problems and challenges face by small and medium enterprise (SME) expose them to various type of risks. They argue that Enterprise Risk Management (ERM) can be a solution to SMEs. However, ERM is mostly implements by big companies because of the large amount of resources required. SMEs are of small size and have limited resources (Marcelino-Sâdaba et al., 2014). In addition, Permwanichagun et al. (2014) warns sole proprietor businesses face several threats. The threats are owners have unlimited responsibilities for all liabilities; limited capital; difficult to find financial sources of support; owners lack ability to think and manage; owners must work hard to ensure the continuity of operations; owners faces high possibility of customers' values changes too fast; high competition and duplications due to increment of entrepreneurs in the business; and insufficient support from the government to sole proprietors. To ensure continuity of operations, sole proprietor micro enterprise needs to prepare for the threats.

This study argues that SMEs do not implement a formal risk management because it requires large resources and costly. Yet, many SMEs manage to overcome threats and challenges, and sustain their business. Therefore, they may have taken
actions or implement a process to prevent the threats from occurring or reduce the impact if the threats do occur. In other words, SMEs may have implemented risk management. The question is, how do they implement risk management? This study is conducted to find the answer. This study explores and investigates risk and risk mitigation techniques used by SMEs. The objectives are to identify risks face by SMES; identify impacts of the risks to the business and identify risk mitigation techniques used by business owners to mitigate the risks. This study contributes to enhance understanding on risk face by SMES and risk management techniques use by them to mitigate the risks. The results can be used by policy makers and financial providers to develop their policies, directions, and guidelines to help SMES to sustain and expand their businesses.

LITERATURE REVIEW

SMEs Problems

This study classifies SMEs problems into five groups: financial constraint, financial management, competition, lack of knowledge and skill, and women entrepreneurs. The discussion of each group is as follows.

Financial Constraint

SMEs face many challenges to adapt to the accelerating world economic growth. Rahman et al. (2016) finds financial constraints as the major challenge for SMEs across different countries and continents. In a survey conducted by SME Corporation Malaysia, for the Third Quarter 2017, 35.9 percent of participants face cash flow problems. Among factors causing cash flow problems are high cost of doing business, late payments by customers and clients, Goods and Services Tax (GST) and high import cost due to ringgit depreciation. Md. Sum and Mahussin (2017) finds that SMEs face increasing cost of doing business. The causes of the problem are implementation of Goods and Service Tax (GST) and fluctuation of petrol and toll prices. Musa et al. (2016) find financial matters as major issues raised by women micro entrepreneurs. The issues are increasing cost of raw materials, fluctuating income, expansion of business or inadequate capital to be plough back into the business. The root to this problem is the businesses use internal fund or personal saving instead of other financial resources to run the business. Bowen et al. (2009) observes that most SMEs relies mainly on own savings and reinvested profits to finance their businesses. Economic Census 2016 reports micro enterprises have the least count for external financing and highest count for internal financing. Other causes of this problem include late payment by customers and clients. Rahman et al. (2016) state, lack of access to credit, training and development issues, government policy marketing complexity, poor management skills, low awareness on information and communication technology, cultural barrier and heavy regulatory burden are the most discuss challenges of SMEs on financial constraints.

Financial Management

Md. Sum and Mahussin (2017) find SMEs lack formal financial management system. SMEs do not have a structured and organised financial management process. The consequent, business owners fail to plan their business production accurately since they did not have an appropriate record of cash inflows and outflows. Unsystematic financial management also causes owners inability to keep track of fund to support business growth.

Competition

Bowen et al. (2009) studies business challenges among SMEs in Nairobi, Kenya. The study finds the main challenges is competition. Md. Sum and Mahussin (2017) find competitors imitating products causes a business to lose customers, which affects revenue. Abdul Jamak et al. (2012) find high rivalry problems as the most depressing problems face by failed entrepreneurs during start-ups.

Lack of Knowledge and Skills

Rahman et al. (2016) finds management and marketing skills, such as digital record keeping and networking, are the main challenges hindering SMEs growth. However, the skills are often ignored as entrepreneurs depend solely on their experiences. Jayathilake (2012) states SMEs only started to establish a formal business planning and risk management when they aged. Bayarçelik et al. (2014) finds a crucial criterion for the decision makers includes management skills. Abdul Jamak et al. (2012) finds micro entrepreneurs fail in doing business because of lack of proper training and in setting objectivity. The study suggest, for SMEs to succeed they need to have the following knowledge: know their marketing objectives, be aware of the central importance and marketing skills, alert against their competitors, be innovative and have strong key motivation factors.

Women Entrepreneurs

Sharma et al. (2012) reports women entrepreneurship are largely neglected. Women entrepreneurs in India face various challenges such as finance, marketing, workplace facilities and social constraints. The main challenges are lack of technical knowledge and skills. They also have to manage overlapping responsibilities of business and family. High rate of illiteracy
among rural women is also an issue. Consequently, they are unable to do research and gain necessary training. Living in male dominated society, women entrepreneurs in rural areas in India have less risk bearing capacity. Therefore, they lack visibility as strategic leader. They lack information, assistance, and infrastructure. In addition, Sharma et al. (2012) finds women entrepreneurs in rural areas in India face financial problems because of bottlenecks and gaps in availability of credit for women.

**SMEs Risks**

The study classifies SMEs risks into six groups: financial, operational, strategic, succession, business continuity and human resource. Each group is explained in detail.

**Financial risk**

Md. Sum and Mahussin (2017) define financial risk as events or situations affecting money flowing in or out of a business. The study identifies unexpected price increment in raw material as main risk under financial risks. To mitigate the risk, business owners transfer the risk to customers by increasing the price of products. However, the action has consequence. Increasing the price of products reduces sales as customers find cheaper alternatives of the products. As argue by Falkner and Heibl (2015), rising material prices could no longer be transfer to customers due to an increasingly competitive market.

**Operational risk**

Jayathilake (2012) define operational risks as any risks coming from human resources, production methods, information technology and other internal process that give significant impact to business activities. Md. Sum and Mahussin (2017) define operational risk as system, process, procedure, and people risks that disrupted business operation. For example, an equipment failure slows down production processes, as workers have to do the process manually. A disruption in supply of raw materials caused production delay or cease. Falkner and Heibl (2015) highlight that most SMEs depend on one supplier in acquisition of products as a procurement strategy. While the strategy was good to gain a better trading position, it also creates a strong dependence on the supplier. Production interruptions can happen if there are any difficulties with the supplier.

**Strategic risk**

Strategic risk is risks coming from competitors, customers and external environment (Jayathilake, 2012). Md. Sum and Mahussin (2017) define strategic risk as business planning failure, bad image and bad reputation. For example, business owners receive major complaints from customers creating bad image to the business. A business fails to plan their business accurately. Therefore, unable to anticipate changes in customers’ preference and demand.

**Succession risk**

Succession risk is failure to plan or ensure the continuity of a business if owners or one of the owner dies (Md. Sum and Mahussin, 2017). Succession risk causes major business disruption. For example, death of business owners can cause loss of jobs for employees if the business has to be terminated. According to CCM, the reasons for termination of business are cessation of the business, bankruptcy, death of owner and pursuant of court order. Amran (2012) highlights that it is challenging to find a potential successor in managing family company. Even though family businesses train their heirs to be the successors, failure still occur, as not all successors are capable of handling businesses. Adisa et al. (2014) states, the inability of small business owners to transfer the business to their successor may lead to closure of the business.

**Business continuity risk**

Md. Sum and Mahussin (2017) define business continuity risk as events causing business disruption. The risk events, such as theft, fire, collision, or natural disaster, may have cause owners to lose their business premise and equipment. The business may have to cease operation until everything is rebuild. In addition, Randeree et al. (2012) state external dangers at all organisational levels increases the importance of managing business continuity risk.

**Human resource risk**

Human resource risk is skilled and knowledgeable employees leaving the business (Md. Sum & Mahussin, 2017). Human resources lead to reduction of efficiency of business operation. Business owners have to find new employees and train them which is time consuming. The current employees may have to do the tasks left by the leaving employees causing reduction in productivity and increase per employees’ workload. The consequence, decrease business efficiency and increase stress level of current employees.
METHODOLOGY

Background of Respondent

The subject of the investigation is a small restaurant in Muar, Johor selling breakfast meals. Figure 1 shows the small restaurant. The research participant is the sole owner of the business – a 75-year-old woman. The owner starts the business 19 years ago using her own savings from her previous jobs. The restaurant sells coconut rice (nasi lemak), fried rice and beverages such as tea, coffee and malt drinks (carrying brand names Milo and Horlick). Figure 2 presents the dishes and beverages. The owner does not hire any employee. She manages the restaurant alone from buying raw materials, cooking, serving to bookkeeping. The owner wakes up at around 4 am to prepare the foods and ran the business up to 9 am every day. The restaurant is located in a fishermen village at a mangrove swamp area. The customers are fishermen going the sea early in the morning. The restaurant is nearby the owner’s house. The owner also had livestock including chickens, ducks and geese. The chickens, ducks and geese graze freely in the yard and only put into their coop in the evening. Figure 3 shows the map of the restaurant, the owner’s house, the livestock, and the nearest raw material supplier.

Data Collection

Data are collected using interviews and walk through observation of the premise. The interview session is in Malay. The interview is audio-recorded. The aim of the data collections is to explore issues and problems face by the business, the
impacts of the problems and techniques use by the owner to manage the problems. The interview questions consist of 
what are problems face by the owner to run the restaurant; what are the impacts of the problems to either the business or 
personal; and how does the owner manage the problems. The first interview session is on October 13, 2018. For the first 
session, the purpose of the interview is to get to know the owner and her business. Observe the location and business 
premise. The second interview session is on November 18, 2018. In the second session, the owner is encouraged to 
discussing more about the problems face by the business and the impact of the problems to either her business or personal 
life and how she manages the problems.

Data Analysis

This study exploits data analysis outline by Md. Sum and Mahussin (2017). The business owner feedbacks are translated 
and analysed to answer what are risks face by sole proprietor micro enterprises; how do the risks affect the business and 
how does the owners mitigate the risks. Data were analysed in four steps as presented in Table 1.

<table>
<thead>
<tr>
<th>Step</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Analysed feedbacks to identify problems and impacts of the problems to the business. Output from Step 1 produces problems face by SMEs and impacts of the problems to their business. The output is used for next steps.</td>
</tr>
<tr>
<td>2</td>
<td>Translate the problems from Step 1 into risks. This step is to achieve the first research objective – the risks face by SMEs in particular micro enterprises.</td>
</tr>
<tr>
<td>3</td>
<td>Translate the impacts from Step 1 as risk impacts. This step is to achieve the second research objective – the impacts of the risks to the business.</td>
</tr>
<tr>
<td>4</td>
<td>Analyse feedbacks to find how the business owner manage the problems. Step 4 is to find how business SMEs mitigate risks. This step achieve the third research questions - the mitigation techniques to the manage risks.</td>
</tr>
</tbody>
</table>

RESULTS/FINDINGS

Problems and Impacts

Financial

The main financial problem is price increment in raw materials. To make nasi lemak and fried rice, the owner needs to buy 
rice, eggs, dried chilies, anchovies, onions, chicken and spices. To make beverages, the owner needed to buy coffee 
powder, tea powder, condensed milk, sugar and malt drinks powder. The owner uses revenues from sales to run the 
business. She sometimes has to buy raw materials on credit from suppliers because she does not has sufficient cash to 
pay the suppliers. The business owner stated “Sikit-sikit pun sikit-sikitlah nek buat. Ada sikit buat sikit, ada banyak buat 
banyak. Kalau takde duit cash, nek pakai beli ambil kat situ hutang, pastu dah ada bayar lah”. To manage increase in raw 
material prices she reduces the production quantity of nasi lemak and fried rice. However, reducing the quantity reduces 
her sales. Therefore, reducing her revenues. In addition, she also has to pay her supplier, which further reduces her 
revenues.

External Fund Complicated Procedures

The business owner knows the existence of financial institutions providing fund for small businesses. However, she does 
not apply for fund from any financial institutions because of complicated procedures and requirements. When asked about 
financial aids from external sources, the owner answered “Nek tak mina. Susah. Tapi nek tau. Nanti kita kena jumpa doktor, 
check doktor, kena inject lah. Kita jual bukan sampai ke malam. Nek jual sekejap saja”. Without external fund, the business 
cannot expand, and her revenues remain constant from year to year.

Personal Finance

The business owner receives monetary assistance from Society Welfare Department of Malaysia to support her cost of 
living. She does not use the money for her business. Rather uses the monetary assistance for health treatment. The 
business owner complaints about the expensive bills for health treatments. She comments “pergi doktor ke, entah nak 
makan apa-apa ke… doktor kan mahal sekarang. Pergi doktor tu lagilah, sekali pergi 200 ringgit. Mana nak cari duit”.

Hiring staff or helpers

A 75-year old woman runs the restaurant solely. She emphasises she does not need helper. Her restaurant is small. She 
can do everything on her own. However, the owner has health problems. When she is sick, she has to ask customers to 
help themselves with the food. She is also unable to produce the normal quantity of nasi lemak and fried rice. She produces
less than the usual amount. The consequences reduce sales and decrease in revenues. The owner states “Habis kalau
dah niaga sikit nak panggil orang nak buat apa? Kadang-kadang orang yang makan tu tolong nek ambil letak sendiri
dekat mejah dia, dia tau nek seorang kan. Tak adalah nak ambil orang bantu ke apa”.

Transportations

The business owner’s transport problem is in buying raw materials. The business had two main suppliers. The closest to
the restaurant is by walking distance. Figure 3 shows the location of the nearest supplier. Another cheaper supplier is in a
town, about 2.3 km away from the restaurant. The owner does not know how to drive. She needs help from her children
buy raw materials from the supplier in the town. She states “Cuma nak beli barang jelah sebab tak ada orang nak tolong
nek pergi kedai beli barang. Tunggu Busu (her daughter-in-law) pergi kedai”.

Financial Management

The business owner does not keep any financial records or bookkeeping. She cannot track the cash inflow and outflow of
the business. She estimates her profit on weekly basis. She does not know the real amount of her sales, profit, expenses
and credits. The business owner does not see the importance to record cash inflow and outflow. She does not keep receipts
from her purchases of raw materials. The owner stated “Nek beli barang dia bagi kertas panjang tu kan, nek buang je. Kita
beli tak banyak” Therefore, she is unsure on the future of her business whether she can expand or even sustain her
business. She is also unable to set aside contingency funds for unexpected events that may disrupt her business.

Hygiene

From the walk-through observations, the owner has livestock such as chickens, ducks and geese. The animals roam freely
during the day. The owner puts them in their coop in the evening. Sometimes the animals enter the restaurant during
business hours. Animals entering the restaurant causes discomfort to the customers.

Health

The business owner has heart problems and asthma. When she is sick, she has to close her restaurant until she is fully
recovered. The consequence is she suffers loss of income during the closing days.

Equipment failure

The main equipment to run the business is the cooking stove. The owner uses the stove to cook nasi lemak, fried rice, fried
eggs, fried anchovies, chilies sambal, and boil water for beverages. If the stove malfunction, she cannot produce all the
dishes and beverages, and has to close the restaurant temporarily. She has no income until the stove is replace. In the
event the stove malfunction, the owner replaces it immediately. She uses cash from her sales to buy new stove. The
consequent, she has lesser cash to buy raw materials. Therefore, reduces the production quantity of nasi lemak and fried
rice, and further reduces revenues. Another important equipment is the coconut scraper machine. The business uses
coconut scraper machine to scratch out the coconuts. The shredded coconuts produce the coconut milk. Coconut milk is
the main ingredient to make nasi lemak. Failure of the coconut scraper machine causes disruption to the production of nasi
lemak. She opens her restaurant with selling fried rice only. The business has refrigerator and freezer to store raw materials.
The raw materials include chicken, fish, coconut milk and chili paste. Malfunction of the refrigerator and freezer causes the
ingredients to become bad. She cannot produce the dishes and has to close the restaurant. The owner has to burden an
unexpected or unplanned expense to buy new raw materials.

Risks, Risk Impacts and Mitigation Techniques.

Financial Risk

Financial risk is defined as events disrupting cash flow. The business owner faces price increment in commodities. Md.
Sum and Mahussin (2017) argues price increment in raw material as the main risk under SMEs financial risk. The direct
impact is increase cost of doing business. The indirect impact is the business has a higher cash outflow than cash inflow.
The business owner manages the risk by producing less quantity of nasi lemak and fried rice. Therefore, revenues from
sales of nasi lemak and fried rice decreases. Decrease in revenues causes business owners to buy raw materials on credits
from the supplier. The purpose is to delay payment until the owner has sufficient cash.

Risk Perception

The business owner resist applying for financial assistance from financial institutions. The resistance is because of her
perception on the complex procedure and requirements. The direct impact is lack of fund to expand the business. The
indirect impact is the business remain stagnant. Osotimehin et al. (2012) state owners of SMEs fail to realise the importance
of external fund for business growth. Falkner and Heibl (2015) state SMEs face major challenges; however, they view business growth as a risk instead of strategic goals.

Operational Risk

Operational risk is defined as system, process, procedure and people risks that disrupted business operation. The business owner does not hire any assistance. This risk occurs when she is ill and unfit to run her business. The direct impact is inability of the owner to fulfill customers’ demand. The indirect impact was reduced sales and revenues, and worst temporarily close the business. The business owner manages the risk by asking the customers to help themselves with the foods. However, she has no risk mitigation if she has to close her restaurant.

- Transport. The owner does not have own transport to buy raw materials. She depends on her children for transport. The direct impact is the business is unable to restock raw materials immediately. The indirect impact is the business is unable to produce the usual quantity of nasi lemak and fried rice for the next business day. The owner mitigates the problem by purchasing raw materials at the nearest walking distance supplier. However, the price of raw materials at the shop are higher compare to the supplier at the town. Although, she manages to produce the normal quantity of the dishes, the business suffers increase costs and decrease revenues.

- Customers’ Comfort Risk. Customer’s comfort risk is defined as events that causes discomfort to restaurant customers. The business owner own livestock that graze freely near the restaurant. Sometimes, the animals enter the restaurant. The direct impact is customers feel uncomfortable and unpleasant to eat their breakfast. They complaints and creates bad image to the business owner. The owner mitigates the risk by adding barriers around the restaurant. The barriers prevent the animals from entering the restaurant.

- Equipment. Equipment failure risk is events that causes main equipment of the business fail to operate.
  - Stove. The business main equipment is the stove. The owner needs a properly working stove to operate the business smoothly. Stove malfunction disrupts the business. The direct impact is the cost to repair or buy a new stove. The indirect impact is loss of income as the business has to cease operation during repair or while getting replace. The business owner mitigates the risks by having a spare stove. Therefore, she can use the spare stoves to cook the dishes for the business. The owner also replaces the main stove after several years.
  - Coconut scraper machine. The business needs a coconut scraper machine to produce coconut milk. The machine is used for business and personal purpose. The machine is old. Malfunction of the machine can disrupt business operation. The direct impact is the costs to buy or repair the machine. The indirect impact is the business cannot produce nasi lemak, therefore reduced sales and revenues. The owner mitigates the risk by using cash from the business to repair the machine.
  - Refrigerator and freezer. The business needs a refrigerator and freezer to store raw materials. The raw materials stored in the refrigerator are chickens, fishes, coconut milk and chili paste. Malfunction of the refrigerator and freezer causes business disruption. The direct impact is the raw materials becomes bad, cannot be used, and have to be thrown away. The indirect impact is the cost to buy or repair the refrigerator and freezer. The business owner mitigates the risks by using the raw materials as quickly as possible before they turn bad. She produces large quantity of nasi lemak and fried rice. The consequence, she produces more than consume by the customers. The foods are not sold and end up has to be thrown away. Another mitigation technique is the owner buys a 100-liter icebox. She stores raw materials in the icebox if the refrigerator and freezer malfunction. However, this technique is effective for short term. She still needs to have a refrigerator and freezer to store raw materials.

Strategic Risk

Strategic risk is defined as business planning failure, bad image and reputation. The business has no financial records. The business owner does not see the importance to record cash inflow and outflow. The direct impact is the owner is unable to keep track of the business cash in and out flows. The indirect impact is the business owner is unable to set aside fund for contingency and growth. In addition, the owner is unable to do accurate planning for the business such as purchasing accurate quantity of raw material. The business owner states she has no long-term or short-term plan for the business. She just wants to maintain the business as it is.

Hazard Risk

Hazard risk is defining as events that causes loss of usage of a business premise or equipment. The restaurant is expose to hazard risks such as fire, theft and natural disaster. The direct impact is the business suffers loss of usage of the premise and equipment. The indirect impact is the business have to cease operation and loss revenues. The owner is aware of theft. She mitigated the risk by sleeping in a room adjoining the restaurant. The owner also has savings in case the restaurant equipment is stolen. She states that with the savings she can immediately buy new equipment. She also uses her savings if fire occurs and damages the restaurant, or natural disaster such as strong wind or flood. The owner uses the savings to rebuild or repair the premise. Therefore, she can still continue business operation.
Health risk is defined as health problems of business owner causing business disruption. The owner has heart illness and asthma. The occurrence of the illnesses is unpredictable. The business owner has to close her restaurant when she is ill. She only resumes the business when she regains her health. The direct impact is loss of income. The owner mitigates the risk by consuming medicine regularly. The owner also goes to regular check-ups at hospitals and clinics.

DISCUSSION / ANALYSIS
This study investigates risk management of SMEs, in particular micro enterprises. The objectives of this study are to determine risks face by SMEs, impact of the risks and techniques use by business owners to manage the risks. From the study, SMEs face the following risks: financial, operational, strategic, hazard, customer and personal. The impacts are loss of revenues, stagnant income, unable to expand business, increase cost of business operation and unplanned reduction in cash-at-hands or savings. Business owners use informal techniques to cope or mitigate the risks such as using cash-at-hand or savings, purchase with credits, reduce production quantity, sleeping in the business premise to avoid theft and regular medical check-ups to reduce health risk. Results from this study are similar to Jayathilake (2012). Jayathilake (2012) finds strategic, operational and financial are dominant risks face by SMEs in Sri Lanka. The respondents in the study are sole proprietorship (80%) followed by partnerships (13%) and companies (7%). Of 200 firms’ survey, most of the firms agree that the strategic risk is the biggest challenge compare to operational and financial risks.

CONCLUSION
The conclusion is SME business owners know their problems, their risks, the impacts and how to manage the problems and risks. Although the risk management practices are informal, business owners manage to sustain their business. Business expansion or growth is not the main objective of SME business owner, particularly sole proprietor micro enterprise. Rather, owners want to ensure the business operation run smoothly, income or revenue is certain and consistent, and they have fund to support unexpected expenses.

LIMITATION AND STUDY FORWARD
This study focuses on a small restaurant owned by a sole owner. Therefore, the results need to be interpreted in the context of micro enterprise, sole proprietorship and food service sector. Further study involving more respondents, different SME sector and detail investigation is required to obtain an overview of risks and risk management by SMEs.

Acknowledgement
We would like to express our biggest thank you to the owner of the restaurant, for patiently went through the interview session. Thank you to our colleagues and friends for proofreading and giving meaningful suggestions to improve the article.

REFERENCES


SOCIAL MEDIA: WHAT SHOULD BE REGULATED?

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ABSTRACT

Purpose of the Study: To examine how far the existing Malaysian laws respond to offensive content on the Internet especially content which may fall under the syariah criminal offences such as apostasy through the platform of social media. It examines also how materials about religion is being monitored in developed countries.

Methodology: The methodology used in this study is generated from materials in the library. Secondary data such as the articles from refereed journals, proceedings, relevant reports from authorized authorities on Internet governance are being analysed. Besides that, newspaper cutting also assist in writing up the paper.

Main Findings: Literature pertaining to offensive content might be very wide, however, there is little discussion on apostasy in the platform of social media. The efforts to curb the widespread of misusing social media should be curb by the authorities and society at large especially netizens.

Novelty of the Study: There have been studies on regulating content of the Internet in Malaysia such as online pornography, however, in recent years, there have been increasing cases on how social media is being misused by the netizens. This study addresses the importance of regulating the content of social media that is being shared by a Muslim who publicly confessed that he or she is no longer a Muslim or become an apostate. Such statement should not be taken lightly by the authorities as it has social impact to the Muslim society.

Keywords: social media, apostasy law, digital hate, Syariah criminal offences and Internet content.

INTRODUCTION

Undeniably, the Internet has become a tool or platform which provides the opportunity for citizen to access information and to express their views. Freedom of information and freedom to speech are two rights which intersect and it is seen as a critical need in the age of information (Lipinski & Britz, 2000). However, with the widespread of social networking websites, legal issues arise due to content and communications which are against the law. Social media is becoming an essential part of many people's personal and professional lives (Mills, 2015). Media contents in media are monitored and supervised by the Malaysian governments (see Wok & Ahmad, 2017). Public and policy concerns around illicit content, at first largely focused on sexually explicit and graphically violent images (Gillespie, 2017). The Malaysian public concerns is reflected from the reported news echoed in daily newspaper. The new media such as the Internet is also subject to supervision and control by the Malaysian government through the mechanism of blocking and filtering, content removal despite the claim that no censorship on the Internet as mentioned in Section 3 of the Malaysian Communications and Multimedia Act 1998 (CMA 1998) "Nothing in this Act shall be construed as permitting the censorship of the Internet". However, by having this provision, it does not mean that the Internet is above the law, as the Internet is still subject to the existing laws and regulations of the country.

In a multicultural country such as Malaysia, there is a need for the government to be vigilant on the activities via the new media of the Internet to ensure the harmonious of the country is sustainable. It is saddened to witness the widespread of misuse of the Internet and it has become a channel to spread cyber hate speeches and offensive content (Abdul Shukor, et al, 2015). With the emergence of social media as a platform to communicate, Malaysian embrace to a new way of expressing themselves through this platform. In a survey conducted by the Malaysia Communication and Multimedia Commission (2018) it was found that there were around 27.8 million users in 2018. With WhatsApp was the most preferred communication apps, with almost all of them owned an account with it (98.1%). About half owned Facebook Messenger account (55.6%), followed by WeChat (36.8%) and Telegram (25.0%). It is expected that the numbers of Malaysians who use Facebook is expected to grow in 2023 (Statista, 2020). The increasing numbers of social media users also might exposed to possibility of misuse by the users. The debates between offline laws and online laws are contagious among the policy makers and politicians. The issue as to what extent the legal authorities have the right for surveillance and control in cyberspace without interfering to the right of privacy?

This paper begins with the discussion as regard to literature on offensive matters on social media especially on apostasy in Islam and to what extent social media should be regulated by law? Whether litigation is the best solution in handling
syariah offences arising from social media? It also begs to discuss whether syariah offence such as apostasy also should be regulated by the authorities in Malaysia?

LITERATURE REVIEW

In recent years, there are increasing numbers of incidents which not only insult Islam but also stir anger among Muslims worldwide, the incident of the Danish cartoons, the Charlie Hebdo affair, Quran burnings and the Internet film 'Innocence of', are some of the examples. In Malaysia, a facebook posting by a Malay woman by the name of Mary has stirred anger among the Muslims communities in Malaysia. There is little literature on apostasy in social media. In a research conducted by Radzuwan et, al (2018), a thematic analysis was made to a social media platform owned by a woman who declared herself renouncing from Islam which displayed misconception towards the teachings of Islam.

Social media is a not merely a driving force in everyday life, but one that fits seamlessly into how communication is transmitted (Spector & Kappel, 2012). Social media has been defined as web-based services that allow individuals to

a) construct public or semi-public profiles within a bounded system,

b) articulate a list of other users with whom they share a common connection, and

c) view and traverse their list of connections and those made by others within the system.

(Boyd & Ellison, 2007)

In a book entitled, Social Media: A Critical Introduction by Fuchs (2017) discusses in depth the role of social media in public space. However, it is a sad scenario that many of the social media users are unaware on the possibilities of being sued under the law due to their statement in social media and even sharing pictures. Bakers (2016) discusses on the possible offence one may commit in social media such as libel and trolling when posting in social media such as Twitter. A similar discussion echoed from a Malaysian practicing lawyer, Sabariah on the possible offences that one may commit while using the Internet.

From a global perspective, Wu (2015) argued on the impossibility to regulate social media and raises the roles of the United Nations in regulating terrorism online by using an effective monitoring regime which not only reduce the Internet governance costs and promotes coordination between States. European Union is one of the examples which reflect coordination and collaboration among European countries in dealing with legal issues on Internet governance. Thus, in reviewing the literature, three main topics are discussed, namely, regulating content of the internet, guidelines to offensive content and the Islamic Criminal Offences on the Internet in cases of apostasy in Malaysia.

SCOPE OF THE STUDY AND ITS LIMITATION

The legal issues that raised from social media are very vast especially matters related to regulating content of the Internet. Thus, this paper limits its discussion on matters pertaining to offensive content in social media related to religion, specifically which is related to apostasy in Islam in the Syariah enactments in Malaysia. A comparison to the legal development in the United Kingdom and Europe is also made as regard to digital hate on religion.

REGULATING THE CONTENT OF THE INTERNET

Section 3(3) of the Communications and Multimedia Act 1998 provides that there is no censorship on the Internet. However, Section 211(1) provides that content applications service provider, or other person using a content applications service, shall provide content which is indecent, obscene, false, menacing, or offensive in character with intent to annoy, abuse, threaten or harass any person. The issue of offensive content should not be limited to harmful and illegal content, it also should apply content which may lead someone to fall against the religion. In general, the existing laws seem suffice to protect Islam, the laws such as the Sedition Act 1948, the Criminal Procedure Code (Amendment 2014) (Section 298A), Section 233(12) of the Communications and Multimedia Act 1998 and State Enactments. There have been growing numbers of reported cases on content of the Internet in Malaysia to an extent, the government has suggested on the possibility of shutting down social networking websites in mid-year 2014. With the rise of online hate materials on the Internet, efforts have been taken by the authorities by charging those who are involved in spreading online hate materials on the Internet. Keipi et, al (2017) highlight on the rise of hate materials online and its impact not only to social effects but also it might lead crimes. It is challenging to balance between freedom of speech and responsibility to the content on the Internet.

Debates on illegal and harmful content on the Internet seems like a never-ending story. There has been suggestion as to introduce halal social networking websites in Malaysia. Besides that, developing content which is suitable to Malaysia which upholds Islam and custom seem critical to suit with the local demand. Thus, for the Islamic content industry to flourish, having a supportive legal eco-system is imperative (Ali, et, al, 2018). Regulating content of the Internet can be a nightmare for the law enforcement. However, there is still a need to monitor and supervise the content of the Internet for the sake of
public safety and security. Oratz (2017) stated that the risk that social media content will create legal liability for the company or disclose confidential information is much greater than with traditional media. Thus, such guideline begs us to think as whether Malaysia also need some kind of guideline in regulating content on the Internet?

According to the Chief Executive of Network Security and Enforcement Sector from the Malaysian Communication and Multimedia Commission (MCMC), Zulkarnain Mohd Yasin, there was a drastic increase in complaints regarding offensive content in year 2016, with 36 cases reported so far, compared to only 15 cases in 2015. (Bernama, 2016). The MCMC has taken the efforts to develop programmes to develop "digital citizens" who are wise in their usage of digital media. Among the programmes are 'Klik Dengan Bijak', 'Check Your Label', 'Malaysia ICT Volunteer', 'Mobile E-Waste' and 'Smart Community'. By having these programs, it is hoped that Malaysians use the Internet wisely by abiding principles of the Rukunegara (the National Principles), besides the ability to assess, explore and develop a variety of media content and services. Rukunegara (the National Principles) is the Malaysian declaration of national philosophy instituted by royal proclamation on Merdeka Day, 1970, in reaction to a serious race riot known as the 13 May Incident which occurred in 1969. The Content code for the electronic network media was revised by the Communications and Multimedia Content Forum of Malaysia (CMCF)in March 2020, which encompass stringent requirements for certain contents distributed electronically. Thus, it is timely that a concerted effort from all inter agencies in the government to look at the issue of regulating the content of Internet seriously. On 5 July 2019, the Rights and Gender Equality Special Select Committee of the Malaysian Parliament, the Human Rights Commission of Malaysia (SUHAKAM) and the International Center for Not-for profit Law (ICNL), ASEAN Parliamentarians for Human Rights (APHR) hosted a roundtable on "Freedom of Expression, Hate Speech and Internet Regulation in Malaysia" at the Malaysian Parliament in Kuala Lumpur pledged to use their mandate to tackle hate speech and strengthen respect for the right to freedom of expression (Asian Parliament for Human Rights, 2019). State intervention is needed as statements made by a Muslim who renounced his or her faith cannot simply ignore by the government.

In a study on a review of apostasy cases, the researchers highlight the recent cases of Lina Joy, Nyonya Tahir, and Juli Jalaldin as these cases have caused enough controversy to disturb the harmony between the multi-religious societies in Malaysia. (Azweed Mohamad, et al, 2017). In the case of Juli Jalaldin, she created a Facebook pages firstly, it was called 'Murtad di Pantai Timur' (English: Apostate in the East Coast) Kelantan and secondly, Facebook Page, 'Murtad di Kelantan' (English: Apostate in Kelantan), both sides were perceived to provoke and insult Islam and was also blocked by the government. The researchers found that he apostasy cases have challenged the justice system and at the same time accentuate social tension between Islam and other religious minorities in the country (Mohamad, et al, 2017). Thus, as Islam as the religion of the Federation in Article 3 of the Federal Constitution, such content must be taken seriously by the authorities. The existing laws on apostasy in Malaysia is not standardized in every state and it leads to problem in enforcing the law to the suspect. There have been suggestions to standardized the apostasy laws in Malaysia with the hope it may strengthen the position of Islam as the religion of the country (see Nasri & Shiddeq, 2016).

Comparative Analysis

It is difficult to define content which can be regarded as offensive to content. It becomes a global issue as there is rise of the study of digital religion (Campbell, 2013) For instance, in the United Kingdom (UK), there have been guidelines on Racist and Religious Hate Crime introduced by the Crown Prosecution Service in 2018. The Crown Prosecution Service (CPS) prosecutes criminal cases that have been investigated by the police and other investigative organisations in England and Wales. Prosecutors are reminded to follow the guideline as it provides detail on some of the key areas of the policy. The British Parliament has passed specific legislation aimed at outlawing crime where the offender is motivated by hostility or hatred towards the victim's race or religious beliefs (actual or perceived). For conduct not covered by the specific offences in the Crime and Disorder Act 1998, the court of its duty to treat evidence of racial or religious hostility as an aggravating factor increasing sentence as provided by section 145 of the Criminal Justice Act 2003. The Crown Prosecution Service (CPS) has attempted to give clear advice to prosecutors as to when is important online hate speech so as to be treated as criminal. The guidelines were first created in 2013 and updated in 2016. (Bliss, 2017) These guidelines set out the approach that prosecutors should take when making decisions in relation to cases where it is alleged that criminal offences have been committed by the sending of a communication via social media. The prosecution team must prove that the elements of hostility is founded for offence as racially or religiously aggravated within the meaning of the Crime and Disorder Act 1998 and section 145 of the Criminal Justice Act 2003. There have been efforts by the British government to curb hate crime spread including the medium of social media which witnesses the passing of homophobic, biphobic and transphobic hate crime.

The U.K.’s director of public prosecutions, Alison Saunders, suggested that the Crown Prosecution Service, which prosecutes criminals for the state, will ask courts to consider tougher penalties for those who use social platforms like Twitter, Facebook and others to hurl abuse at people. These new plans do not require Parliament to pass new legislation Mike Butcher, 2017. Violence attributed to hate speech in social media is increasing globally as almost third of the world’s population active on Facebook. Thus, the suggestions to be tougher on social media users are considered as an attempt
to curb the serious effect that might be caused due to hate speech in social media. Despite that there is no specific law on apostasy for Muslims in social media, the prosecution legal team believe it should be treated seriously just like face-to-face cases.

**Guideline for Offensive Content on the Internet**

In general, Section 233 of the CMA 1998 provides a general guidance on what amounts to offensive content. According to the former President of the Malaysian Bar Council in a press release issued by the National Human Rights Society (2015) Steven Thiru stated that Section 233(1)(a) of the CMA is a serious encroachment on the freedom of speech and expression guaranteed by Article 10(1)(a) of the Federal Constitution. While Parliament may impose restrictions on this fundamental constitutional liberty, such restrictions must be reasonable and proportionate. The Internet has an international law problem (Land, 2013). There have been increasing numbers of institutional offices. Currently, English law is incapable of protecting those who share on social media from having their information disseminated, thus changes should be made to laws on privacy itself (Mills, 2017). As a result, the 'Terms of Use' of Social Networking Sites (SNS) increasingly attract attention from policymakers and civil society. It is argued that these terms are rarely read by users and that, consequently, users cannot correctly assess their implications due to their postings in social networking. In recent years, there have been debates as regard to harmful and illegal content especially to children and vulnerable groups. Contents such as making drugs, pornography, sexual violent have created concern among society at large. Content which is against religion teaching and customary practices are also a great concern among the public.

Section 211 of the Communications and Multimedia Act 1998 as mentioned earlier highlights that it is an offence if the content falls under categories of indecent, obscene, false and menacing or offensive in character. In practice, it is difficult to determine the categories of content, for instance, obscene pictures per se might also be challenging for a judge to decide. Under the Malaysian Communication and Multimedia Act 1997, the government has introduced new style of regulation, i.e. self-regulation. Four codes were introduced by the government which relate to consumer and content code on the Internet. Some guidelines can be outlined by the authorities to assist prosecutors to differentiate between communications that may constitute credible threats of violence, harassment or stalking or may amount to a breach of a court order, and those that are grossly offensive, indecent, obscene or false. Thus, the existing laws should be reviewed to specifically include guidelines for the authorities to refer in handling matters pertaining to offensive content.

**Islamic Criminal Offences on the Internet: The case of Apostasy**

In general, there have been no standardization of offence as regard to apostasy in Malaysia. This is because Islamic matters fall under the state jurisdiction for enforcement. through the Syariah Courts by virtue of the State List of the 9th Schedule to the Federal Constitution. Islamic criminal offences under Malaysian law refer to offences which are provided for in the enactments passed by the state authorities, either in the syariah criminal enactments or other enactments with provisions relating to offences and punishments of custody, imprisonment, whipping or fine (El-Muhammady, 2007). There have been reports on the growing numbers of atheist members among Malay Muslims. Atheism itself is prohibited according to the majority of classical jurists. The Malaysian Communication and Multimedia Commission (MCMC) has received reports on the emerging trend of promoting atheist on the Internet. In some cases, there have misinterpretation of Islam through the Facebook postings (Musa et al., 2018). There has been a collaboration between Jabatan Kemajuan Islam Malaysia (JAKIM) and the MCMC in dealing with this serious issue by organizing the Criminal Syariah Offences on the Internet was held on 18 June 2016, which among others discuss on the threat and danger of Internet crimes on aqidah. Article 11 of the Malaysian Federal Constitution provides the right of every person to profess and practice his religion, including the right to propagate it. However, Clause 4 of Article 11 restricts propagation of religious dogma or belief among persons professing the religion of Islam. The Malaysian Constitution also has special provisions in Article 153 which safeguard the rights and privileges of the Bumiputra, as ethnic Malay and other indigenous peoples. Article 160 defines an ethnic Malay as a person who “professes the religion of Islam, habitually speaks the Malay language, and conforms to Malay custom”. In Article 160, the conflation of ethnicity and religion has presented problems for the religious freedom of ethnic Malays. Despite that there is no clear punishment as regard to apostasy under the state enactments, there is a need to monitor content which might trigger confusion and uncertainty from Internet users. Muslim society in Malaysia were shocked with confessions of some individuals who share publicly their religion orientation such as atheism via their social networking websites such as Facebook.

In 2013, MCMC opened five files to investigate offences related to Islam and almost 204 websites were investigated due to almost 300 cases were reported to MCMC. There have been debates on position of atheism under the Federal Constitution which is considered as unconstitutional under the Federal Constitution. Such thinking seems to be against the Rukun Negara, which should be uphold by every Malaysian citizen. The social media has not been a medium for confessing apostasy but also as a place of insulting Islam and the Prophet Muhammad. For instance, a Sarawakian Facebook user was sentenced to 10 years and 10 months’ jail after he admitted to insulting Islam and Prophet Muhammad, he was among four social media account owners charged by the police with the crime. The charges against the four were made under Section 298A and Section 505 (c) of the Penal Code and Section 233 of the Communications and Multimedia Act 1998.
The accused pleaded not guilty to eight charges. No bail was offered to the suspect. (The Star, 2019). Due to the increasing reported numbers of insult against religion especially the Prophet Muhammad (p.b.u.h), a special task unit was set up by JAKIM with collaboration with MCMC in March 2019 to monitor insults against Prophet Muhammad and Islam. (Bernama, 2019). The European Court of Human Rights in the case E.S v Austria no 38450/12 (2018) upholding an Austrian court’s decision that defaming the Prophet Muhammad exceeds the permissible limits of freedom of expression. The case was about two seminars hosted by Ms S in 2009. During the talks, entitled “Basic Information on Islam,” Ms S referred to the Prophet Muhammad as a paedophile. Subsequently, the Vienna Regional Criminal Court convicted her for disparaging religious doctrines. Ms S fought the conviction under Article 10, “Freedom of Expression,” of the European Convention on Human Rights. The court held that Article 10 was limited by Article 9, the clause protecting the freedom of religion.

The issue pertaining apostacy whether it is the right to freedom in religion is difficult to interpret in Malaysia when it comes to judicial decision. This is because Most cases of apostasy are tried more often in civil courts than in Syariah courts in Malaysia. In fact, the court’s decision to be inconsistent with the decisions made on the issue of apostasy in the context of the Federal Constitution has misled the public (Nasri & Shiddeq, 2016). It is best that if the authorities involved do not use litigation as a medium to handle arising conflicts due to offensive content on the Internet. In cases when a Muslim declares himself as no longer a Muslim, the public may lodge a complaint for the authorities to take action against the person. Rather than proceed with litigation, it is best that various approach can be taken by the relevant authorities under the state governments and JAKIM. There have been modul Istititah 2017 by Majlis Agama Islam Selangor (MAIS) to curb the problem of apostacy in Selangor which was developed by experts from multidisciplinary background such as syarie akidah, fiqh, tasawuf, psychology, syarie counselling dan scientific (Majlis Agama Islam Selangor. 2017). The uniformity of apostate law must be negotiated with Sultans and Rulers to maintain the position of rulers as they are the heads of the Islamic religion in their respective states. It is timely for authorities to work together in curbing the widespread of apostasy via social media nowadays by having a uniform legislation on apostasy.

CONCLUSION

It is timely that the current regulation and laws related to social media are being revised by the authorities. Regulating the content of the Internet is not limited to social issues such as pornography, paedophile and cyberbullying but also Islamic criminal offence such as apostasy. There is a need to review the existing laws related to apostasy as any statement made by a Muslim in his or her social media such as Facebook should not be taken lightly. Similarly, in cases utterance of divorce by a Muslim man to his wife outside the Syariah court, it must be recorded and registered in the Syariah court. The current collaboration between JAKIM and MCMC and the authorities are the way forward in curbing misinterpretation of Islam and taking lightly the issue of renouncing faith in social media.

Acknowledgment

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ABSTRACT

Purpose of the study: The purpose of this study is to identify the level of turnover intention held by servicemen serving the Malaysian Army. Identifying the level would provide better understanding about the matter as well as outlining preliminary steps in handling turnover among servicemen which is experiencing a spike in the past years.

Methodology: The study adopts a quantitative research design in its proceeding. Survey method is employed with a questionnaire comprising of structured close ended questions being used as a data collection tool. Stratified random sampling method is used to rule out samples from the population. The data gathered are analysed using SPSS version 21.

Main Findings: The finding of the study revealed that servicemen in general have moderate level of turnover intention. Three constructs of turnover intention are analysed which is the frequent thoughts of quitting, thoughts of looking for another job and thoughts of leaving the organisation as soon as possible. As the components of the variable is analysed, servicemen have moderate level of frequent thoughts of quitting their job as well as to look for another job within the next year. Servicemen have rather lower intention of looking for another job compared to quitting their job. However, the study discovered that the intention of leaving the organisation as soon as possible is at a low level.

Novelty of the study: Turnover is a widely discussed subject across the globe. Numerous sectors such as the corporate and civil sector has studied this literature for ages. However, not many studies have been conducted within a military setting. Therefore, this study is intended to further diversify the literature and also to promote more studies within military setting in near future.

Keywords: Turnover, Turnover Intention, Servicemen, Army.

INTRODUCTION

A strong and sustainable workforce is the essence of success for an organisation in current competitive business climate. In a quest of being highly competitive in their respective arena, organisations and employers often discriminate the wellbeing of their employees which weakens the strength of their workforce (Puteh, 2015). Retaining a sustainable and skilful human capital is extremely important to avoid hampering an organisation in terms of excess recruitment and training expenses otherwise (Ahmed, Hidayat, & Rehman, 2015). Enhanced employee performance is largely influenced by emotional and psychological factors which in turn contributes to employee behaviours and their perception towards the organisation to which they belong. These are measurable through employee motivation, participation, satisfaction, and engagement (Dhladhla & John, 2011; Oehler, 2014; Thao, 2015). Serious attention paid by the management to these factors is definite boost to employee performances. Failure to do so will eventually lead to employee turnover which could deter the survival of an organisation (Oehler, 2014).

Employees always have the thoughts of leaving their current job which leads to constant comparison of their present job with that of others which then leads to considering other possible offers that are available to them (Aranganathan & Sivareethinamohan, 2016). Intention of quitting one’s present job is the state of mind held by an individual and often displayed through change in behaviour before actual turnover happens (Eiangovan, 2001). The intention of quitting draws disastrous consequences to both employee and organisation as it has considerable effect on both parties (Rahman & Nas, 2013).

It is claimed that, personnel serving in a more stable organisation is less likely to retrieve compared to those serving in less stable ones (Polich, 2013). In a study conducted by Al-Hummadi (2013), it was reported that United States of America might face 29 percent of turnover by the year 2020. Before the year 1985, the study on turnover discussed mainly attitudes stemming from satisfaction and commitment, individual differences and nature of job, whereas for the period of 1985 to 1995 the study switched to consideration about personal conditions such as stress. Present studies cover various aspects such as individual differences, change in attitude and interpersonal relationships (Holtom, Mitchell, & Lee, 2008).
Employees who find themselves less competent to carry out certain role are said to leave the job or organisation sooner compared to those who have visibility to the ethical conducts of the organisation and have significant decision making authority (Aabdeen, et al., 2016). High performing employees would require greater rewards for job satisfaction and failure of an organisation in creating a platform to harness this will trigger turnover intentions among employees (Saeed, Waseem, Sikander, & Rizwan, 2014). Tendency to weigh current job’s satisfaction while looking out for better employment opportunities till they find one will lead the employee towards quitting intention (Wallace, 2011).

Malaysian Army is the leading security force of the country. Thus, it is important to keep the performance and behaviours of its servicemen at the highest level at all time. The loss of skilled and trained servicemen can possibly hamper the readiness of the security force. Therefore, this study intends to identify the level of turnover intention held by servicemen serving a specific branch of the Malaysian Army. Due to the diffusive nature of the literature as well as to analyse the level of turnover intention held by servicemen, the research question is (a) What is the degree of turnover intention held by Malaysian Army servicemen?; While the research objective is to identify the degree of turnover intention held by Malaysian Army servicemen.

LITERATURE REVIEW

Turnover intention is defined as the intention held by an employee to leave his or her present job in order to obtain employment in a different place within 12 months’ period (Medina, 2012). In another study, turnover is perceived as the voluntary idea of an individual to leave the organisation they belong to (Berry, 2010). Turnover intention is the final stage of the retrieval cognition and the transitional state between the consideration of leaving present job and the actual turnover (Ncede, 2013). It is the likelihood for an employee to leave his or her current job and opt for another within a specified time frame which will eventually result in actual turnover (Kaur, Mohindru, & Pankaj, 2013). Turnover intention can also be considered as the orientation of the mind held by an employee which constitutes the behaviours of quitting (Elangovan, 2001).

Turnover intention, which is a good predictor of real turnover before it happens is the decision of an employee to leave an organisation forever and also known the last stage in the retrieval behaviour before an employee opts for a different job (Martin & Roodt, 2008; Uzondu, Nwanyi, & Ezena, 2015). From a managerial perspective, turnover when perceived as a process is the process of overcoming a vacancy by the means of hiring and training a newcomer (WeiBo, Kaur, & Zhi, 2010). As outlined by social exchange theory, a good set of training equips employees with continuous opportunity to progress and develop themselves which keeps them engaged at all time and engaged employees are said to have high sense of obligation towards the organisation and less likely to have turnover intentions (Memon, Salleh, & Baharom, 2016).

Turnover intention can be evoked by the organisation and work environment such as low compensation, injustice, inequity, discrimination and poor leadership practices which results in failure of an organisation to develop constructive work environment (Abdali, 2011). The opinion that employees hold towards their job, management, peers and transparency towards an opportunity within an organisation influences the degree of turnover intention (Berry, 2010). Employees who feel supported and appreciated by the organisation they belong to develop a strong form of devotion to the organisation, choose to actively participate in achieving organisational goals and hardly have the intentions of leaving the organisation (Emerson, 2013).

Ozdevecioğlu, Demirtas, and Kurt (2015) claim that employees who consider themselves to be skilful and highly sorted after in the market will soon attempt to find another job and will have turnover intentions growing within them. High performing employees require greater rewards to be satisfied with their job and failure of an organisation in catering this will trigger turnover intentions among employees (Saeed et al., 2014). Turnover intention is the result of certain traits of employees, organisation and the market which can be remediated by managers with the aid of sound policy development. Failure to do so can lead to actual turnover and catastrophic impacts in the form of operational disruption, additional workload and loss of tacit knowledge and expertise (Ton & Huckman, 2008).

In a study conducted by Eetveldt et al. (2013) on 3580 Dutch military personnel, it was discovered that turnover intention is relatively high in the organisation mainly due to job insecurity and poor organizational commitment. In a separate study conducted by Choong, Keh, and Tan (2013) on 377 academic staffs of private universities in Malaysia, turnover intention was found to vary with respect to demographic features where female respondents were to report higher level of turnover intention than male respondents while married respondents reported lower level of turnover intention compared to non-married respondents regardless of gender. A study carried out by Yanchus, et al. (2015) involving 11726 Veterans of Health Administration (VHA) in Canada indicated that civility, procedural justice, and autonomy significantly predict turnover intention mediated by job satisfaction. A study on the effect of transformational and transactional leadership styles on turnover intention of 380 public sector workers of UAE conducted by Aldarmaki & Kasim (2019) indicate that both leadership styles significantly and negatively influence turnover intention. Turnover intention of resident staffs was higher than that of
visiting staffs in a study that was executed on 175 dentists in Taiwan by Chen et al. (2015). The study also highlighted that other factors such as organisational commitment is associated to turnover intention.

METHODOLOGY

Design of Study

This study adopts a quantitative research methodology to determine the degree of turnover intention held by servicemen serving Malaysian Army as quantitative study is generally aimed at measuring variables or relationship verification (Neuman, 2014). Questionnaire was used as a tool to acquire data which will be later analysed to achieve the objectives of this research. Questionnaires are generally the best option to acquire factual data and well-defined questionnaires are often highly structured to ensure similar information is obtained in a uniform manner from the sample to ensure systematic quantitative analysis and ease of generalization (Leung, 2001).

POPULATION AND SAMPLE

The aim of quantitative sampling is to enact out a subset of the population so that the findings of the study that is conducted on them can be used to resemble the whole population (Marshall, 1996). The study drew a sample of 160 servicemen out the population which consisted of 271 active servicemen where the selection of sample size was made with respect to Krejcie and Morgan (1970) table of determining Sample Size of a Known Population. The method of sampling practiced in this study was stratified random sampling where stratification was done with respect to ranking levels to ensure servicemen of all ranks contribute to this study proportionately.

RESULTS / FINDINGS

The summary of respondent’ demographic profile is presented by Table 1.

<table>
<thead>
<tr>
<th>Demography</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gnr</td>
<td>13</td>
<td>8.1</td>
</tr>
<tr>
<td>LBdr</td>
<td>18</td>
<td>11.3</td>
</tr>
<tr>
<td>Bdr</td>
<td>99</td>
<td>61.9</td>
</tr>
<tr>
<td>Sjn</td>
<td>20</td>
<td>12.5</td>
</tr>
<tr>
<td>SSjn</td>
<td>2</td>
<td>1.3</td>
</tr>
<tr>
<td>PW 2</td>
<td>7</td>
<td>4.4</td>
</tr>
<tr>
<td>PW 1</td>
<td>1</td>
<td>0.6</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>100</td>
</tr>
<tr>
<td>Age Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-25</td>
<td>14</td>
<td>8.8</td>
</tr>
<tr>
<td>26-30</td>
<td>17</td>
<td>10.6</td>
</tr>
<tr>
<td>31-35</td>
<td>96</td>
<td>60.0</td>
</tr>
<tr>
<td>36-40</td>
<td>33</td>
<td>20.6</td>
</tr>
<tr>
<td>41 above</td>
<td>-</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>100</td>
</tr>
<tr>
<td>Length of Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 13 years</td>
<td>31</td>
<td>19.4</td>
</tr>
<tr>
<td>14-15 years</td>
<td>81</td>
<td>50.6</td>
</tr>
<tr>
<td>16-18 years</td>
<td>34</td>
<td>21.3</td>
</tr>
<tr>
<td>19-21 years</td>
<td>14</td>
<td>8.8</td>
</tr>
<tr>
<td>21 years and above</td>
<td>-</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>100</td>
</tr>
</tbody>
</table>
Findings of the study which presents the degree of turnover intention held by servicemen are tabulated as below. In obtaining degree of turnover intention held by servicemen, series of descriptive analysis were carried out using SPSS. Table 2 outlines degree of turnover intention held by servicemen.

**Table 2: Degree of Turnover Intention**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean Score</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover Intention</td>
<td>2.34</td>
<td>Med</td>
</tr>
<tr>
<td>I often think about quitting my present job.</td>
<td>2.41</td>
<td>Med</td>
</tr>
<tr>
<td>I will probably look for a new job in the next year</td>
<td>2.39</td>
<td>Med</td>
</tr>
<tr>
<td>As soon as possible, I will leave the organisation.</td>
<td>2.21</td>
<td>Low</td>
</tr>
</tbody>
</table>

**DISCUSSION / ANALYSIS**

The first analysis that is conducted in this study is respondent’s profile analysis in which their ranking level, age group and length of service are taken into consideration. These 3 demographic properties are the most prominent features that distinguishes one respondent from another. Their ranking mainly depends on their length of service determined by the age group they belong to.

Level of turnover intention held by servicemen is analysed through 3 questions from the questionnaire. The questions are aimed to analyse their intentions of quitting their present job, intention of looking for a new job in the next year and leaving the organisation as soon as possible. In general, servicemen have moderate level of thoughts of quitting their current job, moderate level of intention to look for a new job in the next year (relatively lower than the intention of quitting) and finally low level of intention to leave the organisation as soon as possible.

Dwelling deeper into the outcome of the analysis, it is found that servicemen generally have moderate level of intention to quit their current job and to look for a new job in the next year. This means that such thoughts have moderately infiltrated within servicemen involved in this study. This is not something bad since various scholars have opined that employees at all time will have the intention of quitting within them (Aranganathan & Sivarethinamohan, 2016). They constantly compare their current job to other available opportunities. Relatively, the mean score achieved by these items are at a lower class in the mean range table. Thus, the intention of quitting held by servicemen could be momentary due to instantaneous organisational setting and work pressures.

As far as their intention of leaving the organisation (Malaysian Army) is concerned, servicemen have low intentions of leaving Malaysian Army. This is because the current organisational setting is fairly good besides their wellbeing and career planning is done in a satisfactory manner. Servicemen’s career growth and personal needs are given sufficient attention by the management. This too implies that instantaneous stress and challenges will not affect the intention of servicemen to quit.

Overall mean score achieved by the level of turnover intention held by servicemen is the lowest mean score required for a variable to be categorised as moderate. There are various unseen and unrelated factors beyond the scope of the study which could lead to such result. The nature of job in the army is so unpredictable that it at times require extra working hours, working under less promising conditions and high level of multitasking. However, it can be concluded that servicemen are still devoted to the organisation, focused on their job and will not leave the organisation anytime soon. Servicemen are well aware of the need of their service to ensure the sovereignty of the country.

**CONCLUSION**

Turnover intention is a worrying phenomenon affecting various organisations across the globe. Employees who are known as the pillar of strength is the ultimate asset of every organisation to maintain their productivity and efficiency as well as to safeguard their competitive advantage. Loss of employee can lead to loss of expertise. Thus it has to be prevented at all time. Similarly, turnover of servicemen from the army can inflict unbearable loss not only to the organisation but also for the nation as the army is the reason behind the sovereignty of the country. As a conclusion, this study is believed to provide direction and guidance to Malaysian Army in successfully retaining servicemen. Malaysian Army must not be complacent with the moderate level of turnover intention that is reported by this study.
LIMITATION AND STUDY FORWARD

Every scientific research is bound to its own limitations. Likewise, this study is also bound to have following limitations. Generalisation of this study is a critical limitation to the expansion of this literature as this study was conducted only within a military setting. Both the population and sample involved in this study comprises of military personnel. Therefore, the generalisability of the outcome of this is study is limited due to the difference in nature of organisation and various other factors.

The responds that are gathered in this study is completely based on personal understanding and perception held by servicemen pertaining this literature. The degree of understanding and perception held by one individual to another could vary due to numerous reasons. Therefore, there is always a gap between what is understood by respondents and what exactly is meant by the researcher through research tools. The disparity that exists poses as another limitation to the study as it could lead to uncertainty and inapplicability of finding to a certain extent.

Organisational setting plays an important role in the effectiveness of this study. This is because, organisational setting has the tendency to affect the level of openness of respondents in providing their response. In tight organisational setting such as military, respondents might feel threatened hence reluctant to provide genuine responses. This could result in deviation between the real condition of the organisation and the finding of the study.

This study was conducted within a military setting with the intention of diversifying the literature of turnover intention. Similarly, more studies of this kind must be conducted in other fields to further test and validate not only the finding but also the content of the literature as a whole. Multiple research will help to address certain gaps that were not noticed previously and provide direction is overcoming them.

Acknowledgement

I would like to pay my special regards to Miss Suguna Balakrishnan for taking the trouble and sacrificing her time to proofread this research paper and also to Malaysian Army for permitting this study to be conducted among servicemen.

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UNCONSCIOUS AND UNSEEN BARRIERS: A GENDER STUDY OF MALAYSIAN WOMEN ENGINEERS

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ABSTRACT

Purpose of the Study: With the progression of society and advent of the 4th Industrial Revolution now, most engineering companies have a more diverse workforce or progressive policies for women engineers. Unfortunately, women still face various challenges in entering and establishing their career path in the field. This study attempts to explore the Malaysian women engineers’ perceptions towards the field and challenges or barriers that they may face.

Methodology: This study employed a qualitative method, using in-depth interview as the instrument to study the opportunities and challenges provided to women engineers in the industry/organisation. Six women engineers from different positions and different types of engineering companies were interviewed.

Main Findings: Through the interview, it was found that the respondents did not experience any obvious gender stereotypes or discrimination in the company. However, this study has found that the women engineers were trapped within an unseen social barrier and self-barrier. Considered as unconscious bias, these barriers were found to limit their progress in the field. These barriers exist more prominently when it involved dealing with work-life balance. Society, even inside progressive engineering companies, continue to focus on the women engineer’s traditional role as mothers and wives first, rather than their role as engineers. Expectations of these roles contribute to the unseen social and self-barrier, with many of the women engineers themselves having this mindset ingrained.

Novelty of the Study: The findings are significant as World Economic Forum (2017) has suggested that the future world require talent diversity from different ranges and creative thinking as well as skills from multiple areas, to navigate with the uncertainties of the 4th Industrial revolution. Hence, it is vital to break these gender stereotypes, particularly in the engineering field which offers a diverse universe of chances in driving socially beneficial creation and innovation.

Keywords: Gender Equality, Social barriers, Self-barrier, Women Stereotype, 4th Industrial Revolution

INTRODUCTION

Today, technology and globalisation are transforming the world of work. The 4th industrial revolution has transformed the way people interact with information and the physical world. This transformation has brought about positive changes to society’s mindsets. Malaysia is not exempted from this change and changes are important to create a “gender-blind” society in the future according to Pollitzer (2017). A mindset change and the inclusion of policy makers, scientists, engineers and gender scholars is vital in creating a more gender equal world.

A decade ago, Hofstede (2001) found that organisations often view women as “modest, tender, and concerned with the quality of life”. There have been positive changes, with a recent survey of over 11,500 Malaysian conducted by Hays (2016), showing 79% of men and 66% of women think there is equal pay between genders. Similarly, 87% men and 59% women have thought that both gender were given the same career opportunities.

Despite these positive changes, the participation of women in the engineering field is still at an unsatisfactory level as the field is still largely male-dominated (Yeoh, 2017). According to the Ministry of Women, Family and Community Development (MoWFCD) 2015, the engineering field has the lowest percentages of registered women professionals with only 24.0% compared to other STEM field such as dentist (66.2%), medical doctors (48.5%) and quantity surveyors (44.4%). Moreover, it was seen that most CEO positions in engineering were still held by men. Christina (2017) reported that there was a lack of Malaysian women graduates in engineering and technology in 2015. The news article also added that the lack of women graduates in those fields could cause a dearth of women role models, thus discouraging prospective students from entering the field. In a study of women participants in science, technology, engineering and mathematics in Asia, Kigotho (2015) found out that there is a higher proportion of Malaysian female enrolments in sciences in Malaysian university and colleges, however the trend has not increased women’s participants in most STEM fields of study, particularly engineering and technology. Women are still under-represented in engineering and computer science. Fellow Prof Datuk Dr Halimaton Hamdan has also stated in an interview with Malay Mail (2017, July 23) that even though there was no gender bias in
selecting STEM talents, there were unseen barriers deep in the women’s mind that they are not as appreciated as their male counterpart. This raises questions as to how far can women progress in the field as well as what problems or challenges could limit their enrolment in engineering? Looking at this situation, there is an urgent need to re-examine the gender gap in Malaysian organisations. This study attempts to explore the Malaysian women engineers’ perceptions towards the field and challenges or barriers that they may face.

LITERATURE REVIEW
The Fourth Industrial Revolution and Gender Equality

Women’s contribution is vital in the Science, Technology, Engineering and Mathematics (STEM) field. For Malaysia, this is one of the ascertaining factors for the country to achieve its Vision 2020 (Siti Hamisah & Norliza, 2005). The scholars further pointed out that women supply the advanced technical knowledge that will definitely benefit in nation-building and a backbone to the country’s transformation into a developed country. This can be evidenced through the launching of the New Economic Model (NEM) in 2010, which aims to transform Malaysia into an inclusive and sustainable nation by 2020. With women outnumbering men, women are vital to achieve the targeted 1.3 million STEM jobs (Curriculum Development Division, Ministry of Education Malaysia, 2016). These measures have resulted in some encouraging results, with the number of women enrolled in engineering courses increasing from a mere 5% in 1981 to 30% in 1999 (Shamala, 2012). It was also mentioned in Shamala that the number of women engineers registered with The Institution of Engineers, Malaysia (IEM) and Board of Engineers Malaysia (BEM) has increased dramatically to about 50% in 2010.

Although there were statistical increases this is still far from enough. The World Economic Forum’s Industry Gender Gap (2016) has pertinently pointed out over the 2015-2020 period, the unconscious beliefs and biases and the lack of work life balance are the top two barriers that still limit the participation of women in the STEM field. The Department of Statistics cited in Shamala (2012) has pointed out that 65% of women would leave the labour market when they are married in order to concentrate on their family. The “unfair sexist attitudes adopted by society” that men should be drawn towards science, astronomy and chemistry while women should stick to art and humanities (Yeoh, 2017) have trapped and restricted one’s performance. These biases in people’s mind (Bombuvela & Chamaru, 2013) have been recently echoed in Malay Mail (2017, July 23) that this “long-time stereotyping has made women feel like they’re not as valued as their male counterpart”. The bias stereotype has led to self-doubt that women are often seen as not capable as well as not good enough to be involved in the so called “male dominated field”. This is supported by Fouad et al. (2017) that working women engineers feel the lack of recognition at work and inadequate opportunities for development. In contrast, Dimovski, Skerlavaj, and Mandy (2010) pointed out that their male counterparts have less of these problems. Glass ceilings appear to women who attempt to pursue their career to the top of the hierarchy, trying to attain managerial position. Sharma and Sehrawat (2014) defines “glass ceiling” as a corporate world in which women’s access to top-management position was blocked by invisible barriers due to corporate tradition or culture. This happens because society widely accepts that men are to hold powerful and authoritative positions not women. Thus this expectation forms another contrast of challenges for a career woman.

Indeed, working women are still expected to fulfil the social obligations and responsibilities towards their family. A typical mindset which holds that women engineers should not lose sight of their femininity and should still uphold their mother and wife roles such as doing house chores, taking care of the children (Noor Rahamah, 2012) will continue to discourage and demotivate women to enrol in the field. This was proven in some studies that women who selected engineering careers were mostly supported and motivated by parents, teachers, counsellors or boyfriends who are an engineer (Matts, 2007). In other words, it should be noted that one of the important factors that women were afraid to be involved in engineering is the lack of support and encouragement from society. Additionally, other problems identified include the lack of information and knowledge about the profession (Shamala, 2012) and gender pay gap (Michelmore & Sassler, 2016). The lack of confidence (Kulich et al., 2011), insufficient care infrastructure (Work Economic Forum, 2017) and lack of competitiveness (Rosser, 2006) also contribute to the fear. This is on top of a lack of women role models (Connell, 2017) and difference in women’s learning style (Cavallo, Potter, & Rozman, 2010). Hence, education, parental and environmental influences serve as an important key factor in shaping gender roles in engineering career planning.

Nevertheless, some stated that the gender biases in engineering field does not exist as the differences were due to personal dedication, commitment, passion rather than gender (Yeoh, 2017). In fact, a study by Powell, Bagilhole, and Dainty (2009) have suggested that women who prefer engineering enjoy working in an environment that have more men than women and that they are acculturated and feel accepted in such an environment. To navigate the uncertainties of the 4th Industrial Revolution, World Economic Forum (2017) has suggested that the future world would require talent diversity from different ranges and creative thinking as well as skills from multiple areas. It is vital to break these gender stereotypes, particularly in the engineering field which offers a diverse universe of chances in driving socially beneficial creation and innovation. Without a change of the mindset, it would serve as a key stumbling block that could limit the capacities to de-gender work.
THEORETICAL FRAMEWORK

There has been a long history of research on gender stereotypes and gender roles which highlights the disparity between men and women. The nature of gender inequality and women stereotype have been widely discussed in feminism theory. Traditional gender roles have always imbued women with abilities for domestic and parental work to maintain the traditional distribution of gender roles (Verniers and Vala, 2018). However, the feminist in modern society has always attempted to challenge the traditional roles of women and men. Therefore, the theories of socialist feminism and liberal feminism are important to provide background studies on how modern women perceive their roles and some challenges that is still trapped within women itself.

Socialist Feminism

Socialist feminism views women oppression and discrimination as a result of a larger context of social, economic and political factors. To understand its structure, the relationship between class, gender, patriarchy and capitalism is important as it contributes to women’s inequality. As pointed out by Gordon (2013), patriarchy is not the only or primary source of oppression of women and capitalism is by no means the root of male dominance. Piccinelli and Wilkinson (2000) also pointed out that women suffer greatly from the impact of patriarchy and capitalism as many fall to the hands of poverty, going through difficulties of unemployment, unable to make decisions at the micro or macro level of an organisation. Women, victims of gender inequality as hierarchy created by capitalists and patriarchs describes or put men in a situation where the economy depends on them and thus subordinate the women. Instead, women are forced to work according to “works for women” such as nursing and teaching of which they obtain relatively low pay and thus strengthen this hierarchy which favours patriarcies and capitalist (Cavusoglu, 2013). Though modern society may have changed the mindset where women can be equally competent as their male counterpart, however Brenner (2014) also mentioned that in the 21st century socialism, many working women find themselves struggling for work and heading households, thus themselves have started to challenge patriarchal forms of organising and leadership. However, it is not an easy journey. Therefore, this study attempts to explore the perceptions of the Malaysian women engineers towards the field, on whether they find that there is any improvement on the issues of gender inequality as well as to shed light to fill the gap between the past and present.

Liberal Feminism

On the liberal feminist perspective, women should be entitled access to options. These day, we often highlight about human right and women right is considered as part of the human right. Nevertheless, there are a lot of studies that have pointed the challenges that may faced by the modern women. More often, women do not have much option as it is frequently restricted due to economic deprivation (Pearce, 1978), race and ethnic stereotyping as well as sex discrimination in employment and in education (Smith, 2004). With this, it forms a barrier for the women to be able to move forward. Ertl, Luttenberger, and Paechter (2017) in their study found out that stereotypes about females’ abilities, interests and need for conformance contributed negatively to how the female students view themselves and this further negatively affected the success of female in STEM careers. In a study of female stereotype in organisation, Eriksson, Smith, and Smith (2017) claimed that female managers tend to rate themselves lower than the male manager in the masculine management traits while higher on the feminine management traits. Only a minority of female managers see themselves as different from their male colleagues in managerial management. The scholars indicated a clear indication that own managerial ability is positively associated with manager’s gender stereotype views. This is also mentioned in Cadun, Latrofa, and Carnaghi (2013) that women showed significantly stronger self-stereotyping than men. In the findings of Malvinder, Junaimah, and Zurina (2017), motherhood and pregnancy often leads to drawbacks of Malaysian women in the workplace. This implies that social factor such as the nature of feminineness (Rimashevskaia, 2008) could affect how women perceive themselves. This study is therefore aimed to examine the perception of women in modern society, particularly whether there are greater freedoms, opportunities and options for women in both work and family.

METHODOLOGY

This study employed a qualitative method, using in-depth interview as the instrument to study the opportunities and challenges provided to women engineers in the industry/organisation. As pointed out by Boyce and Neale (2006, p.3) the interview method could provide a bigger and more detailed picture in answering the questions of how and why. Thus, an interview is the best method to examine the problems and issues faced by Malaysian women engineers.

Six women engineers from different position and different types of engineering companies were interviewed. All of the participants have at least two years working experiences.
Table 1: Profile of Participants

<table>
<thead>
<tr>
<th>Women Engineer</th>
<th>Position</th>
<th>Years of Working Experiences</th>
<th>Types of Engineering</th>
<th>Types of Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women Engineer A</td>
<td>Senior Engineer</td>
<td>6</td>
<td>Electrical/Electronic</td>
<td>Multinational</td>
</tr>
<tr>
<td>Women Engineer B</td>
<td>Lead Engineer</td>
<td>5</td>
<td>Electrical/Electronic</td>
<td>Multinational</td>
</tr>
<tr>
<td>Women Engineer C</td>
<td>Junior Engineer</td>
<td>2</td>
<td>Mechanical/Electrical</td>
<td>Local</td>
</tr>
<tr>
<td>Women Engineer D</td>
<td>Senior Engineer</td>
<td>12</td>
<td>Petroleum</td>
<td>Multinational</td>
</tr>
<tr>
<td>Women Engineer E</td>
<td>Junior Engineer</td>
<td>3</td>
<td>Solar energy</td>
<td>Local</td>
</tr>
<tr>
<td>Women Engineer F</td>
<td>Senior Engineer</td>
<td>15</td>
<td>Civil</td>
<td>Multinational</td>
</tr>
</tbody>
</table>

A pre-test of the interview questions was conducted on two women engineers. A snowball sampling was used to search for the participants. Participants were briefed and a consent letter was signed before the interview started. The duration of the interview ranged from 40 minutes to 1 hour 15 minutes. A recorder was used to record the entire conversation. The interviews stopped when there are no new codes occurring in the data or the data were saturated (Urquhart, 2013). The study employed the technique of thematic analysis in coding, sorting and analysing the interview data. The study follows the process suggested by Wali and Wright (2016) of identifying potential themes, review and elimination of repetitive themes, defining and naming the themes and finally writing up. Three interviews were conducted in Mandarin/Chinese language as the interviewees preferred to conduct in their native language. After the interviews have been transcribed, it was then translated from Mandarin into English. The translation was focused on providing similar context and to mirror the meanings as close as possible.

RESEARCH FINDINGS
Perceptions on Opportunities
Past studies have shown the lack of women participation in the engineering field. In the current scenario, this has improved with the increase of women engineers. Unfortunately it is uncertain whether such an increase represents more freedom and respect for women engineers.

Generally, in the interviews with Malaysian women engineers, it was found that there are some improvements in terms of mindset as well as opportunities given to women. One of the interviewee pointed out that it is unfair to draw a comparison between capabilities of men and women as they both are different. Women and men are equally important and believed to have contributed differently in the field of engineering.

Guys have better imagination than women. For us it's very hard imagine things. Engineering drawing has three views, men can look and imagine things from all those views compared to women. Women are good and better in terms of theoretical and calculation part. We can remember things better than guys, they tend to forget but understand more.

Women Engineer C

This is also pointed out by another women engineer who mentioned that women and men have their own strengths and weaknesses and therefore there should not be any comparison between the men engineers and women engineers. This has shown the confidence and faith that women had in themselves which contradicts with most past studies that defined women who only play the traditional gender roles as mother and wife.

Women have their own ability. Even though women cannot handle their emotion but sometimes they do have ideas in to management field. Also I believe women are more intelligent than men, while men are better when it comes to technical parts.

Women Engineer E

In addition, most of the women engineers perceive there are equal opportunities given to both men and women in the workplace. One of the interviewee mentioned that she does not feel the stereotype and discrimination in the company she worked on, this shows that the gender gap has improved compared to the past.
Translated from Mandarin: I think both men and women are getting balance now, with regards to the engineering field, I feel this matter (women stereotype and discrimination) improved. I am not sure of how other companies’ functions, but my company is multinational company, therefore this kind of issues are less or not exist here. We have a policy of “code of conduct”, this policy is to protect women from harassment act. Women can make a complain if they found that some men have expressed or acted on harassment. I think if this kind of system could continue practicing, it could help to build respect on each party and that both men and women could work together.

Women Engineer B

In terms of evaluating staff's performance, one of the women engineer mentioned that this depends on whether she was able to achieve the company’s key performance incentive (KPI). With this she feels that both of her male and female colleagues are treated equally in the company without gender bias.

Translated from Mandarin: It is depending on whether you hit your KPI. In engineering, we have different KPI every year... It is based on KPI that your boss assigned to you, and that you will be evaluated based on the criteria whether you achieve or not achieve. If you are able to hit your KPI, you have greater chance for promotions. If you are not able to hit your KPI, the opportunities and chances given to you will be lesser, such as no promotion/bonus this year.

Women Engineer A

With regards to payment or salary, Malaysian women engineers have expressed that they have not faced problems as salary increment or promotion is based on what the staff have achieved and have no connection with gender bias.

Translated from Mandarin: Yes. It is based on our performance and capability, it is not based on you are men, if you are able to achieve more, company will arrange a bigger task for you. Engineering field is based on your capability and working attitude and not based on gender.

Women Engineer F

Additionally, women engineers also mentioned that they were given chances for training and for personal development.

Yes, equal in the sense of opportunity. For training, development, work task development. I would say that the company treated the women better. In term of there is priority for their children. It is actually a very great treatment.

Women Engineer D

Perceptions on Challenges

Nevertheless, this research found that social barriers and self-barriers are still exists.

Social Barrier

These social barriers refer to the various expectations by society towards women engineers, which in turn could harm their career progression in the field.

In interviewing the women engineers on the number of men and women CEO in the company, most of them mentioned that their company’s CEO position is held by men. Respondents stated that this matches with the traditional societal mindset that men are better at leadership positions than women. As mentioned by one of the interviewee, although there were women managers in her company having decision-making responsibilities, yet the final decisions were made by the CEO or company directors who were usually men. She stated that this was due to the perception that men have better leadership skills than women. This finding corresponds with the results by Sriwimon and Zilli (2017), where women often play a passive, obedient, indecisive and follower role and thus do not fulfil the leadership characteristics.

Translated from Mandarin: I have not done any research regarding this issue, but I can say most CEOs are men. I think the upper managements put more trust and reliance on men more than women. I think at that stage; issues of gender would be taken into consideration by them (upper managements). This is due to the different level of managers and CEO. More often, people have a kind of traditional mindset that men are competent in making important decisions. This is because the CEO is the one that makes the final decision, manager level has yet to reach the level of making final decision even though they do play roles in the process of making decisions. Therefore, I think they (upper management) believe that men have better leadership skills.

Women Engineer A
Apart from this mindset on women lacking leadership skills, the respondents stated that the people around them often stress that women should focus more on their families and take care of the children at home. This would serve as one of the biggest social barriers for women to perform in the engineering field. This is evidenced in respondent E’s response as she said her parents hoped that she could further her studies and work as a lecturer instead of being an engineer.

*Just like my father. He once suggested me to further my studies and work as a lecturer instead but I refused. I wanted to become just like my brothers as an engineer.*

Women Engineer E

Additionally, the respondents also state that women managers were seen as lacking value and negatively stereotyped. This corresponds with the Asian culture of viewing a woman’s worth through marriage, such as the term ‘leftover women’ that is used in China (Yan, 2018). According to Yan (2018), single women above 30 are pressured to be married and bear children. In respondent A’s interview, she said this contrasts greatly with society’s perception of single men.

Translated from Mandarin: *I have a woman boss in XX company, she is capable and has good social skills. However, she is not married, therefore some of the colleagues will talk about her behind her back. This kind of situation is like if men could achieve more in their career and remained single, people will refer him to as a “golden single”, meaning wealthy men (a Chinese poem), inversely, it does not apply to women, as career women are often getting negative comments, particularly when the woman loses her temper, people will say that she is not feminine. But I think this scenario is not only happening in engineering, I have a secondary school’s senior teacher that have not married yet and people say the same thing about her.*

Women Engineer A

Such an expectation of women is also voiced out by respondent B, stating more effort is needed by women to progress to managerial or higher positions, compared to men.

Translated from Mandarin: *I think society still keep the typical mindset, not being open minded and this stereotype happens in any workplace. For instance, if a woman wanted to achieve a higher level, then she has to be stronger than men or equally strong compared to men in order to get into that position.*

Women Engineer B

**Self-Barrier**

The results also show that there were barriers within the women engineers themselves. This means their own mindsets and acceptance of gender roles has caused them to struggle and limit their career progression.

In the interviews, most of the interviewees mentioned that they were treated equally. However, due to a perception that a woman’s natural maternal instinct is to care for their family, they often have to give up on advancing their career. These respondents spoke of how women would instinctively sacrifice their career when they get married or have a baby.

*Yes, equal in the sense of opportunity. For training, development, work task development. I would say that the company treated the women better………but I think you cannot change a women’s natural instinct. I do not know a lot of women who are willing to sacrifice their family to pursue their career. It is very rare to leave the husband to take care of everything and assume a reserved role. Women are natural care giver. Unless the women are in the managerial position she has to quickly place the child in the child care or baby sister. Something is always needs to be sacrificed, nothing is perfect.*

Women Engineer D

Despite calling it maternal instincts, these perceptions or beliefs could also be the result of internalised gender roles. These instincts become self-barriers that also pose challenges for women to maintain their work life balance. Respondent F stated although she does not feel stereotyped in the organisation, she does feel pressured to complete her high volume of work and tasks. This pressure also results in guilt for her as she becomes unable to spend more time with her children.

Translated from Mandarin: *It is based on our performance and capability, it is not based on you are men, if you are able to achieve more, company will arrange a bigger task for you. Engineering field is based on your capability and working attitude and not based on gender…… I think women engineers that have families like me, I have a long working hours, I have a bunch of tasks to complete every day. I am often pressured by a lot of unfinished work and I feel guilty as I do not have time for my kids, I could not accompany my kids even when they have school exams. So, I think this is my personal reason (for not achieving more in my career).*
The amount of experiences an individual has also does not mitigate this self-barrier as stated by respondent C. The commitments and struggle of women to care for their family is not reduced even after working for many years in the field.

I think professional development requires experiences, the higher the experiences the older the women get. But most of the time, older women are still tied with their family commitments. So it is quite hard for them to go further and develop themselves professionally. Women are lesser compared to men when it comes to professional developments. When women are married they will have babies, husband, parents and whole family to take care of so most women can’t really focus on professional developments alone.

Women Engineer C

DISCUSSION

Past studies emphasise gender imbalances in the workplace such as the gender wage gap and unequal training development opportunities. However, the findings of this research indicates that most women engineers are satisfied with the treatment they received in their company. This is shown when most of the women engineers expressed that they have no negative feelings towards unequal/unfair treatments at the workplace. The findings imply that women are treated equally in terms of opportunities and chances such for training, as well as they are given opportunities for personal development. This is in contrast with some of the studies that showed women were treated unfairly in their working environment (Zaiton & Nooraino, 2015).

Nevertheless, our findings indicate that there were unseen social and self-barriers. These barriers have continued to trap woman engineers from achieving more or reaching a higher level in their field. Women were restricted by society's expectation of women's gender roles in families. This also includes their own guilt felt in not meeting the expectation of caring for their families. These findings correspond with other research, such as Bambuvela and Chamaru (2013), who pointed out that women perceived that they should put in longer hours caring for their family. According to Bambuvela and Chamaru, women were frequently being stereotyped as the one fully responsible to take care of children and the elderly at home. Apart from this, women were also often seen as a natural caregiver. This is in-line with Acker and Armenti (2004) who pointed out that married women would tend to sacrifice their careers to be wives and mothers. This study shows that the women engineers faced the same challenges in Malaysia, with many reluctant to take up higher positions in the organisation. The results in men usually holding the top level positions in their organisation's hierarchy. A study conducted by Branson, Chen and Redenbaugh (2013) stated that women in a working organisation who are holding managerial or executive positions believed that work performance is rated and measured based on their working ability and communication skill. Despite this belief, women’s progression seemed to have a limit as there hardly any women among the top executive level (Branson, Chen, & Redenbaugh, 2013). The unseen barriers found in this research raises a question on gender equality as practiced in the engineering field. There is a possibility these barriers were also present in other fields. As seen in Maimunah and Roziah (2006), their research shown that a woman’s career success was determined by factors such as family, organisational demands, socio-demographic characteristics as well as the development in the country. The scholar pointed out that the possibility of Malaysian women participating and succeeding in careers are dependent on their ability to handle various roles as worker, wife and mother.

Most of the respondents in this study repeatedly mentioned the existence of these complex unseen barriers. These barriers are proof that traditional gender roles were still present and even reinforced by the women themselves, despite society’s rapid development. Epstein (2002) pointed out that gender discrimination in an organisation is not about violence against women or sex discrimination, instead it can be explained by differences in the preferences of women and men. Living in a patriarchal and capitalism society, women have been socialised to prefer stereotypically female roles. Women were indirectly forced to choose traditional roles as reported in Morse (2001). According to liberal feminists, women often cannot exercise their own right to decide their own way of living due to the existing patriarchal and capitalism practices in the society (Meyer, 2004). Meyer added that such existing practices renders the women to critically assess their own preference of life, opting instead to take traditional roles.

This study contributes to the evolving scenario of gender roles in workplace as well as filling in the literature gap. Though more freedom is given to the women in work place currently, there were still unseen barriers that continue to trap them. Women still struggle with the notion of “how the society sees them”. Changing the way women act require a change in the mind as pointed out by Schwab (2018), stating that “changing the way we think leads to changes in the way we act”. It is thus a crucial step to inject a new way of thinking into both the female and male brain.
CONCLUSION
There is much to be done to improve gender equality in the engineering field. Companies can start to change the traditional mindsets by first acknowledging the unseen social and self-barriers that this research has found, and then working to address it. There are existing good practices to be found, such as American company, Patagonia. The outdoor apparel manufacturer has blazed the way in providing an on-site child care facility for over 30 years (Anderson, 2016). The company has a child care centre run by trained teachers, fully paid paternity and maternity leave, at least 12 weeks of fully paid leave for serious medical conditions and parents who need to travel for work can hire a nanny or bring their partner, all on the company’s expense (Anderson, 2016). And the results were phenomenal, according to Anderson (2016) the company has a 100% retention rate of women employees who had children at the company for the past five years. Its leadership is also diverse with 50% of women managers and 50% of women senior leaders in the company. Locally, an inclusive working environment is also possible as evidenced by Pentamaster Corporation Berhad in Penang, an automation manufacturing and technology solutions provider of over 25 years. Based on the company’s official website, the engineering company is the first in Penang to have an on-site kindergarten in its premises, caring for those aged 3 to 6. More can be done to provide a gender-blind working environment and that begins from acknowledging the remaining unseen barriers that this research has pointed out. This is the beginning in changing the minds as pointed out by Schwab (2018) that “changing the way we think leads to changes in the way we act”. Hence, it is vital to change and transform the old stereotype and biases as a new world with uncertainties would require a new way of thinking, living and working.

REFERENCES


USAGE OF GO-PAY AS DIGITAL WALLET POSTHUMANISM ON THE DEVELOPMENT OF DIGITAL TRANSACTION TECHNOLOGY

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ABSTRACT

Purpose of the study: Posthumanism is used to describe the end of social development period known as humanism. Resurrected from postmodernism, posthumanism is presented as another side of human life. The emergence of digital wallet or cashless transaction and startup is part of the development of digital transaction technology and with all the good concept, Go-Pay offers an easy top-up system in the Go-Jek app.

Methodology: This research uses qualitative approaches and critical paradigms. Data collection techniques conducted through library studies, observations and interviews. Based on the critical eyewear, the results of this research show Go-Pay as the most used digital wallet in Indonesia that brings people towards the era of posthumanism. Using the theory of determinism technology with the assumption that technology is a key force in organising society.

Main Findings: This research found that the presence of technology changes the culture and human life. From the perspective of simulacra and hyperreality theory, this study found that the use of digital transaction technology distorts the existing reality by making humans a hypermodern human being. This is judged by how humans assume that technology is an object, but on the other hand, humans are also objects of technology. This is similar to the concept of the simulacra theory and hyperreality. The conclusion gained from this research is the Discount Voucher and the ease of access to digital transaction technology that summarise human life form the meaning of blurring in the use of Go-Pay.

Novelty of The Study: Human beings are valid as objects of reality among themselves and technology. That brings people into the era of posthumanism where technological advances are part of the consequence of modernity and efforts of human existence on the earth. Therefore, it is not surprising that negative impacts arise as a result of technological advancement. Posthumanism is presented as a new era of impact on technological development.

Keywords: Posthumanism, Digital transactions, Digital wallets, Hypermodernism, Go-Pay

INTRODUCTION

These days, the rapid development of digital technology changes human beings. Rather than as a means of fulfilment of human needs, technology presents as a point of emergence of new needs in human life. At the same time, the transition of the humanism era and the era of posthumanism take place with the increasing number of human and technological developments. The era of posthumanism is an era where all these things happen. The more modern human life, the more modern the technology is. According to Pepperell (2005), posthumanism means the situation after humanism. Posthumanism is used to describe the social development period known as humanism. According to Pepperell, humanism itself means that man has a full control over himself and the world. Although the word posthumanism has been used before, the first critical use of the word posthumanism was around 1977 by a literary theorist Ihab Hassan (Herbrechter, 2013, p. 33-34). The era of posthumanism can be seen from various perspectives of problems and every perspective used will result in a different perception of humans. Incoming motion of the posthumanism era can be seen clearly through the technological role. Although every perspective can be attributed to technological development, it will result in different ideas.

Resurrected from postmodernism, posthumanism is present as the other side of human life. The world develops as if without a partition, even for things that used to be unimaginable by humans, we can now see manifestations. Human life is not less rapid, bringing about new needs that demand to continue to be fulfilled. Digital technology was then present as the answer to all human demands and began replacing the role of men in 1988. Bruno Latour, under the pseudonym Jim Johnson (1988), suggested that sociologists should learn more closely as non-human social actors. Latour (Johnson) claimed that if the door automatically does not exist, then the work must be done by humans. Therefore, it was in line with Latour in Joanna Osterblom (2016, p. 28) that there are actors who influence and alter human behaviour and should be studied along with human beings. Automatic doors are just one example of how we interact with objects, things and non-humans. The example
has proven that human development is in line with technological developments. Call it the online wallet as an intermediary for today's transactions. Online wallet facilitates human life by exploring transactions without distance and time constraints. With online wallet, the users facilitate versatile applications in various forms of transactions.

The emergence of a startup in Indonesia is also followed by the emergence of a digital transaction technological system. Go-Jek has a greater market control than its three competitor startups. With an access to more than 10 million users, Go-Jek has reached the first rank with a percentage of 79.39% in the Financial Report of 2018 and Go-Jek can be said to be the most widely used startup today. The rapid development of startups and demands of ease in the presence of new technology makes Go-Jek not only as a transportation application but also includes four other services, namely, Go-Food, Go-Send, Go-Shop and also Go-Med.

All services provided by Go-Jek are connected to the payment system using the Go-Pay digital transaction technology. As the first rank with the most users, Go-Pay also becomes the largest transaction technology compared to its competitors. With the development of technology, many things can be summarised including human work. The phase is later expressed with the era of posthumanism. All forms of simplicity offer digital technology to facilitate human beings. New financial technology is one of the embodiments of digital technology. Undeniably, Indonesia is experiencing significant financial technology developments. The digital technology is realised in the form of digital applications that can be used and accessed only by smartphones. Thus, the development of new financial technology is also supported by the development of other technologies. At first, the emergence of technology is not a problematic thing for our lives. However, human development is what makes digital technology as a problem. When technology is used as it should and as a tool that aids the role and human life, it is not a problem.

LITERATURE REVIEW

Posthumanism

The term "Posthumanism" is applied to various contemporary theoretical positions put forward by researchers with disciplinary backgrounds in the fields of philosophy, science and technology studies, literary studies, critical theories, theoretical sociology, and communication science (David Bolter, 2016). Posthumanism is more closely related to the present era of the impact of a technology which then replaces the role of human being and delivers it out of the era of humanism. On the other hand, there is postmodern which is represented by the change in human function which causes the change in styles and systems of human life. In the posthumanism era, humans are better known as hedonism. The culture of hedonism enters along with the entry of the posthumanism era which makes people vying to fulfil their desires by putting forward the prestige compared to the quality of self.

New Media

According to Arshano Sahar (2014), new media is used to explain the emergence of digital, computerised, and networked media as an effect of the development of information and communication technology. New media allows its users to access various media content anytime, anywhere with various electronics. New media has an interactive and free nature. Fidler in Syaibani (2011, p. 4-5) introduced the term "metamorphosis" which discusses the evolution of technology in communication media. Metamorphosis is defined as a transformation of communication media that is focused on technological developments. New media can be understood not only as media that has emerged in communication media. Media arises from old media innovations that are no longer relevant to technological developments today. In this posthumanism era, humans also begin to sink to the promise ease of technology. The role of humans as subjects begins to change. It can be proven by the pattern of human life, where we who previously favoured the fulfilment of the needs of life, now turn into the fulfilment of desires. People's needs are diverse, so the community must follow that diversity and change. According to Baudrillard (2000), people must follow the rhythm of the need for goods and their succession continuously. It can be seen from how our choices are controlled by offers offered by digital transaction page providers in the form of price reductions/discounts and vouchers. Quite often the needs we want to buy are not what are offered by providers of online transaction services. Not just focusing on one type of digital money, we even have all kinds of digital money. Not without reason, the offers by each digital money service provider are very diverse and different. It is also driven by human wants and needs that continue to increase. Humans are always regulated by the digital market. It is not surprising that hedonic culture is increasingly entering the joints of our lives. This culture is what drives humans to get satisfaction, free time and a good life. These problems prove that humans and technology products tease each other. Humans are experiencing the collapse of reality because it has been taken over by virtual engineering that is more real than the reality itself, so the difference between the two becomes blurred.

The Theory of Determinism Technology

The theory of technological determinism was first presented by Marshall McLuhan in 1962 in his writing The Guttenberg Galaxy: The Making of Typographic Man. The basic idea of this theory was that the changes that occur in various ways of...
communicating will form the existence of the human being itself. Technology forms individuals how to think, behave in society and technology directs people from one century of technology to another (Nurudin, 2011, p.184). According to Smith in Saefullah (2007, p. 28), technological determinations begin from the assumption that technology is a key force in governing society. Understanding this social structure is regarded as a condition formed by materialistic technology. It is the case with Feenberg’s analysis that presents two premises of problematic technological determinations. First, technology develops nonlinear from a simple configuration towards a more complex one. Secondly, the community must be the subject to such changes in the technological world. Technology forms individuals to think, behave in society, until finally, the technology directs people from a community who do not know the letter to the community who use printed communication equipment and finally the community that use electronic communication equipment (Nurudin, 2011, p. 185).

Theory of Simulacra and Hyperreality

Quoted from the book Ecclesiastes to define simulacrum, "simulacrum has never been something that hides the truth – but the truth hides that there is nothing" Baudrillard (1981, p.9). Simulacrum, according to Baudrillard, could never be exchanged for reality but changed within itself, in an unbroken circle that did not require reference (Baudrillard, 1981, p. 16). Simulation is the process of representing an object that is precisely changed to replace itself. Then the representation becomes more important than the replaced object. Today, the simulation is not just a concept or an image, but rather a real form of reality that is called hyperreality. The more intense we are connected deeply with the virtual space, the more we will increasingly live in hyperreality. In this case, it is the circumstance where we are not able to distinguish between reality and fantasy. This phenomenon according to the authors is a problem, because of hyperreality keeps us away from the life of reality. Through the results of this study, the authors can see how the convenience offered by technology brings humans into the posthumanism era.

METHODOLOGY

Research Object

In this study, the authors took a research object i.e. digital transaction technology that is currently getting attention. Meanwhile, the idea was born a transaction technology in the form of digital wallet that is included in the development of digital transactions. The digital wallet taken by the authors is Go-Pay under the Go-Jek, a startup company. Go-Pay has a wider range and users than some similar online wallets that are currently being developed in Indonesia.

Data Collection Techniques

Interviews, library studies, triangulation

This research was conducted using data collection through an in-depth interview. By conducting interviews, the authors wanted to dig the information directly from the sources deeply. In this study, research subjects were determined and limited by authors with these criteria: Go-Jek application users, enabling the use of Go-Pay contained in the Go-Jek application, filling routine top ups with a minimum transaction of Rp.300,000 in a month.

Literature review is a critical analysis of the research being done on a special topic or in a form of questions on a part of science. Literature review helps us in stacking the thinking framework following the theories, findings, and the results of previous research in solving the problems in the research we make. Moreover, according to Hasibuan (2007), literature review contains descriptions of theories, findings and other research materials obtained from the reference material to be the cornerstone of research activities. The descriptions in this review of literature are directed to compose a clear frame of mind about the problem solving that has been outlined in the previous formulation of the problem. The literature review contains reviews, summaries, and writers’ thoughts on several library sources. The results of research conducted by other researchers can also be included as a comparison to the results of the research to be tested here. All statements and/or research results that are not derived from the authors should be mentioned in the source and the procedure refers to the source of the library following the stipulated rules. Good literature review must be relevant, up to date (last three years) and adequate.

To obtain the validity of data, the authors use triangulation technique. Triangulation is a data validity checking technique that takes advantage of something else outside of that data for coagulation purpose or as a comparison to that data. Denzin in Moleong (2008, p. 330) distinguished the four kinds of triangulation as an examination technique utilising the use of sources, methods, investigators and theories. Thus, the authors tested the validity of the research by using theoretical triangulation, based on technology determinism theory as well as simulacra and hyperreality.
RESULTS AND DISCUSSION

Digital Wallet

A rapid development of technology brings influence on the way humans interact, both the interaction among human themselves and interaction with the financial. Innovation develops very quickly and dynamically as it can produce something new, but it can also destroy other things that do not innovate. The payment system in the world has undergone the evolution of change which currently enters the digital era; the modern payment system has entered the digital financial era with the mode of payment using mobile money as mobile payment which is also known as e-wallet/digital wallet.

With the digital wallet service, each user can make cashless transactions. Users only need to replenish the balance in the e-wallet account, all transactions are either offline or online. The development of digital wallet attracts people with a more concise system and usage. Digital wallet generally uses the QR Payment system. QR Payment is a barcode or QR (Quick Response) code that scans a payment transaction. Laudon and Traver (in Hestin Mulyasari, 2014) explained that digital wallet attempts to rival the functionality of a traditional purse containing personal identifiable information and values stored in several forms. Digital wallet can be used on smartphones, so the phone that we use functions as a money storage wallet. Like any other type of digital transaction, the expenditure and income are recorded in the digital wallet account as a history of use.

Go-Pay

Go-Pay is a digital wallet, previously called Go-Jek Credit, which is a digital wallet or e-wallet that can be used to transact in the Go-Jek app. Go-Jek is not just an online-based transportation company, but it is also transformed into a financial technology company through Go-Pay. To establish its position, at the end of 2016, Go-Jek acquired PonselPay, a financial company belonging to MVComerce which has licensed electronic money (e-money) from Bank Indonesia. As a company that wanted to move on the field of fintech, Go-Jek required the license to develop Go-Pay to be an e-money like the BRI and T-Cash Brizzi owned by Telkomsel.

With the concept of speed, simplicity, and security, Go-Pay offers a wide range of easy top-up systems in the Go-Jek app. The direct Go-Pay balance is integrated with various banks. Like ATM Bersama, BCA, BNI, BRI, BRI Syariah, BTN, Bank Mega, DigiBank, Mandiri, Maybank Indonesia, and PermataBank. Having the same function and work with digital wallet in general, Go-Pay offers the concept of convenience on every transaction both in the Go-Jek app and as a financial technology outside of the Go-Jek app with a security guarantee. On its use, the security provided by Go-Pay is PIN-based security. The PIN must then be entered every time you make a payment scan as payment outside of the Go-Jek app.

The Development of Digital Transaction Technology

Technology continues to evolve as time goes by; to offset human needs that continue to experience the addition of the motion of life. The theory of determinism technology explains how technology comes and governs society. According to Smith in Saefullah (2007, p. 28), technological determinations begin from the assumption that technology is a key force in governing society. That is, technology is presented as a new need in human life. This theory is taken by the researchers as a foothold in understanding the entry and development of technology and its relevance by thinking and human behaviour in life.

In the first phase of the technological determinism theory, McLuhan (in Aprilani, 2011) assumed that communication technology has caused a cultural change in human life. The emergence of something new in this matter of communication technology of course takes a different place in human life. Communication is then made into the form of technology much easier aspects of human life. It is no surprise that communication patterns and cultures change in this first stage.

Starting from the emergence of communication technology, hence the diversity of types of technology. McLuhan looks at the diversity of this type that can shape human life. Communication technology that then familiarises human life will form the habit and shape human life into technology humans. At the last stage, McLuhan says that the communication technology that we form precisely affects our own lives. This pertains to the pattern of our lives that turned into human technology. Changes occurred in human life will form and influence humans in communicating. Thus, if viewed through the perspective of technology determinism theory, the emergence of human-created technology will also give effect to the change of human’s life system.

Posthumanism on Digital Transaction technology

The development of technology encompasses various areas of our lives. Ranging from industry to economy, digital transaction technology brings fresh winds to our lives. All transactions are facilitated, efficient and offer security to the virtual system. New financial technologies such as mobile banking, internet banking, digital wallets (OVO, Go-Pay, T-Cash), e-commerce, NFC (Near Field Communication) transactions, online wallets, and the emergence of cryptocurrency systems such as Bitcoin, Etherium and Enigma make it easier for us to do economic activity in more effective and efficient ways.
The emergence of Go-Pay as a type of digital wallet grabs public's attention. Its function and usefulness as a digital wallet equipped with secure PIN access make it so desirable. Go-Pay is a digital wallet under Go-Jek company that offers a payment system directly from the application and outside the application. Users no longer make direct contact with cash as a form of payment. Instead, we use a barcode that uses a password in making payments, we only need a smartphone and a few tap of fingers, all the transactions can be resolved. Along with the other technological discoveries, new financial technology has changed the way we live, digital humans, differently and revolutionised. In line with the development of such digital transactions, humans' roles begin to be replaced by technology that delivers us at the gates of the Posthumanism era. Posthumanism is present as an effect of technological developments. New financial technology takes a bigger role in human life. But, with or without conscious, the development makes a man an object of reality where every aspect of our lives is more than just an object. It can be seen from the development of electronic money and digital wallets such as OVO, Go-Pay, T-Cash and others.

The discovery of new technologies and cultural changes looks like a single unity that goes hand in hand. Humans continue to create reforms in technology in many aspects of life. With the creation of new things, there will be old forms that are replaced. The substitution also forms a change of culture. Culture in this case is the pattern of human life such as good type of communication and social system. Changes in this type of communication will shape human life. The entry and development of technology as a new necessity in human life is not inevitable. Both of them are now grown and developed side by side. Technology not only can bring people together but also can separate the community. Human beings are governed by the digital market; it is not surprising that the culture of hedonistic increasingly enters the joints of our lives. This culture is what encourages people to get satisfaction, free time and a good life. The problem proves that humans and technological products are intertwining with each other. Humans are experiencing the collapse of reality because it has been taken over by virtual engineering that is more tangible than the reality itself, so the difference between the two becomes blurred. Discount vouchers are one of the reasons for using digital transaction technology. Go-Pay as one of the providers of digital wallets provides attractive offers to its users. Discounted price is one of the attractive offers presented. As a famous startup, it is no wonder that many offers for users to master the market. Thus, the era of posthumanism is present and developed as well as the final boundary of the humanism era.

In the era of posthumanism, it is not difficult for technology to be able to control humans. Both through digital transaction technology and technology that will continue to put to fulfil human desires by making it easier to work both in part and in total. Today what we can do as human beings are by limiting the role of digital technology that we use. Making a restriction, in this case, restores the initial functionality of the creation of the convenience of digital transactions. Confidence that we can re-control the technology should continue to be encouraged. Otherwise, we will always be fixed as a real object. The technology rightly has a role in changing the system of human life on era posthumanism. However, it will not be a fast effect when humans can restrict the scope of technology roles as objects. When we can control the transaction technology role then the changes that now occur in human's function systems can be changed slowly.

The era of posthumanism makes humans an object based on self-existence. In the era of posthumanism, the various ways of communicating will form human existence. This can be proven by increasing the appeal of digital transaction products in the form of crowdfunding pages. Some crowdfunding pages that we rarely hear are the kitabisa.com x Go-Give by Go-Jek page. The kitabisa.com crowdfunding page is used as a fundraising practice and the bridge between the lenders and the target fund. It is common for the site to serve as a fundraising media for disaster victims and needy communities in the form of social movements and social concerns. But in the era of posthumanism, it is seen in a different perspective by looking at human activity is used as an event of self-existence. The things we have done as a form of genuine reality are now being replaced by virtual roles.

All claims about human nature are embodied in language and mediated through a theoretical paradigm. The language (comments) and symbols (nominal money) can never represent the reality that exists. If viewed from the development of crowdfunding and its relation to the era of posthumanism, then comments and nominal written will not be able to represent and describe the natural emotions of man both sympathy and empathy. Long before a major surge in technological developments, human empathy is manifested in the form of a real social movement.

But the fact that is happening today, people consider the nominal has replaced the role of humanitarian and make nominal as a symbol of its care. Language through technology can represent distances. Technology that is felt can help the role, now begins to replace the role of human life. Also, the comments that are asked are focused on the person behind the fundraiser. So, what happen is the increase in the existence of people behind the fundraising. Thus, the deconstruction pattern in the post era of humanism occurs. The donor focuses on the person behind the fund, not for whom the fund is conducted. The snippets are not done for no reason, some of them do fundraisers for various reasons. Both in their anniversary and humanitarian activities.
DISCUSSION / ANALYSIS

In today's digital era, humans are required to work faster than ever. From there, the technology works, its presence in human life helps human mobility every day. Digital transaction technology is a form of ongoing technological development. The current developments allow things that were not previously possible. It does not need a lot of tools and lots of time. Simply having a smartphone, all payments can be reached. Posthumanism is frustrated as a new era for human technology. The circumstances in which all human activities depend on technological movements. The work of digital transaction technology that summarises human activities precisely takes the role of the human self. People consider themselves as a subject of digital transactions usage, but the real presence of discount vouchers and the convenience of technology make people precisely as objects of reality. This is judged by how humans assume that technology is an object, but on the other hand, humans are also an object of technology. Therefore, man and technology stand as a thing that intercalates one another. The more we are hooked up inside the virtual space, the more we will be increasingly living in hyperreality. It is a situation in which we are not able to distinguish between reality and fantasy. This phenomenon according to the authors is a problem, because hyperreality will keep us from a real life. Through the results of this study, the researchers can see how the facilities offered by technology bring people into the era of posthumanism.

Through the ordinary glasses, we can see that the ease offered by technology brings us profit. Our mobility as a human being looks more effective using technology. The security offered on the use of digital transaction technology over the use of cash transactions. However, through critical eyewear and posthumanism era, the presence of digital transaction technology is precisely seen as one of the things that eliminates the function of human work. Human beings as a technological creator are trapped in his own creation.

In this study, the authors discuss Go-Pay as the most widely used digital transaction technology in Indonesia today. The presence of discount vouchers on its use also raises the pros and cons. The pro on the users' view is that the existence of discount vouchers makes some transactions become cheaper. However, the cons to a critical eyeglass considers discount vouchers as inexpensive definitions for users, in fact spend the same balance as likely to be larger. The use of discount forms a relentless cycle with minimal transaction constraints. It is called by the researchers as a matter of the impact of the use of digital and human transactions as a real object.

CONCLUSIONS AND SUGGESTIONS

The emergence of the posthumanism era has not been realised by humans. Even some informants say that they have never heard the term posthumanism. The presence of the posthumanism era makes the position between human and technology aligned as an object.

Behind the human tendency of the continuous use of digital transaction technology, there is also a side of human self-function that then goes slowly along with the level of digital technology that we use. There is a change of the human subject system into an object of reality. Thus, the level of technology and human alignment occurs. The use of digital transaction technology leads people into the posthumanism era through the facilities offered. Human activities that are high-winning speeds make the presence of digital transaction technology as the answer to all human problems and hustle.

The formation of another perspective of digital transaction technology comes as human deconstruction. All that looks are not the truth happening. Man considers ease is all in his life, so everything offered by technology, both speed and accuracy, seems to be a fresh wind in human life. Nevertheless, with or without conscious, it is a subliminal man in the virtual space that takes over human life. Technological advances are part of the consequence of modernity and efforts of human existence on the Earth. Therefore, it is no wonder that negative impacts arise as a result of technological advancement. Posthumanism is not an era that can be avoided. Its existence has an impact on the technological development.

The era of posthumanism and digital transaction technology will continue to evolve along with the increasingly sophisticated technological journeys. In that way, the authors hope to make this research as a reference material in the upcoming study by deepening the problems in the era of posthumanism.

REFERENCES


DILEMA BUDAYA BERFIKIR DALAM MASYARAKAT MELAYU DARI PERSPEKTIF QALAM SEBELUM MERDEKA (1950-1957)

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ABSTRAK

Tujuan Kajian (Purpose of the study): Artikel ini menganalisis isu yang dihadapi oleh masyarakat Melayu yang beragama Islam pada pertengahan abad ke-20 dalam mendepani cabaran kemodenan khususnya semasa negara diambang kemerdekaan. Tempoh ini menyaksikan proses pembentukan negara bangsa baru sedang rancak dibungkunkan di Malaya dan pertembungan antara nilai tradisional, nilai agama serta kemodenan pastinya berlaku.


Pembaharuan Kajian (Novelty of the study): Kebanyakan penyelidikan mahupun buku-buku sejarah hanya mengaitkan gerakan Islah di Tanah Melayu pada awal abad ke-20 dengan peranan Kaum Muda berserta majalah mereka iaitu Al-Imam dan Saudara. Namun tanggapan sedemikian adalah kurang tepat kerana pada pertengahan abad ke-20, majalah Qalam juga mempunyai peranan yang sama sebagaimana majalah Al-Imam dan Saudara sebagai penyambung legasi Kaum Muda dengan menyambung idea-idea pembaharuan dalam Islam.

Keywords: Budaya Berfikir, Kemodenan, Taqlid buta, Ijtihad, Khurafat, Ulama, Qada dan Qadar

PENGENALAN


Nama ‘Qalam’ telah dipilih berdasarkan ayat Al-Quran Surah Al-‘Alaq ayat tiga dan empat, "Bacalah (ya Muhammad) dengan nama Tuhanmu yang maha pemurah", "yang mengajar manusia melalui pena (qalam) dan tulisan" (Qalam, bil.74, 1956). Justeru, dapat difahami penerbitan Qalam dilakukan demi menyempurnakan kehadak-kehendak pembaca terutamanya pada meninggikan syiar Islam. Tan Sri Alam Kadir mengatakan, pendapat-pendapat yang disiarkan dalam Qalam sangat tajam, baik mengenai kolonialisme Ingeriser mahupun kematian Melayu (Fatini Yaacob, 2010). Ketajaman itu terserlah dalam kritikan-kritikan Qalam terhadap sosial dan masyarakat Melayu. Pandangan Qalam terhadap Islam agak ketat dan tidak boleh bertolak ansur dalam apa jua hal-hal yang bersangkutan agama. Penulis-penulis itu melihat Islam...
sebagai agama yang progresif, mementingkan ilmu pengetahuan dan mendorong manusia menguasai alam sekeliling, malah boleh menjadi penggerak kepada sesuatu masyarakat (A. Ghapa Harun, 1987).


Gambar 1: Kulit Hadapan Majalah Qalam
Sumber: Qalam, bil. 1, Julai 1950

SOROTAN LITERATUR


Mahathir Mohamad (1982) dalam tulisannya mencerminkan cara pemikiran, kepercayaan dan tingkah laku orang Melayu serta melihat cabaranannya pada masa depan. Banyak sikap yang ditunjukkan oleh orang Melayu yang menjadi punca kemunduran khususnya dalam pendidikan dan ekonomi. Walaupun pertimbangan banyak dilakukan pengkajian
orang Melayu pasca merdeka, namun tulisan ini sangat penting dalam melihat kesinambungan tingkah laku orang Melayu sejak sebelum merdeka lagi.

Za’ba (1958) merupakan tokoh cendekiawan dan pemikir Melayu telah menulis buku ini untuk menerangkan keadaan pemikiran bangsa Melayu yang mengandungi perbahanan mengenai budi, ekonomi, budaya dan akhlak bangsa Melayu-Islam. Buku karangan Za’ba ini sangat releven dalam membincangkan pemikiran-pemikiran Melayu dalam era sebelum kemerdekaan tanah air lebih-lebih lagi beliau merupakan seorang penulis tetap (columnist) dalam majalah Qalam yang sering menyumbangkan rencana antaranya, ‘Perangai Bergantung pada Diri Sendiri’.

KAEDAHL KAJIAN


PENEMUAN KAJIAN

Budaya Berfikir


PERBINCANGAN / ANALISIS

Taqdil Buta

Za’ba (Qalam, bil.32, 1953), selaku cendekiawan Melayu telah melontarkan buah fikirannya dalam Qalam mengenai kepentingan budaya berfikir melalui ruangan ‘Mencapai Ketergantiun Dunia dan Akhirat: Perangai Bergantung Pada Diri


“Kemunduran Islam itu sebabnya yang utama ialah oleh kerana mereka telah berpegang kukuh dan mengerjakan segala adat istiadat dan fahaman yang lapuk yang dengan kerananya Islam telah datang hendak meleburkannya dan menggantikan di tempatnya suatu peraturan masyarakat yang disebabkan oleh sesuatu adat yang lama yang biasanya menjadi penghambat kepada tiap-tiap gerak langkahnya.” (Qalam, bil.6, 1951, hlm.13)

Di sinilah akal seharusnya digunakan sebikasana yang mungkin agar tahu hujung pangkal dengan apa yang kita kerjakan. Proses berfikir dan bertukar-tukar buah pendangan itu seharusnya ditempuh dengan menguasai pandangan yang disampaikan oleh sesetengah golongan sehingga mengerti betapa sebenar dan falsafah yang ada dalam masyarakat.

Menurut Imam Malik, Imam Malik adalah guru kepada Imam Hambali. Imam Malik menegaskan:

‘Kemunduran Islam itu sebabnya yang utama ialah oleh kerana mereka telah berpegang kukuh dan mengerjakan segala adat istiadat dan fahaman yang lapuk yang dengan kerananya Islam telah datang hendak meleburkannya dan menggantikan di tempatnya suatu peraturan masyarakat yang disebabkan oleh sesuatu adat yang lama yang biasanya menjadi penghambat kepada tiap-tiap gerak langkahnya.” (Qalam, bil.6, 1951, hlm.13)

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Proses berfikir dan bertukar-tukar buah pendangan itu seharusnya ditempuh dengan menguasai pandangan yang disampaikan oleh sesetengah golongan sehingga mengerti betapa sebenar dan falsafah yang ada dalam masyarakat.

Menurut Imam Malik, Imam Malik adalah guru kepada Imam Hambali. Imam Malik menegaskan:

‘Kemunduran Islam itu sebabnya yang utama ialah oleh kerana mereka telah berpegang kukuh dan mengerjakan segala adat istiadat dan fahaman yang lapuk yang dengan kerananya Islam telah datang hendak meleburkannya dan menggantikan di tempatnya suatu peraturan masyarakat yang disebabkan oleh sesuatu adat yang lama yang biasanya menjadi penghambat kepada tiap-tiap gerak langkahnya.” (Qalam, bil.6, 1951, hlm.13)
dalam menakluk, mengintrepresiasi berdasarkan persepsi dan konsep pemahaman sendiri. Dalam dunia moden hari ini, proses ini dipanggil asas pemikiran kritis dan analisis intelektual yang melibatkan kaedah penyelidikan untuk mencari kebenaran bagi menimbalkan sesuatu idea yang baru.

Peranan *ijtihad*


Sungguhpun demikian masing-masing tidak memaksa supaya pandangannya diterima. Mereka kerap bertolak asas dan sama-sama bekerja untuk menyampaikan kepada natijah yang sebenar dari *berijtihad.* Perselisihan yang sering berlaku kerana tidak membawa kepada permusuhan dan pergaduhan sebab mereka percaya bahawa dasar dan asasnya mereka, hanya berlainan dari segi mentafsir dan memahamiannya sendiri. Ilahah yang dilatih oleh Islam supaya masyarakat yang berilmu itu boleh berfikar, berfikir bagi menakl, menginterpretasi berdasarkan persepsi dan konsep pemahaman sendiri. Dalam dunia moden hari ini, proses ini dipanggil asas pemikiran kritis dan analisis intelektual yang melibatkan kaedah penyelidikan untuk mencari kebenaran bagi menimbalkan sesuatu idea yang baru.

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Demikianlah seputuhnya yang dikehendaki oleh *Qalam* yang menyeru setiap individu yang mempunyai kelayakan bersandarkan akal yang sihat dan tajam melihat kepentingan budaya berfikir sebagai alat untuk mempercayakan bidang ilmu demi kejayaan masa kehadatan. Oleh yang demikian maka wajiblah seseorang itu bersuara bersungguh-sungguh memperoleh ilmu dan mencurahkan sehabis-habis tenaga untuk menyelidiki dan mengkaji semula masalah ekonomi, politik, agama mahupun perundangan Islam. Maka tidak hairanlah budaya berfikir melalui *ijtihad* ulama itu merupakan satu bentuk kemodenan yang disarankan oleh *Qalam* supaya masyarakat mengambil contoh daripadanya agar tidak terus jauh terkebelakang dalam kecutan ilmu. Dengan melihat kepada keadaan dan perubahan semasa yang sakin waktu sememangnya berubah-ubah, *ijtihad* masih terbuka kepada sesiapa sahaja yang mempunyai kesanggupan dan kecekapan *berijtihad* menurut syarat-syarat dalam Islam. Apatah lagi, tidak ada seorang pun dari imam-imam mujahid itu yang mewajibkan kita mengikutnya, hanya yang telah diketaui bahawa setiap imam itu berkata “apabila hukum itu berbetulan dengan Hadis yang sah maka kita alihah mazhab kami” (*Qalam*, bil.54, 1955)


**Ulama Sebagai Tokoh Pemikir Islam**


**Bagi pemikiran dan perumusan**


**Menerima Ketentuan Allah**


Sebagaimana diriwayatkan oleh Imam al-Tirmizi dalam al-Jami‘e, bahawa Rasulullah SAW bersabda yang bermaksud: “Tidak menolak *qada* melainkan doa dan tidak menambah pada umur melainkan kebaikan kepada Ibu bapa” (Salamweb, 2020). Menolok ulama Ahl as-Sunnah, doa berpengaruh dalam mengubah apa yang telah tertulis. Dengan berdoa seseorang hamba itu akan merasakan dirinya lemah dan berharap kepada Allah. Akan tetapi perubahan yang kita pahami adalah ketentuan Allah. Rasulullah SAW bersabda yang bermaksud: "Apabila berkata seseorang berdoa, berarti meminta sesuatu yang belum tertulis, bahkan doa kita telah tertulis dan apa yang terjadi keranaan juga telah tertulis. Sebagai seseorang hamba, kita tidak mengetahui apa akan berlaku ke atas diri kita melainkan Allah SWT. Apa yang perlu ialah seharusnya semua manusia menjalani kehidupan sebagaimana yang telah ditetapkan Allah SWT. Apa yang perlu melakukan dan berusaha yang telah ditentukan Allah SWT. Apa yang perlu buat adalah keupayaan Allah SWT dan yang belum dapat一个职业 akhir pada tuan ada syak wasangka terhadap Allah. Ini menunjukkan kefahaman manusia amat terbatas tentang ketentuan Allah SWT. Oleh sebab manusia tidak mengetahui *qada* dan *qadar*nya, maka perlu memperbaiki diri dan upaya untuk membantu keadaan yang ada. Allah SWT menolak *qadar* melainkan doa dan tidak menambah pada umur melainkan kebaikan kepada Ibu bapa” (Qalam, bil.25, 1952). Menurut ulama Ahl as-Sunnah, doa berpengaruh dalam mengubah sesuatu yang telah ditetapkan Allah SWT. Apa yang perlu ialah seharusnya semua manusia menjalani kehidupan sebagaimana yang telah ditetapkan Allah SWT. Apa yang perlu melakukan dan berusaha yang telah ditentukan Allah SWT. Apa yang perlu buat adalah keupayaan Allah SWT dan yang belum dapat一个职业 akhir pada tuan ada syak wasangka terhadap Allah. Ini menunjukkan kefahaman manusia amat terbatas tentang ketentuan Allah SWT. Oleh sebab manusia tidak mengetahui *qada* dan *qadar*nya, maka perlu memperbaiki diri dan upaya untuk membantu keadaan yang ada. Allah SWT menolak *qadar* melainkan doa dan tidak menambah pada umur melainkan kebaikan kepada Ibu bapa” (Qalam, bil.25, 1952). Menurut ulama Ahl as-Sunnah, doa berpengaruh dalam mengubah sesuatu yang telah ditetapkan Allah SWT. Apa yang perlu ialah seharusnya semua manusia menjalani kehidupan sebagaimana yang telah ditetapkan Allah SWT. Apa yang perlu melakukan dan berusaha yang telah ditentukan Allah SWT. Apa yang perlu buat adalah keupayaan Allah SWT dan yang belum dapat一个职业 akhir pada tuan ada syak wasangka terhadap Allah. Ini menunjukkan kefahaman manusia amat terbatas tentang ketentuan Allah SWT. Oleh sebab manusia tidak mengetahui *qada* dan *qadar*nya, maka perlu memperbaiki diri dan upaya untuk membantu keadaan yang ada. Allah SWT menolak *qadar* melainkan doa dan tidak menambah pada umur melainkan kebaikan kepada Ibu bapa” (Qalam, bil.25, 1952).
Islam mlarang perbuatan bidaah iaitu perbuatan yang ‘mengurang’ dan ‘menambah’ amal-amal yang disuruh oleh agama (Qalam, bil.27, 1952). Perbuatan sebegini adalah perbuatan mereka yang tidak mahu berfikir kerana telah jelas setiap amalan yang dilakukan tidak bersandarkan dalil syarak dan berlawanan pula dengan kandungan kitab Allah SWT dan hadis Rasulullah SAW. Perbuatan yang tidak ada keterangan mengenainya di dalam Al-Quran atau Hadis atau ijmak ulamak adalah perbuatan bidaah. Walau bagaimanapun, menurut Qalam, ada juga amalan yang dilakukan oleh masyarakat Islam di negara kita yang walaupun tiada nas atau dalil, tidak pernah dilakukan oleh nabi dan sahabat, bahkan imam yang empat pun tidak menyentuh perbincangan mengenainya tetapi boleh dilakukan atas sebab kebaikan dan menghidupkan semangat keislaman. Amalan tersebut ialah perayaan sambutan Maulid Nabi. Walaupun ada setengah pihak yang mengatakan perbuatan itu bidaah dengan menurunkan beberapa keterangan alim ulama, tetapi tidak semestinya keterangan-keterangan itu ditelan bulat-bulat kerana kita disuruh tidak berfikir sesuatu demi kebaikan.

Sememangnya maulid itu mempunyai kebaikan iaitu memperingati Nabi Muhammad SAW dan sewajarnya kita menyintai Nabi. Walaupun Maulid Nabi bukanlah suruhan agama maka dengan sendirinya tidak akan ada pahala jika dikerjakan, akan tetapi tetap mempunyai kebaikan tersendiri (Qalam, bil.54, 1955). Qalam tidak bersetuju dengan pandangan Ismail Hali dalam Qalam yang mengatakan Maulid itu sebagai bidaah (Qalam, bil. 48, 1954).

**Rajah 1:** Halangan yang merencatkan orang Melayu dari mencapai kemajuan dalam budaya berfikir

**KESIMPULAN**

Umat Islam digesa supaya menganalisa terlebih dahulu sesuatu maklumat sebelum membuat sebarang kenyataan. Budaya berfikir amat penting kerana ia bertujuan menghindarkan dari pemikiran yang bersifat tuduhan kosong dan menghukum sesuatu perkara tanpa dalil yang terang. Hal ini menyebabkan perkembangan perundangan Islam terbantut maka timbulah perbuatan bertaqlid buta iaitu berpegang pada sesuatu dan menjadi model hidup bahkan menjadi lebih teruk akan menarik manusia dalam amalan khurafat. Seruan kepada ulama yang berkelayakan supaya berijtihad pula bukanlah dengan tujuan supaya mereka menghalalkan yang haram dan mengharamkan yang halal daripada hukum Islam, tetapi apa yang dimaksudkan ialah layanan perundangan yang cukup dan sesuai terhadap keadaan-keadaan baharu dan perubahan dunia moden yang semakin mencabar. Dalam erti kata lain memugar semula idea lama yang kurang sesuai dimulakan oleh masyarakat hari ini dan menggantikannya dengan hujah baru bersumberkan dari Al-Quran dan Hadis. Perkembangan perundangan Islam hanya akan didapat dengan kembalinya alim ulama ke alam perlogalan jiljihad agar Islam dari segi perundangan akan dapat memberi sumbangan besar kepada kehidupan masyarakat dan negara. Alim ulama pada hari ini tidak harus bergantung sepenuhnya kepada kitab-kitab karangan ulama terdahulu dan kepada keputusan imam-imam mujtahidin semata-mata sebaliknya perlu berfikir, menyelidiki dan membuat pertimbangan sendiri. Dalam erti kata lain, Qalam dilihat sebagai sebuah majalah Islamik yang melaungkan suara pemodern dan perubahan. Qalam telah menjalankan tanggungjawab
sosial sebaik mungkin dengan memperjelas kepentingan budaya berfikir yang membawa seruan supaya orang Melayu terus ke hadapan seiring dengan pembangunan yang kian pesat.

**BATASAN DAN KAJIAN LANJUTAN**


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FAKTOR YANG MEMPENGARUHI KEHADIRAN PENGUNJUNG KE OUTLET FRANCAIS DI MALAYSIA

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ABSTRACT

Tujuan Kajian (Purpose of the study): Industri francais menawarkan pelbagai jenis produk sama ada didirikan secara runcit sehingga kepada pasaraya besar. Ia disediakan dengan memenuhi keperluan isi rumah mengikut teknik pemasaran semasa. Industri ini disusun mengikut kaedah yang serupa dan menuntut untuk dipatuhi supaya matlamat boleh dicapai. Namun begitu, timbul isu membabitkan persiapan menyediakan outlet francais dan penyediaan produk francais sehingga menjejaskan jumlah kehadiran pengunjung ke outlet dan waktu tertentu.

Kaedah Kajian (Methodology): Bagi mengenalpasti ketulenan data untuk membangunkan kajian ini, maka metodologi kualitatif diaplikasikan menerusi pembacaan daripada bahan bacaan dan penulisan yang telah diterbitkan serta pemerhatian pengkajian di outlet terpilih yang bersesuaian dengan tajuk kajian. Kaedah temu bual turut dilakukan bersama pihak berkepentingan membangunkan perniagaan francais dan pengunjung ke outlet francais. Objektif kajian ini meninjau faktor yang mempengaruhi outlet francais sebagai pilihan utama untuk dijunjungi sama ada melalui pembelian barang atau penggunaan perkhidmatan.

Dapatan Kajian (Main Findings): Hasil kajian mendapati terdapat pelbagai faktor pengaruh yang berpotensi meningkatkan jumlah kehadiran pengunjung ke outlet francais. Pengaruh tersebut dapat ditemui menerusi pilihan orang ramai sebahagian, jenama francais, kedudukan outlet, bentuk penawaran produk, kemudahan ke outlet francais, teknik pemasaran produk dan etika pelaksanaan francais.

Kebaharuan Kajian (Novelty of the study): Kajian ini juga mencadangkan supaya outlet francais mampu dijadikan pusat sehenti yang menawarkan pelbagai keperluan kepada pengunjung yang hadir dan berjaya mengekalkan kepuasan pengunjung berdasarkan pengaruh yang dikenalpasti untuk tempoh yang panjang.

Kata kunci: Francais, outlet, pengunjung, lokasi, pemasaran.

PENDAHULUAN


Kemajuan yang terhasil pada waktu itu memberi keyakinan kepada para pelabur sedia ada dan usahawan baru dalam mencabar diri dalam perniagaan ini. Seterusnya mula menyediakan ruangan khas di kawasan-kawasan yang strategik untuk para pengunjung yang berkunjung di outlet mereka terutamanya perniagaan bersasar makanan dan minuman. Termasuklah restoran McDonald pada tahun 1953 selepas melalui beberapa revolusi dalam menawarkan produk jualan mereka dan berfokus pada strategi perniagaan yang membina dan berkepimpinan pada penubuhan syarikat-syarikat baru. Selain itu, jenis produk dan nama yang kekal sehingga berlanjutan kepada sistem perniagaan Francois generasi kedua (Iswi, 2011).


Sejarah Francois

Perniagaan Francois dapat dikenalpasti menerusi definisi yang telah dikemukakan oleh para sarjana. Francois adalah hubungan perniagaan yang dihasilkan melalui kawalan produk melalui syarikat atau mempunyai hak untuk membenarkan perniagaan melalui pemasaran secara bersama melalui kekawalan produk atau barangan atau perkhidmatan daripada pengusaha Francois kepada pelanggan akhir. Ditempatkan itu, Francois mempunyai peranan dalam bentuk pengurusan yang mahir, yang mahir dalam bidang kewangan dan perihal promosi, serta aman untuk mengelakkan dari kekeliruan pada proses perniagaan (AID Conference, 2006).

Asas Perniagaan Francois

Industri Francois mempunyai asas perniagaan yang tersendirinya berbanding perniagaan lain yang kebiasaannya berjaya dalam mengelola dan menetapkan pelan operasi bermula daripada awal supaya difahami dengan jelas kepada mereka yang terlibat, menyediakan skit latihan dan penerangan untuk membantu operasi perniagaan Francois mengikut ketetapan.
dari francaisor kepada francaisi berlandaskan acuan yang selari, menyelia setiap francaisi yang bernaung di bawah pemilik francais induk dan mengadakan lawatan berkala agar kualiti operasi perniagaan dalam pengawalan (Fuad et al., 2009).

Bukan itu sahaja, malah pengurusan fail merupakan medium terpenting yang memacu perjalanan sesuatu perniagaan, bermula dari penyataan undang-undang tubuh, perjanjian sehingga kewangan secara efektif yang dapat diteliti dengan sempurna di antara mereka yang terbit di langsung untuk perniagaan ini. Tambahan pula, setiap francais berhak memiliki barisan francaisi yang akan mengemudui setiap cawangan perniagaan francais ini termasuk latar belakang, kelayakan, minat yang dipamerkan dan kecemerlangan keseluruhan berlaku terhadap pemilihan lokasi perniagaan tertentu pada sesi temuduga yang telah dirancang. Kemudian, menjadi keperluan menjalankan penyelidikan secara telus terhadap perniagaan francais ini juga wajar dipandang serius kerana mencapai hasil sebagai negara maju dan berdaya saing dengan negara contoh lain yang lain.

METODOLOGI KAJIAN

DAPATAN KAJIAN

Faktor Kehadiran Pengunjung
Perniagaan francais merupakan satu revolusi semasa dalam kanvas ekonomi setempat. Sistem perniagaan ini diperkasakan dengan pelbagai pendekatan yang ditentukan oleh francais dan dilaksanakan bersama dengan francais terhadap produk francais melalui perjanjian. Hampir keseluruhan negara di dunia hari ini turut menjalankan perniagaan bersistem ini berdasarkan kerjasama mereka dengan francais untuk memberikan kehadiran pengunjung ke outlet Francois bagi memenuhi keperluan masing-masing sama ada di peringkat individu atau pun berkumpulan seperti kepelbagaian di Malaysia.

Faktor Jenama

Sejak era 1990-an lagi, jenis francaisor mempunyai hak untuk membuat pelaburan dalam perniagaan demi pembiayaan dan pembangunan jenama bertambah sebagai aset yang amat bernilai serta daya saing kepada kebanyakan syarikat lain (Campman, 2002). Pembangunan jenama dan penjenamaan semula atau rebranding selalu diterapkan oleh syarikat perniagaan yang besar. Apabila perniagaan francais telah beroperasi dalam tempoh yang lama, terdapat di antara mereka yang mengalami tahap ‘kebiasaan’ dan tepu. Ia terjadi kerana setiap perniagaan menunjukkan perniagaan lain yang telah berkembang dan menarik lebih banyak pengunjung. Sehubungan itu, syarikat yang terlibat dalam perniagaan akan mengambil tindakan untuk menukar jenama atau punca untuk kepentingan semula dan mempunyai maklum balas positif dari pengunjung sebelumnya. Malaysia memiliki pelbagai outlet Francois sama ada pasaran besar mahu pun jenis kedai runcit.

Faktor Lokasi Outlet
Usaha pemilihan lokasi untuk menjalankan perniagaan merupakan hasil daripada keputusan pelaksana yang terlibat dalam industri secara berkelompok mahupun individu sama ada untuk mencapai objektif sebuah perniagaan atau persendirian.
saahaha (Smith, 1981). Ini turut berlaku dalam institusi francis yang melibatkan pemilik induk francis iaitu francisor dan kseragaman francis memilih lokasi yang seimbang di antara keperluan masyarakat setempat dan keuapan pembangunan sesuatu perniagaan yang dianggap. Pelbagai kesan sampingan akan berlaku atas kesilapan memilih lokasi perniagaan yang tidak bersesuaian. Keperluan outlet memilih lokasi untuk memulakan perniagaan atau secara pindahan dari lokasi lama ke sesebuah tempat baharu dipengaruhi oleh beberapa sebab utama termasuk faktor pekerja yang melibatkan kualiti dan kuantiti, logistik dan hubungan pengantaran dalam melaksanakan perniagaan, tapak bangunan, sumb rambutan dan potensi kawasan yang membangunkan (Glasson, 1990). Sebagai contoh pembukaan cawangan outlet Tesco terbahrui di Pasar raya Paradigm Mall, Kelana Jaya, kemudian di Bandar Bukit Puchong, serta memulakan operasi di Sabah dan Sarawak dengan memperuntukkan sejumlah RM23.58 juta untuk usaha berkenaan (Sinar Harian, 2012). Ini membuktikan syarikat francis begitu komited dalam memilih lokasi sebagai strategi memperluaskan jaringan perniagaan di kawasan pusat bandar dan kawasan perumahan yang memudahkan kehadiran para pengunjung ke outlet tersebut.

Unsur pemilihan lokasi dan jurai perjalanan adalah pilihan ideal untuk mengunjungi pasar raya besar kerana ia mampu menjimatkan masa dalam waktu yang terhad dalam memenuhi keperluan untuk membeli-belah (Norshaheeda, 2009). Salah satu perkara yang perlu ditimbangkan ialah ia turut menyumbang kepada pengurusan kos sama ada kos nampak atau kos tidak nampak. Kos nampak ialah kos langsung yang ditanggung oleh organisasi francis seperti kos penghantaran dan pemungutan. Selanjutnya, kos tidak nampak atau kos tersembunyi pula boleh meliputi kos penyelenggaraan produk, risiko dan luar jangka seperti banjir. Ia boleh melewatkan penghantaran produk yang dimaksudkan. Oleh yang demikian, faktor lokasi dan kedudukan outlet francis turut memainkan peranan kejayaan sistem francis sama ada oleh francisor atau francisai. Lokasi bukan sahaja bertujuan menarik kunjungan pelanggan pelanggan tetapi juga boleh mempengaruhi kos-kos lain yang ditanggung perniagaan berkenaan.

Faktor Produk Francis


Faktor Kemudahan Outlet

Pendekatan kemudahan adalah pilihan asas yang perlu ditetik berikan atau setiap outlet yang didirikan melibatkan kemudahan bermula dari luar outlet seperti ruang parkir kenderaan beserta mesin bayaran, ruang masuk dan keluar kenderaan dan ruang-ruang pejalan kaki berbumbung, juga dalam outlet seperti ruang menunggu, tandas dan surau. Selain itu, menurut Nabsiah dan Ishak (2000), setiap kemudahan yang disediakan menjadi daya tarikan yang menarik dan melengkapi keperluan pengunjung tanpa memberi kesan kepada urusan membeli belah dan memperoleh perkhidmatan di situ. Jika diperhatikan, setiap outlet pasar raya dilengkapi dengan troli atau raga untuk membawa barang yang dipilih sebelum dibawa ke kaunter bayaran tanpa perlu membimbit dengan tangan. Ternyata barangan jualan yang dipaparkan di outlet francisai dipilihkan ciri-ciri tersendiri berbanding di premis jualan selainnya, ia disusun begitu teratur mengikut jenis barang dan jenama supaya mudah dicapai oleh para pengunjung, dinyatakan harga barang dengan jelas tanpa perselisihan untuk memudahkan anggaran jumlah bayaran. Perkara ini membolehkan pelakon balas yang positif di kalaangan para pengunjung dan wajar diteruskan. Ditambah pula dengan pengawalan outlet oleh pegawai keselamatan yang terlatih, membuatkan pengunjung yang berkunjung merasa selesa dan tenang untuk meneruskan urusan jual beli dan menerima sebarang perkhidmatan pada kadar masa yang lama di situ tertutamanya kepada kaum ibu yang amat menitik beratkan keselamatan anaknya di luar rumah seterusnya mengemukakan kepercayaan para pengunjung yang lain. Ruang makan dengan beraneka hidangan yang disediakan memberi gambaran bahawa outlet yang dikunjungi merupakan destinasi yang tepat dalam melengkapi keperluan sehari-hari tanpa perlu mengunjungi tempat lain usai urusan di outlet terbabit.

Faktor Pemasaran Francais

Pemasaran merupakan peranan sesebuah institusi atau persendirian untuk membina, mengendalikan proses, menghebahkan dan memperkenalkan produk kepada masyarakat sebagai orang ketiga dalam piramid perniagaan yang mampu memberi peluang keuntungan kepada institusi berkenaan melalui urusan jual beli (Philip, 2009). Dalam hal ini, francis dobi akan berusaha sedapat mungkin menyajikan aspek pemasaran kerana ia menjadi tali yang melatih utama untuk membolehkan francisnya diketahui oleh pelanggan.


Faktor Etika Pekerja


Pemasaran merupakan peranan sesebuah institusi atau persendirian untuk membina, mengendalikan proses, menghebahkan dan memperkenalkan produk kepada masyarakat sebagai orang ketiga dalam piramid perniagaan yang mampu memberi peluang keuntungan kepada institusi berkenaan melalui urusan jual beli (Philip, 2009). Dalam hal ini, francis dobi akan berusaha sedapat mungkin menyajikan aspek pemasaran kerana ia menjadi tali yang melatih utama untuk membolehkan francisnya diketahui oleh pelanggan.

Faktor Pemasaran Francais

perjanjian bersama francaisor. Justeru, usaha yang telah bermula dari awal seharusnya dilaksanakan secara berterusan, memberangsangkan dan cemerlang demi menambat hati pengunjung baharu dan sedia ada agar ia mampu berkembang pada tahap yang membanggakan. Oleh yang demikian, kerjasama setiap pihak ditutup atau faktor yang mempengaruhi kehadiran pengunjung ke outlet francais seperti dinyatakan di atas dapat diekalkan, bahkan diperbaiki dari masa ke semasa.

**Penghargaan**

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**RUJUKAN**


ISU HUKUM PELAKSANAAN KONTRAK PERNIAGAAN DI MALAYSIA: SATU TINJAUAN LITERATUR

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ABSTRACT

Tujuan Kajian (Purpose of the study): Kontrak perniagaan merupakan penghubung utama perjanjian melibatkan pemilik kontrak dan pihak yang diberi keizinan menggunakan kontrak tersebut dengan penuh bertanggungjawab. Manakala hukum syara’ adalah sistem perundangan Islam berdasarkan kefahaman nas utama yang telah disyariatkan. Walau bagaimanapun, terdapat pelbagai isu membabitkan pematuhan kontrak dikemukakan oleh para sarjana dalam penyelidikan mereka yang boleh memberi kesan kepada penamatan kontrak. Oleh yang demikian, objektif kajian ini adalah meninjau bentuk penilaian hukum terhadap isu pelaksanaan kontrak dalam penyelidikan para sarjana yang berpotensi dijadikan panduan kepada banyak pihak.

Kaedah Kajian (Methodology): Justeru, metodologi kualitatif digunakan menerusi menerusi kaedah perpustakaan terhadap rujukan penyelidikan yang dihasilkan. Sumber rujukan lain adalah buku terpilih dan keratan akhbar bagi menyokong matlamat kajian agar dapat dijalankan dengan bersistematis.

Dapatan Kajian (Main Findings): Hasil kajian menemukan kajian dari para sarjana yang menerokai isu berbangkit dalam pematuhan kontrak berbasarkan al-‘aqd di Malaysia. Isu yang diketengahkan adalah bentuk kemungkiran dari pelbagai jenis perniagaan berdasarkan keahlian kontrak, bentuk pilihan dan perjanjian. Isu pelaksanaan kontrak berpusat pada sikap sambil lewa di kalangan pihak berkontrak yang terlibat. Isu pelaksanaan kontrak berdasarkan prinsip sebenar al-‘aqd. Di samping itu, wujud pertikaian di kalangan pihak berkontrak apabila terdapat kekeliruan dalam mematuhi kontrak kerana kontrak yang ditawarkan.

Kebaharuan Kajian (Novelty of the study): Oleh yang demikian, kajian ini mencadangkan supaya penerokaan berpotensi di kalangan pihak berkontrak di Malaysia. Hal ini juga bertujuan mengukur kekayaan kebersamaan pelaksanaan kontrak dan panduan hukum syara’ dapat dijalankan bagi memperkenalkan gejala negatif sehingga menjelaskan kesempurnaan kontrak.

Kata kunci: Hukum, kontrak, al-‘aqd, perniagaan.

PENDAHULUAN

Pelaksanaan kontrak dengan tepat merupakan elemen penting yang diterima sebagai bukti ke atas sesuatu perkara telah didirikan berdasarkan perjanjian. Pelaksanaan kontrak perniagaan dalam isu hukum syara’ diperlukan melibatkan manajemen dan kontrak. Terdapat pelbagai jenis kontrak berdasarkan prinsip perjanjian yang diatur dalam perjanjian.

ASAS PELAKSANAAN KONTRAK DI SISI HUKUM ISLAM


Penentuan hukum kontrak tersebut berteraskan kepada dalil daripada nas didatangkan secara menyeluruh akan keperluan mendirikannya. Firman Allah SWT:

يَا أَيُّهَا الْدِّينُ أَمْنُوا أَوْفُوا بِالْعُقُود

Terjemahan: Wahai orang-orang beriman, penuhi serta sempurnakanlah setiap perjanjian-perjanjian.

Rasulullah SAW turut bersabda yang bermaksud:

"Terdapat empat perkarakan, barangsiapa yang empat perkara itu semuanya ada di dalam dirinya, maka orang itu adalah seorang orang munafik yang murni, yakni munafik yang sebenar-benarnya sifat tersebut. Barangsiapa yang di dalam dirinya ada satu perkarakan dari empat perkarakan tersebut, maka orang itu merupakan munafik sehingga ia meninggalkannya, iaitu: jikalau dipercayai melakukan khianat, jikalau berbicara berdusta, jikalau berjanji dia tidak tepati dan jikalau bertengkar maka ia buat kecurangan; yakni tidak melalui jalan yang benar lagi."

Dalil di atas menunjukkan arahan kepada umat Islam untuk menunaikan akad dan perjanjian yang pastinya tidak bercanggah dengan hukum syara'. Risiko terhadap kesempurnaan kontrak terbit akan berlaku sekiranya ia enggan dilaksanakan dengan baik mengikut panduan yang telah disediakan (Al-Tabari, 1992).


Tidak hanya menurus kepada tatacara pelaksanaan kontrak sahaja, para fuqaha' turut menggariskan perkarakan yang boleh membentuk penglibatan kontrak sebagai pengawasan kepada pihak berkongsi selepas ia disepakati untuk dilaksanakan bersama. Perkarakan pertama adalah tindakan paksaan (al-ikrah), al-Zuhaily meletakkan al-ikrah sebagai perbuatan mendorong kepada perkarakan yang tidak digemari atau selesa untuk dilakukan, bahkan akan memberi kesan untuk terus meninggalkannya daripada ia didirikan (Al-Zuhayli, 1986, 5/628). Oleh itu, amalan paksaan dalam kontrak perniagaan dilihat kepada tindakan memaksa daripada satu pihak ke atas pihak yang lain untuk melakukan sesuatu perkarakan tanpa persetujuan bersama. Hal tersebut bercanggah dengan tujuan utama umamal Islam. Kedua, kerosakan (al-ghalat)

HUKUM ISLAM UNTUK KESEJAHTERAAN BERSAMA


Keistimewaan hukum Islam dapat dilihat menerusi pembahagian jenis hukum berlandaskan kepada penilaian syara’ terhadap setiap amalan yang dilakukan. Ia merujuk kepada hukum wajib, sunnah, haram, makruh dan harus. Setiap tuntutan yang perlu didirikkan dan berdosa jika mengabaikannya tergolong dalam bahagian hukum wajib, hukum sunnah pula didorong kepada pilihan namun digalakkan kepada memenuhi tuntutan. Berlawanan dengan hukum haram, ia terbentuk daripada cararan untuk mendirikannya dan mendapat ganjaran jika meninggalkannya. Penetapan tersebut hampir menyerupai dengan hukum muakik, namun dijatuhkan lebih diutamakan. Manakala hukum harus pula, berdiri dipemahagian hukum yang membolehkan ia diamalkan untuk memperolehi kebaikan namun tiada tuntutan untuk mewajibkannya.

Seterusnya, fungsi penetapan hukum dalam agama Islam ini adalah bertujuan memelihara agama, nyawa, akal, keturunan dan harta. Manusia akan mendapat ganjaran kemanfaatan jika fungsi hukum tersebut dipelajari dengan sebaiknya mengikut kemaslahatan dalam Islam dan ditlinggalkannya bagi menghindari daripada setiap perkara yang boleh membawa kepada kemudaran. Oleh yang demikian, hukum yang dibawa dalam Islam dijadikan garis panduan yang perlu diterapkan dalam pelaksanaan dan pengamalan sesuatu perkara. Bahkan, ia mendidik umat manusia untuk tampil dengan ciri-ciri Islam seperti keturunan, manakala hukum harus pula, berdiri dipemahagian hukum yang membolehkan ia diamalkan untuk memperolehi kebaikan namun tiada tuntutan untuk mewajibkannya.

METODOLOGI KAJIAN


DAPATAN KAJIAN DAN PERBINCANGAN


Namun begitu, jika perbezaan yang berlaku dalam penggabungan kontrak tersebut hanya melibatkan kepada syarat yang bercanggah, maka para sarjana meletakkan keharusan mendirikan kontrak dalam sesuatu kontrak adalah sah tetapi syarat tersebut sahaja yang terbatal. Perbincangan terhadap isu sedemikian dapat diteliti seperti yang berikut:


Maka, kontrak yang dilakukan tanpa merujuk terlebih dahulu syarai kelayakan tersebut bakal mengundang kepada kesan pembatalan kontrak dan seterusnya tidak sah di sisi syara'. Walaupun pelaksanaan kontrak mendapat pantauan daripada pihak pimpinan setiap negara, namun penentuan kandungan dan syarat kontrak dilakukan sendiri oleh pemilik perniagaan itu sendiri. Hal tersebut membuka ruang kepada ketidakeragaman pemilihan individu atau pihak berkontrak berteraskan kelayakan di sisi hukum Islam. Antara akibat yang dapat disebabkan oleh pembatalan tersebut adalah terdapat aduan pihak berkontrak gagal memenuhi keperluan kontrak sehingga mengakibatkan perjalanan syarikat terjejas. Selain itu, timbul isu perbalahan di kalangan pihak berkontrak apabila kandungan kontrak tidak difahami dengan baik dan terperinci.


KESIMPULAN

Kajian ini memberi tumpuan kepada isu yang timbul melibatkan pelaksanaan kontrak perniagaan di Malaysia dari pandangan syarai'. Tuntutan memenuhi kandungan kontrak perlu disesuaikan dengan kondisi masing-masing pihak berkontrak. Selain itu, larangan dan tindakan kesalahan dalam kandungan kontrak juga perlu diawasi selama kontrak berjalan. Oleh itu, kajian ini menempatkan kepada elemen pelaksanaan kontrak perniagaan yang timbul dalam pelaksanaan kontrak. Kebanyakan kontrak yang didirikan tidak menepati kontrak yang diajarkan dalam Islam terutama melibatkan penentuan kandungan kontrak jual beli selepas proses pemilihan dengan betul (Murschidi et al., 2013), penguatkuasaan syarai tempoh kontrak dan bentuk jaminan yang boleh diterima berdasarkan pelaksanaan sesebuah kontrak.

Penghargaan

Pengkaji mengambil kesempatan merakamkan sekalung penghargaan ucapan terima kasih kepada University of Malaya Student Financial Aid (UM Financial Aid), Institut Pengurusan dan Perkhidmatan Penyelidikan Universiti Malaya (IPPPP UM) di atas usaha menyelenggarakan pembelajaran sepanjang pengajian disetiap periode ini dan seterusnya melancarkan lagi proses penyelidikan yang sedang dijalankan mengikut acuan princip Islam dengan tepat.

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KELEBIHAN PERNIAGAAN FRANCAIS KEPADA BELIA MUSLIM DI MALAYSIA

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ABSTRACT

Tujuan Kajian (Purpose of the study): Peranan belia Muslim dilihat begitu penting dalam merealisasikan aspirasi negara. Perniagaan francais membuka peluang yang luas kepada golongan ini di atas faktor kekuatan tubuh badan untuk bekerja dan minda dalam membuat keputusan. Walau bagaimanapun, kebanyakan mereka lebih memilih untuk kerjaya bergaji dengan majikan masing-masing. Selain itu, sikap syarikat francais mendahulukan penglibatan golongan yang lebih berpengalaman dan kuku sumber kewangan juga menjadi punca mengapa perniagaan ini tidak dikuasai oleh golongan belia Muslim.


Kebaharuan Kajian (Novelty of the study): Kajian ini mencadangkan agar golongan tersebut di Malaysia tidak melepaskan peluang untuk terlibat dalam perniagaan francais dan berjaya meningkatkan prestasi industri ini ke tahap yang tinggi tanpa dipengaruhi oleh faktor yang mampu memberi kesan sampingan kepada pelaksanaannya.

Kata kunci: Francais, belia Muslim, pemberi francais, penerima francais, bimbingan, perundangan.

PENDAHULUAN

Perniagaan francais merupakan cabang perniagaan yang sekian lama menemui masyarakat setempat dan kian berjaya mengumpulkan sejumlah usahawan berdaya saing. Ia dibuktikan melalui pertambahan jumlah syarikat francais pada saban tahun dengan tidak tertumpu kepada perniagaan makanan sahaja. Tambahan pula, pelbagai syarikat francais tidak tercicir sebagai penerima penghormatan di atas usaha dan strategi perniagaan yang dilaksanakan sehingga ke peringkat global. Malah, perniagaan bersistem francais ini turut dilakukan oleh belia Muslim di Malaysia dengan pendekatan tersendiri dan tidak berlawanan dengan tuntutan sebenar prinsip muamalat Islam. Bahkan, mereka turut berpeluang memperluaskan lagi jenama syarikat yang digunakan ke pasar ke pasar kecil yang besar jumlah penggunanya. Bukan itu sahaja, ia mampu membuktikan bahawa usahawan belia Muslim tidak terkecual menanam minat dan bersemangat tinggi untuk menceburkan diri dalam mengurus tadbir perniagaan walau majoriti pengusaha syarikat francais adalah kaum selain beragama Islam.

Kementerian Perdagangan Dalam Negeri dan Hal Ehwal Pengguna (KPDNHEP) berperanan sebagai Pendaftar yang dilantik untuk menaungi setiap syarikat berdaftar di Malaysia. Kementerian tersebut begitu komited merealisasikan matlamat pengusaha francais dengan menawarkan peluang yang diperlukan oleh setiap syarikat francais selain daripada memelihi kebajikan dalam kalangan pengusaha francais. Peluang tersebut dapat ditemui dalam pelbagai aspek yang akan dibincangkan dalam kajian ini. Sejajar dengan itu, kajian ini akan merungkai kelebihan yang terdapat dalam perniagaan francais berdasarkan aspek tertentu kepada para usahawan belia Muslim di Malaysia.

PERNIAGAAN FRANCAIS DAN BELIA DI MALAYSIA

Bahagian ini memfokuskan hal yang berkisar mengenai perniagaan francais supaya kajian yang dibina ini lebih terarah dan jelas difahami. Ia merangkumi pengenalan, sejarah permuluan dan asas didirikan perniagaan yang mengamalkan perniagaan francais berkenaan. Kemudian, pengkajian turut menghuraikan secara ringkas istilah belia Muslim di Malaysia. Semua di atas diterangkan dalam bahagian seterusnya.
Pengenalan Francais

Sebelum ke peringkat perbincangan yang mendalam, kajian ini menghuraikan definisi francais berdasarkan beberapa pendapat manakala berkaitan pada pembinaan sistem perniagaan francais. Francois merupakan keizinan tersendi yang diberikan berdasarkan etika dan kenaikan untuk memulakan perniagaan. Francois merupakan hubungan antara dua belah tanah yang terlibat, manakala tugas francais pula menunjuk kepada menyediakan pelaburan berterusan bayaran dalam kadar kos tertentu dan memperolehi kebenaran untuk menggunakan fenomena, jenis dan pelbagai sistem francais di bawah pemilikan Francois (Donovan, 2014).

Francois juga diterjemahkan sebagai usaha memasarkan produk melalui hebah secara meluas berdasarkan fenomena melibatkan penjualan barangan atau penyediaan perkhidmatan daripada pengusaha Francois kepada pelanggan akhir. Di samping itu, Francois merupakan satu ikatan perniagaan bersistem yang melibatkan pengeluar modal, pemilik syarikat, penyedia modal berbentuk dana, menyediakan sumber manusia iaitu pekerja dan usaha berterusan terhadap operasi perniagaan berdasarkan tempoh waktu yang dilihat bersama (Paul, 1978). Menerusi pengertian yang telah dinyatakan, Francois dapat disimpulkan sebagai satu ikatan perniagaan bersistem yang melibatkan pengeluar modal, pemilik syarikat, Francois dan francisi mengikut perjanjian kontrak yang dipersetujui bersama berdasarkan tatacara dan tempoh tertentu. Setiap daripada mereka berperanan besar dalam menjayakan perniagaan ini demi mencapai kepuasan dan keuntungan bersama.

Sejarah Francais di Malaysia


Kemajuan yang terhasil pada waktu itu memberikan keyakinan untuk para pelabur sedia ada dan usahawan baru dalam menceburkan diri dalam perniagaan bersistemFrancois ini seterusnya mula menyediakan ruang khas di kawasan-kawasan yang strategik untuk para pengunjung yang berkunjung di outlet mereka terutama syarikat perabot Singer, Coca-Cola, General Motors dan Dunkin Donuts. Tidak tertumpu pada perusahaan makanan sahaja, namun penglibatan tersebut berkembang kepada perniagaan Francois berkembangan seperti pelancongan, pendidikan dan hiburan (Donovan, 2014).

Francois di Malaysia bermula sejak 1950-an dengan kemasukan beberapa jenama seperti syarikat perabot Singer, perniagaan kasut Bata dan beberapa syarikat automobil (Awalan, 1999). Restoran A&W merupakan industri Francois makanan pertama dalam negara menjelang tahun 1963 (Yong, 2000). Sehingga kini, perniagaan Francois di Malaysia...
berkembang pesat dengan penawaran pelbagai produk kepada pengguna khususnya kepada warga tempatan membabitkan produk pakaian dengan peratusan 33.1 peratus, diikuti oleh yang lain seperti alatan kosmetik, telekomunikasi, pendidikan dan perubatan (KPDNHEP, 2019).

**Asas Perniagaan Francais**

Setiap sesuatu perkara yang hendak dibangunkan perlu bermula dari asas yang kukuh supaya matlamat mampu dicapai dengan jayanya. Industri francis memiliki asas perniagaan yang tersendiri berbanding perniagaan lain yang kebiasaannya bergantung penuh kepada keputusan pemilik secara persendirian. Menurut buku tulisan Awalan Abdul Azizi (1999), asas pembangunan perniagaan francis bermula dengan sikap mengambil kira setiap sudut kekuatan yang tersedia, peluang dan risiko yang bakal dihadapi di kemudian hari, memiliki keperluan modal untuk proses pembangunan perniagaan melibatkan infrastruktur yang baik dan perkhidmatan yang berterusan, miliki nama yang berdaftar dengan identiti tersendiri dan berbeza dengan jenama yang sedia ada di pasaran sebagai awasan untuk mengelakkan dari kekeliruan ketika proses pemasaran.


Bukan itu sahaja, malah pengurusan fail merupakan medium tertinggi yang memacu perjalanan sebuah perniagaan, bermula dari penyataan undang-undang tubuh, perjanjian sehingga kawalan kewangan secara efektif yang dapat diteliti dengan sempurna di antara yang terbaik secara langsung untuk perniagaan ini. Tambahan pula, setiap francisor berhak memilih barisan francis yang akan mengemudi setiap cawangan perniagaan francis ini termasuk latar belakang, minat yang dipamerkan dan kecekapan beserta kerelevenan terhadap pemilihan lokasi perniagaan ini. Manakala tugas penyelidikan pula, menyelidik setiap francis yang bernama di bawah pemilik francis induk dan mengadakan lawatan berkala agar kualiti operasi perniagaan dalam pengawalan.

**Belia Muslim dan Aktiviti Francais**

Belia Muslim merupakan sandaran kepada tiga perkataan yang berbeza dan digarapkan di dalam satu istilah. Supaya ia difahami dengan jelas, pengkaji menghuraikan definisi ketiga-tiga perkataan ini dan sebagai kepentingan memahami skop kajian yang disampaikan. Belia dimaksudkan adalah individu yang berumur dalam lingkungan 15 hingga 40 tahun (Mohd Huefiros Efizi et al., 2017). Ia dikategorikan kepada golongan belia remaja yang masih di bangku sekolah, kedua ialah golongan belia di institut pengajian tinggi iaitu lepasan sekolah, kemudian golongan yang diterapkan dengan peluang pekerjaan dalam menimba pengalaman iaitu cawangan belia awal pekerjaan, selepas itu golongan belia industri dengan draf peningkatan kemajuan di dalam bidang berkaitan dan terakhir golongan belia vateran iaitu antara umur 30-40 tahun dengan sasaran meningkatkan kualiti hidup dan mengukuhkan institusi kekeluargaan.


METODOLOGI KAJIAN

DAPATAN KAJIAN
Bahagian ini menghuraikan dapatan kajian yang diperoleh oleh pengkaji menerusi pelbagai sumber untuk mencapai matlamat kajian. Oleh yang demikian, pengkaji membahagikan hasil dapatan kajian tersebut kepada aspek yang bersesuaian. Aspek berkaitan keistimewaan perniagaan francis terhadap usahawan belia Muslim di Malaysia akan dijelaskan di bahagian seterusnya.

Aspek Bimbingan
Skim bimbingan dalam perniagaan merupakan satu usaha yang wajar diterapkan sedar dari awal penubuhan sebuah syarikat. Terkandung di dalamnya elemen utama dan diperakukan oleh badan berautoriti supaya perniagaan yang dibangunkan dapat mengikut aturan yang ditetapkan dengan baik. Sistem francis tampil sebagai pakej perniagaan yang memperuntukkan setiap penerima francis berdaftar perlu menjalani sesi latihan dan bimbingan sama ada berperingkat atau pun sebaliknya. Berdasarkan sesi temu bual bersama Khairul Imran, sesi bimbingan francis dirancang oleh pemilik syarikat atau pemberi francis dengan dikendalikan oleh kumpulan yang berpengalaman luas dan terlatih di dalam sesuatu syarikat (Khairul Imran, 2018).


Selain itu, sistem yang dilaksana berpanduan Akta Francis (pindaan 2012) ini tidak mengenepikan bimbingan operasi perniagaan sama ada secara penjualan barang mahu pun penawaran perkhidmatan. Sungguhpun berbeza teknik operasi mengikut jenis penjualan produk, namun ia tidak menghalang untuk penyediaan modul pelaksanaan dan
pemeriksaan operasi yang bersesuaian selaras dengan misi dan visi francais. Pemilik perniagaan akan memenuhi permintaan penerima francais berhubung dengan sumber jumlah mengikut jadual yang ditetapkan atau keperluan semasa. Tidak hanya di situ, malah sistem perniagaan ini menyaksikan urusan penyelidikan produk serta hebat dan promosi francais dilakukan oleh pemilik syarikat mewakili keseluruhan rangkaianya. Pemilik syarikat berhak menentukan bentuk dan tatacara promosi produk bergantung kepada faktor jenis produk, kesesuaian waktu seperti musim perayaan dan juga saluran hebatan. Menerun teknik pemasaran dan promosi yang diselia oleh pemberi francais secara berkesan, sebilangan besar masyarakat setempat akan menyediakan kehadiran produk yang dipasarkan dan berjaya membentuk kumpulan pengguna secara berperingkat di seluruh cawangan Francois (Gruber, 2004). Penerima francais juga boleh memberi fokus terhadap perlantikan pekerja dan menggunakannya seharian dengan tanpa memperuntukkan tempoh masa tertentu untuk memikirkan tindakan penyelidikan dan juga promosi produk sepanjang perniagaan berlangsung.

Aspek Disiplin dan Pematuhan Undang-undang

Penekanan sistem francais bukan hanya berkisar kepada kualiti produk yang dipasarkan, bahkan merangkumi aspek disiplin kerja dan pekerjaan pihak atasan sehingga pekerja bawah dalam sebuah syarikat. Seperti industri yang lain, Francois perlu bersandar kepada kepatuhan undang-undang dan sikap kenderi yang diterapkan dari awal penglibatan dalam membangunkan perniagaan ini. Merujuk kepada Akta Francois 1998 (pindaan 2012), terdapat jenis kesalahan yang digariskan beserta peringkat denda yang bersesuaian. Memahami perjalanan Francois, ia bagaikan berasaskan merangkumi pemberi Francois, penerima Francois dan pembekal bahan yang perlu terjadi dalam atasan hubungan yang erat dan baik. Bagi menghasilkan suasana yang harmoni dan perniagaan mencapai matlamat, maka setiap dari pihak yang terlibat menjadi keutamaan memahami menyelidikan dan berusaha untuk berlaku dengan perkara yang merencakan peran sesebuah Francois (Rohaizat, 2002). Oleh yang demikian, sistem yang dibangunkan berjaya melahirkan disiplin individu seterusnya memperlihatkan kepada usahawan di luar sana bahawa sistem francais adalah sistem yang boleh diconthoh.


Aspek Kewangan dan Pembiayaan

Pendonor kuat setiap usahawan dalam penglibatan perniagaan adalah kesediaan dan pengurusan kewangan yang baik. Pengurusan kewangan yang baik memainkan peranan besar kepada corak urusan yang ingin ditawarkan kepada masyarakat. Para usahawan akan memiliki kuasa yang luas untuk menentukan perancangan perniagaan dengan bersandarkan kepada modal yang besar dan begitu juga sebaliknya (Rohaizat, 2002). Namun begitu, terdapat banyak saluran kewangan yang sedia dibuka kepada usahawan yang ingin terlibat dalam perniagaan Francois. Selain itu, pembentukan melebihi RM7.5 juta dengan (KPDNHEP, 2018). Bantuan ini mampu membuka jalan kepada belia Muslim di Malaysia yang bercita-cita untuk terlibat dalam perusahaan Francois dalam apa jua jenis pemasaran Francois, seterusnya memperlihatkan kepada usahawan di luar sana bahawa sistem Francois adalah sistem yang boleh diconthoh.

Tidak terhenti di situ, setiap syarikat telah menyediakan etika dan bentuk pembayaran melibatkan pendaftaran, pembelian produk dan royalti berkaitan bermula dari awal perajian Francois. Penerima Francois atau Francois khususnya perlu menuruti etika yang telah ditetapkan supaya tidak berlaku sebarang permasalahan berkaitan pembayaran dan menjejasakan hubungan antara pihak yang terlibat (Alex, 2014). Permasalahan boleh berlaku disebabkan keengganan atau kecuaian pihak di antara mereka secara berpanjangan dan menyukarkan proses perkembangan Francois berjalan dengan baik. Justeru, usahawan Francois yang terdiri daripada belia Muslim tidak akan berdepan dengan kemusykilan yang besar untuk memperoleh pinjaman kewangan bagi perusahaan Francois bagi yang memerlukan. Selain itu, pembentukan...
akaun perniagaan juga telah direka khas oleh pemilik syarikat francais kepada semua rangkaian bagi memudahkan sistem kewangan berlangsung dengan sistematis dan tugas semua pihak tidak tergendala pada tempoh yang ditetapkan. Keistimewaan yang dapat dikenalpasti ini membantu golongan usahawan belia Muslim mencapai matlamat dalam perniagaan francais dengan jayanya.

PENUTUP
Kajian ini memberi fokus kepada mengenalpasti keistimewaan perniagaan francais yang sekian lama dibangunkan di Malaysia kepada usahawan yang terlibat yang terdiri daripada golongan belia Muslim. Belia Muslim adalah kumpulan masyarakat yang berada di peringkat usia pertengahan dan mempunyai kecerdasan minida selain daripada kekuatan tubuh badan untuk bertindak dengan baik dalam sesuatu pekerjaan. Oleh yang demikian, kajian ini menemui keistimewaan perniagaan francais yang dibangunkan kini kepada usahawan belia Muslim melalui beberapa aspek iaitu bimbingan, bantuan dan tugas pemasaran, disiplin dan pematuhan undang-undang, dan kewangan dan pembayaran. Selain daripada fokus kajian yang sama, kajian ini boleh dilihat terutamanya kepada penekanan permasalahan yang timbul dalam perniagaan Francois yang didirikan oleh belia Muslim di Malaysia dan usaha mengatasinya. Ini kerana tindakan mengenalpasti permasalahan yang timbul beserta tindakan pemulihannya dapat memperbaiki pembangunan perniagaan Francois dari segenap aspek dan membantu meningkatkan tahap ekonomi serta masyarakat menerusi sistem industri seperti ini.

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*Temubual*

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2) En. King Tan, Eksekutif Pemasaran Syarikat Laundrybar City Coin.

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