<table>
<thead>
<tr>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mind the Gap: What are the Barriers to Pro-Environmental Behavior among Students?</td>
<td>1-6</td>
</tr>
<tr>
<td>Anissa Lestar Kadiyono, Diana Harding, Hanny Hafiar, Hery Wibowo</td>
<td></td>
</tr>
<tr>
<td>Gwadar Port: As an Economic hub for Maritime Trade in the World Corridor (CPEC)</td>
<td>7-16</td>
</tr>
<tr>
<td>Asmat Naz, Fatima Ali</td>
<td></td>
</tr>
<tr>
<td>Mediating Influence of Work Engagement between Person-Environment Fit and Adaptive Performance: A Conceptual Perspective in Malaysia Public Hospitals</td>
<td>17-26</td>
</tr>
<tr>
<td>Athifah Najwani Shahidan, Siti Norasyikin Abdul Hamid, Fais Ahmad</td>
<td></td>
</tr>
<tr>
<td>Environmental Turbulence, Service Marketing Mix, Marketing Orientation and Microfinance Performance: A Conceptual Model</td>
<td>27-36</td>
</tr>
<tr>
<td>Bello Taofik Abidemi, Fairol Bin Halim, Ahmad Alshauibi</td>
<td></td>
</tr>
<tr>
<td>Employee Engagement: A Study on Gen Y in the Manufacturing Industry</td>
<td>37-44</td>
</tr>
<tr>
<td>Chee-Wee Tee, Khulida Kirana Yahya, Johanim Johari</td>
<td></td>
</tr>
<tr>
<td>Marketing Performance and Organizational Commitment to Syariah Banks in Makassar City</td>
<td>45-52</td>
</tr>
<tr>
<td>Ida Farida, Syahnur Said</td>
<td></td>
</tr>
<tr>
<td>Identification of Organizational Change Factors in Higher Education Institution (Cases at New Public Universities in Indonesia)</td>
<td>53-60</td>
</tr>
<tr>
<td>Gusti Tia Ardiani, Adhitya Rahmat Taufiq, Andina Eka Mandasari</td>
<td></td>
</tr>
<tr>
<td>Development of an intergenerational wealth mobility framework for Pakistan</td>
<td>61-72</td>
</tr>
<tr>
<td>Areeba Khan, Sohail Saeed, Muhammad Fahad Khan, Quratul Ain</td>
<td></td>
</tr>
<tr>
<td>Development Model Management Education Soft Skill Nurses Hospital Education</td>
<td>73-80</td>
</tr>
<tr>
<td>Mardliyah, Rasdi Ekosiswoyo, Sugiyoto, Titi Prihatin</td>
<td></td>
</tr>
<tr>
<td>Investigating the Linkage Between Proactive Personality and Social Support on Career Adaptability Amidst Undergraduate Students</td>
<td>81-92</td>
</tr>
<tr>
<td>Olawole Olanre Fawehinmi, Khulida Kirana Yahya</td>
<td></td>
</tr>
<tr>
<td>Bank Lending (Credit) Channel of Monetary Transmission Mechanism</td>
<td>93-100</td>
</tr>
<tr>
<td>Quratulain Ezam</td>
<td></td>
</tr>
<tr>
<td>Theories of Grandparental Stress</td>
<td>101-106</td>
</tr>
<tr>
<td>ThamilSELVi Pandialagappan, Rahimah Ibrahim</td>
<td></td>
</tr>
<tr>
<td>The Effects of Total Quality Management as Teaching Innovation and Job Satisfaction on Academic Performance of Students in Pakistan</td>
<td>107-116</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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Mind the Gap: What are the Barriers to Pro-Environmental Behavior among Students?

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ABSTRACT
Education is one of the potential efforts in overcoming the current and future environmental crisis. Cultivation of awareness of the preservation of natural resources and environment within the school environment can be done through teaching and learning process that contains environmental education, green school environment, and supported by school facilities. Numerous theoretical frameworks have been developed to explain the gap between the possession of environmental knowledge and environmental awareness, and displaying pro-environmental behavior. This research describes what factors will influence pro-environmental behavior at students. Using Quantitative method and Convenience Sampling at students in Junior High School at Bandung-West Java Indonesia. Internal and External factors were analyzed to discover positive and negative aspect that influenced pro-environmental behavior such as demographic factors, external factors (e.g. school, economic, social and cultural) and internal factors (e.g. motivation, pro-environmental knowledge, awareness, values, attitudes, responsibilities and priorities). Specific recommendations for school are provided, and implication for educators are discussed. Finally suggestion for further research on pro-environmental behavior at students are provided. Environmental education at school are important as the basis of formation at green ethics across generations.

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1. Introduction
Global warming is irreversible and can have a terrible impact. General Secretary of United Nation, Ban Ki Moon challenges governments from countries around the world to take concrete action overcome these threats. “Very urgent, global efforts must be done,” said Ban Ki-Moon. He hopes policy makers from around the world can respond to these findings at a climate change conference held in Bali in December 2007. Environmental damage has led to extreme weather conditions. Drought occurring in some areas will decrease land productivity and water quality. Sea level rise will trigger wider floods, marinate fresh water, and erode coastal areas. Reports from the conference in Bali, it turns out that humans as the most effected
by the global warming, consequently humans will also face this problem with increasing population risk, including the emergence of diseases that are related to heat (heat stroke) and death. Humans as part of the environment, plays an important role. One of the efforts that can be done is through education and shaping environmentally conscious behavior through learning methods in the educational setting. It is expected to be more effective, the role of teachers and school organizations is very important to socialize and implement it. Thus gradually internalized into environmental green ethos characters that become the basic actions of the individual to environmentally conscious. According to Bandura, behavior arises as a result of interaction between the environment and the individual. The more often the stimulus given to humans by the experience gained from the environment, the behavioral changes in the individual will have a positive impact on the desired behavioral change that is the harmony between the environment and the human behavior that lives in it through the learning process (Gagne 1984 in Dahar 1989).

Formal educational path start from Kindergarten level up to the University level. The concept of formal operational thinking in adolescence begins at the equivalent of junior high school students. Junior high school students are in the adolescent phase, which is a transition period or a transition from late childhood to adulthood. Individual self-development as the actors of change and actors of action on the environment, actually began during the process of identity formation that began in adolescence, or at the time of junior high school.

Early adolescents have a developmental task to develop the intellectual skills and concepts necessary for citizens. Developmental tasks that must also be met are achieving socially responsible behavior as members of the community, as well as obtaining a set of values and ethical systems as a guide in behaving. This also means developing a caring character towards the environment as a responsibility to preserve nature.

The phenomenon that exists, shows the character of adolescents who are less concerned or even do not know the surrounding environment. This is obtained from direct observation and interviews with some community leaders in the surrounding area.

Cognitive dimensions, affective dimensions, and psychomotor dimensions shape environmental concerns that show a predisposition of environmental caring behaviors to be displayed by students. In addition to attitudes, also observed an interest in the environment, values (Values) adopted, as well as behavioral predisposition that refers to the theory of planned behavior consisting of: Behavioral beliefs, defined as beliefs on behavior that will shape the attitude of care for the environment, combined with the normative belief that gives students' norms and control beliefs that will provide perceived behavioral control so as to form behavioral intentions that demonstrate eco-friendly behavior.

Bandung city is the capital of West Java province. The city was in ancient times known as Parijs van Java (Dutch) or "Paris from Java", because it is located in the highlands. Bandung is known as a cool place, this makes Bandung as one of the tourist destination city. While the existence of state universities and many private universities in Bandung make this city known as one of the city students in Indonesia. The city of Bandung is also not spared from climate change and global warming. Bandung as the capital of West Java Province which has the densest population of other provinces in Indonesia should also think about efforts to save the environment in the region. This effort should be implemented early because it prevents it from treating better. Bandung city, divided by geographical area, which has environmental contours and different specific environmental problems. In this study, the city of Bandung is divided into areas of Central Bandung, North Bandung, South Bandung, East Bandung, and West Bandung.

Based on the background that has been presented in the introductory chapter, it can be formulated several things, namely: How about the environmental caring character (Green ethos character) of junior high school students as the next generation consisting of attitude, interests, values, and plan behavior?
2. Method

- **Design**
  This research is a quantitative approach. Quantitative approach is done by doing research on schools in the city of Bandung, the State Junior High School in Central Bandung zone, East Bandung zone, South Bandung zone, North Bandung zone, and West Bandung zone. The method used for this research is descriptive method by using survey technique through questionnaire.

- **Sample**
  Primary data samples that will be used in this study are students of SMP Negeri which has 51 schools in Bandung. Sample determination using sampling technique with Cluster Random Sampling type, where sampling based on certain area so that the expected samples can represent the number of population of junior high school students in Bandung. Cluster is divided into the geographical area of Bandung, with the determination as follows. Respondents in this study amounted to 2150 students from 10 Junior high school in Bandung.

<table>
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<th>No</th>
<th>Cluster Zone</th>
<th>Total</th>
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<tr>
<td>1</td>
<td>Central Zone</td>
<td>2 Junior high school</td>
</tr>
<tr>
<td>2</td>
<td>East Zone</td>
<td>2 Junior high school</td>
</tr>
<tr>
<td>3</td>
<td>West Zone</td>
<td>2 Junior high school</td>
</tr>
<tr>
<td>4</td>
<td>South Zone</td>
<td>2 Junior high school</td>
</tr>
<tr>
<td>5</td>
<td>North Zone</td>
<td>2 Junior high school</td>
</tr>
</tbody>
</table>

- **Procedure**
  Data needed in this research is primary data that is needed especially to answer the purpose of research through descriptive and verifikatif statistical analysis. Primary data will be conducted is to mapping green ethos character of junior high school student. The instrument of collecting data used is questionnaire, that is list of structured questions addressed to respondents in this case junior high school students selected as sample.

- **Instrument**
  Green ethos character is measured through: cognitive dimension, affective dimension, psychomotor dimension. Besides attitude, also measured interest in environment, value (Values), and behavioral predisposition which refers to the theory of Plan Behavior consisting of: Behavioral beliefs, defined as belief in behavior that will shape the attitude of caring about the environment, combined with the normative belief that gives the student's Student Norm and Control Beliefs that will provide Perceived Behavioral Control to form a Behavioral Behavior that demonstrates Eco-Friendly Behavior. The instrument consist of 23 items.

- **Statistic**
  In mapping green ethos character in junior high school students in Bandung, this research will use Multivariate Data Analysis (MDA) method approach through factor and multiple regression analysis. These models are used to process primary data. Data processing using Ms. software Excell and SPSS.

3. Result

<table>
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<th>Category</th>
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<tr>
<td>Gender</td>
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<tr>
<td>Male</td>
<td>875 (40%)</td>
</tr>
<tr>
<td>Female</td>
<td>1275 (60%)</td>
</tr>
<tr>
<td>School</td>
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<tr>
<td>SMPN 1</td>
<td>192 (9%)</td>
</tr>
<tr>
<td>SMPN 2</td>
<td>95 (4%)</td>
</tr>
<tr>
<td>SMPN 5</td>
<td>106 (5%)</td>
</tr>
<tr>
<td>SMPN 9</td>
<td>314 (15%)</td>
</tr>
<tr>
<td>SMPN 12</td>
<td>308 (14%)</td>
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In accordance to table 1, the respondents of this study were dominated by female respondents of 60% (1275 respondents), while 40% (875 respondents) were male. Therefore it can be concluded that the majority respondents of this study are female.

In this research, questionnaire spread to 9 State Junior High School (SMPN) in Bandung, so that based on table 1 can be seen that the respondents in this study by 9% (192 respondents) came from SMPN 1 Bandung, 4% (95 respondents) came from SMPN 2 Bandung, 5% (106) respondents came from SMPN 5 Bandung, 15% (314 respondents) came from SMPN 9 Bandung, 14% (308 respondents) came from SMPN 12 Bandung, 14% (289 respondents) came from SMPN 13 Bandung, 12% (266 respondents) came from SMPN 26 Bandung, 11% (243) respondents came from SMPN 34 Bandung, and the rest as much as 16% (337 respondents) came from SMPN 50 Bandung. That is, the respondents in this study were dominated by students who came from SMPN 50 Bandung.

Based on the table 1, it is also known that the level of respondent grade, as much 40% (865 respondents) are in grade VII, 24% (521 respondents) are in grade VIII, and 36% (764 respondents) are in grade IX. This shows that the majority respondents in this study are at grade VII.

These results show that 90% of respondents have high green ethos character. But there are still 9% who are in the medium category and 1% are in the low category. The 5th dimension is the lowest dimension, that is value to preserve the environment. This can be enhanced by instilling the character of environmental care to students through the formal path through environmental education.

4. Discussion
These results show that majority of respondents have high green ethos character. Green ethos character measure by 8 dimension. First dimension is cognitive dimension, followed by affective dimension, psychomotor dimension. Besides attitude, also measured interest in environment as forth dimension, values as fifth dimension, and behavioral predisposition which refers to the theory of Plan Behavior consisting of: Behavioral beliefs as sixth dimension, defined as belief in behavior that will shape the attitude of caring about the environment, combined with the normative belief that gives the student's
Student Norm as a seventh dimension and Control Beliefs that will provide Perceived Behavioral Control as an eight dimension.

Based on result from cognitive dimension; parents, teachers, education (schools) have high impact on shaping student on green ethos character. On the other side, internet, media, friend, and own interest have a low impact on shaping green ethos character on junior high school students in Bandung.

To find out the dimensions that become the strongest predictor of the total score of Green Ethos, researchers conducted a regression test. Before performing the regression test, the researcher first convert the data, which previously has an ordinal ordinal scale, into an interval scale using the method of successive interval. After regression analysis, it was found that dimension 6 was a strong predictor of total Green Ethos score. This suggests that Beliefs or behavioral beliefs factor is the internal belief that environmental loving behavior is the main factor that can provide a relationship that also predicts the emergence of environmentally sound behavior. This is in line with the concept of planting the character of environmental love which is a factor of the inner self that underlies the behavior that will be raised by the individual. Belief that belongs to the student will link the behavior with the results that can be obtained from the behavior. Attitudes toward behavior are determined by individual evaluations of behavior-related results and with the strength of the relationships of both (Ajzen, 2005).

Based on the results of different test conducted by using Kruskal Wallis statistic test, which used to test different ordinal data from k-independent sample, it was found that from 9 schools were compared, there were significant differences in dimensions 1 (Cognitive), dimension 3 (Psychomotor), dimension 6 (beliefs), and dimensions 7 (norms). While in other dimensions there is no significant difference. Meanwhile, for the overall results of 9 junior high school in Bandung, there is no significant difference in the value of Green Ethos students. That is, the level of Green Ethos Junior High School students in the city of Bandung are at relatively the same level.

Researchers also conducted analysis by sex. Using the Mann-Whitney statistical test, there was no significant difference in the score of each Green Ethos dimension and the total Green Ethos score when compared by gender. So it can be said that male and female students in junior high school in Bandung have Green Ethos who are in the same level.

References


Gwadar Port: As an Economic hub for Maritime Trade in the World Corridor (CPEC)

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ABSTRACT

Gwadar port, deep-sea port, is used and operated as a mean to serve the supply and import requirements of a well prominent hinterland, as other harbors of Pakistan has been working. Gwadar port is situated in the Arabian Sea, at Gwadar in Baluchistan province of Pakistan. The economic prediction of Gwada

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1. Introduction

Geographically, Gwadar covers by Awaran and Kech district in North, in east surrounded by Lasbela and south barriers by water bodies of Arabian Sea and Iran lies in its west. Gwadar district consists of 12637 square kilometers, including Pasni. This area also has a great geopolitical importance as its location presents the adjacent valuable oil trade route like the Strait of Hormuz and economically rich areas of the Middle East. Basically, the warm water third deep sea port of Pakistan, Gwadar port located at the apex of Persian Gulf (PG) which is rich with oil. It provides a sea route for all Asian regions for their trade and also a way of economizing trade for Central Asian countries. Gwadar port remained as a part of Oman rather than Pakistan. On 8th September 1958 it took from the control of Oman as it enclave in Pakistan. In 1964, it was decided by the government that a port at Gwadar should built but it deprived of the proper attention
of the government. It became the part of Baluchistan in 1 July, 1977 according to the official record, and its construction also continued. So, Fish harbor successfully completed in back year 1992 in other side, a great project of Gwadar development as a deep sea port has been projected with the technical assistance of China in June, 2002 and phase – I of the port had been constructed in 2004. In 2015, it was decided by the government of Pakistan that the Gwadar port will develop under the CPEC project. So, in 2016, it was given to China on lease for forty three years, till 2059.¹

The important feature of the hub is its economic and strategic location, which considers a main source of maritime trade. In spite of regional significance, as hub port, it is capable to retrieve large ships, security of terminal facilities, sharpness for container handling mechanism, has quick serve ability for ships in limited geographical premises and reasonable cargo handling charges and terminal for large transshipment which should fast and easy to use. It is equipped with optimum number of cranes, sufficient container for handling, storage capacity and modern technology built in computer network system to run the whole port terminal. The progress of the port may examine by its working condition as the loading and unloading of ships which arrived the harbor, departure or arrival of cargo in and out of the harbor and mass storage capacity for cargo within port premises.²

The prominent and noticeable outcome of hub is the production of income through transshipment, cargo and container facilitation. Another important factor of the hub is to promote indigenous importers and exporter for an alien access to other side market of sea lane. This kind of services will reduce the transportation expenditure.

The coastal area of Gwadar is 600 km long comprised sandy shores and bays. In the past, small town Gwadar was known as fishing point, a side by Makran shore is going to be developed which accomplishes the attention of strategic significant regions:

- Middle East which laden with Oil
- Huge populated area of South Asia
- Packed with resources of Central Asian Countries.³

According to the analysts, the contribution of China for the development of Gwadar port will be a blessing for the people of this region and for Pakistan as well. A highway road of ECO, Coastal motorway and other relevant big projects of the road network will connect Gwadar Port through north side situated countries, the Gulf regions, Chinese border and other rest of the world. Government of Pakistan in year 2007 officially offered the construction and operations of this port to The Port Singapore Authority (PSA) for 25 years. It can say that the development of the port is a milestone of mega Gwadar plan for the future of Pakistan. This plan directly carried out by the GDA (Gwadar Development Authority) which comprises road network tendency towards Gwadar from Karachi, Omara, Pasni, Turbat and other sides will be completed in four different stages.
Objectives of Gwadar port development:
The port of Gwadar is situated on the main stream of economy through which Pakistan can make a hold on the maritime trade with Iran and other Middle Eastern areas. There has explained some objectives related to the development of the port and its benefits for the people. The Gwadar port may use as

- The great shipping hub to provide facilities for all kinds of ships and all sizes of cargo category handling.
- To improve in the trade lane for economic uplift and industry on the domestic level and the entire region.
- To work as speedily that is proficient, successful, aggressive and transparent fair.
- Always remain attached and ready for expectations of local level and internationally and concern stakeholders

A linkage of CPEC and Gwadar port:
Pakistan and China as all weather strategic partners have a history of glorious friendly relations. Both countries always try to make strong relations through different geo-political, strategic and economic projects/agreements. The China-Pakistan Economic Corridor (CPEC) is also a key to make strong economic relations of both countries. It is considered to be an extension of China’s proposed 21st century Silk Road initiative and considered a centre for their relations. It is a huge project under construction in different phases that will undertake the construction of highway and railway links running through the areas from Gwadar in Baluchistan and culminating in Kashgar in western China, while passing through various regions of Baluchistan, Sindh, Punjab, Khyber Pakhtunkhwa (KPK) and Gilgit-Baltistan (Khunjrab Pass). It will connect Pakistan with China and the Central Asian countries by the highway connecting Kashgar to Khunjrab and Gwadar. The CPEC is of high significance, as it making this region economically more viable, stable and sustainable. It is also one of many mega projects planned by China in Central, South and South East Asia for expanding its political and economic influence to counter the US influence in the region. China has made an attempt to fulfill multiple interests of its own by the financial investments in region on CPEC. It shall act as a trade bridge between China, Middle East and Europe through Pakistan and proved a source of economic benefits. Furthermore, Gwadar seaport has been handed over to China to develop it and also to look after in other related projects (rail and road networks, industrial infrastructure) including CPEC. So, the Chinese Company is handling at the port of Gwadar to activate it as a trade center in the Indian Ocean. China can play a vital and leading role for active competitor in this region and can try best to make necessary arrangement for long term naval military presence in this scenario. In this rushed environment, Pakistan’s interests in the economy in this deep sea warm water port is might be compromised.
Status of Gwadar port in the Contemporary ports:
There is already working many parallel ports to Gwadar port, but the Gwadar port considered more because of its location and significance. Following are the main ports considered more significance because of the economic and trade activities.

- Dubai port is one of most prominent port parallel to Gwadar port. Dubai development authority is controlling two valuable ports, Rashid and Jabel Ali ports. The Rashid sea port established as the state of the art, according to its design and working capacity in the huge Gulf consumer market. Dubai Port Authority facilitates and successfully handling near about 2.8 million TEU per year there 25% transshipment within the Gulf area. Another port Jebel Ali enhances the performance of Dubai authority and meets 5.7 million TEU annually.\(^v\)

- The Salalah port (Oman) used as the center of trade to Pakistan and India. However, the port is keeping a hole to handle with the cargos and trade containers. This terminal was established in 1998 to deal with the terminals. However, it is more suitable for the Gwadar port to stop cargo entering to Dubai and Colombo harbors. So far as, the Hill wood Strategic Services, an American firm have drawn some plans of trade by Red Sea in 2002, when the major port is estimated at 1.2 million TEUs.\(^vi\) The port can contain vessels up to 16m draft. The turbulent political situation of the Middle East is threatening to undermine its plan to snare more regional transshipment business. Its plan to set up a 6,000 acre free trade zone hit a major snag in 2002, when the major investor, Hill wood Strategic Services, an American firm, withdrew from the venture on the eve of signing an agreement with the government, may due to geopolitical reasons.\(^vii\)

- The ports of Iran (Chahbahar and Bandar-Abbas) have an international standard and considered as the main hub of Asian trade. The port of Bandar Abbas (Shahid Rajaee) consisting 24 Berths with 2 oil Berths. Moreover, its loom canal stretches on the area of 76.4 km and its depth is 13 meters. Yet, its only four berths have the capacity to handle vessels more than 100,000 DWT. It is trying by the Iranian government to increase 2.6 million capacities of the TEU. Another port of Iran called Chahbahar is having two landing pier, which may handle just 5 vessels to 25,000 awful shipping and check of 11 meters.

- The Port of Shuwaikh is a most dreadful port of Kuwait, situated in the Persian Gulf. It has a power station and a water desalinization plant in Kuwait. The port also has deep berths and handles cargo ships, fishery containers and passenger vessels. The port is being near about 800 acres on land and 300 acres of water. The Port of Shuaiba is another main port of the country. It is a well established industrial centre, has an oil refinery, a petrochemical plant and a seafood packing plant. It also has a great seawater desalinization plant in the world. The port was made as praise for the industry, which handles raw materials and various other kinds of cargoes. These ports are handled by the Kuwaiti Port Authority.

- The name of this port is Mina Sulman (Bahrain), which is medium in size and an important harbor of Bahrain. It is situated in Manama. It is covering almost 250 acres with 600 meters long berths, as 80 percent of cargo is based on container. Port Sitra is probably a smaller port of the country.

- This harbor is situated in the Ras Laffan area in Qatar, having an oil industry. The port is having a capacity to deal with the transportation. It has the biggest liquidized natural gas export facility in the world, over 2100 acres. The Port of Doha is another medium sized port, while the smaller one is the other regional ports.

- Karachi port is an important place in the country is having many berths, 12 km extensive canals and 13 meter scour (earth removes), dealt with a number of cargoes. According to the statistics it manages almost 14 million tons liquid and 12 million tons dry consignments. On the other side, the Port Qasim is simply stretching in the east at the length of 156 km from Karachi. It is also considered as a part or extension of the Karachi sea port. The Qasim harbour having 45 km long strait and 12m scour. It has fewer facilities as comparable to the Karachi port, as it has 30 berths with 3 oil support beam for landing ships, while Qasim harbor has just 7 berths which use for many directions. Additionally, the port of Karachi is also considered as a gateway for Asia
because of its important geographical and strategic location. Annually, these ports are having the range of 25 and 17 million ton trade respectively.\textsuperscript{viii}

The narrow band and capacity of internal ports of the region will be a consequence of the prosperity of Gwadar warm water Seaport as a hub harbor and it could attract new and great traders or investors to come for trade in Pakistan.\textsuperscript{ix} However, the establishment of this port is may also cause an antagonism in the region with Middle Eastern Countries because it will share the trading markets. Whereas, the suitable solid policies and priorities of government can be decided the future and economic contribution of the port in the region.

\textbf{Gwadar as maritime port:}

It could say and do hope that the Gwadar port may provide an economic facility to the people of Pakistan and also work as a gateway for the country to the Republics of Central Asia including Afghanistan. In future, this mega project will provide facilities and economic reimbursement to the Central Asia, South Asia, China and Middle East. Moreover, this seaport will effectively serve for transshipment, warehousing, sea trade, to the management of commercial and industrial level accommodate for alien import and export trade, particularly with Afghanistan, Oman, United Arab Emirates, Saudi Arabia, Qatar, China and Central Asian Republics. These countries may find the safe, efficient and the short trade route through the Gwadar port and supply their commodities in all over the world. Gwadar port because of its valuable geographic location and at the apex of Arabian Sea is a more suitable route on lowest cost and shortest way for transportation to South, Central and West Asian countries.

Consequently, the harbor will highly contribute in the progress of national and international trade arenas. Moreover, the port of Gwadar will be a competitive place as of Dubai (UAE) and Salalah (Oman) harbors and may also supply the natural oil and mines of Central Asian states. For the international trade, the government is trying to develop it on the patterns of other neighbouring ports like Bandar Abbas and Chahbahar (Iran). Simultaneously, a capacity of import-export of goods is too increasing in Gwadar warm water seaport to fulfill the requirements of great ships and to increase its regional significance in the world.\textsuperscript{x} Thus, the port works as a hub that can collect and handle trade in abundant numbers from one concentrated point\textsuperscript{xi} because trade play a vital role in a quantitative manner and economic development of the state and its nation.\textsuperscript{xii}

\textbf{The Economic prospects of Gwadar port:}

Conventionally, the port of Gwadar is playing an important role in the progress of the economy of Pakistan. Yet, the heavy trade has been predicable after the construction of industries in Gwadar and near regions. The government of Pakistan is making a scheme to consider it an export processing and tax free area to attract the investors. This step has been taken by the government to flourish the trade and economy of the state. Furthermore, the coastal roads can supply a huge volume of trade from different areas of the country by the port of Baluchistan. However, other ports of Pakistan are already working for the economic development and domestic trade.

It suggests that the country should take a step to construct the port of Gwadar by the predictable needs of business and investment, expanding desires of maritime harbors and most prominently the exchange desire of natural sources of the world. Moreover, the port of Gwadar has been made to deal with the local cargo and maritime harbor to attract the investors and to invest in the country and also introduced advance technology as well as provide chances of employment to the natives. The maritime export of goods by the seaport will increase the national income of Pakistan like other ports as Hong Kong contributed over 20% of total 161.5 Billion Dollar GDP of the country in the last year and trade in Dubai is 16.5% of the total economy of 20 billion.\textsuperscript{xiii} The work on another project of ‘Trans Afghan Gas pipeline’ has been started and 1400 km long pipeline passes through Turkmenistan, Afghanistan and different areas of Pakistan including Gwadar. It is hoped that the gas will also provide to the global markets at the completion of the scheme.
Gwadar port: a trade center of China:

Almost all countries of the continent Asia, including China, are important because of their geographical positions. It is considered as a hub of economy and trade in the world. The basic objective of the construction of this port is to increase the transportation and trade links of Pakistan with China. The Eastern side of China is more highly developed rather than the western side. In the past, China generated and prepared the Western prosperity scheme, but the western area stressed the consideration of Eastern region because of its cheaper labour power, natural sources and high rank markets. Geographically, Xinjiang province is 4500 km from the harbor of China, present on the eastern side but at the distance of 2500 km from the harbor of Gwadar.

The port of Gwadar will provide an ideal opportunity to China for its transshipment. Therefore, in future it will become an essential part of the external or world trade of China. The Karakoram highway has been already a joining point which connects China with Pakistan. Thus, the development of this highway and establishment of new roads will provide new links in both countries to make easy supply and transfer of their goods for their economic progress. The government is intending to make roads from Ratodero to Khuzdar for the links of Gwadar and Western China.

Impacts on the economy of Pakistan:

The fascinating key role of ports in the economy of any nation is discussed to highlight the importance sea trade routes. The current economic situation in Pakistan is a dependant and strong emphasis on the role of maritime and coastal elements. Gwadar port as compared to other parallel transshipment ports is more in capacity of transportation and infrastructure. The economic prediction of Gwadar port is the trump card for economy and trade passages for Central Asian States and the world.

Mainly, the competition starts among the countries on the seaport trade, which also impress by the availability and capacity of sources as funds to increase the economic development. However, the Governments finance and spend huge funds on the harbors for the economic development of the nations and states. Pakistan is also spending huge funds for the development of the port of Gwadar to make it an important economic and trading source of the region, although two ports of Karachi and Bin Qasim are already working and contributing to the economic development. However, a serious attention has also been given for the completion of third port of Pakistan, which in future will be a great source of economic stability of the nation.

In the future, there will increase the maritime and defensive strategies but the main projectors and statesmen should contribute to these plans. Their contribution can increase the investment through the investors and an easy access of people to the commodities and economic development. No doubt century of globalization, made so exponential trade through the sea level.

No doubt, the Gwadar port will provide an easy access channel to warm water seaport. Simultaneously, it will have an attraction point for shipping companies moving cargo to and from landlocked states. By observing the current development in Baluchistan, which is a strategic location in the area of huge geopolitical significance. The establishment of Gwadar port is increasing its economic position and it has received the attention of the economic investors not only in Pakistan but also from all over the world. Some of the main countries are as Central Asia, Afghanistan, China, Japan, and Singapore keeping deep interest in the port significance and completion, because their economic interests are directly linked with the port.

The economic development of any country depends upon the development of ports with other sources of transpiration. The ports increase the value of any country and highly contribute to the economic development of it. Through the harbor there can supply and import all types of material including raw and well finish commodities. To some extent, it will be feasible for the regional economic development as the mineral sources of Asia not having any other suitable and short route except Gwadar. However, the modern world including Asian states cannot take such economic advantages from other ports as from
Gwadar. With the other facilities and feasibilities, the Gwadar port mega project easily provides thousands of job opportunities for the native people in a short time. So, there is a need of proper work and provide opportunities for the people as the administrators and labours by establishing new projects. It has far accessed benefits in opposite to loans, abroad jobs and economic priorities. xv

**Gwadar a special Economic Zone (SEZ)**

It is suggested and arguing that in order to accommodate fast commercial and economic innovation of the region. Gwadar will make a special economic zone for a specific period. The Special Economic Zone is certainly to cover the Gwadar city and industrial infrastructure currently under the plan and foreseen. Additionally, it is necessary to introduce some special offers for the economic stability of this region. A specific-incentives regime has been introduced. It includes the general tax capacity and liberal facilities pertaining to corporate ownership and integration of alien. The main object of this idea is to boost economic growth and investment in general particularly alien and indigenous side. This flow will attract industrial development and port activities throughput demands. It would clearly ensure the high contribution to increase the employment opportunities and socio-economic development of the province.

The Gwadar region and its port have Geo-strategic and political significance in the region, because of many important aspects. It is on the way of an important commercial area of the world. The oil rich region of the Middle East, Central Asia laden with natural resource and massive populate area of South Asia have great capabilities for growth in this 21st Century. These regions are also important because of their economic and geography. The city of Pakistan, Gwadar has accomplished in global prominence sooner than the predictions of more analysis because it seems difficult that this region will get progress. Now, the new economic epicenter are revolves around Gwadar because of its economic importance and transportation. The port considers as an epicenter, which has all natural tendencies and the potential of converging the dream into reality.

Those who have future vision and interest seeing from a distance and understand the capabilities of Gwadar better than remaining close it and those who consider the Gwadar as a fishing village and do not recognize and appreciate the coming dynamics of a changing world and real positions are unfavourable for themselves and for the state. The researchers argued that through the development of Gwadar port, Pakistan can make strong its economy and may enter in the list of developed countries of the world.

In fact, Pakistan has neither a lack of human assets nor deficiency of Geo-economic, geopolitical and Geo-strategic potential. May be, we aren't having the regime of will and sincerity of goals and objectives to actualize our stated target, consequently, to achieve our top priority national goals, need to develop a strategy that would essentially demand hiring, harmonizing and successful services and expertise of both national and global concerned people within the state. The economic development of the region and different countries as India is possible through the indulgence and communication of China through the Port of Gwadar. However, there is also need of new harbors and maritime shipment routes in the Middle East and other world. xvii

**Government policies for foreign Investment:**

The multinational and international companies or investors are encouraged by the government through interest free trade that they come in Gwadar for the business and trade. The Government is increasing tax free trade for the industrial and multinational zones and companies. Therefore, in the area, it is also issuing an order for free economic investors to magnetize investments and trade volume at Gwadar. In the same way, few of the Gulf and Iranian ports were also promoted. The government also made a Concession Agreement (CA) of 40 years with the Port of Singapore Authority (PSA) that includes tax immunity. These initiatives have been taken on the same footings as new international trends in port operation would also be invaluable for the successful operation of the port. On the other side, a said export region nearest port of Gwadar for the internal and domestic regional investors also includes exemptions on customs, sales tax and excise duty.
Conclusion
The economic contribution of the oceans has a great significance in the progress of human societies. Moreover, the economy is an integral part and parcel of national power and working like a key role to enhance the constancy of states. The Gwadar port development project is a long term mega plan of both countries (China and Pakistan). It will prove as an oasis for the major investors and production of thousand jobs. It certainly opens new trends of economic development in the coastal areas and towards accumulating of valuable revenues in the national economy. The Gwadar port will rise up to meet desired national economic requirement and share cargo handling capacity at existing ports. Additionally, other parallel development projects like, Makarn Coastal highway, Industrial zone, Saindak project also strengthens the port capability in economic affairs. The economic output, considerable political benefits can be accumulated through providing facilities at a seaport for other countries, especially to landlocked countries like Afghanistan. Gwadar port will have a capacity to handle huge flow of trade, besides of these all amenities and potential of the plot, but surly will face challenges and compete with all other parallel developed ports. Furthermore, this project directly will be beneficial for the people, who directly belong to this region. The importance of Baluchistan Province will also increase and the people could able to get progress and prosperity like other communities and people of Pakistan. In future, the port of Gwadar will become a developed and great harbor or an economic zone to fulfill the needs of South Asia, China, Afghanistan and Central Asia etc. With the passage of time, it will be beneficial for the development of the province and international trade of Pakistan. Yet, precise efforts are compulsory for developing, encouraging scenario for the industrial infrastructure in the region, which certainly based on good design strategy, program and scientific base access and positive direction to make it complete and competitive seaport mega project.

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Mediating Influence of Work Engagement between Person-Environment Fit and Adaptive Performance: A Conceptual Perspective in Malaysia Public Hospitals

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ABSTRACT

Purpose: The objective of this study is to recommend a conceptual framework on the mediating effect of Work Engagement (WE) on the linkage between Person-Environment Fit (PE fit) and Adaptive Performance (AP) among nurses at the public hospitals in the context of Malaysia. This paper is aimed to focus on three PE fit dimensions, which are Person-Job Fit (PJ fit), Person-Group Fit (PG fit), and Person-Supervisor Fit (PS fit) and its impact to employee’s adaptive performance by using Work Engagement as a mediator.

Design/Methodology/Approach: This causal research has used quantitative methodology to draw propositions about the phenomenon under study.

Findings: The finding of the study is supported by two theories which are Theory of Performance (ToP) and Social Exchange Theory (SET). It is anticipated to yield significant linkage between PE Fit and AP by employing a mediator of WE.

Implications/Originality/Value: The contribution of the study delivers useful information and adds knowledge to the literature pointing to increase their employees’ performance in public sector. For a practical implication, strong emphasis should be dedicated to the causes that can strengthen employees’ performance particularly in the public sector to ensure, the employees in their organization are fully fitted with their working environment, thus can provide the finest service to the customers. Social implication from the study is the implementation of the adaptive performance concept will encourage a healthy and positive working environment that can add to positive and healthy life in social community and practice rapid respond to mitigate the patients’ complaints related to the staff performance in the public hospitals.

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1. Introduction

In the recent times, today's organizations are frontline with dynamic working settings and almost everything in working place is different from the previous time. Henceforth, it is imperative for today’s
worker to adapt well with these alterations. Due to this, the demand for adaptive workers has increased drastically as today’s work place is also altered from the nature, as it was previously (Hair, Wolfinbarger, Money, Samouel & Page, 2015). Although adaptability is not a fresh concept, the pace and varieties of change increasingly develop from time to time, which has made academic researchers, industry practitioners to become keener in order to comprehend, and enhancing adaptability in the work environment (Pulakos et al, 2000).

Likewise, health care sector is also confronting with these dynamics and develop quite fresh challenging environment to all employees to keeping up their performance level in any condition. For instance, in public hospitals, employees have to face new situations when new diseases have been discovered while the specialist around the globe still endeavoring to have a cure for it. For instance, in 2016 health sector around the world was confronted with Zika Virus, which created a panic situation for the public (US Centre for Disease Control and Prevention, 2017). Additionally, not merely new diseases are still unknown, technology development also one of the changes happens nowadays. Altering in the technologies, advancement continues to alter the nature of work activity (Forman, King, & Lyytinen, 2014). This scenario demanding employees to acquire new ways to deliver their respective jobs thus can perform well in any difficulty.

In addition, with limited number of available nurses in public hospitals and high number of patients to emergency department each day will further caused mistreatment (Ibrahim, Liong, Bakar, Ahmad, & Najmuddin, 2017). Therefore, there is a need to understand the adaptive performance of hospital’s employees particularly the nurses on how they deal creatively under limited resources in the emergency situations. Hence, the study needs further empirical investigation to address this issue in emergency department as to help the employees specifically nurses to deal under stressful condition. This is important because the number of complaints by the patients in emergency department is high (Ibrahim et al, 2017). Thus, it shows the performance level of public hospitals’ employees is collapsed and affects the reputation of public hospitals as a whole.

Arguably, high-quality service and motivated workers are the major source of health care performance system (Mutale et al., 2013) because patient complaints towards staff’s performance are one of the crucial indicator of hospital service quality (Xiong et al, 2016). Thus, health care performance especially in public hospitals are depend on patient’s evaluation towards staff’s performance. However, delivering best service to patient is very challenging because they are now more educated than before. In other word, health care service quality is difficult to define and measure than any other sector (Mosadeghrad, 2014) since it involves the direct evaluation of staff’s performance from patient’s view. In addition, performance of public workforce in today’s challenging environment is one of the important indicator to achieve health care service’s quality standard (World Health Organization, 2017).

However, the findings remain inconclusive to this point and thus shortcomings in literature resulted to more in-depth study of the adaptive performance, particularly on nurses working in the Malaysian hospitals with combination of several factors to enhance employee’s adaptive performance in Malaysia’s public hospitals. Therefore, the study is highly needed to be conducted in order to achieve service’s quality standard in public hospitals as suggested by World Health Organization (WHO). But in spite of this, lack of improvement has seen in the public hospitals performance and also the ability of employees to deal with emergency situations (Barnard, Woods, Noskin, Kricke, &Cella, 2016). Therefore, the current study addresses this issue appropriately and will link the findings to the existing knowledge in the literature.

2.0 Literature Review
2.1 Malaysia Public Hospitals Overview Having certain fits criteria with the working environment may have significant association with worker’s performance on the working place (Tilcsik, 2014). Particularly, for the employees engaged in critical job such as emergency unit; firefighters, nurses, doctors, army, and
police. The reason for this is that they are dealing with different working environments every day since emergency cases are volatile and unanticipated. In particular, nurses who have close link with serious disease, suffering, and death when engaging with the patients in public hospital (Le Blanc, Bakker, Peeters, Van Heesch, & Schaufeli, 2001). In short, to be a well performed nurse, employees must fit with certain criteria that match able with the demand of their working environment, especially to nurses, especially working at emergency department.

In similar vein, factor that contributes to adaptive performance as suggested by William and Waldo (2010) is the knowledge, skill, ability (KSAs) and environment. This finding gives a light into new concept of adaptive performance particularly to professional and skill workers like nurses. Similarly, nurse’s job requires person ability, skill and knowledge (KSAs) to deal with the patients and also the emergency situations (environment). Moreover, American Nurses Association (ANA) suggested that nurses are a group of people who undergo several practical and special trainings before hiring. Therefore, a nurse must obey the Standard of Professional Nursing Practice as recommended by nursing guidelines in their daily task which require their knowledge, skill and ability to perform their work (ANA, 2010). These constructs can easily be explained by PE fit as it included the compatibility between individual (employees) and their environment (work place).

Logically, in the real working environment, people are connected to each other in their workplace like their vocation, organization, jobs, colleagues, or their supervisors (Lauver and Kristof-Brown, 2001). All of these items are fully described the match of individual with their work environment in any work place. Realizing the important of PE fit to employee’s outcome, several researches have been done to explain the association. Even though there exists a considerable amount of studies examining the bivariate relations between PE fit and employee’s outcomes (e.g., job performance, work engagement), only few research studied the processes of which PE fit links to the outcomes (Greguras & Diefendorff, 2009) especially to adaptive performance, since it is a new side of job performance. Thus, a knowledge gap left behind the existing literature and need to be filled especially in nursing profession.

In addition, while P-E fit theory proposed the interactive relationship between a person and his/her environment requires a certain level of adaption (Lawton, 1990), the concept of PE fit and to what extent each dimension contributes to the person–environment interaction with other outcome is less clear (Wahl et al., 2012). Without a clear understanding of the interactive relationship between employees and their environments, successful interventions that allow nurses to well perform in work place are uncertain. Thus, the variable of PE fit (PJ fit, PG fit and PS fit) contains the element of person’s KSAs; knowledge, skill (job requirement) and ability (including the ability of them to work with team and supervisor) with the environment (workplace; emergency department of public hospitals) should be considered as important factors that influence adaptive performance among nurses in public hospital.

Meanwhile, data from U.S. Bureau of Labor Statistics 2016 revealed worldwide issue of shortage skilled nurses and health professionals. It is clearly shows the shortage of skilled work force with adequate KSAs in professional job like nursing. In addition, hiring new staff is very costly, since nurses job require intensive trainings and practical aspects. Above all, American Hospital Association (AHA) Commission on Workforce for Hospitals and Health Systems recognized that the key to maintain their performance is to get the right candidate at the right place to overcome the issue of nurses. Therefore, as to place right person to right place, PE fit plays significant role as it generally conceptualizes the concept of individual match with their workplace environment. PE fit dimensions involved in this study are PJ fit, PG fit and PS fit.

Other than that, the other factor that may help to improve employee’s performance specifically in difficult working place is by increasing employee’s motivation (Anitha, 2014), meanwhile, work engagement is a part of employee’s motivation (Bhuvanaiah & Raya, 2015). This is because the degree of work engagement is one of the motivation indicator which is positively associated with the job performance.
(Dubbelt, Rispens, & Demerouti, 2016). Even though previous studies have found that working environment is a stressor to employees (Panchal et al., 2015; Lottrup et al., 2013) especially nurses in emergency department, however, by having strong work engagement, they can perform any task given whole heartedly and go beyond work’s routine (Schaufeli & Bakker, 2004; May, Gilson, & Harter, 2004).

However, the issue of engagement in workforce of Malaysia is remain unsatisfied as reported by Aon’s Trends in Global Employee Engagement Report of 2017, which revealed that Malaysia’s employee engagement level become the lowest among other Asia countries. Even though work engagement is considered as one of the significant intervening variable that may enhance the employees’ performance (Macey et al., 2009; Mone & London, 2010). Surprisingly, very little research was conducted on mediating effect of work engagement among vary profession, especially nurses (Schaufeli and Bakker, 2004; Simpson, 2009; Tomic, 2010; Othman & Nasurdin, 2012; Keyko, 2014). Thus, this has created knowledge gap in understanding the mediating effect of work engagement in enhancing worker’s performance in term of adaptive performance, specifically in nursing profession in public hospitals. Therefore, this study endeavors to fill the gap in the existing literature by employing work engagement as a mediator to study adaptive performance among nurses in Malaysia public hospitals.

2.2 Person Environment Fit and Adaptive Performance

PE fit theories propose the interactive relationship between a person and environment which requires a certain level of adaption (Lawton, 1990), however, the role of objective and perceived aspects of P-E fit and the extent to which each contributes to the person-environment interaction is less understandable (Wahl et al., 2012), particularly in today challenging work environment. Consequently, without a clear understanding of the interactive relationship among people and their environment, employees to work well in uncertainty situation like emergency department has not been explained properly in the literature. Even though all these four types of fit (PJ, PO, PG, and PS fits) have significant relationship to work outcomes (e.g., job satisfaction, performance, and turnover intentions (e.g., Verquer et al., 2003; Hamid, 2013) and behavioral outcomes (Hoffman & Woehr, 2006). However, it is not easy to capture which fit concept is form more crucial to differentiate individual’s fit with respect to conceptualization, measurement, and analytical approaches (Kristof-Brown et al. 2005). Generally, P-E fit is a reciprocal relationship and ongoing process (Rounds & Tracey, 1990). Thus, the multidimensional construct of PE fit is related to each other in a unique manner. However, several past studies analyzed each dimension of PE fit separately (Herdman & Carlson, 2009), thus, limited knowledge is available to understand the simultaneous effect of the multi dimensions of PE fit outcomes (Oh et al., 2014). Consistently, Cable and Edwards (2004) also stated that PE fit impacts employee outcomes either directly or indirectly.

Since the theory and research exhibit that PE fit is multidimensional construct, thus, it is essential to investigate all or major dimensions of PE fit concurrently to comprehend the respective significance of different forms of PE fit (Jansen & Kristof-Brown, 2006; Van Vianen et al., 2011). However, in this study, we only consider three out of four PE Fit dimensions and excludes PO Fit, since the study objective and unit of analysis are only individuals. Secondly, because of the nature of respondent’s job is same either they work in private or public hospitals. Thus, to study PO Fit in current study context is not relevant for the respondents. While, as discussed in the existing PE fit literature, this study involves in three dimensions of PE fit variables which are PJ fit, PG fit and PS fit.

2.3 Person Environment Fit and Work Engagement

A recent study by Hamid (2013) on the effect of PE Fit dimensions on work engagement found that only three out of five dimensions of PE fit (PO fit, PJ fit, and PS fit) are positively related to work engagement. Similarly, a study by Manson and Carr (2011) discovered that PJ fit had a positive impact on an individual finding. Furthermore, both studies found Demand-Ability (DA fit) which is also known as specific requirement to perform well in a particular job. In other word, employees who equipped with adequate KSAs will feel easy to perform work and feel
engaged with their work. Therefore, PE fit dimensions in term of Demands-Abilities fit enhance employee’s work engagement.

Even though PE fit has found to be a strong contributor toward employee’s outcome (Oh, Guay, Kim, Harold, Lee, Heo & Shin, 2013), however, only few studies identified the effect of PE fit dimensions on the work engagement (e.g. Beer, Rothmann & Mostert, 2016; Lu, Wang, Lu, Du, & Bakker, 2014; Manson & Carr, 2011). Moreover, all these studies have concentrated only on the linkage between PJ fit and work engagement and neglected the other PE Fit’s dimensions like PS Fit, PG Fit and PO Fit.

Moreover, past study by Scroggins on 2008 found meaningful work related to self-concept-job fit. To add, self-concept-job fit is a part of PJ fit model and meaningfulness is a part of work engagement (Kahn, 1990). Thus, both variables were found associated with PE fit and work engagement. This argument was also agreed by May et al. (2004), in which he observed that association build at work place provides notable influence on meaningfulness; a part of engagement’s construct. Even though self-concept-job fit and PJ fit are different concepts, however it is still under new PE fit dimensions (Scroggins, 2008), thus, may lead to work engagement.

In short, this explains that high KSAs’ employees experience high level of meaningfulness at work as they are fit with their jobs. This further may have resulted to increase in their work engagement level since they are fully motivated when performing their task. Therefore, when a nurse in emergency department having enough KSAs during a work, they will perform well as they are possessing with engagement bond to each person within their working environment. Precisely, when employees build a good relationship with any person or individual within the organization, their work engagement reaches to high level (Anitha, 2013).

### 2.4 Work engagement and Adaptive performance

Engaged employee is linked with a job with self-investment, energy, and passion, that increase the job performance in both roles; in-role and extra-role performance (Kahn, 1990). As mentioned earlier, engagement is a part of motivational aspect, therefore, it is related to persistency and intensity to lead employee’s task performance (Ashforth & Humphrey, 1995; Burke, 2008; Kanfer, 1990; Rich et al., 2010). Highly engaged employees are found to be motivated and emphasized on their respective tasks, therefore, it is estimated that engagement has positive relationship with task performance.

Engagement also act as an indicator of the level of employee’s willingness to exhibit discretionary effort in order to assist the employer (Erickson, 2005). Thus, in the context of nurses working in emergency department of public hospitals, they always perform extra role and go beyond their job scope as they are working in critical unit. Moreover, the main objective of their work is to save the patient’s life. Therefore, they have to perform their work with full devotion and put discretionary efforts to succor the organization in the large context including assist the people in an organization (Rich et al., 2010).

Previous findings found that motivation; engagement has significant relationship between behavior and performance (Barrick, Stewart, & Piotrowski, 2002; Judge & Ilies, 2002). Despite, the main issues regarding engagement and behavior are still not well addressed (Bakker et al., 2011). On the other side, engagement is not always a reason for high performance, also, high performance is not always depending on the input of employees work engagement. Referring to this basis, which type of behavior is possible to affect the outcome is still questionable (Parker & Griffin, 2011). Additionally, even though past literatures revealed the essential linkage between engagement and performance, however, only few studies have investigated on how employees adapt and which engagement’s processes can direct them to great performance (Jundt et al., 2015).

Despite the well-known concept of work engagement and its ability to give positive performance outcome, there is still a lack of empirical investigation on work engagement (Saks, 2006; Shuck & Wollard, 2010). However, only few qualitative and quantitative studies examined the relationship
between work engagement and organization performance (Bakker & Demerouti, 2008). Thus, there is a need to conduct an empirical study to examine the relationship in the context of different organizations (Kim, Kolb & Kim, 2012) including public organization in health care sector. Therefore, this study should be done to contribute to the existing literature and enhance the contemporary knowledge by examining the relationship between work engagement and adaptive performance in public health care’s perspective.

2.5 The Mediating Effect of Work Engagement

In meta-analysis, recent studies found that engagement function as a mediator between key antecedents and consequences particularly in job performance (Christian, Garza & Slaughter, 2011). This clearly shows the ability of work engagement to work as mediator between any two relevant constructs. However, particular issues remain unsolved even have relatively important implications, for instance; engagement has faced the issue of inconsistency in definition and operationalization (Macey & Schneider, 2008). Therefore, still there is a confusion that whether engagement can be differentiated from other constructs conceptually and empirically (Dalal, Brummel, Wee, & Thomas, 2008; Newman & Harrison, 2008).

Although it is obviously clarified the crucial point of engagement as mediator to employee’s outcome, nonetheless still inadequate number of empirical research applicable to the antecedents and impacts of work engagement (Karatepe, 2013). Based on above justification, that distal antecedents used in previous studies giving impact to other psychological factors that may influence the job performance (e.g., Barrick, Mount, & Strauss, 1993; Hackman & Oldham, 1980; Kanfer, 1990; Piccolo & Colquitt, 2006). This notion is a main principle of theory of engagement proposed by Kahn on 1990, which is based on notion of critical psychological states rather than physical states. However, scarce research revealed about the ability of psychological factor to mediate the association between PE fit and outcomes of the employee (Greguras & Diefendorff, 2009) specifically work engagement.

Similarly, previous studies show the positive outcome of employee’s performance with the presence of work engagement as a mediator (Salanova & Schaufeli, 2008). Recently, even though work engagement has been proven as an essential mediator in the linkage between antecedents and employee outcomes, however, there is still limited knowledge revealed the process that mediates the relationship between these two construct (Spiegelaere, Van Gyes, De Witte, Niesen, & Van Hootegem, 2014). Therefore, the current study is designed to contribute to the prevailing literature by assuming that work engagement may play a significant role as a mediator for personality traits and PE Fit to adaptive performance.

Moreover, previous studies (e.g. Hamid, 2013; Agarwal et al., 2012; Karatepe, 2013; Vincent-Höper et al., 2012; Sulea et al., 2012, 2011; Ng & Tay, 2010; Schaufeli & Bakker, 2004; Sonnentag, 2003; Koyunco et al., 2006; Saks, 2006) found that work engagement can act as reasonable mediator variable of another two constructs. Similarly, they found support that work engagement has significantly mediated the association between the antecedents and outcomes of work engagement. In addition, the past literature also tried to examine the correlation between personality traits and adaptive performance among public hospital nurses (Naami et al., 2014) however, findings remain questionable and also lack of studies has seen to find the mediating effect of work engagement (Paek, Schuckert, Kim, & Lee, 2015).

Concurrently, only few empirical studies showed that engagement have high influence to enhance individual employee’s performance (Smythe, 2008; Walters, 2008; Chang, 2006; Crawford, 2006; Echols, 2005; Tasker, 2004; Tritch, 2003), however, limited studies found the mediating role of work engagement between any other two variables. Although, previous studies examined the bivariate relationships between PE fit and employee's outcomes (e.g., performance), however, few studies have identified the process in which PE fit links to these findings (Greguras & Diefendorff, 2009). Therefore, there is a need to identify the suitable variable that can act as a part of process of PE Fit in relationship with work outcome. Conclusively, based on the past literature and above discussion, it has been noted that engaged employees have willingness to perform well in any uncertain work place environment. Thus, it shows that work
engagement is reasonable to mediate the relationship between two constructs like PE fit (with three dimensions) and employees’ adaptive performance.

3.0 Proposed Framework
Theoretical framework below is proposed to address the issues as discussed above. By relying on the framework designed, there are three different variables that can be considered, namely independent variable, mediating variable and dependent variable. Independent variable consists of three dimensions of PE Fit which are Person Job Fit, Person Group Fit and Person Supervisor Fit. Work Engagement will act as mediation between PE Fit and while dependent variable is Adaptive Performance.

4.0 Research Propositions
As the focus of the study is to estimate the linkage between PE Fit (and its dimensions) and Adaptive Performance using mediating effect of Work Engagement. Thus, the research proposition are as follows:

P1: There exists an association between PJ Fit and Adaptive Performance
P 2: There exists a linkage between PG Fit and Adaptive Performance
P3: There exists a connection between PS Fit and Adaptive Performance
P4: There exists a linkage between PJ Fit and Work Engagement
P 5: There exists an association between PG Fit and Work Engagement
P 6: There exists an association between PS Fit and Work Engagement
P 7: Work Engagement mediates the relationship between PJ Fit and Adaptive Performance.
P 8: Work Engagement mediates the relationship between PG Fit and Adaptive Performance
P 9: Work Engagement mediates the relationship between PS Fit and Adaptive Performance
P10: There exists a linkage between Work Engagement and Adaptive Performance

5.0 Discussion and Recommendation
Health care sector holds a vital role in every person’s life particularly in public hospitals; therefore, this sector is significant to be highlighted in order to increase its efficiency and services. In addition, the contribution of the study probably may assist to decrease complaints by the patients regarding the staff’s performance in public hospitals especially with nurses. Most importantly, the main contribution of the current study is to combine the Theory of Performance (ToP) by Champbell 1993, which will be the underpinning theory and a support theory of Social Exchange Theory (SET) in explaining the relationship of PE fit and work outcome (work engagement and adaptive performance). Both theories support the current framework as enhancing worker’s performance at workplace in a single study of nurses in public hospitals of Malaysia. As linking SET in relationship between PE fit and work engagement, it explains that employee tend to engage well in their work when they perceive well fit from their working environment, because, SET stand from a reciprocal relationship between PE Fit and work engagement. It implies that, the more employees match with their environment, the more they will get engaged. In addition, these variables have not been given adequate attention particularly by introducing work engagement as mediating variable to make the model more unique with combination of two theories mentioned as above. Therefore, it could make provision for broader perspective on the factors that affect adaptive performance. The implication of this study is to assist the Ministry of Health to assign the right

Figure 1: Proposed Framework
person with the right kind of personality to execute a nurse’s duty. This is essential to ensure that they are enthusiastic to perform extra duty even in uncertainty and serious condition. Further researches related to adaptive performance especially those involved employee’s behavior in current workforce are invigorated to further the study in the different scenarios and occupation scope.

6.0 References


Environmental Turbulence, Service Marketing Mix, Marketing Orientation and Microfinance Performance: A Conceptual Model

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ABSTRACT

The study proposes a framework for the moderating effect of environmental turbulence on the relationship between service marketing mix, market orientation and microfinance performance in Nigeria. However, there is scarcity of research that have considered the relationship between market orientation, service marketing mix and microfinance performance. Most studies conducted on the direct relationship revealed inconsistencies. Due to the inconsistencies in the literature on this relationship, a moderating variable of environmental turbulence was proposed. The study will add to the literature on microfinance performance in a developing country like Nigeria which is relatively unexplored.

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1. Introduction

There are a number of people in developing countries who are in need of financial assistance such as microfinance (Kazemian, Abdul Rahman, Mohd Sanusi, & Adewale, 2016). Similarly, prior studies reveals that 72 percent of people in developing countries encounters difficulty in accessing funds (Honohan, 2008) which as lead to the explosion of demand for microfinance in developing countries.

In Nigeria, the number of microfinance institution is over 900 institutions. But most of these institutions depend government grants for their day to activities. There are so many variables which if combined together can help microfinance institutions achieve competitive edge and improve performance, however very few studies have attempted to investigate factors that can influence microfinance performance.

There are series of organizational strategies which if employed by microfinance institutions can improve
performance of this institutions. The present study focus on service marketing mix and marketing orientation because it has been reported that it provides a competitive edge for organizations (Abdulai Mahmoud & Yusif, 2012; Akroush, 2011a; Aliyu, 2015). Research has also shown that service marketing mix and market orientation tends to focus on satisfying the needs of customers, therefore employing this constructs together because they complement each other (Akroush, 2012). In other words, microfinance institutions need to be customer centric and employ strategies that focus on customers such as service marketing mix and market orientation to be able to achieve competitive edge and improve its performance.

For organizations to function effectively and efficiently, they have to change their mode of operation from the traditional model to the latest ways of doing business to by improving the services offered to customer in enhancing customer satisfaction at a low cost (Abdulai Mahmoud & Yusif, 2012; Akroush, 2011a; Wanjau, Gakure, Magutu, & Kahiri, 2013). Due to the changes that have taken place in the business world, opportunities and challenges have been presented for organizations to use their capabilities in dealing and coping with opportunities and threats for survival (Baker & Sinkula, 2009; Li, Zhao, Tan, & Liu, 2008). These changes that occur have led to changing decision making process to achieve competitive advantage and improve customer perceptions on services (Lam & Harker, 2015; Webb, Ireland, Hitt, Kistruck, & Tihanyi, 2011).

Researchers have also documented that organizations that implements and coordinates market orientation and service marketing mix leads to competitive edge and superior organizational performance (Agarwal, Krishna Erramilli, & Dev, 2003; Akroush, 2011a; Arokiasamy, 2012; Bello, 2017). This authors noted that market orientation and service marketing mix leads to competitive advantage and improved performance (Aghaei, Vahedi, Kahreh, & Pirooz, 2014; Ahmad, Al-Qarni, Alsharqi, Qalai, & Kadi, 2013; Akroush, 2011a; Aremu & Bamiduro, 2012; Farrell, Oczkowski, & Kharabsheh, 2008; Gruber-Muecke & Hofer, 2015). In the same vein organizations that are sensitive to changes in the environment such as environmental turbulence can attain competitive advantage and leads to superior organizational performance (Goll & Rasheed, 2004). Scholars have documented the important moderating role of environmental turbulence in strengthen the relationship between market orientation and organizational performance (Bai & Chang, 2015; Gaur, Vasudevan, & Gaur, 2011; Goll & Rasheed, 2004; González-Benito, González-Benito, & Muñoz-Gallego, 2014; Jabeen, Aliyu, & Mahmood, 2016). However, the moderating role of environmental turbulence and service marketing mix is yet to be documented in the literature which is one of the major objective which the present study wants to address. Similarly, most empirical studies that examined market orientation, service marketing mix and performance seems to be focused on small and medium enterprises, insurance companies and were mostly conducted in developed nations (Akroush, 2011a; Hussain, Ismail, & Shah, 2015; Hussain, Rahman, & Shah, 2016). However, there is limited studies that have tried to establish a relationship between market orientation, service marketing mix and performance of microfinance institutions. Literature reveals that most studies focused on single p of the service marketing mix instead of taking it together as a service organization.

The present study is being guided by resource base view and contingency theory. Service marketing mix and market orientation are regarded as capabilities and resources which is rare, valuable and scarce which a firm uses in gaining competitive advantage and sustained organizational performance, similarly, contingency theory states that for organizations to achieve and improve performance, it has to align its internal capabilities and resources with that of its external environment (Theodosiou, Kehagias, & Katsikea, 2012).

With respect to the premises above, it can be seen that previous literatures paid less attention to market orientation, service marketing mix in the microfinance institutions, which shows that there is still ample opportunity to extend the literature theoretically and empirically on market orientation, service marketing mix and microfinance performance. It other words, the present study main objective is to develop a
conceptual framework that will show the relationship between market orientation, service marketing mix and microfinance performance in Nigeria, which will add to the literature since most studies were conducted in developed nations such as USA and less studies in developing nations. Secondly, due to the inconsistencies that exists in the literature, the study adds a moderating variable to strengthen the relationship that exists between market orientation, service marketing mix and performance.

The next subheading reviews literature on market orientation, service marketing mix environmental turbulence and microfinance performance. Similarly, the conceptual framework that depicts the moderating effect of environmental turbulence on the relationship between service marketing mix, market orientation and performance will also be presented followed by conclusion, recommendation and future research.

2. Market Orientation
Market orientation is a business concept that stems from the marketing concept which focuses on the ability of an organization to provide and meet the needs of customers (Aziz & Omar, 2013). Scholars have documented that organizations should implement and adopt market orientation because it leads to sustainable competitive advantage (Kumar, Jones, Venkatesan, & Leone, 2011; Wei & Lau, 2008; Zhou, Brown, & Dev, 2009; Zhou, Li, Zhou, & Su, 2008). Market orientation based using the resource base view theory can be regarded as an organization capability which is rare, valuable and difficult for other organizations to imitate which emphasizes on placing the customer in the center of business activities (Polat & Mutlu, 2012). Market orientation places the customer at the core of its business activities by identifying and catering for customer needs (Day, 1994; Kohli & Jaworski, 1990; Slater & Narver, 1995). Market orientation tries as much as possible to move close to customers so as to identify their needs (Slater & Narver, 1998). Since market oriented firms focus on customer needs, organizations that implement market orientation will be innovative (Aziz & Omar, 2013).

It is important to note that market orientation was first conceptualize as having an effect on organizational performance by Kohli and Jaworski (1990) and Narver and Slater (1990). However, many studies have also empirically tested the relationship between market orientation and organizational performance and also found a positive significant relationship between market orientation and organizational performance (Boso, Story, & Cadogan, 2013; Gaur et al., 2011; Gholami & Birjandi, 2016; Gruber-Muecke & Hofer, 2015). Kohli and Jaworski viewed MO as a behavioral aspect and defined market orientation as a process in which a firm generates market intelligence which pertains to customer present and future needs, disseminate the information gathered to different departments of the firm and responding to the information gathered by various departments. While Narver and Slater (1990) in contrast view MO as an organization culture that focuses on the creation of superior values for customers which leads to achieving competitive edge and superior performance of the firm.

Similarly, Narver and Slater (1990) conceptualize MO as having three dimension namely competitor orientation, customer orientation and inter functional coordination while Kohli and Jaworski (1990) conceptualize MO with three components namely intelligence generation, intelligence dissemination and organizational responsiveness. Irrespective of how MO is conceived they have the same focus which is centered on putting the customer at the center of it business activities (Shehu & Mahmood, 2014; Vieira, 2010).

Similarly, most empirical studies on market orientation and organizational performance was conducted in Small and medium enterprises and large organizations in developed nations and very few studies have investigated the relationship between market orientation and organizational performance in microfinance institutions. Similarly, due to the inconsistencies in the literature, it is important to include a moderator as recommended by scholars in strengthen the relationship that exists between market orientation and organizational performance. Thus, the following preposition:

H1: Market orientation has a significant effect on the organizational performance of microfinance
institutions.

3. Service Marketing Mix
Service marketing mix are refers to internal controllable variables of an organization which is related together and decision on any of them affects the others directly or indirectly (Abidemi, Halim, & Alshuaibi, 2017). A service industry makes use of 7ps in changing the perception of customers towards the organization and gain consumer satisfaction which leads to achieving organizational objective thereby leading to profitability by the organization (Mahmood & Khan, 2014). Marketing mix is defined as controllable variables which organizations put together to respond to a particular target audience. Marketing mix comprises the entire work which organizations use in promoting and stimulating demand for their products (Armstrong, Kotler, Harker, & Brennan, 2012)

The term marketing mix was developed by Borden (1964) and came up with 12 element which are product planning, pricing, branding, advertising, personal selling, channels and distribution, promotion, packaging, display, physical handling, facts finding and analysis and servicing (Borden, 1964). Borden 12 elements of marketing mix was reduced by (McCarthy, 1964) to the popular four ps which are product, price, place and promotion. However, Judd (1987) came up with the fifth P which is people (Judd, 1987). Kotler (1986) added political power (Kotler, 1986). however, Bitner and Booms (1981) added three Ps to the traditional 4ps framework due to the fact that the earlier four Ps could not cater for service industries. The additional three Ps are service process, physical evidence and service people. The seven ps framework was supported by (Rafiq & Ahmed, 1995) as the suitable framework which is to be used in the service sector. In the present paper, seven ps framework which involves physical evidence, process, people, promotion, product, price and distribution were regarded as the service marketing mix variables.

Previous literatures have also stated that there is a relationship between service marketing mix and performance (Ahmad et al., 2013; Akroush, 2011b, 2012; Aremu & Bamiduro, 2012; Jandaghi, Amiri, Amini, & Darani, 2011; Shin, 2012). However, the findings of these studies varies (Akroush, 2011b, 2012; Aremu & Bamiduro, 2012). The inconclusiveness in literature provides an avenue for more research in the field of service marketing mix.

Hence, there is a significant positive relationship between service marketing mix and performance of microfinance institutions.

4. Moderating Role of Environmental Turbulence
Environmental turbulence refers to the rate of unpredictable changes which occurs an organizational external environment (Danneels & Sethi, 2011). The frequent and rapid changes which occurs in the external environment makes previous services to become obsolete which makes firms to continue and strive to introduce new services (Jansen, Van Den Bosch, & Volberda, 2006; Lumpkin & Dess, 2001). Every organization in respective of location interacts with its environment. In the same vein, all business organizations activities are contingent on its environment for planning and decision making. The external environment comprises of technological turbulence, market turbulence and competitive intensity in which an organization as no control over (Navarro-García, Arenas-Gaitán, & Rondán-Cataluña, 2014; Wang, Chen, & Chen, 2012). The service marketing mix are ingredients which firms use in attracting and satisfying customers, service marketing firms will definitely play close attention to what happens in its external environment so as to improve and satisfy customers (Abidemi et al., 2017). Similarly, market orientation is a philosophy of business that puts the customer at the center of its business activities (Narver & Slater, 1990). Market oriented firms will also focus on the external environment so as to be able to better serve customers. The present study proposes that environmental turbulence affects market orientation and service marketing mix on performance of microfinance institutions. In other words, environmental turbulence will enhance the positive relationship between service marketing mix, market
orientation on performance.

Hence, environmental turbulence moderates the relationship between service marketing mix, market orientation on microfinance performance.

5. Organizational Performance
Performance measurement is an important aspect to academicians (Valmohammadi & Servati, 2011). One of the reasons why it is important to scholars is because it shows how firms are faring (Obiwuru, Okwu, Akpa, & Nwankwere, 2011). Different measures have been used in measuring performance from financial and non-financial methods.

According to Kaplan and Norton (1992) they stated that measuring performance with financial aspect is inadequate and they introduced three other perspectives in measuring performance which are customer perspective, growth and learning perspective and internal process which are all non-financial measures in measuring performance (Kaplan & Norton, 1996). Similarly, researches have stated that measuring performance should include both financial and non-financial measures (Gronum, Verreynne, & Kastelle, 2012; Kaplan & Norton, 2000; MacDougall & Pike, 2003). Therefore, the present study aims to measure performance of microfinance institutions multidimensional to include financial and non-financial measures measured subjectively by decision makers of microfinance institutions. A critical literature review shows that there is no specific method of measuring microfinance performance since prior researches have measured it differently using financial perspective, social perspective, customer perspective (Homaid, Minai, & Rahman, 2015; Nanayakkara & Iselin, 2012). The study will focus on measuring performance of microfinance based on financial and social performance which shows how effective the organization have been.

Based on the review of literature, after identifying the inconsistencies that exists between service marketing mix, market orientation and organizational performance. The paper introduces environmental turbulence as a moderator to strengthen the relationship that exists between service marketing mix, market orientation on organizational performance.

6. Conceptual Model
Based on a critical review of the literature and suggested prepositions. The following conceptual framework was developed to better explain the relationship between the variables under discussion.
From the conceptual model, the relationship between service marketing mix, market orientation and microfinance performance was developed. The relationship between the variables under discussion is underpinned by resource base view which states that organization can gain superior performance by effectively and efficiently making use of its resources and capabilities which are (service marketing mix and market orientation). Similarly, for organization to gain competitive edge it has to pay close attention to what happens in its environment. That is there must be a proper fit with organizational variables and that of its environment which the firm has no control over and which it operates it which is based on the contingency theory. In other words, the model depicts that environmental turbulence strengthen the relationship that exists between market orientation and service marketing mix on organizational performance. From the model also, we can also depict that performance was measured multidimensional based on financial and social perspective.

7. Conclusion
The study provides a conceptual framework which shows the moderating role of environmental turbulence on the relationship between market orientation, service marketing mix and microfinance performance. It contributes to the literature by stating how service marketing mix, market orientation can influence microfinance performance. The study is also unique from other studies by introducing environmental turbulence as a moderator where other studies only considered a single dimension of environmental turbulence. The study will also emphasize why managing directors and managers needs to be market oriented and pay close attention to what happens in its immediate and extended environment so as to gain sustainable competitive edge and improve performance in microfinance institutions.

8. Limitation and future research
One of the limitation of the present study is that it is conceptual in nature, the findings of the present model should be assessed empirically, secondly, the present study focuses on microfinance institutions in Nigeria only, future research should be conducted in other sectors.

9. References


Employee Engagement: A Study on Gen Y in the Manufacturing Industry

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ABSTRACT

Today’s engaged employees have become a crucial issue in this business world. Recruiting and engaging employees are the main concern for employers today. Gen Ys gradually dominating the workforce in the future, thus employers prepare to transform some of their policies and system to fit with their characteristics such as flexibility in workplace and equilibrium the rewards with their efforts. This study was focus on the Malaysian manufacturing industry which is the main contributor to the country GDP. The employees of the industry mainly comprised of Gen Ys and are known to be less engaged. There are many factors that lead to employee engagement. This study will look at factors that influence employee engagement, namely compensation and work-life balance. A survey was carried out among employees of manufacturing industry where 1000 questionnaires were distributed but only 996 were returned and utilized for data analysis. Regression analysis results indicate that compensation and work life balance were have significant relationship with employee engagement.

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Keywords

JEL Classification: E24, E29, J33, J39

1. Introduction
In recent decades, the current global work environment has rapidly changed to become more competitive. These changes are closely related with the technology innovation, development and improvement. Organizations have to be alert about the variations of the external environment which organizations can follow and adapt the changes. One of the big changes is the new generation – Gen Ys, the new cohort of human capital who had joined the workforce approximately 10 years ago. They will soon-to-be the largest generation dominating the workplace and become the largest sources of talents to the organization. According to Labor Force Survey Report Malaysia 2014 by Department of Statistic Malaysia,
approximately 60% of total workforces in Malaysia are established by the Gen Ys and increasing gradually. The different values and expectations of them will be created at new corporate opinion and culture (Reynolds, Bush & Geist, 2008) in the workplace.

Gen Ys have their different perspectives and characteristics if compared to previous generations (Baby Boomers and Gen X). It may be caused by their growing environment. They are growth in comfortable, technology savvy and less suffers in their grown process. In the workplace, Gen Ys was known as versatile and talented employees who can produce the tasks more creative, innovative effective and productive although they are pampered and programmed since they were child (St. Claire-Ostwald, 2012). However, Gen Ys, turnover rate and hopping rate were recorded higher and higher. The low engagement rate and loyalty towards organizations become a thorny challenge for the employers. Bakker & Bal (2010) indicated that lower levels of engagement will have impact on efficiency and effectiveness of the organization. Besides, Hewitt Associates (2004) found that employee engagement was highly correlated with organization’s revenue growth. As Smola & Sutton (2012) derived that employees in high engagement net level will more loyal and retaining longer in organization while engaged employees also able to contribute their talents in achieving organization’s goals and objectives (Gruman & Saks, 2011). For example, Tower Perrin investigation among 50 global companies in numerous countries over a year for employee engagement in relation to the company’s financial performance. The outcomes showed that company’s income was raise approximately 19% with higher levels of employee engagement and in comparison to companies which had lower levels of employee engagement rate, the company’s income decreased almost 32% (Tower Perrin, 2007). Therefore, in order to increase the engagement rate of employees in Malaysia manufacturing industry, this study was carried out to understand the needs of Gen Ys in their workplace, intern of compensation and work life balance.

2. Literature Review

Employee Engagement

According to Schaufeli et al. (2002), engagement (EE) can be divided to three characteristics to explain which are vigor, absorption and dedication. Vigor was defined more in mental and physical part which employee have a high level work energy when completing their given tasks while absorption was the feeling where employee feel happy and satisfied with their job, they will fully committed with their given tasks. Besides, dedication was defined as loyalty of employees where they are always motivated and excitement in doing their tasks (Schaufeli et al., 2002; May, Gilson & Harter, 2004; Saks & Rotman, 2006; May, Gilson & Harter, 2004). Higher employee engagement can bring over positive consequences of business outcome such as customer loyalty (Salavona, Agut & Peiro, 2005), employee performance (Arakawa & Greenberg, 2007), productivity (Bakker, Demerouti & Brummelhuis, 2012) and profitability (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009) as well as reduce turnover intention (Schneider, Macey, Barbera & Martin, 2009) in the organization. For instance, a study done by Tower Perrin for 3 years showed that company’s profit increased 28% while the employee fully engage to organization, but the profit fell 11% when the organization was less engaged by employees (Tower Perrin, 2007). Similarity, Harter, Schmidt & Hayes (2002) had collected more than 7500 data from around 36 countries to understanding the relationship between employee engagement and other constructs such as customer satisfaction, employee turnover, customer loyalty, productivity and profitability. The results showed that there were positively correlated with between employee engagement and all tested constructs except employee turnover which was negatively correlated with employee engagement.

Compensation

Generally, compensation can be divided into two categories, financial and non-financial (Kehinde, 2012). Finance compensation include pay, wages, salary, allowance or others benefits which involve the direct capital to employees while non-finance is the benefits which voluntarily given by organizations with
indirect to the employees such as dental care, vocation leave, retirement scheme and insurance (Rashid, Asad, & Ashraf, 2011). Compensation would play an important role in attracting and managing employee’s satisfaction (Patnaik & Padhi, 2012). They also indicate that compensation can be a tool to engage employees who could perform well in their jobs performance. Hughes & Rog (2008) also claimed that compensation being one of the factors associated with the successfullness of employee engagement while Bhattachaya & Mukherjee (2009) indicated that the relevant compensation system provided from organization was a key factor to engage their employees. It also will increase their employee’s motivation in order to assist organization to achieve higher performance. In 2010, Kelly Services had collected data from approximately 130,000 of employees across United States and found that 40% of the employees engaged with the company because of pay system and another 60% because of benefits which provided by employer. Therefore, it can conclude that pay and benefits still as an essential factor to keep the employees engage and retain in the organization as well as for new generation (Larkin, Pierce & Gino, 2012). Gen Ys believed that compensation was their priority element when seek for the job and it become a measurement for their individual’s value in the workplace. Based on that the following hypothesis is formulated:

**H1: Compensation has significant relationship with employee engagement**

**Work-life Balance**

Work-life balance was a new term created by Gen Ys, who like to balance between their personal lifestyle and work life at work and non-work schedule (Harish & Sudeep, 2013). They are expected have more authority in managing and allocating their lifetime schedule which to reduce the conflict between work and personal time (Jayanthi & Vanniarajah (2012). According to Tang & Wadsworth (2010), most of the employers are willing to convert their conventional policies to be more flexible to fit with the Gen Ys desire such as flextime, telecommuting, job sharing and compressed work week. Through these alternatives, employees could be more flexible in allocating their working time to meet their needs. Reese, Rowings & Sharpley (2007) proved that increasing flexibility of work schedule will enhance the efficiency and productivity levels of organization. The survey by Sun Microsystems in California, U.S. found that the results of employee performance appraisal for those who work at home were higher than those working in the office. Besides, the average work productivity also increases approximately 34% for those works as off site and work from home employees (Foo, 2012). Thus, the better balancing between work and non work life, the higher chances of the employees to engaged with his current job (Gunavathy, 2011). According to Chimote & Srivastava (2013), when employees can schedule their work and non-work activities in high flexibility, it can enhance their inspiration and satisfaction in order to achieve better work performance. Kanwar, Singh & Kodwani (2009) also supported that WLB practices provide a win-win platform for employees and employers. Thus, the following hypothesis id proposed:

**H2: There is a significant relationship between work-life balance and employee engagement.**

The research proposed conceptual framework was indicated in Figure 1 as below:
3. Research Methodology

The study focuses on employees who are working in manufacturing industry and located at Johor, Selangor and Penang. The main reason the researchers distributed in these three states because they contributed almost 60% of the total manufacturing employees in Malaysia. Penang is known as “The Silicon Valley of the East”, it aspires to heighten its globally and intelligent city status by leveraging on its highly innovative and sophisticated manufacturing and services sectors and will benchmark to global standards while Selangor was the highest number of manufacturer located in this country followed by the Johor state. Disproportionate stratified random sampling method was utilizing for this study. It also considered as easier, simple, economical and efficient technique in obtaining a large number of data.

The questionnaire was divided to 3 sections, namely section A on personal and work information followed by section B which comprised of 12 questions on compensation and 6 questions on work-life balance while section C was the dependent variable, employee engagement (17 questions). The instruments for compensation was adapted from Heneman and Schwab (1985) while work-life balance was adapted and modified from Carlson, Gezywacz & Zivnuska (2009). Employee engagement was adapted from Schaufeli, Salanova, Gonzalez-Roma & Bakker (2002), Utrecht Work Engagement Scale (UWES) measurement method. A total of 1000 questionnaires were distributed and only 966 respondents were used for further analysis. The data was analyzed by using SPSS Version 23.0.

4. Data Analysis

Total of 996 set of questionnaires was successful been used in analysis data out of 1000 set distributed questionnaires. There are consists 542 female and 424 male respondents. Most of the respondents are between the age of 30-40 years and all of them had full time employment. The data collection also covered all the sub-sectors of manufacturing industry accept other non-metallic mineral sector. Electrical & electronics sector have the most respondents which 209. 90 percent of the respondent’s monthly income was in range of RM2000 to RM6000.

Table 1 was exhibit the means and standard deviation of the variables and the correlation result between compensation and work-life balance with employee engagement. It showed both variables significantly correlate with employee engagement which r= 0.565 for compensation and work-life balance at r=0.248. Table 2 showed the multiple regression analysis results. It showed the independent constructs manage to explain 33.3% (R-Squared = 0.333, F value = 240.85) of employee engagement. In other words, there still leaves approximately 67% unexplained constructs which can be considered in tested relationship between employee engagement. Thus, the results support both hypotheses with compensation (β=0.804, p<0.01) and work-life balance (β=0.304, p<0.01) towards employee engagement.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Means</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Engagement</td>
<td>86.30</td>
<td>12.12</td>
<td></td>
</tr>
<tr>
<td>Compensation</td>
<td>62.64</td>
<td>8.09</td>
<td>0.56**</td>
</tr>
<tr>
<td>Work-life Balance</td>
<td>27.93</td>
<td>4.81</td>
<td>0.248**</td>
</tr>
</tbody>
</table>

**p<.01; SD= standard deviation

Table 1: Means, Standard Deviations and Correlation Results
Table 2: Regression Results of Employee Engagement

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Standardized Beta</th>
<th>t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>0.804</td>
<td>19.812**</td>
</tr>
<tr>
<td>Work-Life Balance</td>
<td>0.304</td>
<td>4.457**</td>
</tr>
<tr>
<td>F Value</td>
<td>240.852</td>
<td></td>
</tr>
<tr>
<td>R Square</td>
<td>0.333</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>0.577</td>
<td></td>
</tr>
</tbody>
</table>

**p<.01

5. Discussion & Conclusion

The result indicated that compensation and work-life balance have relationship with employee engagement. This reflects that for the employees to be engaged, compensation and work life balance is an important variable for organization to take note. In Malaysia, Gen Ys had been facing critical challenges due to the constantly increasing cost of living in order to cope with the different types of financial commitment such as car, house, family and health costs. It prompts them to seek for competitive pay to sustain and support their overall expenses (Queiri, Wan Yusoff & Dwaikat, 2015). Through the research results, most of the manufacturing industry’s employer could provide competitive salary to their employee’s expectation level. It also showed that most of the respondents were satisfied with their current pay and benefits provided by organization. As a result, when employers could fulfill the employees’ compensation desires, Gen Ys are willing to engage with the organization. In the same time, if company could provide pay and benefits fair to their contributions, Gen Ys will engaged to their work (Zhang, 2016).

On the other hand, the multiple regression results revealed the positive relationship between work-life balance and employee engagement. It showed that employers began realize and implemented the different forms of WLB programs in order to engaging their new generation of employees (Gen Ys). Employers are willing to transform their conventional company’s policies and practices to fit the new generation’s expectation and desires. Most of the respondents were satisfied with the current workplace work-life balance practices. They are able to manage their work and non-work job more flexibility especially for those who have a family. The work-life balance practices like flextime, job sharing and compressed work week were frequently used in the manufacturing industry to reduced their operation cost and at the same time provide flexibility for employees to arrange their work schedule to become more efficient and productive (Lee & DeVoe, 2012). In other words, they are also willing to scarify their time and energy and contribute their talents and knowledge, skills and abilities to help in enhancing the business performance as well as individual’s productivity (Warr & Inceoglu, 2012).

As a conclusion, this study had answered the objectives to determine the relationship between compensation and work-life balance with employee engagement in Malaysia manufacturing industry. The results showed that the two variables positively correlated with employee engagement. The manufacturing industry is one of the essential country’s economic backbones. Thus, the employee productivity played a great influence to the country’s performance and therefore this study is to create awareness to the employers that the desire of employees has started to change. Employers need to engage more talented employees in their organization and need to change their conventional policies and practices to ingratiate the needs and desires of Gen Ys.
References


Marketing Performance and Organizational Commitment to Syariah Banks in Makassar City

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ARTICLE DETAILS

ABSTRACT

Objectives: This study examines the relationship of market orientation to marketing performance through commitment organization variables, to some Syariah banks in Makassar city which have an economical rate that always positive trend the last ten years.

Methodology: This research uses SEM PLS analysis.

Result: The result of hypothesis testing the effect of market orientation on marketing performance through organizational commitment shows from sobel test 1.073 than 1.96 or not significant on the number of samples of 164 employees of Syariah bank in Makassar city. These findings cannot support the hypothesis that was constructed and inconsistent with the statements of Shaw et al (2003), Tourigny, Baba, Han & Wang (2013) that in terms of organizational commitment and performance relationships, many studies rely on how organizational comittment contributes to performance the company as a whole, including according to Dimitriades & Papalexandris (2011) in a financial perspective.

Implication: This study advisable to Syariah banks in Makassar City to pay attention organizational commitment because the varriabel has the lowest average value and does not succeed to be a mediation variable to market orientation influence the performance marketing.

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Introduction

Nowadays, the dynamics of the business environment leads to the rapidly changing business characteristics, the more comfortable access to information, the changing lifestyles and expectations of consumers to the business world, as well as the rapid improvement of business quality and refinement. Gates and Hemingway (1999) describe the dynamics of the business environment as "the era of velocity," that main character is that information, decisions and actions will take place at a speed of thought. Currently, the market share of Syariah banks in Indonesia is around 5% of the total assets of national banking (data 2016). This condition cannot be separated from the growth of third-party funds (DPK) of Syariah banking which has slowed down in recent years. As a result, syariah banking financing has also experienced a slowdown in recent years. The Syariah banking industry in Indonesia is quite slow. It is
also related when the current bank holding business expansion is quite aggressive. This is not always followed by the expansion of subsidiary business in the form of syariah (BUS) commercial bank. The economic development of South Sulawesi from year to year is getting better. It is seen by the economic performance with the development of South Sulawesi economic growth in 2016 of 7.63% remains higher than the national economic growth in 2016 of 5.02% (Economic Review of Bank Indonesia in 2016), as well as the performance of banks in South Sulawesi is getting better, by 2016 from the leading indicators of assets, third-party funds (DPK), and credit / financing channeled, showing an increased tendency and remain at risk awake. This illustrates that the banking industry will still exist in the area of South Sulawesi and banking industry competition will be increasing (1). Whether market orientation affects marketing performance through the commitment of syariah bank organization in Makassar city (2). Does the organization's commitment affect the performance of marketing of syariah bank in Makassar city?

2. Marketing Performance
Marketing performance is a concept to measure marketing achievement of a product. Marketing performance is a common factor used to measure the outcome of a corporate strategy. Therefore the size that should be used is an activity-based measure that can explain marketing activities that result in marketing performance (Ferdinand, 2000). Furthermore, Ferdinand (2000) stated that marketing performance is a factor that is often used to measure the impact of the company's strategy. The company's strategy is always directed to produce marketing performance such as sales volume and excellent sales growth rate as well as good financial performance. Slater and Narver (1995) describe the outcomes of the implementation of corporate strategy as consumer satisfaction, new product success, increased sales, and profitability. So the measurement of the company's marketing performance using the size of unit sales, customer growth, customer turnover, more declared marketing activities and competition (Ferdinand, 2000)

2.1. Organizational Commitment
Robbins and Judge (2008) argue that organizational commitment is a condition in which an employee sides with the goals of the organization and has a desire to maintain membership in the organization. "Organizational Commitment is the degree to which organizations believe in and accept organizational goals and desire to remain with the organization" (Mathis and Jackson, 2011). Sopiah (2008) states that organizational commitment is an employee psychological bond to an organization characterized by:
1) High trust and acceptance of organizational goals and values,
2) Willingness to seek to achieve the interests of the organization,
3) A strong desire to maintain a position as an organization member.
Based on these theories can be stated that organizational commitment is an attitude that employees have to remain loyal to the company and are willing to keep working as well as possible for the achievement of organizational goals.
The dimensions of organizational commitment used in this study are those proposed by Meyer and Allen (1991) and Abdullah and Ramay (2012), namely affective commitment, continuance commitment, and normative commitment.

2.2. Market orientation
The concept of marketing and market orientation is seen as one of the focus of marketing management. Narver and Slater (1990) also concluded that market orientation is made up of three behavioral components: customer orientation, competitor orientation and coordination among functions within the organization leading to two decision criteria, namely long-term focus and profitability. Ferdinand (2000) in his research said that market orientation is viewed as an organizational culture that provides an opportunity for a company to achieve a level of effectiveness in managing its internal management process, which in turn can have an impact on improving marketing performance.

2.3. Syariah Banking
The characteristics of syariah banking based on the principle of profit sharing provides a just aspect
between the community and the bank. Principles of honesty, partnership, and ethics of investing in syariah banking provide an attractive and credible alternative solution that can be used for all levels of society.

Syariah comes from Arabic that is the way to the source of life. The definition of syariah in operationalization is used in proposing the legal system by the rules of conduct desired by the Qur'an and Hadith. Syariah-related matters are property rights, resource allocation, income and wealth distribution, production and consumption, as well as market performance (Iqbal & Mirakhor, 1975). The Bank as an organization operating in regulating financial resources is inseparable in syariah arrangements in Islamic view (Iqbal & Mirakhor, 1975). According to RI Law number 21 of 2008 dated July 16, 2008, concerning syariah Banking, syariah Banking is defined as anything that concerns Syariah Bank and Syariah Business Unit, covering institutions, business activities, and ways and processes in conducting their business activities. While an understanding of Bank, Syariah Bank, Syariah Public Bank, Syariah Rural Bank and Syariah Business Unit.

2.3. Conceptual Framework and Hypotheses

Departing from the grand theories put forward by Kohli and Jaworski (1990) and Narver and Slater (1995) stating that market orientation is a sustainable corporate culture construct defined as a "distinct organizational culture", as a "fundamental set of shared beliefs and values "that express the concept that views the most effective organizational culture to create an environment and the habits and behaviors necessary to produce superior value for customers and can produce superior performance over the long term. Moreover, the grand theory expressed by Morgan and Hunt (1994) examines and develops the theory of trust-commitment (the commitment-trust theory). This theory of trust and relational commitment affirms that cooperation between interwoven organizations will be created when built by mutual trust, relational commitment and desire to cooperate in the long run. Based on theorys, conceptual framework this research as below :

3. Methodology

The object of this study is the company engaged in banking institutions, Islamic banks or syariah banks are located in the city of Makassar. The population of this study is the employees of sharia banks in Makassar city of South Sulawesi Province amounting to 277 people. As for the determination of sample with 5% prescribed precision, sampling technique using Slovin model with 164 respondents

4. Result and Discussion

4.1. Overview of Syariah Banks in South Sulawesi

The development of Syariah economic today that has become a lifestyle also penetrated into the city of Makassar whose economic growth is always increasing from year to year so that Islamic Banks grow mushrooming in the city of Makassar, some researchers and observers of syariah banks projected that the total assets of syariah banks in Indonesia is projected to reaching between 1.92% to 2.31% of the national banking industry. Regardless of these projections, the growth of syariah Bank assets in Indonesia will Insya Allah be more growing again due to the side of the regulation that supports and thinking of the meaning of the meaning of syariah itself

PT Bank Muamalat Indonesia Tbk since its establishment in 1992 until now the increasingly recognized
capacity also widened its wings to the city of Makassar in the year, since Bank Muamalat main branches of Makassar opened total assets and profits always show a positive trend or proper status in the version of financial statements. Bank Muamalat can maintain the predicate as the first Syariah bank and the most significant syariah bank in Indonesia, for the city of Makassar also Bank Muamalat is the first Syariah bank to open the central branch office, Bank Muamalat main branch of Makassar located at Jalan Ratulangi which is one of the road protocol for business center, several conventional and Syariah Banks also opened branches in Jl. Ratulangi, BNI Syariah Bank from year to year showed a positive number in the total assets of Syariah Bank. BNI Syariah grew higher when its property financing products were the same once does not charge the revenue share, moment this product began to be introduced to the broader community to coincide with the increasingly attractive property stretching in the eyes of middle and upper economic community into one investment alternative that has quite likely value.

4.2. Research result
To provide an overview of the research variables studied both exogenous and endogenous variables, it is necessary to do a description of research variables. Exogenous variables consist of Market Orientation (X1) and Organizational Commitment (X2) while the endogenous variable is Marketing Performance (Y) which is endogenous target variable. The intervening variable is Organizational Commitment (X2). The result of the model after processed using SEM with Smart PLS software refers to discriminant validity, convergent validity, and composite reliability.

4.3. Discussion of Research Results
Discussion of the results of this study aims to determine whether the results of this study support or reject the theory or the results of previous research or is the update of the results of research. The explanation of the model of the causal relationship between market orientation, organizational commitment, and marketing performance on the research model shows that the goodness of fit index is acceptable, then interpreted by explaining the causal relationship between the variables.

Based on the conception of thought, the primary purpose of this research is to test and analyze empirically the influence of market orientation on marketing performance mediated by the organizational commitment of syariah banks in Makassar City, the analysis of the influence is done to determine indirect effect between variables. The feasibility test results of the structural model designed and estimated in this research proved to be from the observed data. Discussion on each variable both exogenous and endogenous variables in this study combine some empirical data analysis results from the descriptive approach and multivariate analysis through structural equation modeling. For a more detailed explanation it can be as follows:

4.3.1. Effect of market orientation on Marketing Performance
Hypothesis 1 which states that market orientation has an influence on marketing performance of syariah banks in Makassar. The result of hypothesis test shows the value of regression coefficient 0.54 with a value of statistic equal to 11.18 which value more significant than 1.96, or significant. Thus this research proves that market orientation affects marketing performance of syariah bank in Makassar city.

These results support the research of Jaworski and Kohli (1993), Narver and Slater (1990) indicated that there is a definite relationship between market orientation and some dimensions of organizational performance. Market orientation exists in a set of individual entities formed from the degree to which a company obtains, disseminates and responds to information received by customers, distributors and competitors (Kohli and Jaworski, 1990; Jaworski and Kohli, 1993; Pulendran, Speed, and Widing, 2000; Farrel 2000). The factors that build the market orientation are expected to be well received from recipients obtained from customers, distributors and competitors, both formally and informally.

The matters above indicate that market orientation affects both the downsides of the firm’s performance. The more being oriented to the market of a company, in turn, will contribute positively to the marketing performance of the company. This is evidenced by the empirical studies conducted by Jaworski and Kohli
(1993) in large corporations. Similar results were also found in small firms to producers (Narver and Slater, 1990), and to distributors and suppliers (Siguaw al., 1998) and replication research in Australia (Pulendran, Speed and Widing 2000).

4.3.2. Effect of market orientation on organizational commitment
Hypothesis 2 which states that market orientation influences organizational commitment of syariah banks in Makassar. The results of hypothesis testing showed positive regression coefficient of 0.47 with a value of statistics of 10.46 whose value is higher than 1.96 or significant with the number of samples as much as 164. Thus, the hypothesis that market orientation affects organizational commitment can be supported.

These results are consistent with research from Siguaw, Brown, and Widing (1994) suggesting that market orientation affects organizational commitment. Jaworski & Kohli (1993) stated that organizational commitment could be seen as a practical or emotional bond with the organization, reflecting the extent to which employees like the organizations they work for, see their future tied to the organization and willing to make personal sacrifices for it.

These results can confirm the existence of a market orientation philosophy leading to a more meaningful sense of employee commitment, as well as more critical team spirit (Kohli & Jaworski, 1990). When a company operates in a customer-focused environment, employees can consider more future severe employment prospects than they can profit directly in pay and benefits. This tends to inspire high-level loyalty to the organization, motivate employees to work hard, invest in their careers and achieve their future goals and aspirations (Kim, Leong and Lee (2005). Organizational commitment is a psychological state that characterizes employers and has implications in deciding to continue or stop working for the company (Meyer & Allen, 1991).

The argument underlying the establishment of a relationship between market orientation and organizational commitment suggests that the adoption of market orientation tends to increase employee morale, job satisfaction and commitment to the organization as all departments work toward shared goals of external customer satisfaction (Kohli & Jaworski, 1990).

4.3.3. Influence of organizational commitment to marketing performance
Hypothesis 2 which states Organizational commitment influences the marketing performance of syariah banks in Makassar. The result of hypothesis testing shows positive regression coefficient equal to 0.08 with a value of statistic equal to 1.08 smaller than 1.96 or not significant at some samples equal to 164.

This finding cannot support the hypothesis built and is inconsistent with the statements of Shaw et al (2003), Tourigny, Baba, Han & Wang (2013) that in terms of organizational commitment and performance relationships, many studies rely on how job performance contributes to overall company performance, including according to Dimitriades & Papalexandris (2011) in a financial perspective.

Riketta (2002) concludes that employee organizational commitment correlates with work autonomy. Also, the types of work, workload and health conditions moderate variables that can explain and change organizational commitment and performance relationships. Organizational commitment and performance relationships are stronger when performance indicators are based on self-reporting than when they are reviewed by supervisors or with objective indicators performance.

4.3.4. Effect of market orientation on marketing performance through organizational commitment
Hypothesis 4 which states that market orientation influences marketing performance through syariah bank organizational commitment in Makassar city. Based on hypothesis testing and examination result that have been done to know the value of indirect influence (mediation of organizational commitment) that the improvement of marketing performance can be made directly, although without the aid of learning orientation as a mediator in explaining the effect of market orientation on marketing performance of
syariah banks in Makassar, that the organizational commitment based on principle is the mediator in explaining the effect.

Based on the results of testing by using the test of Sobel, the value obtained from the influence of market orientation on marketing performance through organizational commitment is 1.073 whose value is smaller than 1.98 which means not significant. The results explain that organizational commitment is not significant as a mediator in explaining the effect of market orientation on marketing performance. Based on the results of the examination to determine the type of mediator, the organizational commitment variable in the research model is said to be a non-mediating variable. This means that market orientation has a significant effect on marketing performance, market orientation has a significant effect on organizational commitment, and organizational commitment has no significant effect on marketing performance. So with the mediation of organizational commitment, market orientation indirectly cannot give a real impact on the improvement of marketing performance, and although without any mediation of organizational commitment, right market orientation can have a real effect on improving marketing performance.

The results of this study are not in line with statements from Siguaw, Brown, and Widing (1994) suggesting that market orientation affects organizational commitment, employees can be proud of this orientation and, thus, more committed to customer satisfaction. Likewise also with the statement of Kohli & Jaworski (1990) which states that a philosophy of market orientation leads to a greater sense of employee commitment, as well as more excellent team spirit. It is essential that Shaw et al., (2003) and Tourigny, Baba, Han & Wang, (2013) state that regarding organizational commitment and performance relationships, many studies rely on how job performance contributes to corporate performance whole.

4.4. Research Findings
Variables Organizational commitment has no significant effect on marketing performance; this statement can be proven through the results of testing the direct effect of market orientation on marketing performance
The variable of market orientation in this study does not affect marketing performance even though through organizational commitment variable, which means that organizational commitment is proven not as a mediating variable in explaining the effect of market orientation on marketing performance.

4.5. Limitations of Research
This study still has limitations that can result in a lack of comprehensive research although this research has resulted in findings relating to the relationship between market orientation, organizational commitment, and marketing performance, which is expected to be refined by other researchers, namely:

1. This study was conducted on five syariah banks in Makassar City; this limits the generalization of the findings of this research.
2. Generalization of research is limited to syariah bank employees who become the object of research, not with customers so crucial for further research is expected to assess from the customer side.
3. This study only observes market orientation variables, organizational commitment, and marketing performance which is an internal study of syariah banks in Makassar City, so that different variables are essential to enter for future researchers

5. Conclusions and Recommendations
5.1. Conclusion
Based on the analysis of research results and discussion, concluded as follows:
1. There is a direct positive and significant influence of market orientation with indicators of the formation of market intelligence, the dissemination of market intelligence, and responsive to the performance of marketing of syariah banks in Makassar.
2. There is a direct positive and significant influence of market orientation with indicators of the formation of market intelligence, the dissemination of market intelligence, and responsive to the
organizational commitment of syariah banks in Makassar.

3. There are a direct positive influence and insignificant organizational commitment with indicators of affective commitment, ongoing commitment, and normative commitment to marketing performance of syariah banks in Makassar.

4. There area particular, indirect effect and no significant market orientation on marketing performance through organizational commitment as a mediator in Syariah banks in Makassar.

5.2. Recommendation

Based on the conclusions that have been put forward then:

1. It is advisable to Syariah banks in Makassar City to pay attention to the market intelligence indication of market intelligence in obtaining more accurate market information because the indicator of market orientation has the lowest average value and outer loading value compared to other indicators, although market orientation variables significantly influence the performance marketing.

2. It is suggested to syariah banks in Makassar City to pay attention to organizational commitment variable because the variable does not give significant influence to marketing performance, an especially indicator of continuous commitment which has average value and lowest outer loading value compared to other indicators.

References


Identification of Organizational Change Factors in Higher Education Institution
(Cases at New Public Universities in Indonesia)

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ABSTRACT

Purpose: The purpose of this study is to determine what factors are most contributing greatly to the change of college organizations that originally private university into the public university, the latent variable used is organizational change.

Methodology: The survey was conducted to 128 lecturers at several new public universities located on Java island by using questionnaires as the main data collection tool. The statistical tool used is Confirmatory Factor Analysis (CFA) to confirm the constructs of latent variables.

Findings: Structure, culture, and resources owned by an organization will be an important factor in shaping institutional change of higher education institution when transformed from private to public. The resource becomes one of the constructs that have the greatest role in the organizational change of higher education institutions.

Research limitations/implications: This study is limited to the proving of organizational change in the higher education institution only. In addition, it should also be investigated the direction of causality relationship by including other variables such as job satisfaction, organizational performance, and others.

Practical implications: In this study, organizational changes reflected by changes in structure, culture, and resources must always be considered by conducting regular evaluations by management to identify which factors have a positive or negative impact of changes that occur either on changes in structure, culture or resources.

Originality/value: This research is testing of constructor model of organizational change variable that uses three main factors namely structure, culture, and resources

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1. Introduction

University as an educational unit carries out and implements higher education, functioning to develop capability and form the character and civilization of dignified nation to educate the nation, develop responsive, creative, skilled, competitive and cooperative academic society through the implementation of Tridharma Perguruan Tinggi and develop science knowledge and technology (Undang-Undang Pendidikan Tinggi: 2012). Moreover, the strategic thing that became a hot issue in higher education today is the competition of universities to be World Class University. In the meantime, to achieve this requires a change in fixing the condition of universities, and colleges must be able to act as agents of change which become the link between the source of ideas, knowledge, and technological change in accordance with the targeted community, so it can produce ideas, knowledge, and technology that is always growing and impacting in society. Government efforts in improving the quality of education in Indonesia itself began to be done on a large scale. One of the strategic steps undertaken by the government is to establish a new public university and change the status of several private universities. Currently, there are 35 institutions that are New Public Universities (PTNB). This is done by the government in facing the demands of intense competition in the world of higher education which is expected to provide a more qualified and competent output in the face of global competition.

The change of status from private to public which the government does has had a considerable impact on the newly designated public university management system. Every element of the organization that is in a new public university must always follow the policies that have been governed and controlled by the state both in terms of financial, human resources and maintenance of assets that now fully belong to the state. Especially for the issue of human resource management as the organizational driving force of a new public university today must be committed to dealing with environmental changes to follow the rules of the game that has been issued by the government due to the original employment status of the foundation's employee is now transformed into a Government Employee with Work Agreement (PPPK) which is also included in the State Civil Apparatus (ASN).

With this change is expected to increase the lecturer's satisfaction so as to utilize his professional ability in performing his functional tasks, because the future education demands high-quality educational profession skills. The success of PTNB will depend heavily on the awareness, understanding, readiness, and ability of the lecturers in adapting to change. Changes to PTNB must always take into account and involve all existing components including lecturers. Between organizations and lecturers is a unity that has a relationship that is simultaneous and must be balanced. This means that on the one hand, lecturers should be managed within the framework of the organization's interest flow, on the other side of the organization's activities must be able to pay attention to the interests and needs expected by the lecturer.

New public universities are experiencing turmoil in the transition period of change from private to public. This change includes changes to the internal environment of the organization that requires flexible adjustment for each individual involved. This research is only conducted on lecturers and is not done on the staff of, on the grounds that the lecturer has the main duty namely Tridharma Perguruan Tinggi i.e teaching, research and community service where some policies applied after the change of status deemed less accommodate the main task of lecturer, especially to conduct research and community service. Therefore, this research will discuss what factors change when a private university is transformed into public universities that will be based on environmental aspects of the organization at several universities in the island of Java. Therefore it is necessary to conduct research on the identification of organizational change factors in the higher education institution.

Organizational Change of Higher Education Institution

According to Winardi (2006: 65), organizational change is often stimulated by changes occurring in the environment that openly form the system by encompassing technological-economic-legal-political-demographic-ecological. While Wheelen and Hunger (2000: 8) distinguish the environment faced by organizations consisting of the external environment and internal environment. Daft (2003: 83) suggests
that Elements of the internal environment are all sectors that interact directly with the organization and have a direct influence on the ability of the organization in achieving its objectives. Thus, the internal environment has characteristics in which interaction with the organization is directly so that the effect on the steps taken to achieve goals that are immediate. The same is also said by Robbins (2008: 226) that the internal environment is part of the environment that has direct relevance for the organization in achieving its objectives. The internal environment is part of the environment that concerns management, as it consists of critical constituencies that positively or negatively affect the effectiveness of the execution of an organization's tasks. The critical constituencies mentioned above are key factors that on one hand can be a resource for competitive advantage and on the other can be an organizational weakness.

According to Desplaces (2005), the changes that occur in organizations often bring after-effects which are always unprofitable. Organizational change is a process whereby the organization moves from its present state to the desired future to improve its organizational effectiveness. The goal is to find new ways or improve in using resources and capabilities with the aim of improving the ability of the organization in creating value and improve the desired results to stakeholders. Furthermore Wheelen and Hunger (2000: 10) state that the internal environment consists of structure, culture, resources. The internal environment needs to be analyzed to determine the strengths and weaknesses of the organization. The structure is how organizations are organized in terms of communication, authority, and workflow. Structures are often also called chains of command and graphically depicted using an organization chart. Culture is a pattern of beliefs, expectations, and values shared by members of the organization. Organizational norms typically come up with and define the acceptable behavior of members from top management to operative employees. Resources are assets that are the basic material for the production of goods and services of the organization. These assets may include a person's expertise, abilities, and managerial talents such as financial assets and factory facilities in functional areas. Thus, the elements of the internal environment have adaptive and communicative relationships in determining the agenda of analyzing actions of any changes as issues emerging within the organization itself.

Based on the above exposure, it can be formulated hypothesis and framework of research model that is as follows:

H1: Structure is a reflection of organizational change.

H2: Good culture is a reflection of organizational change.

H3: Resource is a reflection of organizational change.

**Methodology**

The object of research is organizational changes that occur in some institutions that exist on the island of Java. There are four college-shaped universities that undergo a transition status change from private to the public that is Siliwangi University Tasikmalaya, University of Tidar Magelang, UPN Veteran Yogyakarta and UPN Veteran East Java. The method used in this research is to use survey research method. The population in this research is the lecturers from four universities of the New Public-shaped universities studied as the object of research. While the sampling technique used is purposive sampling where the sampling is based on personal consideration of the researcher (Sugiama, 2008). In this sampling, the researcher tries to find the belief in advance that the individual chosen as the sample is the right individual that is the lecturers who have experienced institutional management when they are still private so that they can feel and identify the changes that occur.

The determination of sample size in this study is based on the opinion of Hair (1995: 444) that is the survey, the minimum sample size is 100 respondents. Therefore, to improve the accuracy of research results, the sample size is taken between 100 to 200 respondents.

Data processing techniques to determine the weighting of respondents' answers is done by using the Likert scale with the magnitude of five (5) scale both positive and negative. While to know whether the structure, culture, and resource can reflect the organizational change, the method of analysis is
Confirmatory Factor Analysis with second order approach which is part of SEM Analysis. SEM is a combination of two separate statistical methods that are factor analysis which developed in psychology and psychometrics and simultaneous equations model developed in econometrics into a comprehensive statistical method (Iman Ghozali, 2013: 4).

**Results**

Characteristics or identity of the respondent in this research can be grouped into several groups that are based on workplace (work unit), work period, and employment status with the number of respondents used in this research is 128 respondents. The respondent's characteristic of the work unit is dominated by Siliwangi University by 34%, followed by UPN Veteran Yogyakarta that is 24%, Tidar Magelang University is 22% and the last is East Java Veteran UPN which is 20%. The working period is dominated by lecturers who have more than 20 years working period of 54% and 10-20 years working period of 39% and the last is less than 5 years of 7%. Status of employment is the most is the status of PPPK that is equal to 69% and the remaining 31% are lecturers with civil servant status.

Description of research variables conducted to explain the results of the scores on the questionnaire used to assess the significance of research variables seen from the side responses of respondents. The calculation used in obtaining the extent to which the respondents will respond to the research variables is to use the value of interval level (NJI). Variable of organizational change in this research inform by construct variable consisting of the structure, culture, and resources. The value obtained from the analysis of respondents on the structure is 2037, the culture of 2948, and the resource of 2274 which as a whole is in good classification.

To examine the significance of structure, culture, and resources as a variable construct of Organizational Change, the Confirmatory Factor Analysis (CFA) analysis tool is used. The results of full-model data processing on Organizational Change variables through the calculation of M-plus 7.0 program are as follows:

![Path Diagram Structural Modeling](image)

Chi Square = 700.087  
Df = 293  
CMIN/Df = 0.087  
TLI = 0.937  
CFI = 0.943  
WRMR = 1.354

The univariate and multivariate normality of the data used in this study was tested using criteria critical ratio or CR of ± 2.58 at the 0.01 (1%) significance level. The results of this study showed that the largest CR value is ± 2.51 with said data used in this study can be said to be normally distributed. The results of the analysis in this study yield the smallest z-score is -2.903 and the largest z-score is equal to 1.985. In other words, the data used in this study is free of univariate outliers. In addition, the greatest distance
Mahalanobis is 53.269 which is smaller than $\chi^2 (14; 0.001 = 54.051)$, so there are no symptoms of multivariate outliers.

Overall, the Goodness of Fit is shown in the following table:

**Table 1. Goodness-of-Fit Index**

<table>
<thead>
<tr>
<th>Goodness of Fit Index</th>
<th>Cut-Off Value</th>
<th>Results of Analysis</th>
<th>Model Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>X² Chi-Square</td>
<td></td>
<td>700.202</td>
<td></td>
</tr>
<tr>
<td>DF</td>
<td></td>
<td>293</td>
<td></td>
</tr>
<tr>
<td>CMIN/DF</td>
<td>≤ 2.00</td>
<td>2.389</td>
<td>Marginal</td>
</tr>
<tr>
<td>TLI</td>
<td>≥ 0.95</td>
<td>0.937</td>
<td>Marginal</td>
</tr>
<tr>
<td>CFI</td>
<td>≥ 0.95</td>
<td>0.943</td>
<td>Marginal</td>
</tr>
</tbody>
</table>

Source: data of questionnaires processed with M-plus 7.0

The table above shows that the criteria used have a value that is marginal or close to fit index, therefore this model is still acceptable. Thus, it can be stated that the suitability of the model and the data in this study result confirmation in a marginal or near-fit of factor dimensions and causality relationships between factors.

With the error rate of 5% (0.05) and Cut-off value of 2.58. The following table presents the values of regression coefficients and C.R (Critical Ratio) as the basis of acceptance of the research hypothesis. The results of the analysis can be seen in the following table:

**Table 2. Standardized Regression Weight for Hypothesis Testing**

<table>
<thead>
<tr>
<th>Variables</th>
<th>CR</th>
<th>p-value</th>
<th>Conclusion ($H_a$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Change by Structure</td>
<td>41.679</td>
<td>0.000</td>
<td>Signifikan</td>
</tr>
<tr>
<td>Organizational Change by Culture</td>
<td>38.612</td>
<td>0.000</td>
<td>Signifikan</td>
</tr>
<tr>
<td>Organizational Change by Resource</td>
<td>60.259</td>
<td>0.000</td>
<td>Signifikan</td>
</tr>
</tbody>
</table>

Source: data of questionnaires processed with M-plus 7.0

**Hypothesis 1.** which states that the structure is a reflection of organizational change received. This is indicated by the value of $p = 0.000$ or at a significant level of 0.05 and gives an estimated value of 0.877. Thus, the structure variable can be the constructor of the organizational change variable.

**Hypothesis 2.** which states that culture is a reflection of organizational change received. This is indicated by the value of $p = 0.000$ or at a significant level of 0.05 and yields an estimated value of 0.813. Thus the culture variable can be the constructor of organizational change variable.

**Hypothesis 3.** which states that the resource is a reflection of organizational change received. This is indicated by the value of $p = 0.000$ or at a significant level of 0.05 and gives an estimated value of 0.937. Thus the resource variable can be the constructor of organizational change variable.

**Conclusions and Implications**

Structure, culture, and resources that are elements of the organization's internal environment can reflect the organizational change. Therefore, structure, culture, and resources owned by an organization will be an important factor in shaping institutional change of higher education institution when transformed from private to public. The resource becomes one of the constructs that have the greatest role in the organizational change of higher education institutions. This is due to a change in the financial resources owned by a university that initially depends on the financial capacity of the foundation, but is now funded
from the state financial resources.

This research can provide some inputs for organizers of higher education institutions that have changed the status of the private sector into the public. In this study, organizational changes reflected by changes in structure, culture, and resources must always be considered by conducting regular evaluations by management to identify which factors have a positive or negative impact of changes that occur either on changes in structure, culture or resources. This research can also provide input for academics who will conduct research on organizational change. This study is limited to the proving of organizational change in the higher education institution only, the direction for further research is to test the model of this research on other organizations. In addition, it should also be investigated the direction of causality relationship by including other variables such as job satisfaction, organizational performance, and others.

References


Development of an intergenerational wealth mobility framework for Pakistan

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ABSTRACT
The study is an endeavor to calculate the mobility of wealth across generations. The study is aimed to provide useful insights in the determinants of wealth linked in a manner that enables the calculation of wealth at single point in time (i.e. at the age of the eighteen and at the age of thirty).

Pakistan is a developing country with high unemployment rate, slow economic growth, inefficient Zakat system, and increasing poverty rate. Pakistan is facing different problem to achieve the sustainable development goals. The 21th century goals are to eradicate extreme poverty and hunger, insure environmental sustainability, reduce corruption rate, inclusive economy, concentration of wealth, equal distribution of wealth. The proposed framework of intergenerational wealth mobility will help to minimize the poverty, evasion of taxation system, effective and efficient Zakat system as well as reduces the level of money laundering and corruption rates in Pakistan. In a while examine by (Shehzadi, Mohammad and Shah 2012).

The significance of the study relates to development of the framework that measures the intergenerational wealth mobility in Pakistan.

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1. Introduction
Mobility has been described as the association between the parents’ and child socio-economic standing, where higher association referred to more mobility. ‘Intergenerational mobility’ provides an exploration of the relationship between the parents’ socio-economic status and that of their children as adults (Blanden 2009).Backer and Thomas’ first introduce the concept of mobility in their articles. Very few studies have been conducted on mobility by taking a multifaceted approach including socio economic,
political and noneconomic factors. The proposed framework is an endeavor to bring forth the importance of objectivity, control and purpose innately as part of the record management pertaining to determination of intergenerational mobility.

Social mobility depends on occupations and social status (Grusky, David B & Robert M. Huser 1984). The degree and the manner in which they overlap or fit can be different due to the structure of the social positions (Weber and Mills 1946). Further there is a potential for multi-dimensional quality in a given social stratification framework. These aspects are sometimes independent variable in a given society that explains the differences in different time and places. The variables that contribute to dominant variables affect social class, status and inequality. These also include sex, gender, race, culture and age (Collins 1998).

Researchers, public policy analysts, and journalists have been mainly interested in whether or not the huge upward push in income inequality that has happened over the past century led to a decline in intergenerational mobility. The term Mobility in the same generation is called intra-generational, and between one or more generations is called intergenerational (Hazelrigg and E. 1970). The term intra-generational growing mobility is much less discussed, that represents the trend from rages to riches. In our society intergenerational upward mobility is most common that the children of the parents and the grandchildren’s of the grandparents are living in better economic conditions.

“A set of the economic assets or treasury, presents a cause of safety providing an access to meet emergencies of a household's capability, provide the means to live at ease or absorb economic shocks is called wealth”. Wealth is the accumulated income that reveals the transition of intergenerational and likely to saving and income (Cohen, 2008)

The predictors of the wealth attainment are income, age, family size, marital status, faith, schooling, and career. The wealth gap, like income inequality, may be very big within the U.S.A. educational inequality reveal in the results of inequalities of income and variations in potential that is a wealth gap which exist in our society. According to the author Thomas, variation exist in financial economy (because of exclusive rates of incomes), house market inequality and the elements of inheritance, shows the racial wealth gap.

Intergenerational mobility is to research the extent to which economic well-being is related across generations, and to attempt to recognize the underlying mechanisms (Piketty, 2000). In the examiner of Daniel P. McMorran, Isabel V. (Daniel, et al. 1996) established that mobility rates appear to be especially comparable across countries. Intergenerational mobility dynamics has long been confusing social scientists. A recent inclusive study (Grawe and D. 2004) who examine father–son income information starting with United States, United Kingdom, Pakistan, Peru, Nepal, Malaysia and Ecuador. Grawe reports considerable income earning immobility for developing countries. Ample amount of mainstream and academic interest toward the rate of intergenerational wealth mobility is present until recently there is insufficient proof that such mobility resides in ranks.

Intergenerational mobility in society is visible as a degree of established equality if economic possibility or existence chances. The situations at some stage in childhood reflects in ones later life in different word it by distinctive feature of own skills, motivation and success. The easiest manner to decide is to see the
start and the statuses in which ends up. This will be proven by using a transition matrix displaying movements within the income distribution across generations.

The recent literature focuses on the evolution of wealth inequality and the foundation of wealth across the generation (Enrico Moretti, Gordon Hanson and Malmendier 2015). Like other results such as education income and health, wealth was less studied (Solon and Gary 2002) and (Sandra;E,Black;Paul,J;Devereux 2010). There were also different ways like self-perpetuating wealth inequality the top most distribution was intergenerational transmission of wealth (Piketty’s 2014). Recent literature showed that there was higher income mobility in Denmark than in US (Chetty, et al. 2014).

Taking a brief look at the macroeconomic pointers of Pakistan as they uncover essential experiences to the problem of poverty, it is realized that the levels of poverty are dictated by exchange of unemployment, inflation and economic growth levels. These macroeconomic pointers have been compounding for Pakistan, further intensifying levels of poverty of the country.

The study of the present problem springs from a widespread concern about intergenerational mobility, and the unavailability of the framework to measure the simple intergenerational wealth mobility in Pakistan.

In developing countries as well as in developed countries economics “inequality” is the biggest challenge of 21st century. Inequality, we only mean economic inequality that occurs due to wealth. Several researchers have focused on social and economic inequality. In Pakistan, we lack a basic framework that can calculate the flow of wealth across generations. Inequality has increasingly been examined as a conventionalized problem facing a modern state in the twenty-first century. Another issue of the developing countries is sustainable development. Need to an organized principal that can meet the human development goals like reduce the poverty level, concentration of wealth, Kuznet phenomena and equal distribution of wealth. In developing countries, Poverty is of the major issue of our society. Poverty is the relation to the economic status of other members of the society. People are poor if they fall below prevailing standards of living in a given societal context. An important criticism concept is that they are largely concerned with income, wealth and consumption. Taxation system is also not efficient in developing countries.

Failures to pay, or evasion of or conflict to taxation, create a hurdle in sustainable development. There is no effective mechanism is available in Islamic society that can measure individual accumulated income i.e. wealth. With reference to the above information, the statement of the problem is to create a framework in order to measure the intergenerational wealth mobility in Pakistan.

**Objective of the study**

- To understand the wealth mobility and its effects on socio economic growth
- To identify the key factors that will help in quantifying the intergenerational wealth mobility in Pakistan.
- To identify the problem related to existing zakat collection and evasion of taxation system, poverty and sustainable development in Pakistan.
- To propose a framework measuring the intergenerational wealth mobility in Pakistan.
- To propose a framework that will helpful in effective Zakat collection and evasion of taxation system in Pakistan.
To propose a framework that will helpful to reduce the poverty in Pakistan.

To propose a framework that will helpful to achieve the sustainable development goals.

**Insights on wealth mobility across generations**

In study of mobility, inequality is examined by the combining the classification of society. At the point of time within the society, inequality provided the clear picture of the distributed wealth and income, on the other side the follow of movement of individual or the family over time across the generation is the mobility concerned. As people hope to climb the ladder even if the rungs are farther apart, as this reduced the impact of rising inequality had been supposed to be the high degree of (upward) mobility. As the background study of “prospect of upward mobility”, (Corak 2013) indicated that countries across generations with inequality also experienced less earned mobility; there was a negative correlation that had been labeled in “The Great Gatsby Curve” by various authors (Chetty, et al. 2014). Positive examine that income inequality and income mobility was not the same sensitive parts of the income distributed.

While measuring the intergenerational mobility sociologists favor occupation while economist believe on focus on earning and income. That characteristic was not for disciplinary, nor for insignificant. The level of mobility in different countries and movement over time was differed depending on the measured use, was founded by the experiential research. On the other side in the dates back to 1960’s, the 1970’s - 1990’s were experienced as the golden years in the result analysis of class and status mobility, and in last two decades the economic mobility analysis had been growing. Amusingly, sociologist had researched for long time on different topics—e.g. in the mobility process education plays a mediating role, and by recent studies of economic mobility there was a difference between absolute and relative mobility –was being deal with from slightly different approaches (e. (Eide and Showalter 1999), (Samuel Bowles and Gintis 2002), (Jo Blanden, Gregg and Micmillan 2007).

According to sociologist, a substitute for socio-economic status was attached with social class or social status. According to them, in sociology occupation was primarily chosen as important sign of socio-economic status (Hout 1988). Different sociologists and many other social scientists, conversely, had proven the substantial empirical results on education, income, and occupation and different feature of children and parents (Blau and Duncan 1967). The effects of family background on the achievements of children were discussed in the dominant book “The American Occupational Structure”.

Income, age, gang size, marital status, religion, education, and occupation would every last bit predictors for the wealth achievement. In the United States the wealth gap, in income inequality may be extremely vast. The racial wealth gap exist in the society because of some degree will income inequalities or contrasts on accomplishments

**Comparison of social mobility in selected countries**

According to “economists (Castells-Quintana and Royuela 2012) increasing inequality is harmful for economic growth. High and persistent unemployment, in which the inequality increases, has a negative result on subsequent long-run economic growth. Unemployment can harm the growth not only because it’s a waste of the resources, but also because it generates redistributive pressures and subsequent distortions, constrains liquidity limiting the labor mobility, drives people to poverty, and grind down self-esteem promoting social dislocation, unrests and conflicts”.

64
The economic inequality will be the distinction found different measures for monetary prosperity "around people in a group, "around bunches to a population, or "around the nations. The mobility of income, wealth and inequality focused by the economic mobility and its gap of wealth. Most of economists concentrate the most part of inequality over the 3 metrics that is wealth, income and utilization. This is one of the economic inequality identified the nation or countries of equality, and outcome of equality and the chance of equality. (Fletcher and Guttmann 2013).

Tax evasion prospective required a difference between the statutory tax system and the effective tax system. Tax prayer pay less taxes and between the statutory and the effective average taxes rate implied a fixed placed. “The regressive bias prediction states that this wedge was larger for high-income taxpayers than for low-income taxpayers even when the enforcement regime was revenue maximizing.

**Theoretical framework**
This proposed framework is basically required to gather the records of different authorities on a single platform so that it will be helpful to calculate the wealth of the individuals.

Pakistan is one of the countries that is still working in a paper-based environment; eventually, move toward the computerized system. Still, the countless government does not realize the importance of the computerized system. Through the proper records of data or information countries should clearly state that how efficient records will offer to make government more open.

By developing the concept of E-Governance, Every citizen of the country has the right to get access to the official information or records from public sectors as a proof of policies, action, transactions, expenditure, precedents, rights and entitlements. The World Bank illustrated in their recent studies both the opportunities and the challenges of managing the records for E-governance in three countries, Estonia, Finland and Norway.

Managing the accurate records' system is able to show accountability and transparency by allowing the country citizen to use reliable records and information. The Nordic countries have beyond simply organizing or managing the advanced technology to managing the reliability and use of the information. People might bring assurance in the credibility, authenticity, and integrity of the information. Also public sector offices could use them adequately for arranging and observing programs, activities, and spending. It is possible to quickly trace, relate, and check policies, decisions, actions, and spending perfectly over a time period as a basis for an informed and socially just society (see appendix A,B and C).

The secured accountability and transparency helps in an audit of any changes or illegitimate utilize of the records ultimately possible to find the corruption. The privacy right of the records could be protected and systematically records could be open to the public. There is any restriction suggested on opening record could be properly documented and reasonable (see appendix A,B and C).

Marriages are registered in union council through Qazi system and NADRA through certificates. NADRA stands for National Database and Registration Authority. This authority maintains the data of individuals who are living in Pakistan as well as overseas Pakistani through unique identification. It maintains the data of marriages, birth, and death records. This data is gathered and compiled from union councils and
Tahsil Council respectively. At the end, NADRA is responsible for the marriage, birth and death records of the Pakistani citizen. In Pakistan, every individual has their Computerized National Identity Card (CNIC). It’s a unique identity for every individual. National Database & Registration Authority (NADRA) has gained international recognition for its success in providing solutions for identification, e-governance and secure documents that deliver multi-pronged goals of mitigating identity theft, safe-guarding the interests of our clients and facilitating the public. (see appendix C).

Moving on to the next tier of our proposed framework is the maintenance of educational records of Pakistani citizen. Maintenance of educational records in our proposed framework will serve various purposes i.e. we can later check income elasticity due to change in education. Education records of pakistani citizen are maintained in following ways.

• Madarisa Education “regulated by Wafaq ul Madaris and ministry of interior”
• School Education “private, Semi-government or Federal government school”

The next tier of proposed framework is to records the wealth of Pakistani citizen both home and aboard. Wealth is the accumulated form of income. There are different sources of income, which contribute to measures an individual’s wealth. They are as following

• Employed
• Self-employed
• Inheritance (agriculture or property),
• owner of inter-vivos
• Gift
• Bequest (jewelry, stock, and cash)
• In-law transfers
• Foreign remittance and in country Remittance

These accumulated sources of income create the wealth of an individual.

Inheritance is another form of income; this is the practice of passing on property upon the death. Inheritance is the wealth which is transferred from parent to their children after the death of the parent. Inheritance is classified into two categories i.e. agricultural land and property (commercial and residential).

Agricultural property is registered in Tahsil council. All the information related to Agricultural Property is recorded in tahsil Council through Patwari system. Some of the property classifications of agricultural land are as follows, under these data is recorded at Tahsil councils:

• farmer /non farmer,
• land owned or rented out (rabbi o Kharif ),
• orchard production,
• canal irrigated (6 shumai, annual) or not,
• inside or outside the city,
• national G.T road or highway linked,
• A crop of production (wheat, cotton,seeds, fruits or vegetables ).
Zari Tarakiyati banks (ZTBL) and other commercial and consumer banks could tell us about the status of the property, whether a property is mortgaged or pledged. Patwari mal could tell us the classification and ownership(s) of the Agri_property.

Remittance is another source of income and contributes the part in wealth. People got income from remittance in the form of inside or outside the country. It could be identifiable from the bank transaction. Banks maintains their balance statement in which all the transaction with account numbers is recorded. The Account number is a unique identification of an individual’s. If the citizen is outside the country then all the information about of foreign affairs records, government identifications, foreign portfolios, are consolidated in Ministry of Foreign Affairs (MFA). Ministry of Foreign Affairs (MFA) is the Government of Pakistan's federal executive level ministry responsible for the foreign relations and foreign policy of Pakistan. It gathered all the information and data of Pakistani citizen regarding their marriages or nationality (see Appendix, C).

Bequest is another type of income. Money is the income that is handling through banks. Banks is financial institution that accepts the deposits and lends it to others. Money is deposit and lend against the unique account numbers. All the information or data are recorded against their unique account numbers.

Inter-vivos, gift and in-law transfers are another form of income. Inter-vivos is a legal Latin word that refers to a transfer wealth (inheritance, bequest,) during lifetime, as opposed to testamentary transfer (a gift that takes effect on death). A Gift is present or item that someone has given to you from outside the family. Gift is a valuable assets that contributes in wealth. Different form of gifts could be given to someone i.e. inheritance; bequest. In law transfer is a form of income driven from the dowry. After marriage girl takes her part of heir-ship from ancestor. Heir-ship is distributes in different form i.e. agricultural property, property, stocks, jewelry and money.

The proposed framework ‘intergenerational wealth mobility’ explains mobility in two different parts. One is the intergenerational part and second is the wealth mobility. Intergenerational part is based on the educational background and their ancestral wealth, benefits and alimony from marriages and death.

Wealth is the second part of this proposed framework. Basically wealth is an accumulated form of income. There are several forms of income all over the world. Different authorities are registered to record the information concerning the income of individuals. In Pakistan board of Revenue, Federal Board of Revenue, Employee old age Benefits and Security Exchange commission of Pakistan are the authorities that are maintaining the record and information as well as handle the registration. Tahsil and ZTBL and other banks that provide Agricultural loans are maintaining the data or information regarding the agricultural property.

Limitations of the Model
The proposed framework has several limitations that need to be researched in future studies. The several limitations of the model are addressed below:

1. First marriage is considered as the main assumption of the model. However, Pakistan is Islamic Democratic Country where the constitution and the law is strictly in alignment with the Islamic
Injunctions, that, allow the citizen of the country to marry four women at one time (subject to other Islamic and legal constraints that are not point of concern here).

2. Unregistered business should be registered to ensure legitimacy. When business is registered through Federal board of Revenue, Federal board of Revenue will be issued the certificate of incorporation. The registered business have to submit their return file to Federal board Revenue in which all the data driven by the business is given on it which help the FBR services to find out the yearly income of the business.

3. The gold market has to be centralized and computerized so if a person or a buyer buys some jewelry against Computerized National Identity Card CNIC. This unique CNIC record the Jewelry and automatically update the individual wealth record because all the jewelry purchase by the Computerized National Identity Card (CNIC) and the CNIC holds all the purchases data in his wealth data base.

4. There is no coordination and lack of system among the higher institutes like federal board of revenue. FBR do not give access to their accumulated information disclosure to the some other institutes. When there is no proper coordination between institutes they will not exchange their data and information with each other. Thus data closure is not possible and much information could be still hiding from many organizations.

5. Another major limitation of the model is to consider the single marriage in laws transfer. In Pakistan people do marriages with the widow and divorces person. Those divorcee and widowers have their wealth from their 1st marriage. In our model 1st marriage in law transfer is considered to calculate the wealth of the person.

6. Foreign in-law transfer is excluded because this model is focused on domestic income of the person and excludes the foreign income. Foreign income that is from in-law transfer, no records are maintained in Pakistan.

7. Domestic property and land is included in this model, foreign property and land are not computed because no mechanism or system available that attached from the foreign property and land registering authorities.

8. At the age of 30, this framework is going to calculate the wealth of any individual again because at this stage a person is stable and in a condition to increase their wealth.

**Conclusion**

Pakistan is a developing country and facing multifarious issues such as corruption and poverty, and is continuously failing in its endeavors to achieve the economic goals. This study highlighted those variables that are a part of income of any individual. The accumulated income is called wealth. Wealth has several forms and its status across multiple generations is driven by these variables directly from parent to their children. Intergenerational wealth mobility is a term of how wealth is transferred from parents to their children and how much this contributes to individual wealth overall. While the voluminous empirical literatures on intergenerational mobility of income. (Solon and Gary 2002) And
“Intergenerational mobility provides an exploration of the relationship between the parents’ socio-economic status and that of their children as adults” (Torche 2015).

The intergenerational mobility and inequality is feasible in a unified method which is recommended in the two current developments. The human capital model which suggests that inequality get end result from maximizing conduct lacking major self-assurance on good fortune and other stochastic forces.’ According to the economic method to social interaction (Becker 1974), people are a representative part of their own family whose span is spread over several generations.

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Development Model Management Education Soft Skill Nurses Hospital Education

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ARTICLE DETAILS

ABSTRACT

This research intent for management model development education soft skill nurse at education hospital, and has influence increase nurse’s soft skill on nurses unit. This model development utilize method with approaching Research & Development from Borg & Gall (2007). Since time and cost limitation therefore is utilized a portion step of 10 Borg's steps and Gall, which is: (1) research & information as introduction step foreword, (2) planing & develop preliminary form of product as step of makings designs start model, (3) preliminary field testing & revision as step of early model checking, (4) main field testing & revision as step of product feasibility test-driving and product revision, (5) analize and studies to establish final products (final product), and (6) dissemination. Managements model development education soft skill nurse at indispensable Education Hospital whereas nurse candidate or nurse college’s students that of its upstream of nurse service, and nurse candidate constitutes one of primal component in education management process in meets the need development soft skill nurse, therefore management model development education soft skill indispensable nurse, so is expected that can also minimalize complain of customer.

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Keywords

Organizational Change, New Public Universities

JEL Classification:
D23, D29, J88, J89

1. Introduction

Background

The Means of the quality of nursing service is the professional attitude of nurses in providing nursing services with results that indicate the level of perfection of the nursing service, thus causing a sense of satisfaction in each patient who received it. The more perfect the satisfaction, the better the quality of nursing services provided. Satisfaction is an impact on quality nursing service which is the result of interaction between nurse as giver and patient as recipient of nursing service. In order to realize these expectations, good management is required. Achievement of quality aspects of nursing service to be able to meet patient satisfaction so as to contribute also to job satisfaction. Nurses are expected to have the competence as a professional nurse, whether in the form of hard skill or soft skill.
The Human Resource Assessment (HRD) review of the last decade conducted by an Emotional Quality Inventory (EQI) institution states that professionals from all over the world who are sampled indicate that IQ only contributes a maximum of 20% even an average of only 6% for one's success, compared to EQ. Even the Carrugie Institute of Technology found another proof, that of 10,000 successful people 15% of their success is determined by technical skills, while 85% is dominated by personality or soft skills. Edward Wiggam found 400 people or 10% of the 4000 people who lost their jobs were due to technical inadequacies, meaning 90% were unemployed because they had personality problems (Christian: 2008). In reality in the nursing service unit of management management of soft skill nurse has not been implemented as a reference to transfer knowledge about soft skill nurse to nurse who already work and student (apprenticeship). This can be seen from the observations made by researchers to some of the Education Hospital in Semarang, and indeed there is no such as in Permendiknas. 65 of 2013 and No. 44 Year 2011.Ronald I-Himler (New York, 2010) says: (1) graduates, faculty, and HR managers assess basic job skills essential for performance; (2) basic work skills need to be provided at college (graduate), entering into curriculum (3) The need for additional training in basic work skills is not required (attitude of graduates), negatively affects the career (faculty attitude), and only gives little effect on the potential for progress career (HR manager attitude), (4) Leadership skills are the most important among the eight dimensions and adjust the model, as the strongest predictors. Soft skill competencies developed are self-management, communication, professional, ethics, teamwork and entrepreneurial skills. The development of soft skill has not been implemented maximally, as for the factors involved in developing soft skill from internal and external education. The inhibiting factor of the development is lack of understanding of soft skill concept by leader, teacher, praktikan, and planning and process. Development of an effective model of implementing management functions, can affect the high success rate of application of the model (Utaminingsih, 2011)

Soft skill is an important component, which should be integrated into the education management model, among which there are 11 most important soft skills, general communication and general ethics. Next: time management, written communication, teamwork, business etiquette, diversity, customer service, problem solving, oral communication, clan leadership (Geana W. Mitchel, 2010). Due to the skills of soft skill that have not been mastered, graduates assess the education that followed has not provided the provision of oral communication skills (along with the author is the important factor) needed in the work environment, together with the experience in teamwork in college is so important for skills in team work, degan internship and work experience provide benefits as a stock of work (Jane Andrew and Helen I-Iigson, 2008). The existence of soft skill and hard skill are interrelated, Soft skill is an important thing in communicating, followed by problem solving, leadership, teamwork, IT skills, learning to learn skill. Soft skill support work performance and long development time, and so on, Soft skills are not described in curriculum documents, and soft skill development methods include: experience, role playing, demonstrations, teamwork, case studies and problem solving (Kumar Wats, 2009).

Overall, the doctor and nurse in outpatient, hospitalization and emergency room soft skill is good. This can be seen from the average value of the overall soft skill either by themself, fellow nurses, doctor colleagues, and superiors. Similar to soft skills in doctors, soft skills that have high value on nurses are soft skills. But unlike the soft skills of doctors who have bad soft skills, soft nurse skills are not in the poor category ( Made Padma Puspita, 2013). And it can not be denied that nurse leadership has a positive relationship to nurse burnout (Uti Kanste, 2002). Soft skill A person's ability to be sociable and communicate well to the environment in which he is, and is invisible (Tri Hartiti). If you look at the scale of the percentage of nurses' ability in patient care at only 21%, 19% accountability, 18% patient service management, 17% patient relationship, 16% patient communication, 16% adaptation skills, 14% patient problem 13%. This situation indicates the low ability of nurses from various aspects of services provided to patients (Oestman & Bidle, 2012).

Education with the use of technology should be prepared in a professional manner that includes hard
skills and soft skills, especially on the aspects of communication. Improved soft skills required an active learning environment and evaluation of training program acceptance (Ima, 2010) (Zhang A, 2012). Persuasive leadership has a high impact on interpersonal skills, and has an impact on things such as power and influence, active interaction and attracting others, body language and firmness, able to build relationships, improve communication skills for delegation skills, communication skills for coaching, coaching, coaching, coaching style, bringing talent and global passion in the forefront of business, technology and innovation (William James Us Philosopher, 2013). There is a significant relationship between communication skills score between students who get intervention and who are not getting intervention. Cooperative learning is more efficient in fixing problems and learning is highly recommended for nurses praktikan (Baghcheghi, N, Koohestani, HR Rezaei, K, 2010).

2. Methods
Research and development (R & D) approach (Rahman, 2011) contains three main components: (1) development model, (2) research and development procedure and (3) product trial.

The characteristics of the R & D approach are: (1) a preliminary or preliminary study, (2) developing the product, (3) field testing, and (4) product revision. Preliminary studies are intended to find out the facts and to obtain findings related to the products to be developed. Developing a product is a step based on the findings in the preliminary study. The field test is intended to apply the model developed in real situations, while the product revision is a revision of the weakness that will eventually become the final product (Borg and Gall, 2007)

In the preliminary study there are 5 stages as follows:
(1) First stage is the activity of preliminary study, data collecting technique done by observation and interview on research subject. Data collected, reduced, presented and analyzed using relevant theories The sixth stage summary in the research procedure with the R & D approach is presented in the following table.
(2) The activity of the second stage is the stage of product development by developing the factual model from the first stage.
(3) The third stage is to validate (internal and external) on the Second Stage Conceptual Model.
(4) The fourth stage is to conduct analysis and discussion which eventually becomes the Final Model (final).

Data source used in this research is primary data. The data were obtained from preliminary research activities, FGD, External Validation (extended scope) with data source of research subjects Clinical Instructure, nurses, and praktikan on research objects selected purposively as a result of model feasibility test. Preparation of questionnaires / questionnaires using Guttman Scale (Guttman, 2007). The analysis used is a scalogram to obtain reproducibility coefficient (Kr), and scalability coefficient (Ks), where if the values of Kr => 0.90 and Ks => 0.60 scale are considered good.

The research subjects for the development of conceptual models into hypothetical models are peers, experts, and individual practitioners selected purposively and relevant to the research topic as well as expertise. Internal validation is done through discussion with the result of: (1) correction and input, (2) revision of conceptual model into Hypotetic Model.

Research subjects on model feasibility studies or external validation (extended scope) are Clinical Instructure, nurses and praktikan on selected objects purposively. Exter validation is done through discussions that result in: (1) corrections and discussions that eventually produce the Final Model.

Data collecting technique in this research is (1) observation, and (2) interview. Both data collecting techniques are equipped with data collection instruments: (1) observation guidelines, and (2) interview guidelines. Internal validation with FGD activity and expert discussion (individual) using data collecting techniques in the form of material discussion notes in structured discussions.

Data analysis technique in preliminary research used interactive analysis technique. Data analysis
techniques in model pengembangan and internal validation using qualitative analysis techniques.

3. Results and Discussion
A. Factual Model, Soft Skill Nurse Management Model Which Currently Implemented in Educational Hospital

Management Education Nursing soft skills conducted by the three research subjects have not been fully implemented optimally, the causes are: (1) The burden of the task is very complex implementers, in addition to implementing a very wide set of nursing services, still have to run four management functions of soft skill nurse education covering planning, organizing, implementing and controlling for education and training can be implemented in the three research objects as actual implementation of education management of nurse soft skill in Education Hospital, (2) Management of nurse soft skill education with task and responsibility very complex implemented by a head training and secretarial and head nursing in all three hospitals (except in Roemani Hospital, assisted only by administrative staff). (3) The synchronization of the tasks of the Head of Training and the Head of the Maintenance Division which due to their different field of work is sometimes difficult to integrate the time and schedule. (4) Time spent, little time for evaluation of implementation and action in nurse soft skill education management in all three places, Dr. Kariadi Semarang Hospital, Sultan Agung Islamic Hospital and Roemani Muhammadiyah Semarang Hospital.

B. Design Education Management Model Soft Skill Nurse in Education Hospital

The Factual Model was developed using relevant theories and produced a conceptual model. Then the Conceptual Model carried out internal vacuum through FGD peers, expert discussions and practitioners equipped with a closed and open model questionnaire.

Based on FGD results, expert discussions, and practitioners revised the conceptual model which later became a hypothetical model. Further external validation (extended test) on the hypothetical model implemented end of September until the end of December 2016. External validation results obtained correction and input so that the model needs to be revised and called the Hypotetic Revision Model. Furthermore, the Revised Hypothetical Model is carried out analysis and discussion which finally produce the final model. To determine the feasibility test object model used purposive determination among Educational Hospital which is used as research place, that is in RSDK, RSISA, RSR in Semarang. The criteria used are: (1) Educational Hospital Type A, B, C (2) Clinical instruction ratio: nurse candidate = 1: (30).

3. Conceptual Model as a Result of Factual Model Development

From the facts presented in the future, then to obtain harmony to achieve effectiveness of management education soft skill nurse done things as follows:

a) Outcomes are reviewed periodically
b) Material alignment in nurse soft skills management model with application in Education Hospital to create effective management of soft skill education Based on the description, the Factual Model can be developed into a Conceptual Model

4. Internal Validation

FGD colleagues discussed the model that was held on 22 June 2016, pk10.00-12.00 at RSUP DR. Kariadi followed Ka. Training, Ka. Room (Clinical instruction) as many as 36 people. Sources of data in the form of information from research subjects at the research site, including the head of Nursing, Head of Training and Clinical Instructure. Sampling technique was done by purposive sampling and got sample from Dr. Hospital. Kariadi as much 36 people, Sultan Agung Islamic Hospital of 18 people, and Roemani Muhammadiyah Hospital Semarang, Central Java Indonesia, as much of 12 people.

The data collected were primary data in qualitative form, ie descriptive data of 3M component (man, method, material) with ordinal scale research and quantitative data using Guttman scaled (Guttman, 2007). To assess the undimensionality of a variable on this scale, a scalogram analysis is performed.
5. Internal Validation Results

FGD results of peers in the form of inputs for refinement of models and manuals, Expert and nurse candidate validation results provide input for presentation report dissertation, model, manual management education manual soft skills Model. Data processing is analyzed by quantitative approach. The magnitude of the difference in the improvement of indicators in the development model between before and after the activity process is done by Guttman Scale (Guttman 2007).

The research instrument used interview, questionnaire and observation. Interviews are used to obtain information about Clinical Instructure’s needs for model development. Questionnaires are used to obtain data input about the model execution activity. Observation is used to observe and observe the activities of clinical instructors in before and after the implementation of model development.

Preparation of questionnaires as research instruments is a technique used to collect primary data from the respondents. Preparation of questionnaires / questionnaires using Guttman Scale (Guttman, 2007)

6. Hypothetics as a Result of Conceptual Model Development

Conceptual models are modeled through FGD peers, expert discussions and individual practitioners. Discussion results obtained from input and observe the following provisions: (1) model design, (2) model design background, (3) model design purposes, (4) model design scope, and (5) model structure.

Summarizing the results of the FGD and internal validation, then made a direct improvement on report writing.

7. External Validation For Model Feasibility Test

Hypothetical model, integration of three types of education management model of nurse soft skill, soft skill component distribution, details of the relationship between the four functions of soft skill education management with the aspects of soft skill education management in the process sub-system of the education system, the implementation of soft feasible to be used, then the model is revised. The result of the model revision becomes the Revised Hypothetical Model.

Preparation of questionnaires / questionnaires using the Gufman scale. The Gufman scale is to measure the attitudes, opinions, and perceptions of a person or group of social phenomena (Sulasstri, 2007). Each instrument item using the Gufman Scale has both positive and negative gradations.

8. Final Model of Education Management Soft Skill Nurse in Education Hospital

The Revised Hypothetical Model to be a Final Model takes into account input and refinement with due regard to the need for the development of nurse soft skills management education as a culture in the Education Hospital and the needs of change management. The entries are as follows:

1) Improving Education Management Guidebook Soft skill Nurse by:
   a. Clarify: (1) role of cadic and care field in direct action and coordination, (2) implementation of mapping of education management development of nurse soft skill implemented by chlinal instructure (3) nurse practitioners and nurses in their capacity to support the implementation of education management soft skill nurse Teaching hospital
   b. Adding management changes in the implementation of management education soft skill nurses at the Education Hospital

2) Affirmation of obligation to follow the activity of management development of nurse soft skill education as culture of hospital Improve the guidance book and education management guidance of soft skill nurse become part which is scheduled as activity of education hospital training activity. The Final Model shows that the management model of the nurse soft skill education ranging from the background of needs and demands, then in determining the vision, mission and objectives, and for execution on the basis of implementation or the term often used is guidance. By unraveling the management functions that start from how planning development, implementation and control. Consists of a composition of 9 essential elements of the management model of education Soft skill nurse. Which further outlines 11 soft skill materials that are agreed upon and applicable. Then how the development of soft skills into needs and culture that mixed by using the theory approach Krathwall and Kihajar Dewantoro which is then evaluated using a conscientious approach, Soft skillperawat education management model is a model of nursing education management by promoting the activeness of nurse candidate in the education process at Educational Hospital Clinical instructure no
longer serves as a speaker of a nursing material, but as a facilitator by providing guidance, stimulus and guidance through instruction manual of learning guide that has been prepared so that the practitioners not only get the material during the implementation of education, but gain experience the real from a series of activities.

The concept of education management model of nurse soft skill consists of 9 essential elements that are related to each other, namely:

a) Clinical Instructure  
b) Nurse candidate (Student)  
c) Concept of Learning Guide  
d) In Class Learning Concept  
e) Concept of Student Club Development  
f) The concept of Hospital Visit  
g) The Incubassion Process Concept  
h) Product Development Concept  
i) Soft skill Ring

Of the nine essentials are translated into 11 soft skill materials which include affection, hospitality, empathy, communicaion skill, leadership, team work, confident, ethical behavior, interphreunership, concience, human relations inside. The eleven soft skill materials became a culture by using the Krathwall theory approach, covering a series of characteristics, actualization, organizing, internalizing, respecting, responding and receiving combined with Ki Hajar Dewantoro's approach of feeland understanding. Furthermore the eleven soft skill materials are evaluated with a conscientious approach. The proof is the presence of students, attendance list of teachers, deliberations, and results reports.

4. Conclusion

The development of education management model of nurse soft skill at the Education Hospital needs to be done because it found that in all three objects have not implemented the management of softskill nurse education in Education Hospital with programmed, planned and measured, not yet used approach of four management functions; planning, organizing, implementing and controlling.

In the three objects of research has not put the development activity of management education soft skill nurses at the Hospital of Education as an activity unit of training and nursing at the Education Hospital, but found in Dr. Hospital. Kariadi Semarang is going to make a model management education soft skill nurse because feel is needed.

Increasing the quality of sustainable care services as the most important part in the accreditation of the Hospital, the development of educational management model of nurse soft skill in the Hospital of Education is very necessary while the nurse candidate or the nursing students is the upstream of nursing service and nurse candidate is one of the most important components in the education management process in meet the development needs of nurse soft skill hence the development of management model of soft skill of nurse education is needed in three research object, so it is expected also able to minimize complain from customer.

Dr.Karyadi Hospital Semarang felt helped by the Soft Skill Education Management Model in Education Hospital.

5. Suggestion

Development of education management model of nurse skill soft skill can be utilized for education and training organizers in Education Hospital, Model can be adopted and applied in the implementation of management of nurse soft skill training on nurse candidate This management model of nurse soft skill training is also expected to deliver beginner and nurse candidate to success, being an independent, efficient and effective person.
Implementation of models to obtain optimal results and quality. So it is necessary: (1) discipline over time, and (2) objectivity in high commitment in the activity of management development of soft skill training nurse candidate, both inside and outside the Hospital.

For the decision-making institution of the scope of education and training providers in the Education Hospital, the model can be used as a reference in formulating policies related to the development of nurse soft skill education management.

6. Daftar Pustaka


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Investigating the Linkage Between Proactive Personality and Social Support on Career Adaptability Amidst Undergraduate Students

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ARTICLE DETAILS

ABSTRACT

Purpose: This paper studies the linkage between proactive personality and social support with career adaptability amidst final year undergraduate students at a university in the northern region of Malaysia.

Design/Methodology/Approach: 257 questionnaires were distributed but only 188 were received and analysed. Regression analysis was used to determine the linkage relating proactive personality and social support with career adaptability.

Findings: Results indicates there is positive relationship and significance relating proactive personality and career adaptability. Likewise, positive relationship and significance exist relating social support and career adaptability.

Implications/Originality/Value: Proactive personality and social support are variables which essentially influence career adaptability among students. This result gives implication on how career advisors, lecturers and parents can channel efforts in making fresh graduates highly adaptable in their chosen careers.

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1. Introduction

Work structures and environments are experiencing dynamic changes. Subsequently, the continual introduction of new skills and knowledge demands have shed to light the necessity for new and dynamic career resources needed to cope with them effectively (Ebenehi, Rashid, & Bakar, 2016). This nature of the dynamic career structure is in response to the globalization of labour markets and economies, and the competition thereof. Hence, the demand for career adaptability abilities from the workforce. Subsequently, skills in career adaptability which is grounded on individual goal and fortitude in a knowledge-driven economy with incessant and spontaneous emergence of new skills, right attributes and technologies, global services and trade is of utmost value in the global labour market of this era (Ajake, Oba & Ekpo, 2014; Dickmann & Doherty, 2008).

In recent time of spontaneous economic change, millions of youths suffer from the recent economic crisis,
which lead to unemployment, underemployment, job loss and job insecurity (Klehe et al., 2015). This also causes transitions between jobs, organizations, and occupations more frequently than ever before (Rudolph, Lavigne, & Zacher, 2016). Rudolph et al., (2016) further explained that individuals differ in their willingness (i.e., adaptivity) and ability (i.e., adaptability) to engage in positive career-related behaviors (i.e., adapting). These adapting behaviors, inherently lead to the successful integration of the self into the work role which is an adaptation results from the prediction of career adaptability (Guan et al., 2017). This ultimately indicates the poor adaptive state of fresh graduates from the universities that lack the zeal to successfully integrate themselves into the work role which ultimately leads to increased joblessness. This is supported by researches indicating that the result of being adaptive include employment status, career satisfaction, promotability, entrepreneurial intentions, turnover, job Satisfaction (Chan, Mai, Kuok, & Kong, 2016; Coetzee, Ferreira, & Potgieter, 2015; Mckenna, Zacher, Ardabili, & Mohebbi, 2016; Zacher, 2015).

The poor state of adaptability of fresh graduates is reflected in the unemployment rate of Malaysian youths which rose by 1.2% in 2015 to become at about 10.7% (Dian, Mohd, & Mahyuddin, 2017). This is due to the increasing level of work demand in the labour, which is dynamic in nature and spiralling (Dian et al., 2017; Zulkifli, Omar, & Rajoo, 2016). This results in a highly competitive labour market rendering most fresh graduates totally unfit to adapt to their career.

Due to the above mentioned issues, young fresh graduate are striving to improve their professional skills that is significantly different from the skills and knowledge obligatory in previous centuries` occupation. This skills are trained into graduates and are expected to be up to date, volatile and spontaneous enough in order to continuously adapt to the usage of progressively complex technologies (Maggiori, Johnston, Krings, Massoudi, & Rossier, 2013). This will enable graduates to be relevant in the generally unpredictable organizations settings of today (Savickas et al., 2009). Savickas & Porfeli, (2012), opines that career adaptability is a competence that can be acquired. The acquisition of this career adaptability competence can aid in the unemployment issue rising among Malaysian youths by increasing their concern about their prospective career part and how to achieve it. The enhanced curiosity from having career adaptability enable them to make proper exploration regarding their career, so that they can make proper decisions on relevant skills to be attained, boosting their confidence level in the process.

In as much as some youths desire to attain this skills, most of the youths do not actually achieve it, even after their undergraduate education. Prasad, (2017) discovered that numerous problems are still faced by employers in employing fresh graduates in Malaysia. According to a survey carried out on local fresh graduates by the Malaysian Ministry of Higher Education and JobStreet, the key reasons fresh graduates remain jobless are lack of English proficiency, poor communication skills and poor attitude (Balakrishnan, 2017). The reasons include the fresh graduates` attitude toward job search efforts, lack of proactive personality portrayed through absence of engagement in extra curriculum activities such as career fair organization participation, charity work etc.

To this end, Prasad, (2017) stated that despite interventions by efforts by Graduate Employability Management Scheme (GEMS), a Malaysian Government established to enhance professional qualifications, appearance, and personality of fresh graduates, much changes regarding this aspects is yet to be observed in the fresh graduates. It is inevitably up to the desires and attitude of the fresh graduates themselves to actually want to embrace these required skills. To such end, there is a need to cultivate a new approach toward achieving a high career adaptability among youths in Malaysia. This could be the transfer of enhanced traits in these youths which will lead to career adaptability and smoothen school to work transition.

Guan et al., (2017) opines the importance of using basic traits to predicting career adaptability. Furthermore, he suggested the replication of basic traits studies in other cultural background to ascertain its consistency over different cultural background among university students. Therefore, we shall be using
researched traits such as social support and proactive personality to predict the career adaptability of final year undergraduate students. This is because social support is all about encouragement of youths by their family, friends, lecturers, and government by providing assistance through emotional, financial, personal developmental and relevant information support in order to boost the confidence, decision making and preparedness toward career goals. Further proactive personality trait is chosen because of its propensity for changing the status quo in the career environment to what an individual desires, which is a successful career.

This study is essential in the unpredictable and competitive labour market that exists in Malaysia, this is because career related skills attainment such as career adaptability is vital for the development of the graduating students as they transit from University to the work place (Duffy, 2010). This will ensure that they are prepared for the volatile nature of the organizations, and also can be able to meet the changing career demands throughout their career lifetime.

Researches showed that Career adaptability is positively related with some individual characteristics factors such as social support (Ebenehi et al., 2016) and proactive personality (Tolentino et al., 2014). In this research, the objective is to identify the linkage between proactive personality and social support with career adaptability amidst final year undergraduate students at a public university in the northern part of Malaysia.

2. Literature review

Career adaptability

Career adaptability is defined as a set of psychosocial resources that assist people to successfully accomplish career-related tasks and transitions (Rudolph, Lavigne, & Zacher, 2016). Career adaptability skill is viewed as the impetus in adjusting to changing work situation or demands by an individual. This shows that students with high level of career adaptability can gain a smooth transition from school to work without much resistance or delay. Skills in career adaptability enable unceasingly creation of avenues for constant adjustments in the bid to efficiently react to shifting work situations (Ebenehi et al., 2016).

Career adaptability can be conceptualized as a “meta-competency”, able to predict relevant advancement in career development as well as professional effectiveness (O’Connell et al., 2008; Morrison and Hall, 2002). According to career construction theory (Savickas, 2002; 2005), career adaptability reflects a diverse array of behaviours, attitudes and competencies aiding in the proactive adaptation to changing work situations (Savickas & Porfeli, 2012). Bocciardi et al., (2017) opined that the development of career adaptability competences and attitudes in the labour market could be very useful in times of heightened uncertainty and volatility.

Savickas, (2002) stated that career adaptability, consist of four dimensions: concern (planning, being planful), control (decision-making, being decisive), curiosity (exploring, being inquisitive) and confidence (problem-solving, being efficacious) (Hirschi et al., 2014). This enable fresh graduates from the university to have the right attitude, behaviour and competencies that is required of them to achieve career goals, which in converse is lacking in most fresh graduates of today.

Many studies show that career adaptability has a positive impact on career success, in terms of subjective but also objective measures such as promotability, salary and performance (Guan, Zhou, Ye, Jiang, & Zhou, 2015; Hirschi, Herrmann, & Keller, 2015; Sibunruang, Raymund, Garcia, & To-, 2015; Tolentino, Garcia, Restubog, Bordia, & Tang, 2013; Zacher, 2015). Likewise career adaptability has also been found to be negatively related to work stress (Johnston, Luciano, Maggiori, Ruch, & Rossier, 2013) and turnover intention (Guan et al., 2015). This indicates the positive effect created through the attainment of career adaptability among fresh graduates aspiring to work in dynamic organizations of today.
Likewise, career adaptability has been researched to be positively related with proactive personality (Cai et al., 2015; Guan et al., 2017, 2015) and Social support (Creed, Fallon, & Hood, 2009; Ebenehi et al., 2016; Ute-Christine Klehe, Jelena Zikic, Annelies E. M. van Vianen, 2015).

**Proactive personality**

Youths are in dire need to excel in the dynamic working environment. The aggressive approach toward quick learning, detecting opportunities and seizing it could be of profound competitive advantage for these youths. Proactive personality denotes predisposition of an individual toward proactive behaviours to influence significant changes in the environment (Bateman & Crant, 1993). The formation of career adaptability is heavily reliant on effective disposition of proactive behaviour (Tolentino et al., 2014). A person with a proactive behaviour plans ahead of time in an anticipatory manner to set goals on what they want to achieve or change in the future and necessary steps and approach in the attainment of these goals with a proactive and self-initiated manner. This indicates that youths with high proactive personality can easily attain career adaptability during their school to work transition due the carefully planned goals, ceasing opportunities and exerting efforts in ensuring this goals are achieved.

The above statement is supported by (Seibert, Crant, & Kraimer, 1999; Tolentino et al., 2014) stated that proactive individuals are well equipped for pertinent changes in their vocation. This is due to their propensity to identify opportunities and act upon such work environments that is appropriate for their vocational interests. Since the approach trait reflects in individuals’ tendency to seek positive outcomes, it can motivate individuals’ tendency to take actions to achieve these goals (Zimmerman, Boswell, Shipp, Dunford, & Boudreau, 2011), which is reflected in proactive personality.

Consequently, proactive youths are vigorously motivated to develop adaptability resources to ease career development (Jiang, 2016), in which career adaptability is a focal point. Proactive people successfully effect change to their surrounding in order to suit their desires and preferences more efficiently (Bateman & Crant, 1993). Therefore, there is higher tendency for such proactive youths to be better equipped to successfully achieve career demands and transitions compared to less proactive youths.

The individual's propensity to be proactive has been found to be associated with self-regulative strategies, such as goal setting (Fugate, Kinicki, & Ashforth, 2004); optimism (Rottinghaus, Day, & Borgen, 2005); as well as coping, information seeking, and self-direction (Seibert, Kraimer, & Crant, 2001). Past research has also demonstrated its positive relationship to an amount of significant job-related outcomes, such as stress tolerance in demanding jobs (Parker & Sprigg, 1999), job performance (Crant, 1995) and effectiveness of leadership (Bateman & Crant, 1993; Crant & Bateman, 2000; Deluga, 1998). Similarly, career researchers pointed out the role of proactivity in relation to a boundaryless career mindset (Jackson, 1996; Mirvis & Hall, 1996) and protean career orientation (Creed, Macpherson, & Hood, 2010). Furthermore, some empirical studies support the positive association between proactivity and desirable career outcomes (Morrison, 1993; Ashford & Black, 1996) career planning (Frese, Fay, Hillburger, Leng, & Tag, 1997) and career success (Seibert et al., 1999, 2001).

In tandem with the emphasis on personal agency in Career Construction Theory by (Savickas, 2005) the proactive viewpoint posits that individuals can enact transformation to progress their present circumstances and do not continuously pose as passive recipients of environmental restraints (Crant, 2000). This shows that a student proactive personality will go out of their way to ensure that they change the constraint caused by the dynamic nature of the labour market.

Previous studies have revealed that individuals with proactive personality are more engaged in career development and display more career initiative (Bateman & Crant, 1993; Seibert, Kraimer & Crant, 2001; Fuller & Marler, 2009). These include the involvement in career fair events and interactive society. Moreover, proactive individuals are more frequently engaged in networking behaviors (Thompson, 2005),
such as organizing motivational talks from industries experts to students on developing their career. Due to these reasons, career adaptability is likely to be better developed among individuals with a strong proactive personality, and empirical studies have provided supportive evidence for the positive relationship between proactive personality and career adaptability (Cai et al., 2015; Tolentino et al., 2014).

Previous researches has highlighted the positive relationship of proactive personality and career adaptability among university students in Australia, China and Turkey (Cai et al., 2015; Tolentino et al., 2014; Hou et al., 2014; Öncel, 2014).

Therefore it is proposed that:
H1: Proactive personality will be positively related to career adaptability

Social support
Social support is defined as rendering aid in the form of information, guidance, emotional nourishment, physical resources, or interactions of encouragement delivered via relationships made accessible to an individual (Vietze, 2011). This means that the when an individual obtains social support, it must be regarded as helpful alongside the concern shown or assistance rendered in achieving a specific goal. Social support is universally used in the facilitating educational research, and in social development of adolescent and social interaction research (Vietze, 2011).

The purpose of perceived social support for young students is to ease the university to work life transitions (Murphy et al., 2010). Previous researches has indicated that there is significant and positive correlation between perceived social support and career development (Chen et al., 2012) in which career adaptability is the focal point of career development. It proposes that the improvement process of career adaptability skill among undergraduate students may be contributed by perceived social support.

The importance of social support and relations in adolescent career development has been highlighted by previous researches (Kracke, 2002; Rogers et al., 2008, Hirschi, 2009). During the youths’ phase of making critical life decisions, such as their vocation future, perceived social support has proven to be an essential resource in helping them make a good decision (Ebenehi et al., 2016).

This is supported by (Kracke, 2002; Seibert, Kraimer, & Liden, 2001) that stressed that social support is a possible tool for detailed career information and counsel and serves as a vital resource for students trying to manage the demands of change (Cutrona, 1996). Family and friends, and higher institution of learning, are some of the social supports accessible to students (Weisenberg & Aghakhani, 2007). Though previous research opined friends to exhibit the utmost effect in the aspect of career (Steinberg, Dornbusch, & Brown, 1992). Other researches highlighted family as the greatest influence in career adaptability (Işık, 2013). This indicates that relevance of this social factor in the achievement of career adaptability among youths in Malaysia, which essentially possess a collective culture.

This is highlighted by (Wang and Fu, 2015) who agreed that using social support in this study is grounded in Social Cognitive Career Theory (SCCT) by (Lent, Brown, and Hackett,1994) and previous career research, that revealed the degree or magnitude to which career adaptability is swayed by social factors such as social support during a student’s transition period. For instance, the school-to-work transition, an amount of doubt and ambiguity is usually borne by students, resulting to mixed perceptions, dissonance, and often reactions toward, social support that essentially influence career-related conclusions.

Social support has been researched to have positive relationship with career adaptability (Wang & Fu, 2015). Perceived social support, has been researched to be correlated significantly with the career exploration (Turan, Celik, & Turan, 2015). Past researches have declared that social support would
improve Chinese university fresh graduates’ career adaptability (Wang & Fu, 2015).

Thus, it is hypothesised that;
H2: Social support will be positively related to career adaptability.

![Figure 1: Research framework](image)

3. Research methodology

3.1 Sampling Design
Self-administered questionnaires were distributed to respondents among final semester BBA students at a public university in a northern state of Malaysia. The researchers went to the classes to distribute the questionnaire. Students were informed of the research objective and guidelines to answer all items in the questionnaire.

The questionnaires comprised of items to measure career adaptability, self-esteem and proactive personality. The instrument developed by Savickas & Porfeli, (2012) with 24 items were utilized to measure career adaptabilities of individuals. Proactive personality instrument of ten items developed by Bateman & Crant, (1993) was used in this study. Social support instrument of 12 items developed by Zimet, Dahlem, Zimet, & Farley, (1988) were adapted for this study. Respondents were asked to respond to the items by indicating their level of agreement using a five-point Likert scale (1= strongly disagree to 5= strongly agree).

3.2 Research Procedure
Purposive sampling method was utilized for the data collection among final year BBA undergraduate students of a public university in the northern state of Malaysia. The unit of analysis is undergraduate students, irrespective of their age. The questionnaires were distributed to the undergraduate final year students of the Bachelor of business administration (BBA) who are taking the seminar course. The reason for these target participants is to identify the relationship between their self-esteem and proactive personality with their level of career adaptability before they actually get into the labor market. This will give feedback on what attribute and skills the students have attained throughout their study.

4. Data analysis and results
Data was analyzed using SPSS version 22. Various tests were conducted to determine the reliability, validity and relationship between variables. A total of 257 questionnaires were distributed but only 188 set of questionnaires were returned and used for further analyses.
4.1 Descriptive and reliability results
The 188 respondents comprised of 107 (56.9%) being 23 years old, while 4 (2.1%) indicated being more than 25 years old. In terms of gender, 144 (76.6%) were female while 44 (23.4%) were male. For ethnicity, 123 (65.4%) of participants were Malays. In terms of numbers of siblings, 42 (22.3%) of participants indicated having 4 siblings. Majority of them totaling 149 (73.3%) indicated that the most influential person in their education and career plans being their parents. Most of the participants are single at 185 (98.4%) while 3 (1.6%) are married. With regards to their parents/guardian combined monthly income, 84 (44.7%) indicated less than RM2000, and 150 (79.8%) uses PTPTN as a source of their university education funding.

Table 1 shows the mean, standard deviation and correlations of the variables for the study. The reliability results of the measures are also presented (in bold). As shown in Table 1, the Cronbach alpha for career adaptability is 0.91, proactive personality 0.79, and social support 0.86. The table also reveal significant positive correlation results between career adaptation with proactive personality and Social support. The results suggested that the undergraduate career adaptability and proactive personality have a positive moderate strong significant correlation at 0.59 (p ≤ 0.01). Likewise, career adaptability and social support have a positive moderate strong significant correlation at 0.53 (p ≤ 0.01).

Table 1: Mean, Standard Deviation, Cronbach alpha and Correlation results

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Career Adaptability</td>
<td>4.1722</td>
<td>.37907</td>
<td>.911</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Proactive personality</td>
<td>3.8569</td>
<td>.43755</td>
<td>.598**</td>
<td>.790</td>
<td></td>
</tr>
<tr>
<td>3 Social support</td>
<td>4.1587</td>
<td>.52910</td>
<td>.532**</td>
<td>.442**</td>
<td>.866</td>
</tr>
</tbody>
</table>

Notes: *p<0.05; **p<0.01; M=mean; SD= standard deviation, significance, reliability result in bold

4.2 Regression results
Multiple regression analysis was carried out to test the hypothesis. The results in Table 2 reveal that 44.7% (R Square = 0.447, F value = 74.711) of the variance in career adaptability was explained by proactive personality and social support. The result indicated that proactive personality (β = 0.451, p<0.01) was positively associated to career adaptability indicating being the most significant in influencing career adaptability compared to social support.
Social support has a standardized beta value of 0.332 which is also significant with career adaptability. Hence, it can be concluded that career adaptability is influenced by proactive personality and social support. Therefore, the higher the students’ proactive personality and social support, the higher their level of career adaptability. Hence, hypothesis H1 and H2 are supported.

Table 2: Predictors of Career Adaptability`s Multiple Linear Regression Analysis Result

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Standardized Beta</th>
<th>t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proactive personality</td>
<td>.451</td>
<td>7.405</td>
</tr>
<tr>
<td>Social support</td>
<td>.332</td>
<td>5.450</td>
</tr>
<tr>
<td>F value</td>
<td>74.711</td>
<td></td>
</tr>
<tr>
<td>R Square</td>
<td>.447</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>.668</td>
<td></td>
</tr>
</tbody>
</table>

Note: *p<0.05
5. Discussion and conclusion

This study investigated the relationship between proactive personality and social support with the career adaptability level of final year undergraduate students in a university of the northern part of Malaysia. It was found that proactive personality and social support has a positive significant relationship and correlation with career adaptability. This result is supported by previous researches (Cai et al., 2015; Creed et al., 2009; Ebenehi et al., 2016; Guan et al., 2017; Hirschi, 2009; İşik, 2013).

Proactive personality has the highest influence on career adaptability with the Standardized beta 0.451. This indicates that the students possessing proactive personality has a higher chance of attaining job position due to their endeavour in effecting changes towards achieving career goals. This could indicate students actively partaking in various extra curriculum activities official position such as career fair officers and interactive society official in order to cause changes in the environment for easier access to job procurement or career goals attainment. Thereby achieving a smooth school to work transition. Career counsellors could implement relevant and strategic interventions, such as proactive thinking training to assist in proactive thoughts, identify and grab opportunities, and know when to take actions to turn opportunities into adaptive means.

Social support also has some influence on career adaptability with the Standardized beta of 0.33. Encouraging career adaptability may benefit fresh university graduates to secure suitable jobs, notwithstanding the high economic uncertainty. These outcomes endorse the significance of social connections in aiding youths, most especially fresh graduate to effectively manage school to work transition within the ferociously competitive career environment. There is urgent need of social support resources for fresh graduates to develop the confidence in handling looming career-related responsibilities during the dynamic phase of work setting. When students are supported most especially by their parents and friends, there is a high chance of achieving career success which is an indication career adaptability. This could be through emotional, financial support, provision of relevant information, and advice.

The result of this research which reinforces the importance of conducting exercises to boost the proactive personality of students and ensure they have sufficient social support to enable a successful shift from school to work. This is an implication of this findings for career counsellors, lecturers, and parents/guardians. Thus, equipping students transiting from school to work with career adaptability skills will enable a more motivated, self-regulated workforce in Malaysia, and this will increase productivity and performance of organizations and the economy as a whole.

Due to the purposive focus sampling of research on final year students in the field of Bachelor of Business administration (BBA) taking the seminar course, there is a need for future research to survey other BBA final year students. Also there is a need to distinguish the career adaptability of full time students and working class students, a future research on this aspect will come handy to shed light on the discrepancies between these two groups.

In conclusion, the results support that pro-active personality and social support have an effect on career adaptability with proactive personality, having the highest effect. This paper has shed light on the importance of engaging undergraduate students with activities to boost their proactive personality. This could be included by the policy makers about the importance of this attributes to achieving a smooth transition from school to work. Furthermore, social support by government, parents/guardians and friends in providing relevant information, advice and support in different facet will go a long way in ensuring that fresh graduates go through the terrainous transition from school to work with ease. By possessing or developing themselves with the right skills and attitude required by prospective employers. This will ensure career success, which is an indication of career adaptability for such fresh graduates.
References
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Bank Lending (Credit) Channel of Monetary Transmission Mechanism

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ABSTRACT

The significance of channel of bank lending for the process of transmission of monetary policy is examined employing the model of ARDL (Auto-regressive-distributed lag). This recently established bound test is used in order to determine the description of this model. The data that has been used for this research is based on secondary data of 7 years. The results appear constant with the hypothesis that providing by banks with comparatively frail capital responds great, the modification in the stance of monetary policy than providing by improved capitalized banks.

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1. Introduction

This article focuses on the importance and existence of the channel of bank lending. With the help of this transmission mechanism, banks retort to a contraction in terms of monetary level by decreasing the stream of loans from banks, which has an adverse effect on the activity in real. The applicability of the channel of bank lending tracks from a certain operation of banks as financial intermediaries, which is in difference with their only inactive part in terms of theory of convention, signified by, for instance, the model of ISLM. This bank lending passage is thought to function with the channel of traditional interest rate. If segment of debtors are dependent on bank that is they are not able to shift to another forms of exogenous investing, and moreover banks ponder bank debt as faulty (imperfect) alternatives for another assets presented upon their balance sheets, monetary policy might function with the help of channel of bank lending.

In spite of the improved interest in case of monetary policy in banks which has been recorded in the preceding 2 years, the specific part perform by banks in that phenomenon quite remains controversal. The interest revitalization has been strengthened too, by Asian currency catastrophe and its upshots. Interest in the BLC (Bank lending Channel) is increased by the mounting literature on the topic of irregular in formation in the financial markets, moreover, by the information provided that enormous variations in the cumulative economy are usually conveyed via minor blows with postulate, accelerator of financial aspect (Bernanke, M. & S., 1996). For the purpose of Bank-lending Channel approach, it play of banks in spreading monetary policy instincts originates not merely, debts but likewise from assets; and researches of the Bank-lending Channel are mainly encouraged with help of the detail tightening of
monetary level might have distributional impact.

2. Literature Review
The research article primarily focuses on bank-lending (credit) channel of monetary policy to compare performance of bank-lending channel (BLC). The bank-lending channel of budgetary policy proposes, bank shows a greater role in the diffusion of budgetary policy. There are important indicators for presence of BLC: the capacity of monetary authority to influence on loans of bank supply and reliance of debtors on bank loan. According to (Kashyap & J.C., 1995) investigated the effects of two features in response to bank advancing regulatory policy which focuses on differences in economic variables such as size and liquidity of balance sheets, focuses on fundamental lending capacity and reduction in government spending cut down lending capacity of smaller banks in comparison to larger ones. However, a well-constructed plot determined by researchers restricts hypotheses that financial institutions with large reserves against unforeseen shortages of liquid assets can secure against government deficit lending policy actions. This investigation is similar to researchers whose policy for classifying the bank loaning network is constructed on alliance massive and small financial institutions (Kashyap & J.C., 2000). Further it demonstrates deficit spending would result in reduction of loans and more liquid will be bank. In order to expand implication, the researchers introduced distinguishable feature such as liquidity characteristic for further analysis. The huge banks are on typical less liquefied than small banks, and it may alleviate effectiveness of BLC. Thus it can be understood that in analysing banks by size and liquidity, small banks with minimum liquid statement of financial position were more reactive to policy movements. It is highlighted that capitalization is important aspect of bank lending which influences banks fitness and capability, therefore an important predictor of banks’ ability to increase reserves from other sources during deficit lending strategy periods. Further sagacious supervision and specific bank’s risk weighted to credit exposure periods may influence the financial assets such as bonds, cash equivalents or stock composition in reference that well-capitalized banks are less artificial when federal reserve system restrict credit and raise interest rates causes banks to go in segregation, their loan composition from deficit blows. Furthermore, analysing empirical results of US quarterly data by using OLS method several authors discussed that slightest and smallest capital financial institutions are more progressive to macroeconomic policy (Kishan & T.P., 2000).

The operational model identified by researchers analysing bank data explains difference in comparison with diverse categories of credits (loans with and without government assurances, credits to family & companies as well as short & long-term loans). It also examined difference between demand withdrawals and time payments. In conclusion the author showed intensity of loaning frequency according to financial marketplace inclination (wholesale banking, foreign banking, and retail banking). He came to the decision that the lending network is functioning in the Netherlands; but reasoned that the impact of deficit lending may be contingent on the market subdivision in which financial institutions work. Further explicitly, he argued that financial activities affect additional financial institutions advancing to corporations associated to those advancing to families. The results in paper are beneficial to MENA countries policymakers specifically. If financial institution goes hooked on downturn, than credit loaning network will be weaker. In this situation, it would be unproductive to accept old-style treatments, it involve in accepting an expansionary government deficit policy. The suggested policy will be unproductive, and will also introduce inflationary pressure without increasing physical movement. An additional balanced and operative strategy would contain in introducing investments into financial sector in order to endure recession. The heterogeneity of assembly in financial matching of lenders with savings to borrowers and in composition of corporations and families’ obligation could suggest alterations in the efficiency of the MTMs in the future unification nation’s zone. If republics directing to create up the combination have unequal BLCs, vigorous financial policy it counters to data from monetary statistics yields big reimbursements. On current analysis, number of practical credentials have confirmed the presence of financial institution lending network for the spread of regulatory strategies in the area of Euro, some of it make usage of financial institution features, such as liquidity, size and capitalization, to acquire heterogeneity sources in terms of finance (Erhmann, Gambacorta, Martinez-pages, Sevestre, & Worms,
Furthermore, other researchers summarize that capitalization, liquidity and size, could be unrelated to development of financial institution loaning in various states of Euro region. In example of, the situation of Portugal (Farinha & Marques, 2001), determine that the impacts of capitalization on financial loaning. Moreover, current conclusions to the description of the standard debt-rate network broad-cast of financial policy (Taylor, 1995) suggest that the impact of debt rates on financial movement disturbs, at least, except the foreign demand elements. There are several networks that affect deficit lending policy conclusions and the economy. The previous researches suggest that monetary policy establishments use amount of debt to finance firm’s assets over rates of short-term interest to impact a pair of prices, mainly the future consumption and comparative capital rates, in terms of present usage. Therefore, similar government agencies have direct impact on domestic goods, probably in conversation rates and long-term interest rates. Hence, variations in short-term interest-rates are transferred to actual price of capital, changing the maximum capital–production ratio and the compulsory benefit (ROI) on investment schemes, and the rate of investment commercially. Comparable properties may exist in the case of interest rates may influence price of forthcoming (comparative to present) usage and investment in housing, instead of present usage the greater interest rates will shift towards future consumption and will have a revenue result on families. The last are remaining borrowers, the interest rates rise drive the decrease worth of family’s revenue period for longer intervals. There are three main important features of financial sector which measure financial performance such as –structure of asset, resources into credits revolution, and limitations in financial and presented into a version (Bernanke & Blinder, 1988). The results generated with the measurement of bank performance indicators evidence that modification of the proportion among praise approved to clienteles and entire assets (asset structure) is, as predictable, a good sign of the development rate of financial sector lending; the difference of the alteration of clients’ resources (all kinds of savings and also loans signified by securities) into credits is not only a very consistent sign of the growing weightage of the hazards that financial organisations run by yielding additional credits than the incomes provided to them, but it has also been discovered to be a somewhat good sign to enlighten credit growth; the changes in financial margins is a good sign achieved by financial sector in key activity and accurate sign of growth in financial sector. Thus, it is understood that the entire financial sector lending be contingent on macro-economic circumstances, including monetary policy conclusions. At the same time, financial lending is a vital broadcast network of financial policy conclusions, but it still be contingent on the presentation and policy of the different financial lending institutions. This research paper primarily focuses on bank lending impact on the environmental outcomes of urban development. The underlying theme of this research paper focuses on spreading awareness about the influence banks can produce on natural and constructed environment by present results of a research examining how two profitable financial sectors share out with ecological matters in their project loaning observes and conclusions. Results are categorized in three divisions: it defines the loaning portfolios and rehearses in two banks, rank numerous mutual fundamentals this may deliver the foundation to comprehend how and why environmental matters meant to banks in loaning; the second part discloses which environmental subjects unsuccessful, appear as chances in loaning and financial hazards; the other portion designates policies, which used to finish these opportunities and hazards. These three kinds of supposed environmental threats have been defined in the late 1990s literature: reputational risks, and direct, indirect (Missimer, 1996).

The investor liability has been recognised as the main drive for financial sector to report the ecological inference of schemes and the main motive, why financial sector laid emphasis to report ecological threats in the possibility of their consistent lending threat valuation (McCammon, 1995; Weber, 2005). Indirect ecological threats rise when a mortgagor’s volume to refund a mortgage which delayed a consequence of necessity to finish or remedy ecological contamination. For instance, debtor might need to promote current services for the meet of stricter environmental values or pollution finish up. Reputational, when a financial sector believes to accountable for damaging result of a financed plan. Reputational threat establishes a lost out on fresh customers or trailing existing ones and recognised as toughest sort of threat to cost and achieve (Jeuken, 2001). Well-constructed, practical monetary inducements that financial sector might
practice to balance fiscal threats were important motivators of ‘green’ financing growths, such as main sustainable workplace and lesser measure energy-efficiency retrofit in the domestic area. Therefore, the public-sector environmental, research experts and decision-makers to involve the private sector in capital green development should comprise a thought of how such growths are sponsored and should founded on assistance from bankers at the coalface of growth economics. Since the 2000s, the corporate social responsibility practices should be conducted in financial sector have transformed. Usually, reporting performs have enhanced and unpaid measures, such as the Equator Principles, combined new sources of environmental risks such as weather variation & biological diversity.

According to (McConnell, Margaret, & Gabriel, 2000) examine the probable role of inventories, which have factually been a major contributor to macroeconomic instability. The authors’ theory is that improved inventory management, which has been completed likely by developments in information technology, has weakened the spread of demand blows through inventories. Specifically, the technology has allowed firms to predict sales variations better, so that production solutions more rapidly—but less abruptly—to sales variations.

3. Methodology
A vibrant condensed procedure named specification of ARDL has been employed as the model of reference line for evaluating the effect of monetary policy upon loans and deposits of the traditional banks. ARDL (Autoregressive Distributed Lag) model of (Hendry, 1995). The mechanism of error correction permits one for the estimation of both the parameters of long and short run. Recently, it has been estimated that cumulative model of ARDL, which has been reparameterized as the model of error correction for the area of euro in total. (Bondt, 2002). In his analysis, he used rates of lending and deposit of various maturities with yields of government bond of comparable maturities. He also researched that procedure is inadequate for both the rates of deposit and lending, attaining merely fifty (50) % in a month but that ample in the termination for most of the rates of lending.

4. Findings & Interpretation
From the regression analysis, it has been detected from the R-square’s value that the 89% change in dependent variable i-e “domestic credit” has been caused due to change in independent variable that are GDP, inflation and money supply. According to the results, the probability of the GDP is 0.01 which is less than 0.10 or 10% which shows that the null hypothesis has been rejected and the problem exists. Secondly, the probability of GDP as indicated by the results is 38% which is greater than 10% which means that the null hypothesis has not been rejected. Furthermore, the probability of money supply as exhibited by the result is again 0.01 which shows again that there is some issue exists and null hypothesis has been rejected because the value is less than 10% as shown from the following table.

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>COEFFICIENT</th>
<th>STD ERROR</th>
<th>T-STATISTIC</th>
<th>PROB</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>37.64605</td>
<td>2.452488</td>
<td>15.35015</td>
<td>0.0001</td>
</tr>
<tr>
<td>GDP</td>
<td>-1.65E-05</td>
<td>3.68E-06</td>
<td>-4.483110</td>
<td>0.0110</td>
</tr>
<tr>
<td>INFLATION</td>
<td>0.364124</td>
<td>0.374331</td>
<td>0.972734</td>
<td>0.3858</td>
</tr>
<tr>
<td>MS</td>
<td>0.000121</td>
<td>2.99E-05</td>
<td>4.053026</td>
<td>0.0154</td>
</tr>
</tbody>
</table>

R-squared 0.892955 Mean dependentvar 24.02281
The equation consisting of dependent and independent variables are given below:

\[
\text{Domestic Credit} = C + B_1 (GDP) + B_2 (\text{inflation}) + B_3 (\text{money supply})
\]

The above table exhibits that holding other variables constant if GDP increases by 1.0%, then the domestic credit decrease by 1.65%, if inflation increases by 1.0% change than domestic credit increases by 0.36 and if money supply increases by 1% then domestic credit increases by 0.00. As it has been detected from the White Heteroscedasticity test that the probability has been found less than the 10% as indicated by the value of f-statistic test which is 4.61 which indicates that the null hypothesis has been rejected and which also signifies that the data is heteroscedastic as shown below;

**Detection**

White Heteroscedasticity Test:

<table>
<thead>
<tr>
<th>F-Statistic</th>
<th>Probability</th>
<th>0.342118</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obs*R-squared</td>
<td>Probability</td>
<td>0.259267</td>
</tr>
</tbody>
</table>

The error shows the variability among the independent variables. The following table also indicates that up to which extent dependent variables deviate from the mean. The value of Kurtosis is 3.4 and the skewness is 1.31 which should be equal to 0 so it indicates that the data is heteroscedastic.

**Test Equation:**

Dependent Variable: RESID^2  
Method: Least Squares  
Date: 09/07/16 Time: 19:47  
Sample: 2000-2007  
Included observations: 8

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>COEFFICIENT</th>
<th>STD ERROR</th>
<th>T-STATISTIC</th>
<th>PROB</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>37.63865</td>
<td>15.93799</td>
<td>2.361568</td>
<td>0.2550</td>
</tr>
<tr>
<td>GDP</td>
<td>-5.36E-05</td>
<td>1.63E-05</td>
<td>-3.282754</td>
<td>0.1882</td>
</tr>
<tr>
<td>GDP^2</td>
<td>5.05E-12</td>
<td>1.62E-12</td>
<td>3.117473</td>
<td>0.1976</td>
</tr>
<tr>
<td>INFLATION</td>
<td>2.801369</td>
<td>2.110114</td>
<td>1.327591</td>
<td>0.4110</td>
</tr>
<tr>
<td>INFLATION^2</td>
<td>-0.209864</td>
<td>0.198127</td>
<td>-1.059240</td>
<td>0.4817</td>
</tr>
<tr>
<td>MS</td>
<td>0.000342</td>
<td>0.000122</td>
<td>2.809682</td>
<td>0.2177</td>
</tr>
<tr>
<td>MS^2</td>
<td>-3.00E-10</td>
<td>1.12E-10</td>
<td>-2.681267</td>
<td>0.2273</td>
</tr>
<tr>
<td>R-squared</td>
<td>0.965121</td>
<td>Mean dependentvar</td>
<td>1.216494</td>
<td></td>
</tr>
<tr>
<td>Adjusted R-squared</td>
<td>0.755844</td>
<td>S.D. dependentvar</td>
<td>1.679426</td>
<td></td>
</tr>
<tr>
<td>S.E. of regression</td>
<td>0.829841</td>
<td>Akaikeinfo criterion</td>
<td>2.135393</td>
<td></td>
</tr>
<tr>
<td>Sum squaredresid</td>
<td>0.688636</td>
<td>Schwarz criterion</td>
<td>2.204905</td>
<td></td>
</tr>
<tr>
<td>Log likelihood</td>
<td>-1.541573</td>
<td>F-statistic</td>
<td>4.611694</td>
<td></td>
</tr>
<tr>
<td>Durbin-Watson stat</td>
<td>2.925097</td>
<td>Prob (F-statistic)</td>
<td>0.342118</td>
<td></td>
</tr>
</tbody>
</table>
After running remedial test, it has been found that the value of F-statistic is greater than 10% which is 10.37 which shows that the null hypothesis has been accepted. The probability of the GDP is 0.01 again according to the remedial test which is less than 0.10 or 10% which shows that the null hypothesis has been rejected and the problem exists. Secondly, the probability of GDP as indicated by the results is 34% which is greater than 10% which means that the null hypothesis has not been rejected. Furthermore, the probability of money supply as exhibited by the result is again 0.02 which shows again that there is some issue exists and null hypothesis has been rejected because the value is less than 10% as shown from the following table.

**Remedial**

Dependent Variable: LNDC  
Method: Least Squares  
Date: 09/07/16  
Time: 19:51  
Sample: 2000-2007  
Included observations: 8

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>COEFFICIENT</th>
<th>STD. ERROR</th>
<th>T-STATISTIC</th>
<th>PROB</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>3.752515</td>
<td>0.108229</td>
<td>34.67198</td>
<td>0.0000</td>
</tr>
<tr>
<td>GDP</td>
<td>-6.67E-07</td>
<td>1.62E-07</td>
<td>-4.107095</td>
<td>0.0148</td>
</tr>
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R-squared 0.886079  Mean dependentvar 3.168806  
Adjusted R-squared 0.800638  S.D. dependentvar 0.154165  
S.E. of regression 0.068835  Akaikeinfo criterion 2.207367  
Sum squaredresid 0.018953  Schwarz criterion 2.167646  
Log likelihood 12.82947  F-statistic 10.37068  
Durbin-Watson stat 1.503885  Prob (F-statistic) 0.023389

**5. Conclusion**

Bank-lending network emphasizes on banks specific character in order to propagate impulses of monetary policy. There are two important circumstances for the presence of the bank-lending channels are the capability of core (central) banks to influence on the money supply of loans from the banks and the reliance of creditors on loans of banks. In order to know the empirical analysis of the bank lending channels, the researcher has applied the approach that is based on the panel regression. The proof on the bank lending channels is attained by assessing a function of bank loan which includes not merely the indicator of monetary policy and macroeconomic determinants, but also the bank exact changes in the lending to actions of monetary policy for instance capitalization and liquidity. The important query is either there are specific types of banks that exhibit a comparatively sturdy decrease in lending just after tightening of monetary policy.

The results appear to be constant with the hypothesis that providing by banks with comparatively weak capital responds great to the modification in the stance of monetary policy than providing by improved capitalized banks.

The results of this research article might be very helpful to policy makers. If capital of bank descends into recession then the weaker will be the lending channel. In that case, it will be unproductive to implement conventional prescriptions that entail in implementing monetary policy. This type of policy would be useless and it became reason to build inflationary pressure without increasing real action.
References
Theories of Grandparental Stress

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ABSTRACT

Many grandparents today have the responsibility of caring for their grandchildren. Clearly, grandparenting has become a complex, diversified role within families. As the number of grandparent-headed households continues to increase in society, so do their stressors. Although it is not a new phenomenon, interest in examining grandparental stress is relatively new. The focus of this paper is to provide an overview of theories and factors influencing grandparental stress. The paper briefly reviews theories to explain causes of grandparental stress. Based on the reviewed theories, it can be concluded that grandparental stress is a multifactorial problem that appears to affect grandparent caregivers overall well-being. The stress experienced by custodial grandparents was related to their caregiving situation, the subsequent environmental and socioeconomic status.

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1. Introduction

Theories of Grandparental Stress

Parenting second time around involves a change in lifestyle for most people and it’s vitally important to take care of them mentally as well as physically. Becoming a caregiver to a grandchild can be both rewarding and stressful. Reasons for caring for the grandchildren vary depending on the caregiving situation. Grandparents raising their grandchildren may experience poorer physical and mental health, role overload, and isolation from peers due to parenting demands. Although it is not a new phenomenon, awareness of grandparental stress and interest in examining the problem are relatively new. Most studies on grandparent caregiver functioning have focused on the challenges and deficits of grandparent headed families. Little research has been conducted on the theoretical perspectives of grandparental stress. The goal of this article is to provide an overview of the theories might explain factors influencing grandparental stress.

Theoretical Perspectives of Grandparental Stress

This article attempts to theorize the causes of grandparental stress and why custodial grandparents are
vulnerable to stress. Thus, theories from different disciplines, such as psychology, sociology, and biology, are presented to explain why grandparental stress occurs.

**Social Exchange Theory**

Every relationship needs give and take, but the balance of this exchange will not necessarily be equal. The social exchange theory assumes that all human relationships are a matter of costs and rewards and people weigh the potential benefits and risks of social relationships to make a rational decision of whether or not to progress that relationship.

According to this theory, grandparental stress arises when grand parenting demands exceed the expected and actual resources available to the grandparents that permit them to succeed in their role. There are generally three categories of grandparents: non caregiving, co-parenting, and custodial. Custodial grandparents are the primary focus of this paper due to their caregiving responsibilities and increased risk for stress. Custodial grandparents are those who provide full time care for their grandchildren without the presence of biological parents. Outcome of raising a grandchild is referred as the combination of costs and rewards.

Raising children can be a physically demanding at any age, but grandparents may be affected more due to their age, lacking of energy and difficult circumstances. Common issues that grandparents report include loss of freedom due to caregiving responsibilities, experiencing parenting differently the second time around, complex family situations, marital dissatisfaction, lacking of self-care, ambivalence or resentment toward their adult child, emotional or behavior problems in their grandchildren, social isolation, declining physical health, and financial strains. Though grand parenting is traditionally seen as a blessing experience, the reality of being a custodial grandparent is not always positive. Thus, exchange theory posits that when custodial grandparents’ burdens outweigh the rewards, they are more likely to experience stress.

**Role strain theory**

Strain is expressed as a feeling of frustration experienced by an individual, that stems from depletion of energy and resources required to fulfill social role expectations and obligations. The role strain perspective suggests that multiple roles can make individuals feel over exhausted, thereby having a harmful effect on well-being. According to the life stress paradigm, when role accumulation stressors wears down or overwhelms an individual’s coping capacity, then it could be chronic source of stress that can negatively impact health. Painting a picture of grand parenting today is complicated.

Raising a second generation poses great challenges and requires major adjustments. “Off time” parenting responsibility can compromise grandparents’ well-being and increase their risk of health decline, in addition to the added ambiguous nature of the caregiving role, conflict with spouse and family members, behavioral difficulties among grandchildren, limited financial resources, social isolation and lack of time for self-care. These demands on time, together with stresses from caregiving can be detrimental to grandparents’ physical and mental health.

**Ecological system theory**

The ecological theory view human development and environment as inseparable components of a larger system. This theory argues that social environment and biology are intertwined in their influence on human. System within the social environment includes family, peers, community, sociocultural traditions and values which provides support for individual’s development and health. From an ecological perspective, grandparents raising grandchildren are highly influenced by the quality of the environments within which they are embedded.

An enriching and stimulating environment with social support and resourcefulness, bolster grandparents’ capacity to deal with caregiver stressors thereby improve their overall well-being. A
problematic environment, by contrast, increase grandparents’ vulnerability to stress and disparities in both mental and physical health. For example, grandparents who live in poverty, in conflict with family members, and lose connection with their social networks of friends may find it more stressful and difficult to cope with their caregiving responsibilities than grandparents in hassle free environment.

**Self-efficacy Theory**

Perceived self-efficacy refers to beliefs in one's capability to accomplish in specific tasks or situations that involve complex circumstances, ambiguous, unpredictable, stressful elements and survival pressures. These perceptions influence over people’s ability to think, personal standards, emotional states, their aspiration and self-motivation. Self-efficacy develops out of early interactions between external experiences and self-perception. The basic principal behind this theory is positive life experiences with nurturing social environment enhances self-efficacy, while negative effects of life stressors such as loss of personal time, complex family situations, social isolation, declining physical health and financial difficulties serve to reduce self-efficacy. Based on self-efficacy theory, grandparents with strong sense of efficacy play an active role in the lives of their grandchildren and have a greater strategic flexibility in coping with caregiving demands.

However, grandparents with low self-efficacy have been associated with depression, anxiety, helplessness as well as negative effects in social and emotional relationships. Additionally, they may become overwhelmed when facing various stressors which might leads to negative outcomes that affect general well-being.

**Family adaptation theory**

Family adaptation is a fluid process in which the family members continually make adjustments, expend efforts to reduce and tolerate stress or conflict. When stress and demands outweigh strengths and resources, family adaptation is in jeopardy, and a family stress may develop. Though some stress is inevitable in the family unit, it becomes problematic when the degree of stress in the family system contributes to increased dysfunction. A family’s level of adaptation often changes with a reappraisal of a situation within external and internal contexts.

Today grandparents are performing multiple dynamic roles within their families. Because grandparents who raise their grandchildren are confronted with unique stressors associated with parenting, adaptation appears to play an important role in exploring the demands of caregiving.

Factors that facilitate or hinder grandparents’ adaptation process include: family strengths, tribulations of parenting for the second time, relationship and communication with family members, resources, self-care and social support. Thus, adaptation theory posits that poor resources and inadequate support can be associated with lower grandparent role satisfaction and less tolerance in dealing with the stressors of raising their grandchildren. Additionally, if the duration of stressors is extended beyond the coping power of grandparents, they may become exhausted and may develop increased susceptibility to health problems.

**Symbolic Interaction Theory**

The symbolic interaction perspective focuses on how individuals use their behaviours and interaction with others as a basis for evaluating their own role performances. One of the most important contributions of symbolic interaction theory is the understanding that individuals are not just passive role players but actively strive to improve self-conceptions. Positive self-conceptions provide a set of intrinsic motives that increase individual behaviours and responses to roles. Symbolic interaction theory suggests that self-processes motivate grandparent identity meanings, centrality, and self-esteem to enhance their role satisfaction.

Factors influencing self-conception among custodial grandparents are age of the grandchildren, gender,
emotional and physical hardships, poor health, financial resources, and socialization. In addition, nature of grandparent-grandchild relationship can also restricted by the negative attitude of parents toward grandparents.

According to symbolic interaction theory, positive evaluation of grandparent role is directly associated with increased life satisfaction and reduced caregiver stress by providing greater sense of purpose in life, which enhances overall well-being of grandparents. Conversely, negative self-evaluation during grandparenthood has been correlated with diminished physical and mental health.

**Feminist Theory**

Feminist theory emphasize on analysing gender inequality and the role of women in the household. Therefore, grandparental stress can be defined as a feminist issue because there is ample evidence that women take on majority household responsibilities and grandparenting activities. As women are more likely to assume the caregiving role than men, grandparent caregivers are disproportionately represented by grandmothers. Thus burdens of custodial grandparenting expected to be more pronounced for grandmothers than grandfathers. Furthermore, women have greater difficulty with parenting second time around because they did not have adequate financial and societal support.

**Conclusion**

This review aimed to assess theories of grandparental stress. Several theories that might explain possible causes for grandparental stress were identified and discussed. Based on the reviewed theories, several factors including caregiver burdens outweigh the rewards (Social exchange theory), depletion of energy and resources to fulfil social role expectations (role strain theory), problematic environment (ecological system theory), reduced capability to manage complex circumstances (self-efficacy theory), less tolerance in dealing with the stressors (family adaptation theory), negative self-conception (symbolic interaction theory) gender of caregiver (feminist theory) cause grandparental stress. Hence, it can be concluded that grandparental stress is a multifactorial, complex problem that affects every aspect of grandparent caregivers’ life. Because our review reveals that no single theory can virtually explain all causes of grandparental stress, developing an integrated theory with a comprehensive perspective is recommended.

**References**


The Effects of Total Quality Management as Teaching Innovation and Job Satisfaction on Academic Performance of Students in Pakistan

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ABSTRACT

This conceptual paper focuses on the effects of total quality management on students’ academic achievement of secondary school students in Pakistan with teaching innovation and job satisfactions. Generally, teaching innovation as part of total quality management is considered as the most important factor in education system. Even though teaching method is an issue in students’ academic performance, teachers’ capacity building has remained a contested issue in Pakistan. There is a remarkable gap in the provision of quality teachers and students performance in Pakistan; this is as a result of unqualified teachers in the schools. Therefore, this paper discusses the effect of learner-centred method of teaching as innovation on students’ performance and the influence of teacher capacity development as a factor in academic attainment of the school researches have shown that improvement in teaching methods and little spending on teachers’ development training are associated to increase in school achievements.

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1. Introduction

Resent researchers have shown that learner-centred method of teaching has great influence in improving student’s achievement and motivation (Caprara, Barharanelli, Steca & Malone, 2006). As well as teacher development through training and motivation can contribute to the growth and development of the school achievement as teachers gain experience ((Tschannen & Woolfolk, 2007; Wolters, 2007)). In spite of the benefits associated with teacher capacity development in school and students’ achievement, little is been done in Pakistan to help teachers gain more experience through in service training (Lee, 2011). The development of teacher by training and incentives from researcher has shown motivation, skills, knowledge and effectiveness (Tahidu, Bawa, and Abubakari, 2014). The use of TQM in schools has is a welcome development in school system where the school is forced to follow the priciples of TQM. Therefore, this article will go a long way to contribute to the development of education in Pakistan and...
2. Literature Review

According to Oakland (1989), and Goetsch and Davis (1994) total quality management is trying to attain fast recognition as a model in many organizations but cannot be realized immediately because it takes time to bring together the right principles of quality and strategies into organizations of which school is one. Human resources as well as time and activities are TQM requirements that are highly important for school success. Therefore, it awareness of TQM is central to teaching and achievement. To Tahidu, Bawa, and Abubakari (2014) TQM in education is not just promoting quality in the classroom, but it is also taking care of the human resources as well as spreading information about it around. They are also of the opinion that TQM popularity should be extended to how school authorities and managers react and address quality management. Researches have shown that TQM awareness is sometimes limited despite the fact that it is necessary.

The question now is, how can TQM be integrated into the school system to improve students’ and school achievements in places where it is not popular and practiced? Therefore, this paper intends to explore the effects of TQM on students’ academic achievement in Pakistan where the awareness is not well pronounced. Therefore, TQM is defined by Tahidu, Bawa, and Abubakari (2014), as ‘‘total organizational approach for meeting customer needs and expectations that involves all managers and employees in using quantitative methods to improve continuously the organisation’s processes, products and services.’’ TQM can be divided into two: hard and soft side of TQM, for this paper emphasis will be placed on the last.

TQM is identified soft with some principles that are most common in quality management as can be seen in the framework of this study. The first principle is that TQM in education engages everybody in the school system. This principle supports the involvement of stakeholders in running the school lead to high circulation of knowledge and information among the teachers and students, thereby increasing performance of students and school achievement (Powell, 1995). Morgan and Murgatroyd (1997) agreed that, the principles of TQM imply that, every employee of any system or organization should be involved in the school quality improvement processes likewise other organizations. Oakland (1989) also added that TQM is particularly a way of involving and organizing the school system including classroom activities, all the departments, and every staff and students of the school or educational sector. The second principle has to do with continuous improvement of the school facilities. According to Ho and Fung (1994), Goetsch and Davis (1994), and Dale (1996) agreed that the right manner to improving educational or organizational outcome in TQM theory is regular development of workers through training for better performance of staff and that there is no limit or end to it since education is dynamic. So emphasis should be on enhancement opportunities for teachers in order to improve students’ and school achievement. The focus of school authorities should be planning, prevention, and anticipation (Dale, 1996).

Furthermore, Juran (1988) observed that improvement of TQM requires needs quality drive to facilitate continuous improvement that never ends by providing necessary support for staff development. The third principle of TQM according to Tahidu, Bawa, and Abubakari (2014) has to do with relating to the concept of teamwork. Which is essential situation for progressing empowerment and outputs of staff to be strong and effective group work rather than individuals, it has to include employees from all levels in the departments of any organization or schools for flexibility and mutual trust among members.

In school organization TQM, there is need to care about quality improvement through organization interconnected work groups that look at the needs of departmental management problems and empowering teachers to improve in ability, to be more confident, and committed to their jobs by improving the process of teaching and learning to satisfy customers (parents) requirements. Customer satisfaction in TQM of school is to provide the adequate facilities to enhance the performance of students who are the outcome or output of the school.
According to Juran (1993) and Tahidu, Bawa, and Abubakari (2014) suggested that customer satisfaction in school organization can be viewed in two different ways, such as external and internal. The external perspectives of the school are: the students, the government agencies, and the public that determine the quality of the service delivered at schools. While the internal perspectives are the teachers in the different departments of the school who are responsible for the quality teaching that is associated with the delivering of services in schools. TQM emphasises the importance of both external and internal needs of customers and importance associated with satisfying those needs. Therefore, to meet customers'/students satisfaction, every member of the school organization must believe in continuous empowerment as necessity. Schools/organizations should keep records of students’ performance as data, parents'/customers’ complaints, and benchmark in order to enhance the parents'/customers’ demand. In other words, to realize the principles of TQM the top school management must be commitment by giving support to teachers and enhance teaching/learning facilities.

From these writings and the case studies, it is possible to identify a number of critical factors in the TQM implementation process that are common to successful TQM programmes. These are outlined below.

- **Top Management commitment:** Clear leadership and vision is required and senior management must demonstrate a commitment to TQM and be actively involved in the TQM process. Management should set an example by managing quality as a key strategic issue and supporting continuous improvement.

- **Training and education:** Education and training should cover all employees as part of an on-going process, with the scope and depth tailored to suit each group's needs.

- **The involvement of Staffs:** Involvement in the TQM process is a key determinant of a successful programme. Until everyone is involved in the process of quality improvement, there is a major cost of lost opportunity being carried by the organization.

- **Continuous improvement:** The specific TQM objectives and requirements of the organization must be determined. The TQM activity must be incorporated into the organizations' business plans and the means for continuous improvement established.

- **Quality technologies:** Quality technologies, such as SPC, quality costing, benchmarking, DPA etc., provide the techniques to identify opportunities and solve problems. They enable continuous improvements and reductions in variation to be achieved.

### 1. Reasons for Total Quality Management in Schools

TQM principles for enhancement of learning cannot be underestimated in it roles in education. It should be based on outputs rather than on inputs so the products of schools are determined by its structural characteristics. The determiner for schools’ quality has to do with achievement / performance at average examination scores, faculty qualification, library facilities, students/department ratios, acceptance rates, and endowments (Sims and Sims, 1995). On the other hand, Divine, Miller and Wilson (2006) described the proponents of TQM in schools needs should focus on the outcomes of teaching process rather than on the quality of intakes. The needs of the teachers which determined the outcome of the school should be paramount in the minds of the school management and government. According to Allen (2007) school assessment is related to the activities designed to monitor and improve student learning through well stated goals in school programmes for learners, affirming the integration of the goals into the curriculum to measure the extent of the achievement of the goals and whether the learners have meet the objectives and then have rethink on their syllabus and activities in order to improve learning process as well as future achievements of students. To improve performance in school environment the necessary materials for teaching and learning must be adequate and available. Teachers should be given the opportunity for further training, providing relevant books and other materials for efficient teaching and learning. Allen added that qualified teachers and a well-equipped library with adequate funding are prerequisites for better achievements in schools.

### 2. TQM and School Performance
In the new dispensation, schools have taken the issues of TQM seriously to add values to output of the schools which have the establishment of quality assurance units in schools. Murad and Rajesh (2010) and Tahidu, Bawa, and Abubakari (2014) among other TQM researchers are of the opinion that the quality of schools take into consideration the external environment where learning is taking place and the internal environment where the activities of teaching and learning are taking place.

Another role of TQM on school performance has to do with the process for assessing students and the overall assessment of teachers and the school achievement generally. It should be noted that students’ performance is used to judge the performance of the teacher and school. According to Murad and Rajesh (2010) and Alabere, Hassan, and Suleiman (2015) the more successful students are the higher the success of the school or institution. The school heads should ensure that the aims and objectives of schools are achieved through assigning qualified teachers to handle professional courses by employing the right hands. This success contributes to the development of knowledge, excellence, and expertise that lead to the growth of nation’s educational system and economy which cannot be underestimated and it cannot be achieved without the financial support of the Government. Many factors are responsible for TQM ineffectiveness in achieving its aims in school setting, the constraints for implementing TQM in schools are:

1. Insufficient knowledge of how to incorporate TQM principles in school.
2. Lack of management commitment affects the implementation of TQM in schools.
3. The inappropriate structural organization of school can affect TQM.
4. Shortage of funding is another problem of TQM in school.
5. Lack of commitment of teachers
6. Poor data, ineffective leadership and contradictory policies can also affect TQM.

3. Why the Need for TQM in Schools
The role of TQM in developing quality education cannot be overlooked. The school should focus more on the quality of output rather than input. The output of schools/institutions depends primarily on the teachers and the structural characteristics of the school. According to Sims and Sims (1995), the quality of school output based on achievement includes input level of the students, quality of teachers, acceptance rates, teachers’ qualifications, infrastructures, books in library and students and department ratios. Also of the same opinion are Divine, Miller, and Wilson (2006) who attested that TQM in school should emphasize more on the outcomes of the school system rather than on the inputs. The researchers concluded that TQM be regarded as the level to which the needs of the teachers are met to achieve the desired outcomes of the school. Allen (2007) also contributed that the school should monitor assessment and enhances learners’ learning. Assessing learners’ achievement includes understanding the aims and goals in learning programmes for learners, the objectives should integrated to the curriculum, so that the extent to the objectives are realized by students can be measured and then make adjustments to the curriculum where necessary to improve their learning in future performance of the students. Therefore, schools have to find ways to improve the standards of their teachers to be more effective and should be a continuous improvement process.

4. TQM and School Achievement
Total quality management in schools has gained ground and considered in assessing school output to add values to outcome of schools. TQM has brought about the creation of quality assurance units in schools in most countries. Total quality management researchers like Murad and Rajesh (2010) believed that TQM in schools takes into consideration external facilities for learning in schools while the internal environment refers to where teaching and learning are carried out including home environment of students. Teachers should undergo continuous training in some key aspects of education: they should be trained to acquire new methods of teaching and learning, training on the new assessment strategies, and training on latest classroom management techniques (Popham, 2010). All these have effects on achievement of schools. Therefore, TQM strategy is not for school achievement only but to have imparted
on all aspects of school system such as interpersonal relationship, human and material resources, management, and organization. TQM helps to reform activities of the school through change in attitudes of school management in monitoring and school activities as well as the evaluation of results. TQM as a way of life in school system must focus on creating enabling environment for teaching and learning, constant improvement of staff and involvement of all workers. Organizing co-curricular activities in school is another way TQM has influence on school achievement. According to Alabere, Aspalila and Hassan (2015) agree that co-curricular activities if well organized by school heads, principals, and teachers will go a long way to improve and enhance students’ achievement and school popularity. Necessary materials should be put in place to motivate learners’ participation in the school activities bringing about school achievement socially and academically.

5. Teaching Innovation

Decades back there was agitation on how to enhance students’ achievement in the country’s schools despite increase in the cost of living and education there has been no increase in the achievement of students and schools. It is necessary therefore, to move away from teacher-centred approach to student-centred approach. Teaching innovation according to Lee (2011) is the outcome of learning when the right methods are used through interaction between the students and the learning environment. Lin (2002) also contributed by seeing teaching innovation as teacher’s ability to make teaching lively by involving students actively in learning skills to develop ability to think and being creative. Wu (2002) added that enhancing positive attitude to learning from personal interest is teaching innovation. Therefore, the trend of teaching innovation is when a teacher is able to adopt new teaching methods, develop materials and concepts that motivate and stimulate interest in students to wanting to learn.

Teaching innovation helps teachers to establish activities that can stimulate students to learning and active participation in the classroom. According to Jones (1996) learning style and other factors help students to learn effectively and this influences the school achievement and students’ performance grades. For effective teaching innovation, teachers have to practice the following:

1. Teacher must be conversant with course contents and the appropriate method and activities to employ in teaching the learners.
2. Upgrade teaching quality and effectiveness
3. Students’ assessment should be diversified by knowing the learners’ individual differences and treat them separately.
4. Through teaching innovation, the educational aims and objectives should be achieved by the teacher.

The above mentioned will help the teacher to achieve success by involving learners in the following;

1. Enhancing learners’ motivation and interest for learning.
2. Developing students’ ability to think, solve problems and be independent.
3. Improving students learning through active participation.
4. Innovation teaching helps teachers to develop and apply characteristics of positive traits and moral virtue from experience to modify students’ characters to positive thinking and outlook on life generally by presenting good moral character. According to Lee (2011) innovation in teaching has to do with, adopting new methods and materials for teaching new ideas through creative and effective approaches that will make learning meaningful and interesting to students. In other words, teaching innovation is applying new materials developed by the teacher or by someone else for teaching, adopting and vary methods and strategies of imparting knowledge, and effective teaching of concepts. Based on the views of scholars there is similarity between creative teaching and teaching innovation.

This paper regards creative teaching which is teaching innovation and job satisfaction as dimensions to Total Quality Management of school. Therefore, teaching innovation has to do with activities in the classroom with relation to students while job satisfaction has to do with teachers’ incentive motivation from their employers.
6. **Innovation in Teaching and Learning Effectiveness and Learning Satisfaction**

Much has been said about teaching innovation above. Learning satisfaction according to Jones (1996) and Hoffman (1996) are of the view that digital teaching can increase learners' motivation to learn and achieve. Integrating information technology into teaching process can be said to be the best approach for teachers to improve the methods and skills of teaching. Integrating technology to teaching helps learners in solving issues/problem and innovative teaching that is not an easy task to accomplish due to need for cooperation. In other words, some difficulties may be encountered when carrying out integration of information technology into teaching. Such problems are environmental issues, time, man-made issues, subject issues and integration problems. If these difficulties are solved, there will be positive impact of teaching innovation and learning satisfaction.

Learning satisfaction includes four dimensions: the materials for teaching, teaching activities, the learning environment and interpersonal relationships. Biner (1997) in his study observed that learners learning satisfaction from watching teaching on television using subject teachers, technology, management process, the location of personnel, the agility of information delivery, facilities and interrelationship among teachers as the dimensions for learner satisfaction. Learner satisfaction is also regarded as learning environment, while evaluation of learning outcome and achievement after learning. Teacher/learner self-assessment of performance has to do with learners having confidence and ability to acquire knowledge to demonstrate explicit behaviours. Yen and He (2001) confirmed that the use of technology in teaching can enhance effective learning; Information technology is the only supporting tool. According to the above reasoning,

7. **Teachers Capacity Development**

According to Young and king (2002) and Egbo, (2011) the issue of teacher capacity development is a global phenomenon that is not taken seriously both in the developed and underdeveloped world. In other words, for positive result in education system at any level, the government and school authorities should take teacher capacity development very serious. Therefore, what is capacity development? According to Panigrahi (2012) developing teachers’ capacity is the act of attending training, workshop, and conference by teacher for development academically and professionally in order to enhance teaching instruction and activities for promoting learning. Stocklin (2011) also sees it as a program designed to ensure that teachers participate in activities that will upgrade and develop knowledge and skills that are effective for classroom activities. In other words, it is teachers intensive activities carried out outside the classroom to enhance skills, knowledge of subject area and activities for motivating learners to achieve academic success and educational goals.

8. **The Need for Teachers’ Development**

For better result and efficient teaching, there is need for teachers to undergo training to develop and enhance their capacity as classroom teachers. In view of the need for teachers’ capacity development, Tam (2014) is of the opinion that the efficiency and effectiveness of teachers depend on their ability to disseminate the course contents in the curriculum. It should be noted that pre-training of a teacher is not enough guarantee to say that the teacher is qualified but needs additional training to meet the trend of changes in curriculum. Asare (2011) supported the view that for quality education and students’ output is as a result of teachers’ competence which has to be from regular training. Therefore, the teacher capacity development training should focus on classroom activities to meet the needs of the students. According to Egbo 2011 and O’Brien et al., (2013) countries where teachers receive regular capacity development training will be of advantage to the teachers themselves, the schools that provide opportunities for teachers’ capacity development, and the students who receive the outcome of the knowledge gained by the teachers. They also add that, teacher capacity development is to enhance professional competence and excellent education system. In other words, the following can be considered as the needs for teachers’ capacity development:
1. To be able to assist students to think critically and be creative
2. To help students solve their academically, socially, and emotionally short comings.
3. To develop students’ participation and collaborative learning activities.
4. Ability to inculcate the acquired knowledge to students in the classroom.
5. To promote extra-curricular activities within and outside the school environment.

9. The Effects of Teacher Capacity Development on Academic Achievement

Employee empowerment as teacher development moderating for total quality management has received recognition by researchers who studied its role in academic achievement. Pelton (2013) carried out research on role of teacher training on academic achievement and highlights that teacher capacity development enhances their performance in the classroom. The findings of his research show that there is significant relationship between teacher development and academic achievements of students. He also encouraged that workshop, seminar, conferences and in service training be organized and sponsored for teachers.

Furthermore, Koellner and Jacobs (2014) did their research on mathematics workshop for teachers and academic achievement using adaptive model. They found that students in the class of teachers who went for teacher capacity development did better and had positive and significant relationship on their academic performance. Therefore, they concluded that organizing workshop for teachers will have beneficial impact on students’ academic achievement and should be a continuous program for teachers.

Fresko and Alhija (2014) also researched on using seminar as forum for teachers’ capacity development training and academic achievement. The forum was used to develop confidence in teachers and concluded that it should be a continuous program organized for teachers to discuss a topic in their field of specialization to boost confident in them and advised that stakeholders in education should take it very serious.

In addition, investigation was carried out by Collins (2014) on the effects of teacher training on students’ academic performance in English language. The experimental design study was carried out on students English language course and found that teacher training had impact on students’ academic achievement. He also found that few teachers were given opportunity to go for capacity training while the result of his study was not encouraging, he therefore, advice that further study been carried out by future researchers across the globe.

Jeffery and Sorto (2012), Dash (2012), and Smith and Philips (2013) did research on the effect of teacher capacity training on education achievement in schools. The first finds that performance of students in his study was low, meaning that method of training teachers should be improved upon. Dash on his part, carried out research on online teacher development on students’ academic achievement in mathematics and found that the result was not encouraging and there was low relationship between the teachers training and students’ academic performance. He concluded that better ways of developing the teachers’ capacity should be created in order to improve students’ performance. While last in their research findings had poor significant relationship with teachers training and students’ performance in mathematics, they advised that prompt regular training of teachers is necessary for the benefits of the students and man power development.

10. Teachers’ Competence and Performance

Competence on the part of the teacher is according to American Heritage Dictionary (2006) teacher being adequately qualified with ability to impact knowledge and skills. It is the ability to achieve positive difference in learners after taught. Jose (2009), and Adeyemi (2013) Competence refers to a behaviour, skills, and knowledge that is displayed with less problem by teacher in order to achieve the set goals and intended academic outcome. Therefore, the academic performance of students is used to measure the
achievement of the school (Booth & Saunders, 2014; & Fox, 2014).

The term competence has been used by different researchers in different ways leading to it having many definitions in teacher education and job performance. It is described by Jose (2007) to explain competency based teacher education that indicates values, skills, and knowledge that teachers need to complete teacher education and perform effectively. However, professional competence has to do with the knowledge needed for understanding learners and their learning ability, knowing the curriculum and how to implement it, and the knowledge of subject matters, as well as classroom management, assessment and recording.

Academic performance is a term used to describe or measure effectiveness of teachers and the school at all levels. According to Adeyemi (2011) the academic performance of learners can also be used to judge performance of the teacher to either be good or bad too. Teachers’ academic performance can also be referred to the status of the students at a particular point in time after series of examinations and this depicts teachers’ performance outcome. To support the above views, Fose (2014) described teachers’ academic performance as the ability to demonstrate capability to impact knowledge effectively on students to bring about positive changes in the students both academically or socially. It is also helps to show whether the aims and objectives of the school is achieved.

11. JOB SATISFACTION

By definition, job satisfaction is the reaction of individuals towards their jobs and the source of satisfaction that comes from the intrinsic and extrinsic factors pertaining to the job contents. In the academic setting, academic researchers would prefer to define job satisfaction based on the dual theory of Herzberg, the hygiene and motivator factors (Lacy & Sheehan, 1997; Rad & Yarmohammadin, 2006; Ssesanga & Garret, 2005). The study carried out by Malik, Nawab, Naeem & Danish (2010) on 331 teachers in two public universities in Pakistan revealed that job satisfaction is paramount to the organization commitment to achieve the organization set target. Job satisfaction is linked with many organizational contextual factors like salary and incentive, working condition, security, team work, promotion, advancement, reward and recognition. The dimension explains has follows:

(1) Salary and Incentives: Salaries is one of the effective motivator. Personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

(2) Working condition refers to the availability of the basic infrastructure like the school buildings, enough space, proper ventilation, furniture, teaching learning material, safe environment which is free from the health hazards and proper place for the teacher to plan and work.

(3) Intrinsic Reward refers to the achievement, recognition, responsibility, advancement, the work itself and the possibility of growth.

12. Conclusion

The above discussions on the effects of TQM on students and school achievements in Pakistan suggested the following:
1. Intensified efforts should be made by school authorities on effective supervision of teachers and students’ behaviour to improve quality education.

2. Efforts should be made to maintain efficient performance of schools and students in Pakistan.

3. Schools’ management committees and PTA of schools should come together to intensify efforts to strengthened the schools’ performance in the country.

4. Also, these bodies should be part of the governing boards that will ensure grassroots’ participation in school processes in the nation.

5. The principals and heads of schools in the country should undergo leadership trainings to enhance leadership skills which can help them display TQM skills for leadership enhance harmonious relationship among stakeholders of schools to provide the appropriate learning environments.

6. The school authority should work hand in hand with the community heads to adequately financial schools and give opportunities for teachers training, adequate classroom infrastructure, and teaching and learning materials to promote adequate and convulsive learning environment in the nation.

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