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ABOUT JOURNAL

Introduction
Journal of Business and Social Review in Emerging Economies ISSN: 2519-089X; Online: 2519-0326 is a bi-annual research journal published by Center for Sustainability Research and Consultancy Pakistan. The journal is independently managed by the editorial board comprising of distinguished research scholars from eminent universities and research institutes. The journal aims to cover topics and issues in various sub-areas of business, social and behavioral sciences in context of emerging and developing economies. Purpose is to highlight the theoretical and practical issues faced by businesses and society in these countries. The journal specially welcomes submissions which cover the topical areas related to sustainable business and society in emerging and developing economies.

Aims and Scope
Issues of sustainable development are mainly interwoven into the business markets and social fabric of developing countries. With this background JBSEE aims to be a forum for discussion of high impact research in emerging economies covering various sub areas of business, social and behavioral sciences. The journal is open to both academicians and practitioners in its subject areas.

The journal covers a wide range of areas in business, social and behavioral sciences. It considers articles written in all areas of business, arts, humanities, behavioral sciences in emerging economies including but not limited to management sciences, psychology, sociology, media studies, linguistics, literature, history. The journal also covers behavioral aspects of business policy and practices in emerging economies relating to entrepreneurship, marketing, strategic management, organizational behavior, international business and ethics.

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- Approaching potential contributors
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- To ensure the implementation of ethical guidelines envisaged by Committee on Publication Ethics (COPE).
- To identify and resolve conflict of interest using journal’s policy thereof.
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Sustainable Service Quality of Water and Sewerage Companies

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ARTICLE DETAILS

ABSTRACT

Objective: The purpose of this conceptual paper is to critically review and discuss the perceived service quality of the water and sewerage services with the addition of sustainability factor with respect to economic, environmental and social aspects among the Malaysian water and sewerage companies.

Methodology: The review of various service quality models and sustainability models that has led to our findings on knowledge gap between sustainability and service quality especially in utility services sector (water and energy).

Results: The authors propose a modified SERVQUAL model with six independent variables namely tangibles, reliability, responsiveness, assurance, and empathy with an additional dimension i.e. sustainability. Addition of sustainability has modified the existing SERVQUAL instrument to be called sustainable service quality or SUSSERV.

Implication: The paper involves discovering the lack of research in sustainability service quality particularly in the context of Malaysian water services (including sewerage). This review should be able to answer the question why SERVQUAL is not appropriate for measuring water services quality thus requiring some improvement or modification using SUSSERV. Previous efforts and focus have been made based on water quality and water treatment or process quality (technical issues), thus this paper is an attempt to fill the gap between service, product and process quality by adding sustainability dimension in service quality evaluation.

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1. Introduction

The water services (water and sewerage) have been in our country for many years where the industry

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players have spent great amount of resources, effort and attention on infrastructure and water quality but not much on the quality of services itself. Service quality relates to how customers perceive the actual service performance against their expectation (Parasuraman, 1985). National Water Services Commission is a regulatory body for the water supply and sewerage services in Peninsular Malaysia, Putrajaya and Labuan. It is important to understand and identify imperative issues relating to service quality and their relationship with sustainability as both will normally describe the growing concern of the companies and to ensure being well accepted by their customers although water quality and water insecurity are the main factor for sustainable development (Habiba et. al., 2014).

1.1 The Importance of Research on Sustainable Service Quality of Malaysian Water Industry

While sustainability is an important aim for many companies, there is a question why and how the service quality measuring instrument needs to be changed. Therefore, this research should be able to answer the question why the existing SERVQUAL is not suitable for measuring service quality of water services thus requiring some improvement or modification. This research will explore and explain the impact of Malaysian water and sewerage operators’ service quality towards sustainability and will allow for further future improvements because this study is new in Malaysia. The main objectives of this research are to determine the perceived service quality of the water and sewerage operators and also to determine the relationship between sustainability and service quality factors by using an instrument for sustainable service quality or SUSSERV that has been developed to measure service quality in water and sewerage services. The findings can be used as a reference for SPAN and government agencies to evaluate or analyse the performance of water and sewerage operators and to the body of knowledge. Furthermore, there is a lack of research for quality in water and sewerage services especially in Malaysia.

2. Literature review

2.1 Conceptual Definitions

Gronroos (1978) started the idea of service-oriented approach then subsequently Gronroos (1982) developed a new model for service quality. The model has been further improved and a new model has been developed by Gronroos (1984) namely Service Quality Model which has specifically mentioned the concept of perceived and expected services. Subsequently, Parasuraman et. al. (1985, 1988), extended Service Quality Model and developed the SERVQUAL model for the same purposes as Gronroos (1984) which is to determine the perceived quality level. The important conceptual definitions used for the purpose of this research mainly involve the SERVQUAL or service quality model that was developed by Parasuraman et. al. (1985, 1988). The main components of high quality service or ten dimensions (10Ds) of service quality were collapsed into five dimensions (5Ds) factors is explained in Figure 1. This model employs a survey in the form of a questionnaire that can be used to measure customers’ expectations of service quality in terms of these five dimensions, and their perceptions of the service they received. Enquist et.al. (2007) investigated the relationship between service quality and sustainability using own developed model named Values-Based Service Quality for Sustainable Service Business comprised four dimensions namely technical, functional, experiential and human resources/corporate climate against five sustainability dimensions namely ethical, social, “nature-philosophic”, economic and legal. The concept of sustainability was briefly discussed through a review of supply chain management literature by Carter and Rogers (2008) that suggested a sustainable supply chain management model with three important factors namely social, environmental, and economic. The
Factors are supported by four features of sustainability – risk management, transparency, strategy, and culture. The peak of economic performance will occur at the intersection of environmental, social, and economic. Companies that are able to maximize the performance of the three dimensions of the triple bottom line simultaneously will achieve sustainability better than companies that only try to maximize the performance of one or two, whether economic, social and environmental (Carter and Rogers, 2008) as shown in Figure 2.

Figure 2: Sustainable Supply Chain Management Model

Source: Carter and Rogers (2008)
SUSSERV consists of six independent variables on service quality namely tangibles, reliability, responsiveness, assurance, empathy and sustainability. The first five independent variables are based on Parasuraman (1988) SERVQUAL. Meanwhile, the sustainability variable which comprises economy, environment and social factors are based on Carter and Rogers (2008). These variables will be used for the purpose of identifying service quality status of any company. Service quality is related to the profitability of a company. Any profitability to any company will definitely impact the economy. The authors are of the opinion that, the Five Rules of Services elements by Gronroos (1988) are comparable with Sustainable Factors by Carter and Rogers (2008) as shown in Figure 3.

Figure 3 : Five Rules of Service Comparable with Sustainable Factors

Source: Adaptation from Gronroos (1988); Carter and Rogers (2008)

2.2 Services and Quality

Parasuraman et.al. (1985) have summarised the definition of services from previous authors as having three characteristics namely Intangibility (viewed as performances rather than objects), Heterogeneity (services performance often varies from different producer and customer) and Inseparability. Inseparable consistent with the definition of services that involves the interaction between the producer and the consumer. The consumers or purchasers themselves can assess the quality of service provided (Naik et. al., 2010). Furthermore, Parasuraman (1998) defined “service” and “services” are not entirely synonymous although both share common traits such as intangibility and perishability. Services are “intangible products” that a supplier markets to its consumers. Gronroos (2008) identified service in three different aspects; (1) as an activity; (2) on the customer’s value creation; and (3) on the provider’s activities.

It is difficult to determine customers’ expectation and whether they are satisfied with the company, its products, and its service. Numerous definitions of quality have been given by researchers, practitioners and gurus from many perspectives. According to Garvin (1984), the definition of quality can be identified using five major approaches: (1) Transcendent – Quality is synonymous with “innate excellence”; (2) Product based - Quality is viewed as a precise and measurable variable; (3) User based – Quality is associated with customers’ personal view of quality and satisfaction; (4) Manufacturing based – Quality is identified as “conformance to requirements”; and (5) Value based –in terms of costs and prices. Product based and user based approaches are normally viewed by marketing people. Conversely, most engineers viewed quality as manufacturing-based. With a multiple perspectives in
viewing quality, companies can take advantage by shifting perspectives on quality as a product move from design to market. In other words, quality is when a product is cheap and easy to produce and market and at the same time makes the consumer trust and feel satisfied with the product or service.

2.3 Type of Quality - Product, Process and Services

Basically there are three types of quality that are often discussed by many scholars namely Products quality (Yusof and Aspinwall, 2001), Processes quality (Agus and Hajinoor, 2012) and Services quality (Parasuraman et al., 1985, 1988; Parasuraman, 1998, 2004, 2010; Gronroos, 1978, 1982, 1984, 1998, 2001). The element of quality was discussed by Gronroos (1984) from the Service Quality model on three types of qualities comprised of perceived service quality, technical quality (what?) and functional quality (how?). Kang and James (2004) clarified that the “perceived service quality model” replaces the product attributes of a physical product in the consumption of services. The customers perceived what they received as the outcome of the process in which the resources are used, i.e. the technical or outcome quality of the process. Functional quality is also a part of the process quality dimension. The differentiation between technical quality and functional quality can be seen in the hospital and healthcare services (Abuosi and Atinga, 2013) and also in higher learning institution (Kong and Muthusamy, 2011). This is because their services involve high technology tools, equipment and peripherals which are related to functional quality. For manufacturing with total quality management (TQM) practices, other than service quality, process and product quality are being considered as well as technical quality because there is a positive relationship between TQM practices and market orientation (Lam et al., 2012).

![Figure 4: Type of Quality from Different Perspectives](source: Authors)

With reference to Gronroos’ (1984) Service Quality Model, the authors are of the opinion that quality can also be seen from a different perspective and comparable to the same type of quality to be discussed in this chapter namely product quality, process quality and service quality as illustrated in Figure 4. Although Gronroos (1978), (1982), (1984) and (2001) has discussed and emphasized the significance of corporate image in the research topic of service quality, the authors are of the opinion that corporate image is not applicable holistically to any company, business entity and individual based on the following arguments; (1) Something that one have to build over time but definitely not overnight or long-term process (Fatt et al., 2000) ; (2) Only big corporation have corporate image due to the high
cost to build and maintain good image and involves the effort of the entire company (Fatt et. al., 2000); (3) Not exclusively and ultimately owned because the real owner is the general public. Although corporate image is an intangible item it must be generally accepted by surrounding community because and it is the external publics’ perceptions that result from their interactions with the organization (Abratt and Mofokeng, 2001). Product quality is a very important aspect in Malaysian manufacturing (Yusof and Aspinwall, 2001). Process and product quality are interrelated in manufacturing whereby process quality have a direct relationship toward product quality performance and business performance (Agus and Hajinoor, 2012).

2.4 The Review of Service Quality (SERVQUAL) Model

The concept of service quality by Gronroos (1982) argued about non-segregation between services as objects of marketing and services as marketing variables. Subsequently, Parasuraman et. al. (1985) has confirmed that service quality is more difficult to be evaluated based on the same reasoning. Prior to that, the topic of service quality was being mentioned by Gronroos (1978) and later being discussed by Gronroos (1982) with a new model of service quality that has been developed accordingly. The ideas brainstormed by him earlier has resulted to the second model developed by Gronroos (1984) called Service Quality Model. The most important concept is managing the perceived service quality by managing the gap between perceived services and expected services. It has been thus concluded that technical quality is more important than the functional quality. A such, treated water produced by the water operators is a good example of technical quality or a technical outcome of the process. However, the customers are also interested to know water treatment process itself; curious about technology, tools or equipment used and how technical quality is obtained. It is important to them and to their view of the service they have received and this is called functional quality. Functional dimensional is perceived in a subjective manner, therefore the functional quality can not be evaluated impartially compared to the technical quality. However, service quality was discussed and further refined by Parasuraman et. al. (1985, 1988), thus the SERVQUAL model has been developed. Parasuraman et. al. (1985) revealed that ten dimensions (namely tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding, access) that consumers use in forming expectations about and perceptions of services, are dimensions that transcend different types of services. They developed 97 items representing ten dimensions of service quality identified using seven points Likert scale ranging from 7 (strongly agree) to 1 (strongly disagree). The research also mentioned four key discrepancies or gap 1 to 4 on the service provider's side that are likely to affect service quality as perceived by consumers (gap 5). Subsequently, Parasuraman et. al. (1988), further refined and condensed the instrument from 97 items to 22 item to assess customers’ perceptions of service quality in service and retailing industry. They have maintained five most important dimensions in Service Quality model namely Tangibles, Reliability, Responsiveness, Assurance and Empathy.

2.5 Modified Service Quality (SERVQUAL) Model

Although SERVQUAL model is proven to be a reliable and valid tool to measure service quality, it has not stopped the researchers from enhancing or extending its capability through some modifications to suit their objectives and the areas of research or industry. Some modified SERVQUAL models that has been developed include SERVPERF, PAKSERV, FM-SERVQUAL, BSQ Index and SSQ. The analysis on the modified SERVQUAL models used by scholars in previous research have been summarised as shown in Table 1 and brief explanations on the models are; (1) SERVPERF model measures service
quality and performance or comparison of performance perceptions with expectation. Both service quality and satisfaction effected purchase intentions but satisfaction has a stronger and more consistent effect proving that SERVQUAL model has some limitation (Taylor et al., 1993). Despite critic on SERVQUAL model, Cronin (2003) still cannot totally confirm that there is a direct correlation or linear relationship between service quality and customer satisfaction, but at the same time would be misleading to suggest that they are totally unrelated; (2) Pakistan Service Quality or PAKSERV model scale used to measure the service quality in the Pakistan context provides an Asian cultural perspective as compared to western cultural model; (3) Facility management service quality or FM-SERVQUAL model has proven to be a reliable instrument that contributes to the quality improvement of the delivery system in Malaysian Local Authorities; (4) Bank Service Quality (BSQ) Index model revealed that reliable communication and responsiveness have a direct bearing on perceptions of quality; (5) Sports service quality or SSQ model is used to investigate the relationship between emotional experience (EE) and user satisfaction (US) for sports competitions or training venues. Other researchers used the existing SERVQUAL model by Parasuraman et al. (1985 and 1988) and modified the instrument to suit their research in the areas of study such as hospital and healthcare (Kilbourne et al., 2004; Abuosi and Atinga, 2013); banking (Amin and Isa, 2008; Kumar et al., 2009; Amat Taap et al., 2011); manufacturing with TQM practices (Lam et al., 2012).

Table 1: Summary of Modified SERVQUAL Models

<table>
<thead>
<tr>
<th>Scholars (Developed Modified SERVQUAL Models)</th>
<th>Service Quality Dimensions (Ds)</th>
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</thead>
<tbody>
<tr>
<td>Others (Ds)</td>
<td>None</td>
</tr>
<tr>
<td>2. Raajpoot, 2004 [PAKSERV]</td>
<td>Tangible</td>
</tr>
<tr>
<td>Others (Ds)</td>
<td>sincerity, personalisation and formality</td>
</tr>
<tr>
<td>3. Wan Yusoff et al., 2008 [FM-SERVQUAL]</td>
<td>Tangible</td>
</tr>
<tr>
<td>Others (Ds)</td>
<td>Professionalism</td>
</tr>
<tr>
<td>4. Abdullah et al., 2011 [BSQ Index]</td>
<td>Tangible</td>
</tr>
<tr>
<td>Others (Ds)</td>
<td>Systemization of service and Reliable Communication</td>
</tr>
<tr>
<td>5. Voon et al., 2014 [SSQ]</td>
<td>Tangible</td>
</tr>
<tr>
<td>Others (Ds)</td>
<td>Peripheral, core and value</td>
</tr>
</tbody>
</table>

Source: Authors

3. Sustainability

To date, there is steady increase in research in the area of sustainability conducted by many scholars and researchers across the field of knowledge such as social sciences (Enquist et al., 2007; Carter and Roger, 2008; Amran et al. 2010), and engineering (Hosseinpour et al., 2015; Ali et al. 2013). Sustainable development is a major challenge and proves to be a daunting task to understand the inter-related complex issues. To date, sustainable development is an important concern, probably the most important, for business and society, and even for those who for years argued in favour of the importance of change towards sustainable development, this issue is now perceived as being more apparent and
urgent. Therefore, sustainability is a key issue for the business community and crisis resulting from rapid industrialisation has caused a significant social and environmental side effects (Amran et al., 2010). The policy maker especially in water and sewerage industry will always want its industry to be sustainable and relevant to the consumers’ needs. Change will definitely involve many parties and strong political will and support should be present to achieve its objectives.

3.1 Type of Sustainability – Product, Process and Services

For the purposes of this research, other than product and process, sustainability of services will also be discussed in detail by the authors based on past research, empirical findings and scientific references. Companies increase products marketing aggressively for profit has led to a new products cycle shorter. Business success will be achieved by companies which can respond quickly to new market changes and customer needs. They will always look for solutions and improvements or sustainability in products and processes. Gaining product sustainability is important but a difficult practice in business organizations (Ali et al., 2013). Therefore, meeting functional requirements and sustainability is critical for product success in the current market. Products compete on the basis of not only price, functions and diversity, but also sustainability. Sustainable product or system is its ability to work continuously during its life cycle with less impact to the environment (Hosseinpour et al., 2015). Sustainability does have an impact to the implementation of services and indirectly attributes to the quality of services. Social and economy factors are among the many attributes that are correlated with service quality.

3.2 Sustainability Components – Environment, Society and Economy

Sustainability that has been discussed by social science scholars basically consists of three components (Enquist et al., 2007; Carter and Rogers, 2008; Kheong, 2008; Lepage, 2009; Sloan, 2010; Fernando, 2012) namely Economy, Environment and Society. However, Lehtinen (2012) briefly reviewed and suggested four criteria needed to be considered to evaluate sustainability which are Environmental, Social, Economic, and Relationship (transparency, risk management, partnerships) factors. It can be summarized from these two sets of criteria that Environmental factor has a major impact towards sustainability. Sustainability in manufacturing may differ from service industry especially with the existence of social factor, thus can be further researched to service industries. Joseph (2013) concluded that only staff directly involved in the sustainable development activity implementation understood the meaning of the sustainable development concept. The report on economic aspect should cover the various financial aspects of the water service operations (Kheong, 2008). There is an element of cost and benefit or profit and loss for the purpose of measuring sustainability such as cost-efficient model (Benedetti et al., 2012). From the above discussions, it can be concluded that sustainability has a positive relationship towards profitability, cost reduction, economic performance (growth) and competitive advantage (Amran et al., 2010 and Carter and Rogers, 2008).

4. Conceptual Model

<table>
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<tr>
<th>Table 2: Summary of Authors and SUSSERV Dimensions</th>
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<td>Dimensions</td>
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<td><strong>Tangibles</strong></td>
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<td><strong>Reliability</strong></td>
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This review reveals that a few researchers in previous studies (Cronin and Taylor, 1992; Kilbourne et al., 2004; Agus et al., 2007; Wan Yusof et al., 2008; Abuosi and Atinga, 2013; and Voon et al., 2014) have modified the original SERVQUAL model in order to accommodate their areas of research. During the early years, the modified SERVQUAL model was developed and being used in research on service industry as discussed and shown in Table 1. The authors are of the opinion that based on the literature reviews, another area that has a major impact on service quality are sustainability factors. Therefore, using the original SERVQUAL model developed by Parasuraman et al. (1988), a modified SERVQUAL model will be used in this research with ‘sustainability’ as an additional dimension. The summary of scholars and service quality dimensions together with additional dimensions in previous research used in the proposed SUSSERV models are shown in Table 2. SUSSERV is a model with twenty eight items comprises twenty two items from the original SERVQUAL model. In addition, two items each (totaling six) from the sustainability dimension namely economy, environment and society. The SUSSERV model has been developed based on literature reviews and prior studies related to the subject of this research as shown in Figure 5. SUSSERV is able to empirically measure consumers’ perception toward the service quality provided by water and sewerage service companies.

<table>
<thead>
<tr>
<th>INDEPENDENT VARIABLES</th>
<th>DEPENDENT VARIABLES</th>
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<tbody>
<tr>
<td><strong>Quality Dimensions</strong></td>
<td></td>
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<tr>
<td># Tangibles</td>
<td>Expected Services (E)</td>
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<tr>
<td># Reliability</td>
<td>(P) Less (E)</td>
</tr>
<tr>
<td># Responsiveness</td>
<td>Perceived Services (P)</td>
</tr>
<tr>
<td># Assurance</td>
<td>PERCEIVED SERVICE QUALITY</td>
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<tr>
<td># Empathy</td>
<td></td>
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<tr>
<td># Sustainability (Economy, Social, Environment)</td>
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Source: Authors

**Figure 5: Conceptual Model – Sustainability Service Quality (SUSSERV)**

5. Summary and Conclusion

Based on the literature review, the authors’ proposed SUSSERV model has achieved the research objective where it can be used to measure service quality and sustainability among the Malaysian Water
Service companies. SUSSERV takes six components into consideration namely Tangible, Reliability, Responsiveness, Assurance, Empathy and Sustainability. The overall goal of this research, therefore, will be to implement the SUSSERV model to existing Malaysian water services industry. There is lack of research in service quality particularly in the context of Malaysian water services industry. Previous efforts and focus made on water quality and water treatment or process quality based were more technical in nature, thus this paper is an attempt to fill the gap between services, product and process quality by including sustainability.

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Influence of Strategic Planning on Crisis Management in the Service Sector Firms in Palestine

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ABSTRACT
Objectives: The purpose of this paper is to review the influence of the strategic planning on crisis management in the service sector firms in Palestine and how it is used in times of crises if they occur.

Methodology: A review of the literature relating to both strategic planning and crisis management in developing countries has been made in this study. The qualitative method is used in this paper since it enables the researcher to gain a deeper knowledge and understanding of the phenomenon.

Results: Firstly, the leaders and managers of a firm will be able to develop their strategies using a practical approach to prevent crises or minimizing their effects. Secondly, managers will be able to think strategically in the midst of a crisis to handle it more effectively. Thirdly, firms will have leaders and teams capable enough to inspire people with a sense of hope and strategic direction.

Implications: Managers and leaders must seek for having best strategies to apply and develop them in firms for preventing crises or mitigating their effects.

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1. Introduction

In today’s global competitive environment, the business has become more complicated and challenging, so any business large or small that is not managed strategically is very weak (Ocloo, et al., 2014; Nickols, 2016). Therefore, firms have to put in place the right strategies in order to embrace the changing situations (Ocloo et al., 2014). Furthermore, the purpose of developing strategy is to outperform competition and to make difference in the market (Papulova and Papulova, 2006; Madu,
Accordingly, strategy is to give a plan to achieve a firm’s goals and objectives as well it is about growing the business through the firm’s resources (Madu, 2013). Due to the importance of strategy within firms, several authors have pointed out that the business goals are in need to be managed strategically in order to bring their aims to fruition at the end (Nickols, 2016). As a result, the concept of strategic management was created as it relates more to the managerial aspect of strategy (Fitzroy et al., 2012). Strategic management (SM) as stated by different scholars and researchers (e.g. Johnson et al., 2013; Ridwan, 2015) comprises of three main elements: strategy formulation, strategy implementation and strategy evaluation. In addition to the most comprehensive component in SM process which is strategic planning (SP) as it sets the basis for the other phases such as: strategy formulation, strategy implementation, strategy evaluation and control (Julian, 2013). Consequently, SP is essential in firms as it can contribute to long-term success and influence the progress of SM (Elbanna, 2016). In particular, creating strategic plans will set new opportunities for the firm to prosper as it is considered as a shield for the firm against any crisis that could attack the firm internally or externally (Bryson, 2011). Therefore, such studies as (Vargo and Seville, 2011) focused on developing an understanding the significance of SP as a way to improve organizational resilience to deal with crises and uncertainties that could attack the firm and weaken its power.

In other words, managing crises are still in need to be planned well (Coombs, 2014). Planning for crises and responding appropriately to them, will make the firm improves its abilities to survive and thrive (Vargo and Seville, 2011; Pal et al., 2014). Hence, Vargo and Seville (2011) believe that crisis management (CM) focuses on coping with threats, while SP focuses on revealing opportunities. The use of SP in the time of crisis will significantly benefit the firm by having advantages to operate and compete and also to have resilience in dealing with uncertainties (Pal et al., 2014). Therefore, to be resilient, firms will need to use intensively SP in turbulent and changing situations in order to survive and thrive (Vargo and Seville, 2011; Ismail et al., 2011). Accordingly, the service sector firms (SSFs) can be more flexible than other firms. Since they have the sense of resilience; they can deal successfully with crises anywhere and anytime (Ocloo, et al., 2014). Although many firms especially in the service sector, plan and manage poorly, however, some of these firms have the potential to grow and develop their strategies in a very professional way (Kraus et al., 2013). While the significance of the service sector in value creation and employment has been considered, the role of services as providers of main contributions to service production, are often forgotten and ignored (Damuri, 2015).

SSFs suffer the negative effects of several crises, being at the sudden change of market attitudes and consumer expectations (Vargo & Seville, 2011). Thus, they are highly affected particularly in times of crisis, also due to the limited financial and human resources to respond (Bourletidis, 2013). In fact, SSFs have the readiness and preparedness to implement strategic planning activities to overcome uncertainties (Ismail, et al., 2011; Pal, et al., 2014). This paper could be a pioneering and important study in the business environment due to the limited number of studies of strategic planning particularly in Palestine.

2. Literature Review

2.1 The Concept of Strategy

In the new global environment which is characterized by rapid change and increasing competition, firms face hard threats that could affect their business and prevent its progress (Bouhali, et al., 2015), therefore the business environment has become more complicated and challenging (Ocloo, et al., 2014). This competitiveness will let firms create their own strategies to outperform competition and to make difference in the market (Madu, 2013). As a result, a well-designed strategy can help a firm to gain a
competitive advantage and cope properly with dilemmas that harm the firms in the long run (Bouhali, et al., 2015). Consequently, the firm in this context enables itself to be in the front and it can hardly be duplicated by competitors (Mnjala, 2014).

2.2 Definition of Strategic Planning

The concept of strategic planning (SP) which has evolved over several decades is a critical component in strategic management literature (Brews and Purohit, 2007). The field of strategic planning has attracted important attention by academics and practitioners alike, and the benefits of engaging in systematic strategic planning are well documented (Rudd, 2005; Brews and Purohit, 2007). Stonehouse and Pemberton (2002) claim that strategic planning is the developing and formulation of organisational level which sets general and flexible objectives, strategies and policies of a business, leading the firm towards its vision of the future (Aldehayyat and Anchor, 2010). Therefore, strategic planning is regarded as an essential tool of management in firms that aim to guide and ensure that the appropriate resources are available at a suitable place and time for achieving objectives.

2.3 Strategic Planning Process

The development applied to the strategic planning processes today is very essential in the strategic planning field (Frost, 2003). The strategic planning process is the most important step. As Bryson (1995) argues, the central goal is to get main organizational decision makers and agree that strategic planning is needed and desirable in firms. As well as, the importance of the strategic planning process has resulted in a number of tools being developed to evaluate the process and to identify organisational strengths, weaknesses, opportunities and threats (Murphy, 2011). Considerably, Gates (2010) states that, the typical strategic planning processes examine an organization’s current environment (e.g. the present situation of the organization’s mission, guiding principles), expectations about how it would like to grow or evolve (the desired future), its objectives as an organization (what it will strive to do), and its intentions for moving forward (how it will move forward to achieve its objectives). This clarification mostly leads to better understanding the process of strategic planning as a whole.

2.4 The Concept of Crisis

Understanding and dealing with crises is becoming today, a real challenge as it is not only to recognize crises, but also to realize them on time (Darling, et al., 2005). The term “crisis” will clearly vary from one firm to another, however, the label is not that important but What matters is the overall approach in which the firm carefully and continually re-examine operations in all fields and plans for how crises, can be suitably managed (Darling, et al., 2005). Millar (2004) viewed crisis as an event which suddenly occurs, demands a fast response, creates uncertainty and pressure, threatens the reputation and continuously changes the firm (Ulmer et al., 2014). The numerous classification models in the study explain that scholars categorize crises according to the source of crisis, scope of impact and character. These three dimensions are the key elements of the crisis-type triangle shown in the figure (Figure 2.1).
To summarize, Mitroff (2005) typology, represents and covers other scholars’ classifications as it is more obvious and suitable for this paper. It is the responsibility of managers and leaders in firms to consider all these types as possibilities for crises and have strategic and tactical plans, as a result crises could be rapidly resolved or prevented from happening. Therefore, Mitroff’s classification of crisis types was selected, furthermore, it is supported by Sher (2006), and developed by Alas’ (2009). Previous studies such as (Gao, 2010) has exposed that over half of all crises were economic/financial crisis and the second type was reputational crisis while the third was human resources crisis. Physical and informational crises, natural disasters and psychopathic acts happen after the top three main crisis types. Goa defined those three major types of crisis: economic, reputational and human resources and explained the interconnection between them by giving the instructions of how to make appropriate managerial plans to alleviate the negative crisis effects.
In addition to another type of crisis, added by the author, as it explains the current case study, which is called “geopolitical crisis”. It is equally as important as the aforementioned main types of crisis in firms and organizational work. Importantly, the geopolitical issues of Palestine have been mostly ignored by politicians and decision makers. The geopolitical dimension should not be underestimated as it is considered as one of the most important crisis type in this regard. The Palestinians are trapped in regional geopolitics. As well as, their territories are divided into two widely separated areas: Gaza Strip and West Bank and both have an economic catastrophe and harsh restrictions in their daily life (Friedman, 2009). Considerably, Gaza is the case study to take into account and to show how the geopolitical aspect grows up and affects the daily life. Since the blockade on Gaza in 2007, the situation was getting worse and still impacts the all aspects of Gazans life. Gaza Strip is still suffering from the ongoing closure on the transport of goods and services from Gaza to its traditional markets in the West Bank and other parts of Palestine. Along with the severe restrictions on access to agricultural land, fishing and water which prevent supportable growth and keeps up the worst levels of unemployment, food scarcity, fuel and medication (Al-Modallal, 2015). In short, geopolitical environment is to be added to the previous types; however this addition will make the firm more distinguished and characterized with unique and effective strategies for coping with crises in the short and long terms. Confirming on that also for what was stated by Pollard and Hotho (2006) that the more a firm is prepared for crisis situations, the better it can be managed as well as in decision making to minimize the effects when the crisis occurs. The developed square figure is illustrated in figure 1.4. Gao and Alas (2010) asserted that the empirical studies in other countries could expand the range for what is suitable to the targeted issue to be studied in the future.

**Figure 2.3** The developed figure of types of crisis

![Figure 2.3](image)

**2.5 Crisis Strategic Planning**

In today's business world, the most important issue especially in managing crises is that managers should be prepared very well for uncertainty (Vargo and Sevllie, 2011). Managers who fail to recognize the crisis and do not have a plan for it they will be suffered serious troubles. Otherwise, crises can lead to decline the firm any time if not handled immediately by managers and who are in charge. (Pollard and Hotho (2006) stated that the more a firm is prepared for crisis situations, the better it can be managed. Consequently they emphasize the significance of implementing strategic plans to get fully prepared for any crisis that occurs. As well (Reilly, 2008) has pointed out that actual internal and external strategic planning is needed during a crisis. As a result, effective crisis plan is able to prevent any potential
problems and manage any crises that could harm the firm and it can bring the firm a more positive reputation than it had before the crisis (Ulmer et al., 2014). Crisis management will not succeed without planning. Consequently, crisis planning needs to be conducted appropriately during a crisis. In the same context strategic actions to manage the crises require a crisis management process and strategic planning in the firm. These actions which firms can do during crisis include realizing crises and prioritizing them based on the firm’s needs and wants, identifying effective factors on the occurrence of crises and their importance, providing necessary facilities to control crises and reduce their negative effects. Thus crisis strategic planning (CSP) becomes essential in supporting resilience which is the ability to rapidly recover from difficulties and crises. Resilient firms show more preparedness and flexibility in dealing with crises while the less resilient firms lack of strategic readiness (Pal, et al., 2014). Resilience as well is the capability of the firm, not only to survive (crisis management) but also to thrive (strategic planning) in facing crises when they occur.

3. Methodology

The constructive methodological approach is chosen in this study, which has enabled to reveal the estimation of the crisis and to develop the researcher’s attitude to the researched problems. Review of literature in this field has been helpful in developing the elements of strategic planning process to enhance the managerial capability for crisis management (Valackiene, 2015). A primary focus of this paper is to investigate the strategic planning process and looking into what strategic processes managers and leaders may use for preventing crises or mitigating their effects.

4. Findings/Discussion

Firstly, the managers and leaders of this firm will be able to develop their strategies using an influential practical strategic approach to prevent crises or minimizing their effects. Secondly, managers will be able to think strategically during a crisis, and to do this most effectively. Thirdly, the firms will have leaders capable to inspire people with a sense of hope and direction. Fourthly, firms will have better ability to plan and make decisions carefully and efficiently for more influential responses to crises. Finally, firms will have teams that can recognize methods and turn the chaotic situations into opportunities for their firms to operate and compete.

5. Conclusion/Implications

Today’s business has become more challenging, and making strategy is very important to the firm, therefore, setting strategies can be used in the unstable environments whatever they are (Bouhali, et al., 2015). Considerably, SP is regarded along with CM as a backbone to the firm in confronting and controlling crises that occur. SP is highly recommended by some authors particularly in the service sector firms (SSFs). Effective crisis strategic planning is regarded as a process of not only surviving but also a process of thriving to operate and compete. The traditional approaches of service recovery have focused deeply on damage limitation and service continuity after damage and have neglected the more critical area of crisis strategic planning to not only to survive but also to thrive (Vargo & Seville, 2011).
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Venturing, 5(4), 406-430.
Linking Work Environment, Team and Co-worker Relationship and Organization Well-being in Increasing Employee Engagement: A Conceptual Perspective

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ARTICLE DETAILS

ABSTRACT

Purpose – The purpose of this paper is to propose a conceptual framework on the key determinant of employee engagement. This paper is designed to study the three determinants that will impact on employee engagement. Three key determinants will be used as independent variables which are work environment, team and co-worker relationship, and organization well-being. Employee engagement acts as a dependent variable.

Methodology – This is a causal study that has used qualitative exploratory methodology to draw propositions about the phenomenon under study.

Findings - The findings of the study that supported by The Social Exchange Theory (SET) and The Leader-Member Exchange (LMX) were expected to produce significant relationship between work environment, team and co-worker relationship and organization well-being on employee engagement.

Practical implication – A deep focus should be given to the factors that can enhance work environment, team and co-worker relationship as well as providing supportive organizational well-being to ensure the employees in their organization is fully engaged.

Social implication – The determinant of employee engagement will promote a healthy and positive working environment that can contribute to positive and healthy life in social community.

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Employee engagement
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Team and co-worker relationship
Organization well-being

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J20, J21, J29

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1. Introduction

In this era, employee engagement has become a famous topic of discussion. It had been an important and eye-catching subject to consultation firms and among many popular media business. This is because of the rising number of studies that has been trying to extend the concept of employee engagement to work, job and organisation engagement (Welch, 2011) as it is also reported to influence various positive work outcomes (Vincent-Höper et al., 2012; Karatepe, 2013 and Harter et al., 2002).

Kahn (1990) was the first individual who determined work engagement as the “harnessing of organisational members’ selves to their work roles”. In addition he also states that engagement must come from the people who are being employed and is able to express it physically, cognitively, and emotionally to perform in any given or voluntary performances. In line with this, Shuck and Wollard (2010) also recently defined the term employee engagement as “an individual employee’s cognitive, emotional, and behavioral state directed toward desired organisational outcomes”.

Employee engagement is one of the key determinants fostering high levels of employee performance, as it is constantly shown in a number of studies (Macey et al., 2009; Mone & London, 2010; Gorgievski et al., 2010; Christian et al., 2011; Chughtai & Buckley, 2011). To become successful and competitive in the business area, an organisation should put more weight on employee engagement issues as to having a high level of engaged employees were reported to produce good business performance even in the turbulence economic (Kular et al., 2008; Harter et al., 2002; Shuck & Wollard, 2010). Organisations which are faced with production decrease that has been resulted from global economy turbulence would still survive in the industry as engaged employees would continually perform their roles. They would be engaged with their jobs which will subsequently help the organisation to maintain and continue their operations. Thus, this shows that employees’ engagement is an important element that is needed by the company, especially during any encounter with an economic turbulence.

Even though there has been increasing number of studies which investigates employee engagement, researchers have realized that academic researches lack practitioner developments (Macey & Schneider, 2008; Robinson et al., 2004). Since the understanding of employee engagement is a fundamental element to organisational performance, there is a need to study the antecedent variables that has a direct impact to employee engagement.

2.0 Problem Statement

The real understanding of impact on the employee engagement is one of the fundamental elements towards an employee’s performance. Hooper (2006) who is a well-known Australian researcher stated that the average Australian economy loses about $31 billion yearly due to the issue of employees’ disengagement and resignation from jobs. In addition, North Shore Health System has been invested in employee training and development for about $10 million a year to encourage and train employees. This is substantial with hopes that this initiative can increase engagement levels among the employees within their firm (States, 2008). As a result, this action has given a positive outcome by decreasing for about 96 per cent of annual retention rate, increased in its customer satisfaction, as well as increased in profit (State, 2008).

Schaufeli and Bakker (2004) found that organizations that are able to engage with their employees are likely to have a stronger attachment to the organisation. Thus, engaged employees will have a lower intention to quit compared to the disengaged employees. Employee engagement has not only impacted
employees’ performance, but also gives an impact to turnover of employees.

Since the year 2000, a lot of papers have been published pertaining to employee engagement. Most of the published papers focused on the different definition of employee engagement. However, there are still little empirical researches that focus on factors to predict employee engagement. In addition, despite the recognisable importance of engagement (Kamet et al., 2012; Macey et al., 2009; Shuck and Wollard, 2010), it appears to be a lack of consensus over the antecedents and outcomes of the construct. (Sowath Rana et al., 2014).

Thus, to fill the gap of knowledge about the antecedents of employee engagement, this study seem to be relevant to conduct as well as help to overcome the problem of employee’s intention to quit and can cut the cost of company to recruit new comers.

3.0 Literature Review

3.1 Employee Engagement

To date, there still seem to be an unfixed definition and a generally accepted word for the term employee engagement (Markoz & Sridevi, 2010). However, previous researchers had come to the same basic as stated by Kahn (1990) by defining employee engagement as “an individual employee’s cognitive, emotional and behavioral state directed towards desired organisational outcomes” (Shuck & Wollard, 2010). Engaged employees will demonstrate emotional and psychological connection to their working environment (Wagner and Harter, 2006; Kahn, 1990).

Engagement can also lead to an increase in internal motivation, mindfulness, individual creativity, and ethical behavior as well as increase in efforts to do beyond given tasks. They will also become more productive and happier as they are able to work within a comfortable condition (Robertson-Smith & Markwick, 2009). Organisation can measure the outcomes of engagement practice by looking at the increase in customer loyalty, reduce in employee turnover, and increase in employee productivity as well as financial success (Robertson-Smith & Markwick, 2009). This statement was consistent with the findings by Harter et al. (2002) in the Meta analysis on 7400 business units, as they found existence of relationship between employee engagement with various outcomes, such as customer satisfaction, productivity, profit and employee turnover that subsequently influenced business success.

3.2 Supportive Work Environment

Working environment was determined as one of the critical factors that established the level of employee engagement within an organisation. Previous studies done by Miles (2001), Harter et al. (2002), Holbeche and Springett (2003), May et al. (2004) and Rich et al. (2010) showed that several aspects of the working environment may lead to employee engagement outcomes. Deci and Ryan (1987) demonstrated that any management function that practices a supportive working environment will normally present their care and concern for employees’ needs and their feelings by providing them with positive responses and encouraging them to voice out their needs in order to boost their skills and ability to be an employee with problem solving traits. Thus, a harmonious and adaptable working environment that enables employees to focus on their work and interpersonal development is classified to have a high relationship to employee engagement. (Anitha, 2013)
A supportive working environment can act as a holistic measure that can increase the level of employee engagement. From the Gallup’s data surveyed, it is suggested that there is no metric that measures more on diversity in human behavior than its environment. Working environment can also be determined as all the important thing that is reflect on how we think of our lives and experience it (Rath & Harter, 2010). Therefore, working environment becomes a critical point to measure the organisation’s influence towards its employees.

Supportive environment that enables to stimulate and maintain the relevant elements are develop based on concepts like friendships, cooperation, support and trust (Kahn, 1990). To describe the current condition of a supportive working environment, employees will be asked about friendships, cooperation, support and trust. In fact, employees who do not acquire these criteria in their working relationships will feel alone, disconnected to others, isolated and stressful. Relationships never built in any unsafe workplace or when employees feel threatened by any threat and they have to be hypocrite instead of being their selves (Kahn, 1990). By feeling connected to work, it will significantly reflect the employee’s experience upon their work, thus increasing employees’ engagement.

### 3.3 Team and Co-worker Relationship

Team and co-worker relationship is another aspect that can be considered as part of the factors which determines employee engagement. According to Kahn (1990) he found that supportive and trusting relationships among employees can offer high employee engagement level as they are built on the basis of a harmonious and concrete relationship traits.

Supportive team members will help every member of the team to explore new things and give full support in hard condition and any difficulty (Kahn, 1990). This statement also supported by May et al. (2004) who found that relationships build in the working place gives significant impact on being meaningful which is an important part of any engagement component. According to Locke and Taylor (1990), employee who possess positive interpersonal relationship and interaction with members at the work place, will experience a great level of meaning towards their work as well as becoming engaging team members. In short, when employees are able to build good relationships with the members within an organisation, their work engagement is considered to be at high level (Anitha, 2013).

### 3.4 Organization Well-being

Organisation well-being is an important measurement of determination for employee engagement (Anitha, 2013). From Gallup’s data, it is suggested that there is no metric that captures more variance in human behavior than well-being. Rath and Harter (2010) defined well-being as all things which are crucial to influence about what people think and experience in their lives. In other words, well-being is considered the most essential measure to capture the influences of an organisation towards their employees. (Anitha, 2013)

Towers Perrin Talent Report (2003) also found that the importance of well-being is investigated by many scholars as the most important determinant of engagement as they impacted to senior management level of interest toward their employee well-being.

### 4.0 Underpinning Theory
In side of the theoretical foundation and linkage with Kahn’s (1990) engagement concept, motivational theories developed by Abraham Maslow (1970) is much closer to Kahn’s concept. It is known that Maslow hierarchy of needs provides a clear and better understanding of a conceptual framework. According to Maslow, it is important to fulfil the basic human needs as well as building a context to the conceptualization of employee engagement. However, in this study, Social Exchange Theory (SET) and Leader Member Exchange and Team Member Exchange (LMX-TMX) theories will be used in this study since both of these theories does fully explain the relationship of each and every variable involved.

4.1 The Social Exchange Theory

The social exchange theory (which is also known as SET) is becoming the most matched and accepted theory used in current researches and studies of employee engagement. According to Saks (2006) SET is among the toughest and solid theoretical support to explain employee engagement.

The critical point on the SET is that people make social decisions due to the perceived costs and benefits (Cropanzano & Mitchell, 2005). The human made evaluation of the social relationships by determine the advantages and benefit that they will get through the relationship (Ethugala, 2011). Saks (2006) also mentioned that the best way for employees to repay their firm’s kindness is by presenting high level of engagement. In short, SET gives a clear view on a theoretical explanation as why employees option to choose to put oneself either more or less engaged in their job and within the organisation. The conditions of engagement in both of Kahn’s (1990) can be viewed as economic and socio emotional exchange resources. This brings to the fact that, when employees are well equipped with these resources from their firm, they will tend to repay the firm by showing high levels of engagement.

4.2 Leader-Member Exchange (LMX) Theory

Leader-member exchange (LMX) theory can be used at an individual level. This is closely related to workplace relationship among employees. Moreover, workplace relationship has a positive relation with team-member exchange (TMX), so that, they form a linkage between both of the LMX-TMX theory. Seers (1989) defined LMX-TMX as the quality of relationship between a person and an employee with other members of the team.

There are many researches which are being conducted in order to understand the applications of leader member exchange (LMX) theory over the last 25 years (Graen & Uhl-Bien, 1995). Regarding LMX theory, the theorists concentrated more on differentiating the exchange existence in relationships for a leader to develop and maintain their relationship with their subordinates by working together as a team (Dansereau et al., 1975).

Sparrowe and Liden (1997) also added that interpersonal relationships among leaders, subordinates, and coworkers are interconnected with one another to form a large social system that operates as a team and organisation. According to Graen and Uhl-Bien (1995) they are very much looking into system perspective, they have asked for more researchers to conduct researches in order to develop better understanding of how the LMX dyadic relationships can affect employees’ work attitudes and behaviors in larger teams within an organisation.

This is due to the fact that not only LMX gives influence to the dyadic relationship among leaders and
team members, but it may also have an influence towards other exchange relationships inside a larger organisation. In relation to that, LMX might have an affect towards team member exchange (TMX). Furthermore, high-quality of LMX relationship can create a comfortable working environment and thus result in effective communication as a shared identity or having common values. This will be a platform for employees to reduce the gap between them and experience a strong emotional attachment with each other in their workforce as well as to enhance friendship formation at the work place (Ellemers, et al., 2004).

As a summary of this theory, the LMX-TMX theories are very much related to each other and posses a strong impact to the key determinant of employee engagement. This theory can support the determinant of work environment, team and co-worker relationship as well as an organisation’s well-being.

5.0 Framework

The conceptual framework for this study is designed as below:

![Figure 1: A proposed conceptual framework](image)

6.0 List of Propositions

Even though there are a lot of factors that have been acknowledged as important determinants of employee engagement, this study aims to reach the objective as to provide a critical antecedent of employee engagement in terms of work environment, team and co-worker relationship, and organisational well-being. Thus, the hypotheses are as follows:

H1 : Work environment is significantly related to employee engagement
H2 : Team and co-worker relationship is significantly related to employee engagement
H3: Organisation well-being is significantly related to employee engagement

7.0 METHODOLOGY

This research is designed as a quantitative study approach. It is a hypothetical deductive research as it is aimed to generate knowledge and determine the relationship between the independent and dependent variables of employee engagement. The research used a cross-sectional design because it will be conducted in a short period of time.

Simple random sampling is being used to select the employees from middle and lower managerial levels from four banks in Kuala Lumpur. A total of 400 questionnaires will be distributed in three weeks. The population for this research is Banking Industry employees in the areas around Kuala Lumpur, Malaysia. Samples will be selected from two different levels of employees which are middle managerial level consists of all units and department assistant managers and bank officers. For lower managerial level, front line employees at clerical level will be the targeted sample for this research in four banks. The banks involved in this study are Citibank, Maybank, CIMB and Bank Muamalat. All questionnaires will go through the organisation’s human resource department. The targeted sample is 400 which consisting 100 questionnaire for each bank.

8.0 IMPLICATION AND RECOMMENDATION FOR FUTURE RESEARCH

Key determinants of employee engagement in this paper can promote a healthy working environment which can reflect on the social outlook created by employers. Employees can enjoy considerable attention from the key determinants that is being addressed in this study. In regards with this, managers can generate their confidence level to face with their subordinate and engaged them in organisational development. Adequate time should be considered for setting the objective and to ensure each and every employee gain a clear understanding of the firm’s expectations for their achievement. Engaged employees will be more optimistic and productive, thus increasing the organisational performance as a whole.

This research should extend the discussions on the importance of all three determinants towards increasing employees’ engagement. Future researches recommended were also furthering this study into investigating the impact on the mentioned variables to employee engagement as well as employee performance in various organisations to gain in-depth knowledge about employee engagement.

8.0 CONCLUSION

There are a rising number of researches in employee engagement. However, most of the studies were being conducted by practitioners compared to academic researchers. This is due to much of what has been written about employee engagement that comes from the practitioner literature and consulting firms. There is a surprising dearth of research on employee engagement in the academic literature (Robinson et al., 2004). So there is a critical need for future research to study further about employee engagement.

As mentioned above, many previous researches have provided the evidence that employee engagement is a crucial element to determine the organisation’s success. The three independent variables (work...
environment, team and co-worker relationship, and organization well-being) act as antecedents to employee engagement which are chosen in this study based on the emotional state of employee engagement proposed by Kahn (1990). This is also supported by previous research conducted by Saks (2006), stating that although there is little empirical research on the factors that predict employee engagement, however, it is possible to identify a number of potential antecedents from Kahn’s (1990) and Maslach et al.’s (2001) model. Shuck and Wollard (2010) also stated that employee engagement can be defined in an emergent and working condition as a positive cognitive, emotional, and behavioral state directed toward organisational outcomes.

In addition, engagement issue is always discussed in behavioral state instead of cognitive and emotional states of engagement (Shuck & Wollard, 2010). Thus, this research is designed to study in emotional states of engagement in term of the relationship among three variables that have impact on employee engagement. By addressing these critical antecedents of employee engagement, this study perhaps will contribute additional knowledge and information to respective organisations in providing a better working environment, build a harmonious and friendly team and construct coworker relationship and last but not least, to put an organisational well-being as an essential element to enhance employee engagement. To engage employees, these initiatives can be applied within the organisation instead of just focusing on monetary initiative like reward and recognition, followed by bonus and salary increment per say.

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Digital Engagement, Political and Civic Participation: Mobilizing Youth in Marginalized Communities

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ABSTRACT
Objective: This paper examines the digital engagement, political and civic participation among Malaysian youth in marginalized communities. It also studies the relationship between digital engagement and two participation constructs. The framework of the study was based on mobilization theories, which suggested that previously unavailable technologies such as the Internet could mobilize members of underprivileged or underrepresented groups who lack socioeconomic resources.

Methodology: The data were obtained through a self-administered survey completed by 4,107 youths, aged from 15 to 25 years old, living in marginalized communities in six regions, namely Central, Eastern, Northern, Southern, Sabah, and Sarawak. Descriptive and factor analyses were used to analyze the data. Pearson correlation was also run to test the hypothesis that digital engagement is positively related to political and civic participation.

Results: The study found that while youths were digitally engaged, their engagement was still characterized by basic use of the Internet, such as communicating with friends. The study also found that their civic and political participation is low. However, the research found that digital engagement had a significant and positive impact on the youths’ political and civic participation.

Implication: This research provides empirical data on the level of digital engagement, political and civic participation among Malaysian youths. The study expands on current literatures by examining the effects of Internet on youth participation. This paper offers insights to policy makers on implementing strategies and programs that promote participation among youth in marginalized communities. Its practical implication also includes contributing towards the development of specific policy and good practices on media to encourage youth participation in Malaysia.

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1. Introduction

The disengagement of young people from political and civic activities has been observed in both western and Asian countries. Malaysia is no exception. Nga et. al (2009) found that Malaysia struggles “with political inclusiveness and engagement by young people in the political process. Ismie et al (2011) observed that young people demonstrated continuous lack of engagement with the political process. Recent reports had shown that many did not register as voters. Compared to their counterparts in the Commonwealth countries, Malaysian youths were also among the least active in politics.

Election is part of the process to facilitate political socialization among young generation. Unfortunately, according to Malaysia Youth Index 2006 survey, political socialization among youth was found to be moderate. This spells trouble for a democratic country like Malaysia because its future leaders were not interested in political socialization activities. To make things worse, nearly half (13.4 million) of the Malaysian population are young people. Who will run and participate in the administration of the country in the future?

The same survey also indicated that the media penetration rate among Malaysian youth was ‘very good”, which means majority of them had a high exposure to media and information technology. Reports by the Malaysian Communications and Multimedia Commission and the International Telecommunication Union also showed that Malaysian youths were among the most active Internet users in the world.

The declining youth civic and political participation vis-à-vis increasing engagement with online activities led many researchers to explore the relationship between Internet and youth participation. Does Internet keep young people away from participating in civic and political activities? Or does it actually encourage participation because many traditional forms of civic and political participation can now be carried out online? If so, how effective is Internet in mobilizing young people to become more active participants?

In many parts of the world, Internet has showed unprecedented impact in recent elections. In the 2008 U.S. presidential elections, President Obama leveraged on the power of social media to communicate directly with young voters, who were heavy users of the Internet (Bakker & de Vreese, 2011). Coincidentally, in the same year, the Internet also played a significant role in the Malaysian political tsunami of 8 March 2008. The power of young voters, who were also heavy users of the Internet, was increasingly felt in the local political scene. Collectively, they could act as a force that decides on issues related to them and the nation (Rahim, 2007). Given this empirical evidence, it is therefore important to examine the potential of Internet to mobilize young people to become more active citizens in terms of civic and political participation.

2. Literature review

2.1 Digital Engagement

In their study on pathways to digital literacy and engagement, Helsper and Eynon (2013) defined digital engagement as “the ways in which people use and participate in different Internet activities, contents and platform.” Following this definition and the term “digital natives” (coined by the International Telecommunication Union to label active young Internet users), we conceptualize the various uses of Internet into a construct called “digital engagement.”

Digital engagement was operationalized into 16 surfing activities and 3 communication activities
(Bakker & de Vreese, 2011). The former comprised four categories: Internet news use (visit newspaper websites, visit news sites and news blogs, visit showbiz news sites); services (online banking, job searching, housing sites, looking for product information, holiday bookings, online shopping); music (download music and software, listening to music on PC); and club/organization (frequency visiting website of an organization or club as a member). The latter included email, social networking (chat and online communities) and forum.

2.2 Civic Participation
In their study on modeling Internet effects on civic participation, Shah et al. (2005) articulated the role of civic participation:

Civic participation represents a critical behavioral marker of community engagement and integration. It plays a central role in the health and functioning of democratic societies by channeling collective action toward community building. The experience of participating in community and voluntary work also reinforces the norms of reciprocity, encouraging faith in others (Ostrom, 1990). By supporting these norms, participation begets future participation. (p. 533)

Past studies have defined civic participation (or engagement) in both specific and generic terms, including social capital (Putnam, 2000), civic literacy (Milner, 2002), and club memberships. With the advent of Internet, the definition has been classified into two main categories: traditional (offline) and digital (online) participation.

Past researchers had long established the relationship between media consumption and civic participation. McLeod et al., 1996; Shah, McLeod, and Yoon, 2001 found that consumption of news media and interpersonal political discussion had an impact on civic participation. Norris (1998) and Shat et al. (2001) observed that civic participation was driven by informational uses of the Internet. Shah et al. (2002); Wellman, Haase, Witte, and Hampton, (2001) discovered that heavy Internet use encouraged participation in voluntary organizations. According to Davis (1999), Jones (1995) and Rheingold (1993), the flexibility of the Internet as a communication channel encourages civic participation. First, information can be accessed on demand. Second, news is disseminated up-to-the-minute; and third, users could have in-depth knowledge of important issues. This study only looked at traditional (offline) civic participation.

2.3 Political Participation
In a study by the Institute for Youth Research Malaysia, only 10 percent of youth respondents reported that their ideas were given attention by any political parties, and only 19 percent were aware of the existence and differences of political parties in the country. The data not only reflected the lack of political participation among the young generation but also their insensitivity towards their own political socialization process (Rahim, 2006).

Political participation has been defined in numerous terms – from participating in activities organized by political parties and distributing a petition to meeting a government official and wearing a badge to show support or protest over an issue. However, this study only looked at traditional (offline) forms of political participation.

3. Hypotheses
There were many empirical evidence on the impact of Internet on political participation. Tolbert and McNeal (2003) found that people who consumed online news were more likely to vote. Quintelier and...
Vissers (2008) discovered a positive relationship between online news consumption and youth political participation. Bakker and de Vreese (2011) observed the same relationship when Internet was used as a medium to communicate and discuss issues. In line with these arguments, we hypothesized the following.

Hypothesis 1: Digital engagement is positively related to political participation

Similarly, citizens who used Internet for information were found to be more likely to engage with their communities and civic activities (Norris, 1998; Shah, McLeod, et al., 2001). Shah, Kwak, and Holbert (2001) found that when people used the Internet for exchanging ideas and consuming news, they had higher social and political engagement. Shah et al. (2005) also discovered a positive relationship between informational uses of the mass media and civic participation. These arguments led us to hypothesize the following.

Hypothesis 2: Digital engagement is positively related to civic participation

4. Methodology

This research has two objectives. First is to determine the level of digital engagement, political and civic participation among Malaysian youth. Second is to examine the relationship between youth digital engagement and their participation in political and civic activities. The independent variable is digital engagement and the dependent variables are civic and political participation. This study focused on Malaysian youth living in marginalized communities in six regions, namely, Central, Eastern, Northern, Southern, Sabah and Sarawak. The data were obtained through a survey completed by 4,107 youths aged from 15 to 25 years old. All questionnaires were self-administered by the respondents.

5.1 Measurement of Variables

5.1.1 Digital Engagement

Digital engagement was measured by how frequent the respondents used the Internet for various activities. The respondents indicated the number of times they carried out 13 online activities, measured from “no engagement at all” (1) to “very frequent engagement” (5).

5.1.2 Civic Participation

Civic participation was defined as how frequent the respondents carried out traditional (offline) civic activities. The respondents indicated the number of times they participated in seven civic activities, measured from “no engagement at all” (1) to “very frequent engagement” (5).

5.1.3 Political Participation

Political participation was defined as how frequent the respondents performed various traditional (offline) political activities. The respondents indicated the number of times they took part in four political activities, measured from “no engagement at all” (1) to “very frequent engagement” (5).

6. Results

Digital engagement comprised 13 online activities that the respondents performed. A factor analysis on the 13 items indicated three types of digital engagement namely, basic, intermediate, and advanced. Figure 1 shows that the respondents’ digital engagement was still characterized by basic use of the
Internet (67%).

Table 1 shows the distribution of respondents according to their digital engagement. In terms of basic digital engagement, the results show that the most popular activity is communicating with friends (mean = 3.81), followed by surfing for educational contents (mean = 3.61). At intermediate level, the most popular activity is surfing government websites for jobs, paying license, and other related activities (mean = 2.66), followed by shopping online (mean = 2.62).

With regard to advanced digital engagement, the most frequent activity is reading current news, sports, or entertainment online (mean = 3.34). This is followed by surfing websites on environment, volunteerism, charity work and so forth (mean = 2.75), commenting/voicing opinions on current issues in blog/news (mean = 2.72), and creating groups on social media to discuss youth-related issues (mean = 2.72) and. The least popular activity is surfing political parties’ websites or social media (mean = 2.49).

<table>
<thead>
<tr>
<th>Item (n = 4,107)</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicating with friends</td>
<td>3.81</td>
<td>0.99</td>
</tr>
<tr>
<td>Surfing for educational contents</td>
<td>3.61</td>
<td>0.98</td>
</tr>
<tr>
<td>Surfing for entertainment/travel</td>
<td>3.29</td>
<td>1.08</td>
</tr>
<tr>
<td>Shopping online</td>
<td>2.62</td>
<td>1.29</td>
</tr>
<tr>
<td>Playing games</td>
<td>3.10</td>
<td>1.34</td>
</tr>
<tr>
<td>E-banking transaction</td>
<td>2.36</td>
<td>1.29</td>
</tr>
<tr>
<td>Surfing government websites for jobs, paying license, etc.</td>
<td>2.66</td>
<td>1.34</td>
</tr>
<tr>
<td>Uploading pictures/videos</td>
<td>3.31</td>
<td>1.20</td>
</tr>
<tr>
<td>Commenting/voicing opinions on current issues in blog/news</td>
<td>2.72</td>
<td>1.22</td>
</tr>
<tr>
<td>Reading current news/sports/entertainment online</td>
<td>3.34</td>
<td>1.15</td>
</tr>
<tr>
<td>Surfing political parties’ websites/social media</td>
<td>2.49</td>
<td>1.24</td>
</tr>
<tr>
<td>Surfing websites on environment, volunteerism, charity work, etc.</td>
<td>2.75</td>
<td>1.18</td>
</tr>
<tr>
<td>Creating groups on social media to discuss youth-related issues</td>
<td>2.72</td>
<td>1.23</td>
</tr>
</tbody>
</table>
Note: 1 = no engagement at all; 2 = not frequent engagement; 3 = less frequent engagement; 4 = frequent engagement; 5 = very frequent engagement

Table 2 shows the distribution of respondents according to civic participation. The results also showed that the respondents were not frequently engaged (mean < 4.0) in civic activities such as getting involved in charity and welfare work (mean = 2.72), volunteering to help the poor/people with disabilities/natural disaster victims (mean = 2.72), and getting involved in recycle activities (mean = 2.80).

Table 2: Distribution of respondents according to civic participation

<table>
<thead>
<tr>
<th>Item (n = 4,107)</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involved in charity and welfare work</td>
<td>2.72</td>
<td>1.17</td>
</tr>
<tr>
<td>Volunteering to help the poor/OKU/natural disaster victims</td>
<td>2.72</td>
<td>1.16</td>
</tr>
<tr>
<td>Discussing with friends or family members on current issue published by the media</td>
<td>3.20</td>
<td>1.13</td>
</tr>
<tr>
<td>Involved in recycle activities</td>
<td>2.80</td>
<td>1.14</td>
</tr>
<tr>
<td>Reporting a crime in my neighborhood to the police</td>
<td>2.55</td>
<td>1.21</td>
</tr>
<tr>
<td>Lodging a complaint on service used/vandalism/unsatisfactory government service</td>
<td>2.49</td>
<td>1.19</td>
</tr>
<tr>
<td>Contacting the mass media to voice opinion on a certain issue (opinion/complaint/recognition/suggestion)</td>
<td>2.26</td>
<td>1.18</td>
</tr>
</tbody>
</table>

Note: 1 = no engagement at all; 2 = not frequent engagement; 3 = less frequent engagement; 4 = frequent engagement; 5 = very frequent engagement

Table 3 shows the distribution of respondents according to political participation. The results showed that the respondents were not frequently engaged (mean < 3.00) in political activities such as wearing a badge/sticker to promote/protest a certain issue (mean = 2.02), participating in activities organized by political party (mean = 2.07), and meeting district officer to resolve an issue/voice opinion (mean 2.07).

Table 3: Distribution of respondents according to political participation

<table>
<thead>
<tr>
<th>Item (n = 4,107)</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting government official personally to resolve an issue</td>
<td>2.31</td>
<td>1.20</td>
</tr>
<tr>
<td>Wearing badge/sticker to support/protest a certain issue</td>
<td>2.02</td>
<td>1.15</td>
</tr>
<tr>
<td>Meeting district officer to resolve an issue/voice opinion</td>
<td>2.07</td>
<td>1.16</td>
</tr>
<tr>
<td>Participating in activities organized by political party</td>
<td>2.07</td>
<td>1.22</td>
</tr>
</tbody>
</table>

Note: 1 = no engagement at all; 2 = not frequent engagement; 3 = less frequent engagement; 4 = frequent engagement; 5 = very frequent engagement

Table 4 shows the correlation test conducted between the independent variable and two dependent variables. The results showed that there was a moderately positive and significant relationship between digital engagement and political participation (r = 0.54, p = 0.00) as well as with civic participation (r = 0.54, p = 0.00). Therefore, H1 and H2 were supported. Based on the results, it can be concluded that digital engagement would affect the political and civic participation of the respondents.
### Table 4: Correlation test between Independent Variable and Dependent Variables

<table>
<thead>
<tr>
<th>Dependent variables</th>
<th>Digital engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political participation</td>
<td>0.54</td>
</tr>
<tr>
<td>Civic participation</td>
<td>0.54</td>
</tr>
</tbody>
</table>

**Conclusion and Recommendation**

The study showed that Malaysian youths who participated in the survey were actively involved in various online activities. But more importantly, the study revealed that Malaysian youths are digitally divided between the basic users and the more advanced users. Confining to basic use of the Internet does not bode well for the future as Malaysia is striving towards an advanced economy and inclusive nation. In its strategy paper for the Eleventh Malaysia Plan, the Economic Planning Unit (EPU) wrote that this transformation will hinge on mindset and behavior change of businesses, citizens and the public service towards a data driven culture. Therefore, to make this transformation possible, Malaysian youths – who represent nearly half of the Malaysian population – need to change their online usage to one that extends beyond basic engagement.

The study also showed that in general, the respondents were not frequently engaged in both political and civic activities. In light of this finding, low citizen participation needs to be addressed to ensure a functioning and healthy democracy. To achieve a developed nation status, Malaysia not only requires economic prosperity but also political stability, especially considering the status quo. Lastly, the study found that youth’s digital engagement has a moderately positive and significant relationship with their political and civic participation. The findings of this study have shown the power of Internet in mobilizing young people to become more involved in political and civic activities, even if they are just basic users. This is in line with past studies that established a positive relationship between Internet uses and participation. The challenge, therefore, is to turn basic users to advanced users so that the nation not only benefits from but also contributes to both sociopolitical and economic development.

This paper presents empirical evidence that the digital engagement of Malaysian youth can be categorized as basic and that their political and civic participation is low. Despite these pessimistic outcomes, the study found a significant relationship between the two. This evidence suggests that even with basic digital engagement, the Internet does help mobilize younger generation to participate in political and civic activities. How do we encourage them to use the Internet for purposes other than communication and entertainment? What can be done to ensure digital inclusion among the younger generation? When can, therefore, Internet effectively mobilize them to be active participants in the country’s political and civic agendas? These are the question policy makers need to answer urgently. Especially since the concept of digital inclusion has now extended beyond providing access in rural and suburban areas. It also means, and requires, building knowledgeable and skilled society. Therefore, programs and policies need to be put in place to accelerate youth’s digital engagement to intermediate and advanced level. This will help the younger generation to be more digitally included and thus, are able to compete in the knowledge economy. Citizen participation is the bedrock of democracy. More than ever, Malaysian youths must acquire advanced Internet skills and become active participants, socially and politically. This is no longer a choice, it is an absolute necessity.
References


Ethno-Sectarian Division and the Predicaments of National Integration in Plural Societies: A Study of Nigeria and Iraq

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Abstract

Objective: The purpose of this paper is to examine the problem of sectarianism in Nigeria and Iraq, as both countries provide typical examples of ethno-sectarian divided societies characterized by huge contrasts in social norms and religious values among the citizens.

Methodology: Adopting content analysis, the current paper argues that ethno-sectarianism negatively affects political process in both countries which invariably undermines their effort toward national integration. The paper seeks to answer the following question: will restructuring the Nigerian and Iraqi federal relations contribute to resolving sectarian tensions? First, the paper examines the sources of sectarianism in both countries. The paper therefore examines how ethno-sectarianism shaped and molds the polity of both countries, where ethnic and religious values play major role in determining citizen’s reaction to political phenomenon.

Results: Coordination mechanisms such as framework legislation and dispute resolution committees are also necessary to ensure that the transition to viable federalism occurs with minimal encumbrance. To respect the complex and diverse identities of nations, safeguards need to be established to protect the rights of sub-federal nations. For example, the political future of Iraq and Nigeria is not a return to failed approaches of division, but rather the construction of a viable modern federal state that promotes unity, political compromise, and consensus building.

Implication: This paper therefore posits that there is a need for deep mental changes and social adjustment among the citizens of both countries where attributes such as tolerance, dignity of human persons and above all patriotism must be re-defined and this requires collaboration between political leaders, community leaders and religious bodies as the problem is societal bound.

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1. Introduction

Nigeria as it is constituted today portrays a medley of a several nationalities which in all parlances confers on the nation an attribute of pluralism and division in social and political values, where diversity of norms, dialect and religious belief tend to play a significant role in shaping and molding the nature of the social and political affiliation in the country. As asserted by Abdullahi (2015) the heaps of social grouping inhabiting the Nigerian domain depicts one of the most complex web of human settlement in which every portion of the social settings constitute a self-sustaining natural group, with an identifiable social membership, geographical location, custom and language.

Retrospectively the Nigerian state was an upshot of the British colonial policy which saw the amalgamation of hitherto balkanized existing social groups into a unified social settings in 1914 consequently building up heterogeneous state characterized by pluralism which was profoundly established in cultural and religious diversities, in which even after 55 years of gaining political independence these acquired legacies continue to extremely appear in the nation's political scene. It is imperative to note that there are 374 ethnic groups in Nigeria with each having an unmistakable character, social and cultural attributes, subsequently ethno-sectarian division continue to greatly affect the political and social lives of the citizens (Angerbrandt, 2015).

The state of Iraq on the other hand, depicts a similar pattern of social and political configuration by manifesting three separate and distinct ethno-sectarian communities, namely Sunni, Shi’a, and Kurd that are largely geographically homogenous and mutually hostile. They have been confined under an artificial, Sunni-controlled state for eighty-five years which basically served as a pre-cursor to the post-Saddam tragic civil war (provide footnote). It is imperative to note that with the current political arrangement the Iraqi political issues will continue to be epitomized by profoundly held collective hostilities; the civil war is basically a result of this. Sectarianism figures among a large group of sub-national loyalties and solidarities which, as indicated by Lukitz (2014), have added to the indistinctness of Iraqi national character and the delicacy of Iraq as a state from its inception in 1921. With heavy reliance on secondary data principally on British Foreign Office records, Lukitz (2014) argued that the formation of the modern state in Iraq did not prompt national integration but instead the imposition of Sunni Arab dominion over a reluctant populace the lion's share of which compose of Shiʿite Arabs and Kurds.

According to her, “The institutionalization of Sunni dominance over the various ethnic, sectarian and linguistic groups ... was meant to create a united and homogeneous society. But the nature of the process of forging an Iraqi national identity was a space of contestation among a mosaic of communal identities. This directs attention to growing resentment toward Sunni Arab hegemony among Iraq’s other communities, especially the Shiʿites and the Kurds. Lukitz, moreover, traces the evolution of an educational system meant to promote Pan-Arabism as an element of cultural amalgamation in Iraq or a national doctrine. Hence, pedagogy, which went hand in hand with administrative centralism, sought to promote greater identification with the state by undermining particularistic communal solidarities. However, this “attempt to bring homogeneity through a monolithic education system did not elicit the expected response” (Lukitz, 2005, p. 145).

2. Objective and methodology

The objective of this paper is to critically analyze how ethno-sectarian division negatively affects the political process in both Nigeria and Iraq which invariably undermines their effort toward national integration. The paper therefore adopts a content and descriptive analysis in an attempt to review different empirical evidence from the existing literature.
3. Ethno-Sectarian Division

“Ethno-sectarian division involves the partition or decentralization of a state along ethnic and/or sectarian lines” (Williams & Simpson, 2008, p. 194). At the core of ethno-sectarian division argument is the so-called security dilemma. Great debate exists surrounding the definition and use of the terms “ethnicity” or “ethnic” and “sectarian.” Some prefer the former, while others prefer the latter. From our vantage point, both appear to have valid arguments. To avoid this fray, we have intentionally chosen the term ethno-sectarian. Our intent is to use this term as broadly and inclusively as possible and to leave the nuances to those who are more versed in the subject. Therefore, for the purpose of this paper, the use of the term ethno-sectarian division refers to division of Nigeria and Iraq along primarily Muslim, Christian, North, South Sunni, Shi’a, and Kurdish lines.

4. National Integration

National integration includes the awareness of a common identity and solidarity amongst the residents of a nation paying little heed to the divergences in religions, locales, races, and dialects (Kessler, McGonagle, Swartz, Blazer, & Nelson, 1993). It suggests the procedure of bringing together every one of the components units of the nation with a perspective to create a mindset of one country (Hassan & Umar, 2014). National integration rotates around capacity and the eagerness of residents to subordinate partisan and parochial loyalties to the unity of the country, the inclination and feelings of patriotism, the development and support Social, political and economic, solidarity (Miller, 2010). It also deals with the standardization of Common thoughts of life and basic code of conduct among the subjects. National integration means a mind boggling term which envelops social, religious, territorial, political and financial measurements.

To accomplish national integration, a country ought to manifest three qualities in its political framework: (i) Structural equality: the framework must give equal chance to all particularly to the segment of the general public consider socially and economically disadvantaged. (ii) Cultural solidarity: the framework ought to guarantee the destruction of a wide range of discrimination in the areas of race, religion, as well as ethnic character. (iii) Ideological solidarity: the system ought to always attempt to emphasize the national interest and 'national objective' and the essential of national solidarity among the general population who hold disparate perspectives on political and religious issues. (Ladan, 2013).

National integration manifest an essential key for democratic consolidation and national flourishing, more so as all the political units that have succeeded in integrating into a unified entity have constantly shows a higher degree of prosperity, stability and peace (Pamir, 1997). While those immersed in common problematic inclinations among the uniqueness components of the general public have constantly show an attributes of state failure and vulnerability to disintegration (Drysdale, 2014).

To this end, national integration' essentially infer the procedure of uniting individuals with differing norms, values and ideological slants into one single element without parochialism and ethno sectarianism feelings. This speak to one of the key elements of a nationhood that is lost in Nigerians and Iraq since freedom, as there is basically unwillingness of the native to consider and see self, as a matter of first importance, as either Nigerian or Iraqi as the case may be, before relating to his or her ethnic group or sects, an issue that is by all accounts creating a loads of controversies accordingly overheating the respective polities.

5. The Challenges of National Integration in Nigeria

The most overwhelming challenge confronting the Nigerian state since independence is the task of blending pluralism keeping in mind the end goal to accomplish national integration (Ladan, 2013). The nation's intention toward building a united and resolute country out of the various nationalities with
various worth framework have keep on constituting a gigantic problem. So complex are the ethno-sectarianism directing social interaction in Nigeria and so sharp are the distinction among such values that the issues emanating out of their contentions tend to generate serious national problem. They regularly have mal-integrative components which determinedly represent a genuine threat to the corporate existence of Nigeria as a country. They seem to constitute serious impediment to the nation's development aspiration by constituting a wheel of national advancement and improvement which in most case continue overrunning social solidarity in this manner harming both economic and social advancement.

The conflicting values among Nigerians in the areas of cultural norms and Religious beliefs tend to generate lots of controversies, where in most cases such controversies degenerate into a violent confrontation thereby disrupting social order and peace resulting to loss of innocent lives and destruction of properties (Bello, 2012).

The political scene in Nigeria since its inception has been encapsulated by lack of basic commonly held value occasioned by ethnic-based political affiliation. Case in point not long after independence, the nationalist struggle was unceremoniously supplanted by ethnic and prebendal politics characterized by power tussle among the three predominant political parties, Action Group (AG) championed by Chief Obafemi Awolowo, basically seen as the Yoruba party speaking to the Southwest; the National Council of Nigerian Citizens (NCNC) championed by Dr. Nnamdi Azikiwe equally seen as belonging to the Igbos of the Southeast; the Northern People's Congress (NPC) drove by Sir Ahmadu Bello which is additionally seen as belonging to the Northern part of the country(Angerbrandt, 2015).

This issues of balkanization was resurrected again in the 1979-1984 political allotment famously known as the Second Republic with the rise of Unity Party of Nigeria (UPN) under the initiative of Chief Obafemi Awolowo controlling the Southwest thus seen by numerous people as AG with new acronym, as in the party was ruled by the Yoruba individuals. The Nigeria People's Party (NPP), framed by Dr. Nnamdi Azikiwe, and was additionally seen as new NCNC, as it has control of the Igbo states, where as the National Party of Nigeria (NPN) which despite the fact that has more national standpoint than the other two, it was still viewed as provincial as in the party had its significant supports base in the North and mirrored the legacies of the dead NPC (Drysdale, 2014).

In an endeavored to kill this provincial and ethnic connection in partisan politics in Nigeria, the military junta under General Ibrahim Badamasi Babangida came up with just two political parties the Social Democracy Party (SDP) and the National Republican Convention (NRC) to participate in what numerous people portrayed as the deficient third Republic. The endeavor nearly appeared to have succeeded stamping out the monstrous situation of ethno-sectarianism issues in Nigeria; it was in any case, defaced by the shocking annulment of the Presidential Election of June 12, 1993 (Angerbrandt, 2015).

It is basic to note that such cancellation was one of the substantial blow on Nigeria mission for national integration as in Nigerians from diverse regions, ethnic and religious inclination appeared to have defeat the legacies of ethno-sectarianism by voting the SDP candidate MKO Abiola yet they were constrained at the end of the day by such annulment to limit their sight and put ethnic character in the first place, instead of their citizenship as Nigerians (Marcus, 2015).

The present fourth republic at first saw a few components of ethnic and provincial affiliations in political participation, for example, All Progressive Grand Alliance (APGA), Action Congress of Nigeria (ACN) and the Congress for Progressive Change (CPC) all seen as ethnic base parties except for the People
Democratic Party (PDP) (which was the ruling party before 29 May 2015). Nonetheless, the alliance between the ACN and CPC to frame an imposing power with the acronym APC appears to have driven an establishment for a new Nigeria as they have succeeded in uniting Nigerian from differing religious and ethnic foundation under a solitary umbrella with the trademark "change" by which they have succeeded in conveying to an end the 16 years of PDP stewardship by overcoming them in the March 28 2015 presidential race.

Be that as it may, this does not totally denote the end of the impact of the ethno-sectarianism on the nation's political issues particularly the communication amongst the youths on social networking such as Facebook and twitter where political deliberation continue to take ethnic, regional and religious colorations. This showcase the need to address the very establishment whereupon the Nigerian state was constructed particularly with respect to how to accomplish national integration regardless of ethno-sectarian division.

6. Ethno-Sectarian Division and the Predicaments of National Integration in Iraq

It is presently generally acknowledged that the post-intrusion policy of de-Ba'athification, as practiced, had various unintended outcomes that made building Iraqi civil society particularly troublesome after the U.S.-led invasion (Kirmanj, 2013). The U.S. approach to deal with this strategy is frequently evaluated as having great oversight by underestimating the threats of increased sectarianism in Iraq and the requirement for efficacious endeavors to oversee ethno-partisan divisions (Khan, & Kirmanj, 2015). The Iraqi government's strategy in dealing with de-Ba'athification was, in any case, considerably more dangerous because of its one-sidedness and partisan nature (Mikail, 2014).

However well intended, de-Ba'athification initially was as an idea; practically speaking it had various major negative issues. These issues escalated and turned out to be increasingly disturbing as the de-Ba'athification process turned out to be progressively commanded by the Iraqis and the American supervision of the program slowly vanished. Around then, it came to be seen as an instrument of requital and punishment by both the Iraqis that managed de-Ba'athification and those that were targeted by these policies (Osman, 2014).

A far-reaching review of Iraqi de-Ba'athification is fundamental before making any statements about the lessons of these approaches on ethno-sectarian division there in. Understanding de-Ba'athification starts with assessing the U.S. approaches and objectives in Iraq. After the toppling of the Saddam Hussein administration, the U.S. administration had a decision of executing restricted de-Ba'athification or looking for a substantially more clearing system. They initially resorted to the last option since it was considered particularly imperative to dispense with the last remnants of Saddam Hussein's administration to prevent a similar kind of government from resurfacing (Rashid, & Alobaydi, 2015).

In settling on this decision, proponents of deBa’athification indicated the historical backdrop of Ba'athist schemers ascending to control through invading government organizations and seizing power in undemocratic ways. This thorough approach however, made it amazingly troublesome for Iraq's Sunni Arab leaders to accept the post-war political framework. Numerous U.S. leaders became worried about this issue after some time, in the sense that there appears an enormous challenge in moderating Iraqi execution of de-Ba'athification policy (Shehata, 2014).

In spite of the time that has passed subsequent to the first decision on de-Ba'athification, these issues stay crucial for the eventual fate of Iraq. The Sunni Arab revolt that erupted after the U.S.-invasion strengthened the ubiquity of de-Ba'athification among a large number of Iraq's Shi'ite Arabs, in this way keeping the policy alive (Wehrey, 2013). Numerous Shi’ites likewise concurred with U.S. worries about
the potential development of another Sunni-dominated administration that would at the end of the day seize and hold power. A semi-legitimate de-Ba'athification Commission is still on existing in Iraq and as of late plays a sensational part in disqualifying some leading Sunni candidates in the 2010 parliamentary election.

This commission could not have stayed significant without the backing of vital Iraqi politicians, including the present leader (Wehrey, 2013). In like manner, Iraqi Prime Minister Maliki captured vast quantities of alleged "Ba'athists" in 2011, in a matter of days before the last withdrawal of U.S. troops (Cordesman & Khazai, 2014). Under these circumstances, the legacy of de-Ba'athification and the way of sectarianism in Iraq provide numbers of lessons from which other nations might wish to consider in the setting of future political transition (Terrill, 2012). This contention has discovered extensive reverberation among a few residents in the "Arab Spring" states where famous uprisings have unseated some long-serving tyrants (Sisk, 2013).

Significant numbers of the new revolutionaries consider Iraq's plight as a wakeup call that should be comprehended as they push ahead in setting up new political system. Specifically, it is presently comprehended that loyalty commissions championed by politician and set up to identify internal foes can assume their very own existence and turn out to be a piece of a country's political power structure (Shehata, 2014). Once this happens, such organizations are exceedingly hard to disestablish. Moreover, the fundamental unfairness of group punishment has again been underscored as machinery for indignation, disdain, and backlash. Alternately, the significance of effective and objective legal institution has additionally been underscored, as has the significance of maintaining a distinction between reprisal and equity (Ismael, & Ismael, 2015).

This bond of trust, collaboration, and cooperation can be utilized to pass on a number of messages beyond just only military issues. The greater part of the Arab Spring states might conveniently consider the potential bits of knowledge offered by the situation in Iraq, however the two Arab nations where the lessons of deBa'athification might be most important are Libya and Syria (Mikail, 2014). Libya is as of now sorting out a post-Qadhafi government, while Syria is experiencing a procedure of upheaval that appears to be progressively troublesome for the constituted authorities to tackle. In Libya, post-Qadhafi leaders are unequivocally worried about falling into what they consider as the slip-ups of Iraq which entrench sectarian violence. It remains to be seen whether they can do as such, or in the event that they fall into new webs of internal turmoil and new tyranny. Syria keeps up both a societal and a style of rule that has prominent likenesses to the Saddam Hussein government. Its future is profoundly tricky, as progressives battle against an, all around equipped and progressively edgy authoritarian regime that is additionally profoundly sectarian in nature (Katzman, 2013)..

7. Conclusion

Ethno-sectarianism has negatively affected the advancement of the Nigerian state in numerous parlances to be specific socially, politically, economically and bureaucratically. It is a tumor requiring consideration and earnest responsibility with penance from all Nigerians. To proffer enduring arrangement that realizes peace and encourage appropriate national integration, the opinion leaders, religions and political leaders must start to stress the need to imbibe peace at all expense. As the nation remains multi-religions and ethno-sectarianism, collaborative governance with total citizen participation in political decision is the best choice that can maintain peace and concordance. It is conceivable that if Nigeria was not colonized, the entrenchment of ethnic sentiments among the distinctive ethnic groups
would have been extremely inconceivable. The federal government ought to firmly dishearten the soul of indigene-settler issues in the nation. Federal character principle must be entirely actualized both at the state and local levels of government. Obsession in religion must be de-accentuated so as to clear path for re-branding the Nigerian Society.

In the same vein in spite of the worries of the ethno-partisan divisionists, the way forward for Iraq lies not on the ethno-sectarian division and mistrust, rather the formation of a modern federal structure which shall be devise from Iraq's current political and legal structures in harmony with Iraq's complex historical feature. A stable political future for Iraq starts with the basic position that Iraq requires a government structure based upon an eighteen governorate model as put forward in the Constitution. With the sub-government limits effectively drawn, Iraqi political leaders are in a position to delegate proper power to these units in a asymmetric and continuous way. With this power devolution, Iraq would profit by the improvement of frameworks of resources and revenue allocation to facilitate reasonable economic development throughout the federation.

Coordination mechanisms such as framework legislation and dispute resolution committees are also necessary to ensure that the transition to viable federalism occurs with minimal encumbrance. To respect the complex and diverse identities of Iraqis, safeguards need to be established to protect the rights of sub-federal entities and Iraq’s many minorities. Thus, the political future of Iraq is not a return to failed approaches of division, but rather the construction of a viable modern federal state that promotes unity, political compromise, and consensus building.

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## E-Government Information Systems Interoperability in Developing Countries: The Case of Jordan

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### Objective:

This study examines the factors that influence information system (IS) interoperability of e-Government focusing on IS Interoperability as the key concept to reach successful e-Government implementation in Jordan.

### Methodology:

Use of qualitative methods of inquiry has been made to explore study variables and their relationships. A variety of published literatures related to scope of the study has been reviewed along with analyzing the e-Government strategy in Jordan during period 2014-2016. The interoperability levels of e-Government IS have been discussed in this paper. Finally, significant barriers that affect IS interoperability have been identified along with the factors that can drive it successful implementation.

### Findings:

Technical, semantic, and organizational interoperability are main stages for successful e-Government IS interoperability. Information and Communication Technology (ICT) infrastructure, top management support, human resources, data and information, security and privacy, and business process have been found as the major obstacles. Whereas, high level interoperability goals, commitment of government bodies, and customer focus have been identified as main success factors that lead to e-Government IS interoperability. The study suggests that strategies and work process should be aligned, common standards and knowledge should be shared to move towards e-transformation in Jordan.

### Implications:

This study can be starting point for the real life practical solutions for successful implementation of e-Government conceptual framework. Finding of the study can be used to generalize about the factors that lead to success of IS interoperability within government agencies in other developing countries. This study enriches existing literature in this context. On practical side, the study contributes by identifying IS interoperability success factors and barriers within government agencies. The proposed conceptual model is first stage in the process of understanding factors that influence e-Government IS interoperability. Further studies may be needed to empirically evaluate the proposed conceptual model.

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### JEL Classification:

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1. Introduction

The term electronic government (e-Government) can be defined in many ways. Gil-Gracia and Pardo (2005) define it as the intensive use of information technologies for providing public services which may lead to improvement of managerial efficiency, promotion of democratic values and the working mechanisms. Ahmed, Alhadi, and Seliaman (2015) define e-Government as the utilization of the information technology, and especially the internet, to improve the government services delivery to citizens, businesses, and other government agencies. It can be defined as the use of ICT to provide the public sector services to the citizen and business. That means the using of recent and advanced technology such internet and mobile technology to provide the citizen and business with improved better and government services (Pardo & Tayi, 2007).

Information Technology (IT) has played critical role in supporting organizational change programs. E-Government has been implemented in many countries as the most fundamental infrastructure for delivering government services (Ahmed, Mehdi, Moreton & Elmaghraby, 2013). Currently, developing countries are also following the developed countries and trying to adopt e-Governments systems. Accordingly, e-Government initiatives are becoming main goal of governments to reform and renovate governance in many developing countries (Al-Naimat, Abdullah, Osman & Ahmad, 2012).

Jordan, as one of the developing countries, started e-Government program in 2003. The main aim of this program has been to deliver public services to the citizens across nation regardless of their location, education, economic status or ICT ability. It is expected, furthermore, that Jordan’s economic and social development can be enhanced due to e-Government as well as transformation into a competitive, innovative and knowledge based society (Al-Shboul, Rababah, Al-Shboul, Ghnemat & Al-Saqqa, 2014). This can be reached by integrating government resources, increased citizens’ participation in local economic development and easier citizens’ access to government services leading to less government control and more citizen empowerment over public data. E-involvement and e-Government participation by all is essential for social empowerment and economic development for all citizens through ICT (Majdalawi, Almarabeh, Mohammad & Quteshate, 2015).

E-Government in Jordan mainly focuses on four types of interactions between government and stakeholders. These interaction types are described as follows (Jordan e-Government, 2013).

- **Government-to-Citizen (G2C):** Delivering electronic services from government entities to citizens such as licenses renewing, taxes/billing and payment etc.
- **Government-to-Business (G2B):** This refers to delivering public services to businesses through electronic channels. Exchanging electronic data between government and businesses through these interactions (e.g. e-procurement, customs and importing/exporting goods services).
- **Government-to-Government (G2G):** Data and information exchanging within the Governmental entities and within government internal entities via available network communications through secure government network (SGN).
- **Government-to-Employee (G2E):** The transactions from government to its employee through governmental Management information systems (e.g. human resources information systems).

To achieve e-Government aims, there is a need to connect Government and its stakeholders internally
and externally (i.e. G2C, G2B, G2G and G2E). The key concept to ensure that e-government systems are well connected is interoperability (Pardo & Burke, 2008). According to Lallana (2008), interoperability can be defined as the ability of different types of information and communications technology (ICT) systems to work together in order to exchange data and information efficiently in a meaningful and useful manner.

Implementing any e-Government project aims to deliver electronic services to citizens, business and to the government itself (Al Hujran, Aloudat & Altarawneh, 2013). In order to reach this aim, the government in Jordan needs to focus on improvements in various areas such as IT infrastructure, common services, on-line, multiple channels and one stop service delivery to enhance service delivery in an effective and efficient way. Furthermore, government should taking into consideration the confidence and satisfaction of government customers, both citizen and business, through transparency, cost reduction and easy access to government services. Moreover, reaching interoperable information systems between the e-Government agencies should focus on the factors that affect its performance such as availability, reliability, standardization, flexibility, response time and integration (Ornager & Verma, 2005).

The interoperability of e-Government information systems is influenced by many factors such as administrative support, clear strategy, IT skills, security and privacy, IT infrastructure, and trust to use the services delivered through e-Government channels. Any deficiency in these factors work as obstacles that prevent e-Government implementation success and prevent the delivery of e-services projects (Al-Shboul et al., 2014). It is important to study the interoperability of information systems between various government agencies and investigating how information systems interoperability enhances the delivering of services to customers. Also it is vital to identify the barriers towards IS interoperability and how these influence the successful implementation of e-Government projects.

With this background, this study answers the question: what are the factors that influence e-Government IS interoperability implementation in the Jordanian governmental institutions? The aim of this paper is to present government-centered cooperative architectural model of e-Government that defines and guides about establishing technical interoperability within context of e-Government system in Jordan. Specifically, the study aims at following objectives.

- To identify stages of e-Government IS interoperability that may lead to the successful implementation of e-Government initiatives.
- To indicate the factors which influence the implementation of e-Government project in Jordan namely political, social, technological and organizational.
- To suggest the recommendations that can enhance IS interoperability in e-Government project in Jordan.

2. Literature Review

Review of important factors that affect e-Government interoperability identifies IS Interoperability as important influencer of e-Government implementation success. Many approaches are used in e-Government program to improve IS interoperability based on the level of implementation of e-Government program namely technical, semantic, and organizational levels (Tambouris, Loutas, Peristeras & Tarabanis, 2008).
Detail of these approaches of IS interoperability is described below.

2.1. Technical Interoperability

It is considered as the starting point for achieving e-Government interoperability. Technical interoperability includes data common standards, data schema, data accessibility, applications, existing technology such as hardware, security, privacy, networking and communication. These elements are usually classified among the most important ones for building technical interoperability (Hellman, 2010; Solli-Saether, 2010). When exchanging data, agreed format of messages and communication protocols should be clear within government entities (Lee, Yee & Cheung, 2009).

2.2. Semantic Interoperability

This refers to combining the data that is received from other government entities into internal databases and information system, data processing and changing it into meaningful information to be used in a given context (Hellman, 2010; Solli-Saether, 2010). It also includes specifying common data definitions with high degree in a certain area; developing knowledge management systems, information and business models, and service catalogues. Agreement on information types and their definitions should be done during transmission phase (Lee et al., 2009).

2.3. Organizational Interoperability

This level of IS interoperability is more sophisticated requiring collaboration between government organizations to achieve organizational interoperability. Information architectures need to be aligned with the organizational goals to make its services available and accessible to citizens in order to achieve social and economic benefits (Hellman, 2010; Solli-Saether, 2010). To facilitate daily work of government organizations, the data that received from other entities should be combined with internal information systems and databases to deliver services to public. This in turn enhances productivity and enables reaching organization goals. Adoption of new services affects business activities, which should be agreed upon with other stakeholders during this phase (Lee et al., 2009).

3. E-Government IS Interoperability: Conceptual Framework

In order to propose the framework, this paper focuses on barriers that are affecting IS interoperability and identifies the drivers that lead to successful implementation of e-Government program. First, this section discusses the barriers that affect IS interoperability followed by the success factors that should be applied to reach the full IS interoperability.

3.1. Barriers Affecting IS Interoperability

The main obstacles that are faced during IS Interoperability of e-Government program can be listed below:

- **ICT infrastructure:** It has been stated in literature as one of the main obstacles that prevent information sharing, electronic readiness, communication between stakeholders which in turn affects IS Interoperability and online service delivery (Kayani, Iqbal & Humayun, 2011; Melitski, Carrizales, Manoharan & Holzer, 2011; Ndou, 2004; Paul & Paul, 2012; Solli-Saether, 2010). Developing countries are facing many problems in deploying suitable ICT infrastructure. In order to gain maximum benefits from e-Government projects, appropriate ICT infrastructure
development is required from the government with up-to-date and latest technology within ICT sector.

- **Top Management Support:** It is considered as the critical factor when starting new projects. Focusing on real cost and benefits are the concerns of the top management during the planning phase of any new e-Government projects. Their support through motivating, influencing and leading before, during and after the project management phases is critical and lacking its presence therefore becomes major barrier. Funding, support, concept explaining and awareness from top management comes before beginning of the project, whereas management support by top management to control any changes comes during e-Government implementation. The role of top management increases even after the project is finished in order to support smooth working and ensure that the project is on the right track (Melitski et al., 2011; Ndou, 2004; Roberg & Myrseth, 2014; Sohimi & Abbas, 2011). All phases of e-Government projects are influenced by top management support to ensure that these projects start, deployed, and implemented within the specified framework. Top management coordination between different governmental organizations facilitates organizational level IS interoperability, and minimizes the gap between these organizations.

- **Human Resources:** Lack of ICT skills in the government sector can be considered as one of the challenges of IS Interoperability. Lack of qualified and well-trained HR in the ICT sector is indicated as the main problem faced by developing countries. Success of IS interoperability in e-Government program depends largely on the availability of appropriate ICT skill in the government. Multi skills human resources are needed for analyzing, designing, installation, implementation and maintaining ICT infrastructure as well as managing online e-services. (Hellman, 2010; Melitski et al., 2011; Ndou, 2004). Human resource initiatives for knowledge management are required to boost ICT training through education and workshops in order to raise IT skills for HR to achieve IS interoperability of e-Government programs. HR policies to motivate skilled persons and prevent them from leaving job are also needed in order to reach a sustainable IT environment in government sector.

- **Data and Information Integration:** Data integration facilitates data and information exchange within different government organizations and is classified as important factor in IS interoperability. Data integration is affected by common data definitions, data maintenance, and information management within organization and with other governmental entities (Kadadi, Agrawal, Nyamful & Atiq, 2014; Paul & Paul, 2012; Petter, DeLone & McLean, 2008; Solli-Saether, 2010). Data integration depends on information standardization using common data and unified database concept management systems. Standardized guidelines are considered useful ways for reaching e-Government interoperability. Data inconsistency and information quality are considered as major challenge for data and information integration (Klischewski & Scholl, 2006; Ye, Li & Hu, 2011).

- **Security and Privacy:** Different governmental institutions still have low trust in information system sharing due to the privacy and fairness from security breaching (Kayani et al., 2011; Sohimi & Abbas, 2011). Applying security standards, penetration tests, and privacy roles lead
the government organizations towards sharing data among themselves and increased IS interoperability at organizational level.

- **Business processes:** Delivery of government services to citizens passes through various operational procedures and cross department communication also defined as cross-agency services. Some processes involve many governmental entities in order to deliver the service (Paul & Paul, 2012; Solli-Saether, 2010). Enhancing e-Government interoperability could be done through business process reengineering to exclude wasteful components arising from business duplication. Business process IS interoperability improves the government entities’ response to the new and existing service delivery requirements. This is made possible by development of common understanding of business requirement and business processes management. This leads to enhanced collaboration within governmental entities through e-Government IS interoperability achieved by business process reengineering (Stemberger & Jaklic, 2007).

There are other challenges such as leadership styles, financial support, cultural attitudes, bureaucracy and customers’ needs which influence IS interoperability of e-Government programs (Gichoya, 2005; Nduo, 2004). Overcoming these challenges is possible through technological change, rising customer satisfaction, clear strategies, governmental support, and external support (Gichoya, 2005). Social factors are also considered as barrier to e-Government IS interoperability. Public awareness, training, and social influence statement have to be carried out in order to achieve e-Government IS interoperability (Khanh, Trong & Gim, 2014).

### 3.2. Success Factors for e-Government Interoperability

IS interoperability of e-Government through various levels such as technical, semantic, and organizational can be reached via collaboration within government organization (Hwang, Shen, & Chu, 2004; Lallana, 2008). Some of the factors that can enhance IS inoperability of e-Government are listed below.

- **High level e-Government interoperability goals:** Sharing business process in order to reach similar services could be done through collaboration between governmental entities and this come from high level common goals related to e-Government interoperability.
- **Commitment of government bodies:** Common government vision leads to smooth transition to e-Government IS interoperability. Focus on shared vision enables commitment across government entities and enhance the quality of government services delivery (Guijarro, 2007).
- **Customer focus:** Customer’s needs should be driving force for IS interoperability of e-Government programs. Improvement in service delivery and reformulation of policies can be done by understanding customers’ needs and maintaining trusted relationships with customers. Defining and enhancing government services according to users needs is the success path for IS interoperability of e-Government projects (Chadwick & May, 2003).

### 3.3. ICT Quality and Benefits

- **Effectiveness, Efficiency, and Transparency:** Internally focused operations will facilitate effective, efficient, and transparent public administration activities (Mohamed, 2010). Higher level of effectiveness and efficiency requires high commitment from top management and full support to enhance e-Government Interoperability (Staden, 2011).
• **Return On Investment (ROI) & Cost reduction:** An analysis of cost and benefits must be done periodically to calculate the net benefits from stakeholders. More benefits can be reaped through private-public partnership (PPP) for improving responsiveness, reducing duplication and reducing costs (Kamal, Themistocleous & Morabito, 2009; Sohimi & Abbas, 2011).

Main barriers that affect e-Government IS interoperability are shown in figure 1 below. As has been explained earlier in this paper, there are six important variables that have an influence on the success of IS interoperability in e-Government projects.

![Image of e-Government IS Interoperability Conceptual Model](image)

**Figure 1. e-Government IS Interoperability Conceptual Model**

4. **E-Government Strategy in Jordan**

The e-Government program in Jordan has been carried out under the Ministry of Information and Communication Technology (MOICT) which has implemented the strategy during 2014-2016. The e-Government plan emphasizes on motivating government agencies to deliver services through e-Government by shifting from traditional service delivery to more effective and efficient online service delivery that would serve users (citizens, businesses, government entities and employees) well. This strategy includes national objectives, strategic initiatives and national projects related to e-Government. The e-Government strategic objectives are shown in figure 2 (Jordan e-Government, 2013).

4.1. **E-Government National Objectives**

The government in Jordan has chalked out strategy of e-Government for delivering better public services. A set of key objectives has been formulated as given below (Majdalawi, et al., 2015).

• **Improve service delivery:** To speed up the government entities’ interaction with stakeholders (G2C, G2B, G2G, G2E) to achieve high service quality.
- **Improve responsiveness:** To provide services and information to public sector by using new accessible channels.

- **Increase transparency:** To focusing on accessibility to services and availability of information to ensure government transparency.

- **Save time and money:** To use common technology standards, policies and financial reforms, which will lead to improved efficiency of service delivery process in public entities.

- **Create positive, spin-off effects:** To develop ICT skills within government agencies and business organizations which will strengthen Jordan’s economic competitiveness.

![Figure 2. Jordan e-Government Strategy (2014-2016)](image)

### 4.2. Strategic Initiatives

E-Government can contribute to national development if it supported by the right initiatives leading it to reach its main strategic goal (Majdalawi et al., 2015).

- **Whole of Government Approach:** This is an enabler and strategic tool for the public service innovation and productivity growth, which can be achieved through optimal technology utilization.

- **E-Participation:** By creating the environment that empowers involvement of citizens with government activities. This will give a chance for citizens to participate in decision making and enhancing the government services which in turn will increase user satisfaction.

- **M-Government:** By offering services through mobile apps to improve and enhance government services for ease of access by all stakeholders.
• **Open Data**: The government data that can be used and distributed by anyone. Making this data available to public will create a value in different areas including enhancing transparency and encouraging citizens’ participation in decision-making.

### 4.3. National Projects Implementation

E-Government program launched three main projects that would enable government agencies’ transition toward e-transformation (Majdalawi et al., 2015).

- **E-Government Award**: This is a competition that awards and rewards excellence in transformation achievements in the area of e-Government and information technology. Purpose is to create e-Government awareness and enhance e-Government knowledge to reach sustainable e-transformation.
- **MADA**: This project measures the progress of e-Transformation in Jordan by assessing the government entities’ progress towards e-transformation within Enterprise Architecture Framework.
- **Daleel**: Under this project, consultation services are provided for business development and knowledge creation to enable and speed up government agencies’ e-transformation.

### 4.4. E-Government Strategic Objectives for Evaluation

The government in Jordan is pursuing strategic objectives for evaluating e-Government implementation by applying the key performance indicators (KPIs). This will help in evaluating all public services’ transition to e-Government. These KPIs are related to IS interoperability such as information sharing between government entities, measuring the connectivity within and between entities and reforming the business process reengineering (Jordan e-Government, 2013).

- **G2C & G2B**: The government to citizen and government to business services’ interactions will be evaluated by applying the KPIs on the quality of the service, and the ease of accessibility to citizen and business.
- **G2G & G2E**: Government to government and government to employee services’ interactions will be measured by evaluating the levels of IS interoperability and the amount of data and information sharing between government entities and within entities themselves. The number of information systems that serve the employees and benefits of these systems will be part of G2E evaluation.
- **Infrastructure efficiency**: Evaluating the standards for connectivity between government entities and within these entities. This evaluation will enhance the organizational level IS interoperability performance.
- **Policy and Standards**: Evaluating the policies and standardization within ICT and business process reengineering to increase the effectiveness and efficiency of e-transformation.

### 5. Discussion

IS interoperability of e-Government project reaps benefits when interaction between entities through technical, semantic, and organizational interoperability is implemented with standard KPIs focusing on e-service delivery. Strategies and work process need to be aligned while common standards and knowledge should be shared for effective e-Government interoperability. Different governmental entities should describe their current and expected level of e-Government interoperability with clear
objectives and initiatives in order to reach their desired state. Government entities must utilize their experience to move towards the national goal of e-Government. In order to get the benefits of e-Government services, IS interoperability must be developed systematically.

From the conceptual model postulated above, the study summarizes the main barriers to e-Government IS interoperability which include ICT infrastructure, top management support, human resources, data and information, business processes, security and privacy. These barriers can be turned to success factors if the e-Government program in Jordan focuses on the national IS interoperability goals from higher management level. The government must ensure the commitment within government entities, focus on citizen participation in decision making and evaluate public the services for their transition to e-Government.

To reach the goals of IS interoperability of e-Government, the Jordanian strategy should work more on performance indicators such as availability of service, flexibility and decrease response time. This will lead to ICT quality benefits such as increased effectiveness and efficiency of public services delivery, which are the main goals of e-Government program in Jordan.

6. Conclusion

In this research, the e-Government IS interoperability with three levels of interaction between government entities and users are analyzed such as technical, semantic, and organizational interoperability. By analyzing cross-agency e-services in Jordan, the study proposes the following.

- E-Government programs face different barriers and challenges based on the level of IS interoperability.
- Interaction and communication between government entities and users depends on the readiness of each entity and top management support.
- The benefits from e-Government IS interoperability vary depending on how the success factors are incorporated into e-Government policy.
- Jordan is one of the developing countries that have started e-Government initiative and e-Government implementation in Jordan will take time to complete.
- The e-Government projects in Jordan are not being implemented as planned in the strategy. This results in delay in reaching e-Transformation in government entities.

The benefits of IS interoperability result from knowledge sharing, aligned strategies and processes, and creation of common values through appropriate interaction at all levels. Investment in e-Government IS interoperability improves value for government organizations, citizens and businesses. Yet there is difficulty to measure e-Government success using traditional performance measures because value dimension varies across different stakeholders.

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The Comparison of Vocabulary Learning Strategies among High School Students in Three Southern Border Provinces of Thailand and Malaysia

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ARTICLE DETAILS

ABSTRACT

Objective: The purposes of this paper are to 1) To compare the vocabulary learning strategy in English reading of upper – secondary students who have the different reading ability in three southern border provinces of Thailand and Malaysia. 2) To know the vocabulary learning strategy in English reading of upper – secondary students who have the different reading ability in three southern border provinces of Thailand and Malaysia.

Methodology: To analyze the data of the research, Analysis of Variance (ANOVA) and the Scheffe method was used to compare the pair of difference of the vocabulary strategy questionnaire which was administered to 197 high school students.

Results: The findings reveal that there were relations between the level of reading ability and the country toward the usage of the vocabulary learning strategy. And both students from three southern border provinces of Thailand and Malaysia who were different in reading ability possessed the different vocabulary learning strategy.

Implication: This research encourages English learners in three southernmost areas of Thailand to realize the importance English usages, especially in understanding of the vocabulary learning strategies to comprehend the various English texts. The efficient key to be successful in reading skill is teaching them to know more vocabulary because knowing the limited vocabulary gives the direct effects to the English efficiency. This study can be considered as the key of Thai students in the areas are able to learn the vocabulary learning strategies to enhance themselves for being the qualified member of ASEAN.

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1. Introduction

In this competitive era, no one denies that vocabulary acquisition plays the important role in English studying and teaching. David Wilkins (as cited in Subon, 2013) said that “Without grammar very little

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can be conveyed, without vocabulary nothing can be conveyed”. Thus, the vocabulary skill is needed for efficient English learners, especially in reading skill which was considered as one of the most essential skills for the learners of English to achieve not only learning a language, but also acquiring knowledge from any content areas (Subon, 2013). In addition, Laufer (2010) agreed that reading was critical to the academic achievement of second language and it’s necessary for readers to have at least 5,000 vocabulary to understand the general English articles (Laufer, 2010). It can be clearly seen that students who have the limited vocabulary knowledge will face difficulties in all four language skills - listening, speaking, reading and writing.

Due to the poor English vocabulary among students in Thailand, several studies mentioned that they lack of reading practice. Thantawan et al (2008) studied reading ability of students from Prince of Songkhla University, Pattani Campus and found that the limitation of vocabulary knowledge can be seen by most of students from the faculty of Communication Science, Islamic Studies, and Social Sciences who were from Islamic – Private schools. Suknantapong et al (2002) concluded that the poorest skill in reading ability of students from Humanities and Social Sciences was inference and guessing the meaning from context clues. Moreover, Kaewklom’s also mentioned that vocabulary was the problem in English reading (Kaewklom, 2002).

Despite reading being an essential skill, students in Thailand, especially in three southern borders gained a low score on their reading test. According to the result of the Ordinary National Educational Testing (O-NET), the National Institute of Educational Testing Service indicates that, students in Narathiwat, Pattani and Yala have had the lowest score in English on their O-Net test in Thailand since 2008. They have been ranked of 75 – 77 out of the 77 provinces in Thailand. In the year of 2009, they had achieved only 23.31, 19.53, and 18.98 respectively, with a total score of 100. In the latest year of 2013 O-NET Score, the result of English efficiency was still under the standard and couldn’t achieve the goal of language learning achievement. The average score from three southern border province students was only 19.22 from 100. Students from Yala got only 18.00, Pattani students got 17.99, and Narathiwat students got 17.93 (National Institute of Educational Testing Service, 2014).

The problem mentioned above showed that Thai English learners don’t know the vocabulary learning strategies in order to improve their reading skill. Therefore, to resolve the mentioned problems, the way to learn the vocabulary strategies from the top ASEAN country as Malaysia which was successful in English efficiency can be the important tool to develop Thai learners in English study. Many Malaysian students were continuously provided the efficient vocabulary learning strategies as studied by Frankie. He found that students in Form 6 which was prepared for university level had the various efficient vocabulary learning strategies so they didn’t have any problems in reading English when they studied in the higher level. Also, Azeedad and Ghazali’s research found that the vocabulary learning strategies of University Putra Malaysia were efficient and be able to use the vocabulary in the various contexts because of their continuous learning from secondary level (Azeedad and Ghazali, 2011).

In the coming future of ASEAN community, English becomes more important and necessary. There are many proposed methods to resolve English problems of Thai learners, but the most important method in the view of the researcher is teaching them to know more vocabulary because knowing the limited vocabulary gives the direct effects to the English efficiency. The comparison of the vocabulary learning strategies of Malaysian upper secondary students can be considered as the key of Thai students, especially in three southern border provinces of Thailand are able to learn the vocabulary learning strategies to enhance themselves for being the qualified member of ASEAN.
2. Literature review

2.1 The Overview of Thai and Malaysian educational system

The educational system of public schools in Malaysia is 6-3-2 pattern. The primary level contained six years study, the lower-secondary level contains three years of study, and in the upper-secondary level contained two years of study. In 2003, English was encouraged to be used as the instructional medium language for Sciences and Maths classes in grade 1, 7, and 10. But in 2009, the classes were allowed to use Bahasa Malaysia again since teachers were sufficiently proficient in English (ASEAN Secretariat, 2014).

Thai Education system consisted of 12 years free basic education with 6-3-3 patterns guaranteed by the Constitution. The primary level contained 6 years of study, the lower-secondary level contained three years of study, and the upper-secondary level contained three years of study. The basic education system has to be enrolled by students at the age of 6. And likewise the southern provinces of Thailand, especially in three border provinces, namely Pattani, Yala, and Narathiwat, it was found that a significant percentage of students from three southern border provinces of Thailand had very limited proficiency in English. As they did not understand the content in English textbooks, these students performed badly in national tests, ranking the lowest in O-Net for the national university entrance examination (Thantawan et al., 2009).

2.2 Vocabulary learning strategies

As mentioned by Schmitt (1997), language learners used vocabulary learning strategies to acquire the new words in the second language study. Although there were some arguments in classifying the vocabulary learning strategies between Schmitt’s taxonomy who believed in the classification of learning strategies suggested by Oxford (1990) and the extensive taxonomy of Cook and Mayo, it had also been confirmed that the vocabulary learning strategies students used, had a great impact on the success of their vocabulary learning (Schmitt, 1997).

There were different definitions of vocabulary learning strategies. As cited in Cravern (2013), language learning strategies focused on identifying lists of strategies and classified according to whether they were direct or indirect strategies (Cravern, 2013). In 1990, Oxford invented the strategy called the Strategy Inventory for Language Learning (SILL) which were divided into direct and indirect strategies. SILL strategy were divided into direct and indirect strategies. Direct strategies contained memory, cognitive and compensation strategies. While metacognitive, social and affective strategies were contained in indirect strategies (Oxford,1990). Macaro (2006) defined the concept in favor of listing essential characteristics and explained that language learning strategies were the relationship of the activities between language learning strategies and English proficiency to regulate students’ own learning (Macaro, 2006). Moreover, there were some researchers, for instances, Schmitt, Griffiths, Nation, and Neilson also demonstrated and showed a relation between language learning strategy and English proficiency which was adopted from Oxford (1990).

Various researches proved that the usage of language learning strategies related to the success in second or foreign language learning. Cohen and Aphek found that 12 Hebrew students who were taught by making paired mnemonic associations to remember the vocabulary showed better results than those who did not (Cohen and Aphek, 1980). In addition, Subon studied the vocabulary learning strategies employed by form 6 Malaysian Students. The results revealed that the overall samples used a medium frequency of strategy. The most frequently used strategy by the students was guessing while the least was using the pocket dictionary. Also Azadeh and Ghazalí studied ESL students in University Putra
Malaysia about the type of vocabulary learning strategies. They found that most of students were eager to learn words in reading with dictionary. Medias were also used to learn new vocabulary, the strategies likes memory, determination, and metacognitive strategies were also applied the uses of new English words in their daily conversation (Azadeh and Ghazali, 2011).

There are some researches on vocabulary learning strategies in Thailand. Tinutda and Waraporn concluded from their study entitled “Vocabulary Learning Strategies Employed by Undergraduate Students and its Relationship to their Vocabulary Knowledge” that the most frequently strategies used was determination strategies, whereas the least often used strategies were social strategies (Tinutda and Waraporn, 2011). Suphawat (2011) found that three of the top five items were determination strategies while three of the bottom five items belong to the metacognitive category. It was also revealed that, in general, the students failed to employ each of these reported strategies as frequently as the degree they perceived them as useful in learning vocabulary. The study also identified four major factors contributing to the students’ failure to use the strategies they considered useful: lack of practice, lack of motivation, lack of English proficiency, and complexity of word knowledge (Suphawat, 2011).

3. Methodology

3.1 Subjects

The research subjects were 197 high school students studying at three Southern Border Provinces of Thailand and The border states of Malaysia, obtained through the purposive random sampling. Subjects were divided into 48 high students, 76 medium students, and 73 low students based on their percentage of the reading test, see Table 1.

<table>
<thead>
<tr>
<th>Class</th>
<th>Thailand</th>
<th>Malaysia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade 11</td>
<td>19</td>
<td>16.36</td>
</tr>
<tr>
<td>Grade 12</td>
<td>93</td>
<td>83.03</td>
</tr>
</tbody>
</table>

Level of English Efficiency

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thai</td>
<td>Malaysia</td>
<td>Thai</td>
</tr>
<tr>
<td>12.18</td>
<td>21.31</td>
<td>17.26</td>
</tr>
</tbody>
</table>

3.2 Research Instruments

The instrument used in the data collection was the vocabulary learning strategies questionnaire adapted from Strategy Inventory for Language Learning (SILL), (Oxford,1990), and vocabulary acquisition of Gu and Johnson (1996). It is certainly true that the SILL is designed to investigate language learning strategies in general. However, it can be used to investigate vocabulary learning strategies, in particular. The students had to answer 36 item questions on their vocabulary-strategy use on a five-point Likert scale ranging from “never, rarely, sometimes, very often, and always. The questionnaire consists of two
parts: (1) personal information about the participants and (2) questions about the differences between direct strategies and indirect strategies. Direct strategies contained three strategies which were memory strategies (with 2 techniques, perception and rehearsal techniques), cognitive strategies (with 3 techniques, management, dictionary, and sources), and compensation strategies with 2 techniques, encoding and guessing). Indirect strategies consisted of 1 technique, activation from metacognitive strategies.

4. Results

4.1 The result of the vocabulary learning strategies usage among Thai high school students and Malaysia high school students who have the different English efficiency

To investigate research objective 1 (To compare the vocabulary learning strategy in English reading of upper – secondary students who have the different reading ability in three southern border provinces of Thailand and Malaysia.), two way analysis of variance was used as the descriptive statistics, see table 2.

Table 2: Result of two way analysis

<table>
<thead>
<tr>
<th>Source of variance</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
<th>P(Sig)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vocabulary learning strategies</td>
<td>20.70</td>
<td>7</td>
<td>2.95</td>
<td>5.15</td>
<td>0.00</td>
</tr>
<tr>
<td>Country</td>
<td>10.27</td>
<td>1</td>
<td>10.26</td>
<td>17.89</td>
<td>0.00</td>
</tr>
<tr>
<td>The relation between Vocabulary learning and country</td>
<td>8.66</td>
<td>7</td>
<td>1.24</td>
<td>2.16</td>
<td>0.03</td>
</tr>
<tr>
<td>Within group</td>
<td>894.63</td>
<td>1560</td>
<td>0.57</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
From table 2, the F-test value of vocabulary learning strategies was 5.15 with the significance of 0.00. It could be explained that the different usage of vocabulary learning strategies affects the level of frequency in using vocabulary learning strategies. The F-test value of the country was 17.89 with the significance of 0.00. It could be explained that the country affects the level of frequency in using vocabulary learning strategies. The F-test value of the relation between vocabulary learning strategies and country was 2.16 with the significance of 0.03. It could be explained that the relation between vocabulary learning strategies and country affect the level of frequency in using vocabulary learning strategies. Therefore, it can be concluded that students from different countries affects the difference of using the vocabulary learning strategies, and if students use the different vocabulary learning strategies also affects the level of frequency average scores in using vocabulary learning strategies.

4.2 The result of the vocabulary learning strategies usage of Thai high school students who have the different English efficiency

To investigate this research objective, one-way analysis of variance was used as the descriptive statistics, see table 3.

Table 3: Result of Thai vocabulary learning strategies

<table>
<thead>
<tr>
<th>Source of variance</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between group</td>
<td>1.083</td>
<td>2</td>
<td>.542</td>
<td>3.96</td>
<td>.03</td>
</tr>
<tr>
<td>Within group</td>
<td>2.875</td>
<td>21</td>
<td>.137</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3.958</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the table, it could be explained that the level of reading ability toward the vocabulary learning strategies usage of Thai high school students who have the different English efficiency had the significant statistics with the level of 0.03. It meant that the decision of usage the vocabulary learning strategies followed upon the reading ability. It could be concluded that between the different group of students (High, Medium, and Low) used different vocabulary learning strategies.

Then, the Scheffe Method was used to compare each pair difference of the vocabulary learning strategies usage of Thai high school students between high, medium, and low group as shown in table 4.

Table 4: Result of Scheffe Method of Thai high school students

<table>
<thead>
<tr>
<th>Level</th>
<th>Mean((\bar{X}))</th>
<th>Group</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>3.0</td>
<td>-</td>
<td>0.50*</td>
</tr>
<tr>
<td>Medium</td>
<td>3.12</td>
<td>0.12</td>
<td>0.37</td>
</tr>
<tr>
<td>High</td>
<td>3.50</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Significant statistics with the level of 0.05

From table 4, it was found that the different group of reading ability had the different usage of
vocabulary learning strategies with the significance of 0.05. In detail, the students who got high scores in reading ability used more vocabulary learning strategies than students who got low scores in reading ability with the significance of 0.05.

4.3 The result of the vocabulary learning strategies usage of Malaysian high school students who have the different English efficiency

To investigate this research objective, one-way analysis of variance was used as the descriptive statistics, see table 5

Table 5: Result of Malaysian high school students

<table>
<thead>
<tr>
<th>Source of variance</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between group</td>
<td>0.50</td>
<td>2</td>
<td>.254</td>
<td>3.69</td>
<td>.04</td>
</tr>
<tr>
<td>Within group</td>
<td>1.45</td>
<td>21</td>
<td>.069</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1.96</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the table, it could be explained that the level of reading ability toward vocabulary learning strategies usage of Malaysian high school students who have different English efficiency had the significant statistics with the level of 0.04. It means that the decision of usage the vocabulary learning strategies followed upon their reading ability. It could be concluded that between the different group of students (High, Medium, and Low) used different vocabulary learning strategies. Then, the Scheffe Method was used to compare each pair difference of the vocabulary learning strategies usage of Malaysian high school students between high, medium, and low group as shown in table 6.

Table 6: Result of Scheffe Method of Malaysian high school students

<table>
<thead>
<tr>
<th>Level</th>
<th>Mean (X)</th>
<th>Group</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>Low</td>
<td>3.26</td>
<td>3.26</td>
<td>2.95</td>
</tr>
<tr>
<td>Medium</td>
<td>2.95</td>
<td>-</td>
<td>0.30</td>
</tr>
<tr>
<td>High</td>
<td>2.96</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

* Significant statistics with the level of 0.05

From table 6, it was found that the different group of reading ability had the different usage of vocabulary learning strategies with the significance of 0.05. In detail, high reading ability students, medium reading ability students, and low reading ability students used different vocabulary learning strategies. It was found that low reading ability students used more vocabulary learning strategies than high reading ability students and medium reading ability students with the significance of 0.05.

7. Conclusion and Recommendation

This study is an attempt to find the strategies of vocabulary learning used by a group of students
studying at three Southern Border Provinces of Thailand and border states of Malaysia. The study reveals that most of high reading ability of Thai students used more vocabulary learning strategies than low reading ability group. Meanwhile, most of low reading ability of Malaysian students used more vocabulary learning strategies than the high reading ability group. Two main reasons are discussed about these findings. The first reason is about their good vocabulary skills. These groups of students know well about the vocabulary so it is no need for them to find strategies to know the words. The other reason is about their techniques of using the vocabulary learning strategies. These groups of students could distinguish the effective vocabulary learning strategies so it is no need to use more vocabulary learning strategies. These findings corresponded with the finding of Nosidlak (2013) who studied the vocabulary learning strategies of students from university of Cracow, Poland and found that high reading ability students used less vocabulary learning strategies than low reading ability students. In addition, Nacera (2010) also studied the vocabulary learning strategies by using SILL model with the second year students from Mouloud Mammeri University of Tizi Ouzou, Algeria and found that high reading ability students used more specific vocabulary learning strategies than low reading ability students (Nacera, 2010).

In conclusion, it was evident from the study of Noorizah Mohd. Noor and Zaini Amir (2009) that although low ability students used more vocabulary learning strategies than another group, they needed to continually practice in order to use the effective vocabulary learning strategies. They might have the knowledge of using vocabulary learning strategies, but in practice, they fail. As educators and teachers, we need to understand that learners develop their vocabulary learning over a period of time. Knowing a lot of words does not guarantee that learners are able to read efficiently. Anderson (2008) suggested that there should be a steady study of vocabulary within a reading improvement program. So it was recommended that the most beneficial way to use the vocabulary learning strategies was to continually practice them through various activities (Anderson, 2008).

The learning efficiency couldn’t be expected if they couldn’t continually practice their knowledge although low reading ability students use more vocabulary learning strategies than the other group. To build the effective strategy among students, more researches are needed to facilitate both language teachers and language learners.

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“Nobody Cares, Lah!” The Phenomenon of Flaming on YouTube in Malaysia

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Objective: The purpose of this paper is to investigate what motivates people to provide malicious comments on YouTube in Malaysia. This study will also question the differences between how flaming is constructed in each video classification and how are flaming comments categorized.

Methodology: This study uses qualitative methods. Literature review has been summarized to contextualize the research problem.

Findings: The paper offers rich theoretical insights to understand the practical issue of ridiculous comments by internet users on YouTube.

Implications: Flaming or making ridiculous comments on social media has been a serious issue in Malaysia and other countries with high internet usage. Findings of the study will help understand the views of YouTube community in Malaysia on flaming. The study may further help understand the issue of flaming on other social media sites.

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1. Introduction

Internet is an ultimate tool which connects people around the world which just a touch of the existence of wireless technology. These days, even the smallest computers can communicate with one another with the presence of the Internet and makes computer communications is easier than ever. Example of computer-based communication includes e-mails, chat rooms, websites, instant messaging, newsgroups, blogs and social networking sites. YouTube is the number one video-based website that is being accessed nowadays compared to other websites such as NetFlix, Vimeo, DailyMotion and so on (Nycyk, 2012). YouTube first began on 14th of February, 2005. Three ‘PayPal’ employees namely Chad Hurley, Steve Chan and Jawed Karim activated the site with the domain name “YouTube.com” (YouTube Fact Sheet, 2014). With the presents of Web 2.0 environment, YouTube has been one of the

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most successful interactive videos-based website (Nycyk, 2012).

There are many categories of videos that are available on YouTube such as animal, lifestyle, film, music, sports, education, news, travel and events, entertainment, games and many more (YouTube statistics, 2014). Users can upload videos of them speaking to the camera which is called ‘vlogs’. Other users can type in a comment box or upload another video as a response to the user. However, not all the comments given are positive or constructive criticism. Nowadays, most of the comments found on YouTube are flames. In fact, flames are seen in almost every video on YouTube (Nycyk, 2013). The phenomenon of flaming has received a lot of concern over the past four decades by many scholars and still does.

The main idea of this research is to look at the phenomenon of flaming on YouTube. The term flaming initially originated from the Hackers Dictionary 1983 which states “to speak rapidly or incessantly on an uninteresting topic or with a patently ridiculous attitude.” Flaming usually happens when someone posts a provocative or offensive message or comments on online forums or Internet discussion group known as ‘flame bait’ (Moor, 2010). Looking into these issues in concern, thus, the research questions designed for this study are to investigate what motivate people to provide malicious comments on YouTube in Malaysia. This study also questions the differences between how flaming is constructed in each video classification and how flaming comments are categorized. Finally, this study also attempts to explore the perspective of YouTube community in Malaysia on flaming.

2. YouTube’s Dark Secrets

YouTube has been the breeding place for online abuse and hate-speech. The number of ‘trolls’ and the rate of flames are increasing day by day to the point where it is almost impossible to find a video on YouTube without a flaming comment on it. Negativity on the Internet is a norm since its existence but in the recent time, the presence of hate-speech and online abuse is at its peak. According to a National Crime Victimization Survey, about 22 million students around the world are being cyber-bullied (Student Reports of Bullying and cyber-Bullying, 2013). One of the major acts of cyber-bullying that happens frequently and being concerned in today’s Internet era is flaming. Flaming refers to the use of offensive language such as swearing, insulting and providing hating comments in a particular forum (Moor, 2010).

2.1 YouTube as a Hostile Medium

In recent days, YouTube has been labeled as the number 1 website with the most number of flames (Thompson, 2014). The term flaming refers to offensive language such as swearing, insults and hating comments (Moor, 2010). The Hacker’s Dictionary (Steel et al, 1983) defines flaming as “to speak rapidly or incessantly on an uninteresting topic or with a patently ridiculous attitude” (p.158). Flaming was also defined as verbal attacks intended to offend either persons or organizations (Reing et al, 1997).

The context of flaming has varied over the years. The term ‘flaming’ and the act had been redefined with the changing of the era. Past scholars before the millennium who are from the 90s has a different point of views towards the phenomenon of flaming compared to scholars from the recent times. An earlier study done by Walther (1994) on the introverted communication reported that the actual occurrence of flaming is exaggerated in most situations. Study done by Lea & Spears (1991) adds to the statement by Walther, by proving results that only 3% of the entire interactions in an online forum were flames and other studies showed little or no significant levels of flaming (Lea & Spears, 1991). It was even concluded that flaming was not a universal circumstance in computer-mediated communication
Postmes, Spears, and Lea (2000), did an analysis on the online communication norms and found out that different group carries different online interaction styles or norms through time. The norms that are created by the group are only applied within the group members and the norms stay inside the group. In which, certain groups accepts flames as a common communication style within them. Although for outsiders, the communication style may look as if it is being offensive and insulting to each other, as for the group members themselves, it may be funny or as a humorous element. Certain group seems to enjoy insulting one another while other groups are rarely flamed. This indicates that flaming can be a rather normative behavior in certain online commenting forums and communicating situation.

Flaming comments are the kind of extreme derogatory comments where it does not contain any constructive feedback or any improving ideas, but a bunch of swearing, hateful and negative comments either on the person shown on the video, the uploader of the video or other YouTube users that comment on the particular video. These groups of peoples are called the haters. According to Lange (2007), “a hater is someone who posts a negative comment that doesn’t offer ant (criticism) or any helpful information. Simply commenting with ‘gay’ is hater like. Saying “this sucks go die” is hater like. (They) insult you and offer no suggestions on (improvements)”.

2.2 Motivations to Flame on YouTube
To indulge one’s self in an act or a behavior, there has to be a certain reasons or situational factor that eventually leads that to that act. In this case of flaming on social medias, especially YouTube, there are commonly a few factors that have been a trigger for one to post a malicious comment to that site. In this section, the researcher will look into the motivations of a person to flame or show hostility on the online commenting boards. To further discuss on this issue, four patterns have been identified related to the functions of YouTube and people’s motivation on flaming, namely anonymity, miscommunication, online and offline personalities, and cyber aggression.

2.2.1 Anonymity
First and foremost, anonymity is definitely one of the major components of YouTube that leads to flame. According to Aiken & Waller (2000), anonymity renders an environment that encourages all the irresponsible acts by people to display offensive behaviors. Anonymity refers to an environment that involves around with secrets, hidden identity and masked personalities where basically, “the notion of anonymity is related to freedom from identification, secrecy and lack of distinction.” (Scott & Orlikowski, 2012). Most users of YouTube are anonymous and go with an anonymous name and a random avatar to represent them in their ‘channel’ page (Varga, 2009).

Anonymity is characterized by its “non-identifiability” which generates through the removal of self-identifying elements such as name and address (Wallace, 1999). Anonymity has been one of the concerned topics since the presence of Internet and CMC and has been debated over decades. Scholars around the world had intensified the debate surrounding anonymity where some are for it and some are against it. Varga (2009) pointed out that anonymity is a must in a CMC environment to preserve ‘information piracy’ while Levmore and Nussbaum (2010) go against it by arguing that anonymity creates negative environment with hostility and juvenile levels of responsibility. This is most relatable to this study because anonymity is seen as the root which causes one to flame on YouTube as his/her identity remains unknown to the other users.

2.2.2 Miscomunication
The term flaming is considered an indistinct term where the definition is not clear and it is hard to define on what a ‘flame’ is and what is not. Miscommunication often leads to flaming as receivers misinterpret comments that are being directed to them. The importance of a text is mostly depends on the perceptions of the interactants (Lange, 2006; O’Sullivan & Flanagin, 2008). Miscommunication happens when users violate the social patterns of an online community and their intentions define on how ‘flames’ or obnoxious messages are being judged (O’Sullivan & Flanagin, 2003). It is clear that one’s intention definitely defines how ‘flame’ is being interpreted and could cause problems with identifying offensive messages.

Sarcasm is also seen as one of the major elements of miscommunication as sometimes sarcasm is delivered as a funny statement but turns out to be misinterpreted by the receiver which causes problems to both sender and receiver (Edwards, 2008). Another reason for miscommunication is the absence of social cues when interacting with one another which explains the role of body languages during a conversation (Edwards, 2008). According to Moor (2010), both senders and the receivers of an online forum seem not to be aware of the problems that occur in most CMC and its effects of miscommunication, hence overestimating the efficiency of the communication. Miscommunication often happens in Malaysian YouTube videos due to its difference of multi cultures, languages and various commenting style carried by each ethnic. Flames also often happen due to the misunderstanding in the way a message is being interpreted by another user.

2.2.3 Online and Offline Personalities
The emanation of social networking sites has developed complication of how a person is to be understood by the online world. Relating one another in a network that grows as a social is the main idea of these sites. Thus, this creates a situation where one needs to develop a social standard or a new self to be portrayed to the outside world through the eye of social networking sites.

Hongladarom (2011) studied on the personal identity of Internet users in offline and online world. He argued that the use of the social media has become boundless and the self-understanding of both online and offline world has become vague and obscure. He stated that there is a fusion between the both worlds’ selves in which reality itself is often informational. It means that both these selves do not have real meaning or essence. The characteristics and the personalities that being portrayed in these social media sites are usually what they want to show to the outside world when generally in reality are not such.

Psychologically, people tend to create a personality that they adore through online and this often happens with the development of manners and personal feelings. Interestingly, ego is found to be one of the central points to one’s conscious thoughts and behaviors. This has been studied by Rhee (2010), who researched on the development of virtual ego and online persona through his article entitled I, Myself, and e-Myself. The result of this study proved that online behaviors can be determined through the concepts of virtual ego and online persona. Relating to this study, a person who goes to YouTube often uses the medium to appear differently to the online compared to his/her offline self. This means the person acts whatever he/she wants when commenting on YouTube as a place to release tension, escape and to obtain self-satisfaction.

2.2.4 Cyber Aggression
The aggression occurs in an online situation is one of the elements that contributes to an individual’s tendency to flame. There are two types of incitement for aggression, namely, proactive and reactive aggression (Dodge, 1991). Proactive aggression is a motive directed and contemplative form of aggression result from external consequents. Reactive aggression, on the other hand, is the result of
provocation and driven by hostile impulse of others (Dodge, 1991). In other words, proactive is the type of aggression that is initiated without any threat or provocation while reactive aggression is only proposed as a reverberation to a perceived threat.

For this study, reactive aggression will be the point of convergence. According to Dodge and Coie (1987), belligerent and hostile biasness causes reactive aggression. Hostility biasness develops when a person interprets another person's messages or intention as a belligerent medium even when the person who conveys the message does not have the intention of being harsh or hostile (Crick & Dodge, 1996). Reactive aggression is seen to be the defensive element as a response to a provocation threat (Dodge & Coie, 1987). The increasing rate of stress in online communication discussion may result in hostile commenting situation which will likely trigger an individual to “return the comments with a flame to escape or diffuse such stress” (Alonzo and Aiken, 2004, p.211). This is what happens on YouTube. Users often comment negatively as a result from returning comments that discomforts them which then creating a flame war.

3. Theoretical Implications

Based on the review of literature and after looking into all the perspectives of the previous studies, it is important that the theories that supports best for such studies has to look into both motives and psychological side of the issue of flaming on social media. This will help explain the ill-use of social media (particularly YouTube) to flame in Malaysia. The communication theory that can be used to look into the phenomena of flaming in the context of CMC is known has Uses and Gratifications Theory. Next section will look into brief explanation of this theory and its relevance to issue of flaming on YouTube.

3.1 Uses and Gratifications Theory

The Uses and Gratifications Theory (UGT) has been coined and developed by the researchers in the early 1940s to explain the traditional media (Blumer & Katz, 1974) and in recent years it was also utilized in the studies of Internet and computer-based communications. UGT is a theory which explains why and how people use certain media to gratify their needs and desires (Blumer & Katz, 1974). Ultimately, the UGT is a theoretical framework that is treated to be one of the most appropriate frameworks that explain both psychological and behavioral propensities of a person in a CMC (Lin, 1999). For this study, this aspects suits best to explain the psychological thinking and the behaviors of those who uses YouTube and those who indulge themselves in the act of flaming.

UGT focuses on what active audience do with media instead of directing on how media influences people. Since flaming in CMC is a concept that involves personality traits as its predictors, UGT is the best theory to start with to know its basis. According to Katz et al. (1974), UGT concentrates on clarifying the perspectives of social and psychological motives. The study on motives helps to understand the reason behind why people use certain types of technology or media to gratify themselves and the psychological needs and motives behind its use beyond social perspectives (too many ands). In this study that focuses on flaming on YouTube, UGT is a good fit in explaining the gratifications of the flammers of YouTube and as well as analyzing the intentions of the YouTube community in using the site.

4. Research overview

For the later phases of this study, content analysis and in-depth interviews will be utilized in order to study the flaming phenomenon on YouTube. In-depth interviews include intensive individual interview or meeting with a limited number of participants to explore their points of view on a specific thought,
situations or circumstance (Creswell, 2012). In this area of study, the users of YouTube will be interviewed in order to clarify their thoughts and views on the issue of flaming on YouTube and also to find out the motivations behind posting flaming comments to the site. This includes their perceptions, psychological thoughts and philosophical justifications to the act of hostility practiced online, especially, YouTube.

Unstructured interview pattern will be used for this research where questions of research will not follow any guidelines (Creswell, 2012). The main question will be on the views of YouTube community of the issue of flaming followed by situational questions that will come along in the process of the interview. A total number of 10 flamers will be interviewed to find out the reason behind posting malicious comments online and two persons from each category on YouTube community such as the victims, lurkers, video uploaders and YouTubers.

This study also includes content analysis as the method of analyzing the data. For this study, the comments of YouTube in the comments section will be studied and analyzed by identifying flames and grouping them accordingly. The difference between each category of YouTube videos also will be studied, analyzed and classified into proper patterns. The thematic analysis technique will be used for analyzing the data for this study through line-by-line coding on the findings and the researcher will be able to gather data through brief ideas from the information obtained (Creswell, 2014).

5. Final notes

Flaming is indeed a severe issue that is currently happening in the online world. There are so many negative issues happening as the consequence of this act. It is an issue that needs a lot of concern in Malaysia and has limited study in our context. This study should be conducted as many interesting findings will be able to be identified at the end of the study. This study will be useful for many parties such as the all the YouTube users in order to identify their commenting limits, parents in order to guide their children, and the website itself in order to set up its settings according to each countries’ video viewing preferences. For example, sensitive words, such as, ‘keling’ and ‘barua’ and others seemingly offensive words in Malaysia can be banned or flagged on YouTube. Hopefully this study will also be an advantage for the government as it will provide data on how severe this problem really is. Then, government will be able to implement new laws and policy for future YouTube users and decrease the act of flaming gradually.

References


The Influence of Extrinsic Motivation on Innovative Work Behaviour with Moderating Role of Quality Culture

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ARTICLE DETAILS

Objective: This study explored the influence of extrinsic motivation on innovative work behaviour in higher education institutions in Iraq as moderated by quality culture. Although the employees’ innovative work behaviour is the key sources of organizational innovation, it does not develop automatically. Leadership should give employees suitable work incentives and more motivation to increase their innovative behaviour.

Methodology: This study discusses the theoretical concepts based on Social Exchange Theory and previous studies to explore the logical relationships between research variables.

The results: The research study concludes that the feeling of extrinsic motivation is enormously important to realize the continuous flow of innovative work behaviour, especially through the influence of quality culture on this relationship. Likewise, in line with the Social Exchange Theory, extrinsic motivation may positively influence innovative work behaviour. In addition, the quality culture, as one of the contextual factors, is very important for the higher education institutions as it affects the innovative work behaviour of employees.

Implication: The results are expected to have both theoretical and practical contributions to enable Iraqi higher education institutions to improve the level of innovation. The results of this study can be used as a strategy by the administration for the purpose of improving innovative work behaviour. This study involves several limitations, including the lack of empirical examination. The future empirical studies may use this theoretical framework to cover this aspect.

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1. Introduction

There has been increasing interest of researchers in the area of innovation due to the changes in the environment and challenges confronted by organizations (Jabbour, Neto, Gobbo, Ribeiro, & Jabbour, 2015; Shahin & Zeinali, 2010). Innovation is a tool for economic growth as it creates competitive...
opportunities for achieving profit and attaining benefits for the organization (Erturk, 2012). In addition, Amabile et al (1996) confirmed that in the current times, the organization’s success depends on the intelligence and innovation of the staff more than the traditional tangible resources. In this background, it is found that innovation is connected with innovative work behavior (IWB), which is the generation, promotion and implementation of new ideas (Kumar, 2012).

In the context of Iraq, the country is known for its 8,000 years of recorded history and its leading position among Arab states in the caliber of its social programs and education (Mahmud, 2013). In the previous decades, the level of HE in Iraq had been progressive and developed and this made it superior to states in the Middle East and the Arab Gulf (Al-Husseini, 2014). However, due to wars and UN sanction, the Iraqi higher education (HE) is presently suffering from significantly reduced research, educational activity, and innovation studies. Therefore, intensive surveys are involved in this field in order to enhance the quality of teaching, research and development capabilities and the innovation of the academic staff (Al-Husseini, 2014). Given the importance of innovative work behavior in the HE sector, mainly learning environments like universities, it is significant to improve and boost the innovation within them. Likewise, it is possible to raise the degree of knowledge relating to the courses of pedagogy and to improve the employees capabilities of organization problem-solving (Al-Husseini, 2014). More importantly, improving the quality of HE is expected to lead to the growth of the Iraqi nation (Faylee, 2013).

According to laboratory research and modern theories, increase in extrinsic motivation may result in individual perceptions of their own behaviour (Cho & Perry, 2012). In addition, the Social Exchange Theory posits that extrinsic motivation may positively influence innovative work behaviour (Blau, 1964). Along a similar line of argument, Thomas, (2002) pointed out that extrinsic motivation (reward, payment, and profit) have a vast influence on the encouragement of employees to exert their efforts towards generating new ideas, then implementing them within the organization. According to the recommendation by Naranjo, Jiménez and Valle (2011), future studies have to focus on the moderating effect of cultivation between the relationship of various variables and innovation. In this regard, character growth in organizations is focused on motivating the quality culture that facilitates individual performance and innovation to constantly improve their professional lifetimes. Although this understanding of the quality culture as part of the organizational culture is gaining more importance, there is still lack of basic research and theoretical understanding of the phenomenon itself (Ehlers, 2009).

Prior researchers confirmed the importance of quality culture in raising the level of quality in the organization (e.g., Jinhui, Zhang & Schroeder, 2011). Growth and development of quality culture, and its application in institutions within the organizational contexts, as part of the overall culture of the organization, has not yet developed a strong tradition in research and theory (Ehlers, 2009). Through the literature review, it was found that organizational factors, such as quality culture, are important variables for innovative work behaviour (Xerri, Brunetto & Shacklock, 2009). In this regard, there is lack of studies that tested quality culture in literature as the moderating variable between extrinsic motivation and innovative work behaviour in Iraqi HE. Therefore, this study aims to investigate the relationship between extrinsic motivation and innovative work behaviour as moderated by quality culture in Iraqi HE.
2. Literature Review

2.1 Innovative Work Behaviour

In the past few years, there has been a notable change in the different business sectors all over the globe. It has also bee noted, that it is essential for organizations, firms and institutions to come up with creative solutions for successful performance (Agarwal, 2014). It is crucial for organizations to adopt continuous innovation in their operations in terms of their products and internal processes. Therefore, among the significant aspects in this regard is to leverage the abilities and capabilities of staff for the development of innovation (Gupta, Guha & Krishnaswami, 2013). The creativity of the employee is a source of new ideas that may be applicable to the team or the whole organization and is crucial for the organizational survival and maintenance (Agarwal, 2014). More specifically, innovative work behavior (IWB) refers to a process that generates a change in terms of products, processes or procedures that are novel to the firm (Sapie, Hussain, Awang & Ishak, 2015). Moreover, innovative work behaviour (IWB) was defined by Damanpour (1991) as the production, growth and employment of new thoughts/behaviour that could take the form of a novel product/service, construction or system of management, and new work program for organizational members (Sapie et al., 2015). Meanwhile, Farr and Ford (1990) referred to the concept as the behaviour of an individual that achieves the beginning and voluntary generation of new and invaluable ideas, methods, products, and processes. Nevertheless, the IWB concept is relatively new, and visions of creativity have been often used in literature to develop assumptions about relations with IWB (De Spiegelaere, 2014).

The majority of studies in literature stressed on the creativity of employees, particularly on the early innovation process steps. Several authors have argued for the expansion of the construct and to view the ideas application in a more scientific way (e.g. Rajaei, Jalili, Abadi, & Azizkhani, 2015). Additionally, De Jong and Hartgog (2008) stated that the innovative work behaviour is aligned with idea generation, and requires behaviours to conduct ideas that ultimately achieves improved business performance (Dzulkifli & Md Noor, 2012). Therefore, innovative work behaviour is an important factor for both private and public business sectors (Al-Hasany, 2014). In the public sector, innovation is particularly important in the HE sector, where the encouragement of individuals is a must to develop and diffuse innovation (Borins, 2001).

2.2 Extrinsic Motivation

Extrinsic motivation refers to our propensity to carry out activities in lieu of external rewards, whether they be physical (money) or psychological or mental (praise) in nature (Brown, 2007). Performance-based incentives are employed in the majority of countries, particularly in the public sector as supported by laws mandated for organizations concerning remuneration (Demir, 2011). Therefore, the incentives are externally provided in that, it is due to the employees notwithstanding their work (Cho & Perry, 2012). Although the effect of such incentives is less than that of intrinsic motivation (Deci & Ryan, 2004), their probability of positively impacting employee behaviour exists. According to laboratory research and modern theories, the increase in extrinsic motivation may result in individual perceptions of their own behaviour (Cho & Perry, 2012), where such reward motivations comprise of financial rewards (Antikainen, Makipaa & Ahonen, 2010), free goods as well as free services (Anderson, 2009). Economic motivation is of a different type, consisting mainly of intellectual property right sharing (e.g. Avenali, Battistella, Matteucci & Nonino, 2013). Extrinsic motivation may predict a positive or negative influence on innovative behaviour (Nezhad, Akbari & Ramezani, 2015). On the basis of the discussed literature, the challenging elements of work motivation are correlated with the notion of the generation of innovative behaviour (Rezaie, 2014). Motivation can enhance the innovation work behaviour via
maximized autonomy and competence of workers (Yidong & Xinxin, 2013).

2.3 Quality Culture

Quality Culture is the collection of norms, values, concepts, beliefs, behavior and rules, shared by individuals and groups in an organization, which are related to the importance of to its quality (Detert, Schroeder & Mauriel, 2000). This is one of the justifications of why quality direction has turned to employee behaviour and business practice for more enlightening findings (Campos, Mendes, Silva & Valle, 2014; Wang, Chen, & Chen, 2012). Researchers are of the consensus that quality can be employed as a source of benefit in the business environment, wherein innovation, knowledge development, demanding consumers and technology all have key contributions (Gretzel, Fesenmaier & O’Leary, 2006). In the final years of the 20th century, studies concerning quality were focused on discovering new conceptualizations that had the potential to provide insight into the dimensions of analysis that were largely ignored prior to that period (Barrett & Waddell, 2001).

According to Kujala and Lillrank (2004), from the perspective of culture, quality is described as a subsystem of the organization. Similarly, Cameron and Sine (1999) explained that culture is unique based on its beliefs, practices, and values, where the values are ongoing aims that help in guiding people’s lives and are described as indicated or implied formalizations of the distinct culture that influences the individual’s actions. Contrastingly, practices refer to methods and behaviours that are observed in the institute (Asreen, Zain & Razalli, 2010) and lastly, beliefs refer to the shared assumptions why individuals in the firm feel about their environment and how they are directed towards the course of action in certain circumstances (Kujala & Lillrank, 2004).

In this line of study, the most significant is one that was carried out by Mintzberg (1994). His study confirmed that changes in the organizations stem from the competencies of staff and the culture of the organization. In order to comprehend the quality management aspects, its tools, capabilities, and values of both employees and organization, they should not be studied separately but as a comprehensive whole. One of the critical success components in the education sector is its academic staff, and this makes a difference in a country attempting to develop and improve educational quality (Arifin, Troena & Djumahir, 2014).

3. Discussion

3.1 Extrinsic Motivation and Innovation Work Behaviour

Extrinsic motivation in the form of financial motivation and appreciation, helps to bring about creativity and innovation (Van Dijk & Van den Ende, 2002). In regards to the creativity and innovation perspective in firms, creativity displayed by employees have to be recognized and rewarded (Amabile, 1988; Amabile et al., 1996). Therefore, the major activities for managing creativity and innovation in firms involve the management of the employees’ attention (Van de Ven, 1986) to a degree that they are made aware that creative behaviour is acknowledged and rewarded (via increases in pay, advancements or promotion). In other words, according to Scott and Bruce (1994), innovative behaviour is deemed to be a salient objective for the employees in such a way that they will be inclined towards innovation.

Nevertheless, rewards should not be viewed as something that is a right or contracted, as opposed to a privilege based on the competence and creative activities of employees, as the former may work to minimize their interest in their work (Amabile, et al., 1996; Amabile, Hennessey & Grossman, 1986). Thus, general rewards like raises in pay/promotions for innovative behavior are encouraged over
rewards that relate to ongoing activities owing to the first type’s potential to be viewed as the acknowledgment for creative achievements and not as controlling mechanisms (George & Zhou, 2002). Therefore, based on the aforementioned, there is a need to use motivation sources and environment resource or contextual factors to enhance and improve innovative work behavior among academic staff in HE in Iraq. In the context of the present study, extrinsic motivation is considered to be the independent variable and innovative work behavior as the dependent variable, while quality culture is the moderating variable.

3.2 Quality Culture as a Moderator between Extrinsic Motivation and Innovative Work Behavior
There are several managerial, psychological and other disciplinary concepts that depend on moderating variables, particularly those that impact the relationship strength/nature or both of two variables. Although such effects are significant, the testing and analysis methods are not well clarified. Generally speaking, a moderator is described as a variable that impacts the relationship between two or more variables, and moderation is the impact of the moderator on such a relationship (Dawson, 2014). In regards to this, quality culture is considered to be a part of the culture in the organization that contributes to bringing about innovation behavior (Amabile et al., 1996; Hemlin, Allwood & Martin, 2008; Pirola-Merlo, Bain & Mann, 2005; Woodman, Sawyer & Griffin, 1993). In addition, individuals who perceive support are more inclined to examine novel ideas and methods to achieve their goals and tasks or to solve the on-the-job problems (Pirola-Merlo et al., 2005).

Furthermore, Kausar (2014) defined organizational culture as a system of concerns, shared values, norms and common beliefs that are extensively acknowledged and shared among the employees. According to the organization theory, culture affects the beliefs of employees continuously and it indirectly affects the organizational practices (Nahm, Vonderembse & Koufteros, 2004). Quality culture is, on the other hand, the pattern of beliefs, and behavior in light of quality. In order to achieve quality, the company goals require a positive quality culture to support it. A quality culture needs clear values and beliefs, as this would bring about total quality behavior (Linklow, 1989). It therefore comes to reason that organizations that are desirous of managing quality programs within their organization need to focus on the development of an appropriate quality culture (Dellana & Hauser, 1999). However, the concept of quality culture has not been thoroughly examined in literature (Mahmood, Mohammed, Misnan, Yusof & Bakri, 2006). According to McCleland (1975), leaders who are aware of the quality culture assist employees to recognize problems quickly, and access the necessary resources easily through concerted efforts, which are supported by the cooperative organizations (Kitapci, Okten & Süleyman, 2009). Extrinsic motivation and quality culture may support the leaders to stimulate employees to discover the innovative solutions to the problems at work (Kitapci, et al, 2009).

Nevertheless, quality culture of HE in Iraq has not received sufficient attention from research or literature, although researchers confirmed the importance of quality culture in raising the level of quality in the organization (Jinhui, et al., 2011). To the researcher’s best knowledge, this variable has not been used as a moderator in the study of innovative work behavior.

4. Conclusion
Motivation is the key through which individuals can customize efforts to generate and implement innovative thoughts. In relation to this, personnel is encouraged to move beyond their designated role and engage in spontaneous and innovative activities, particularly if they display a strong identity with the goals and mission of the organization. Many researchers have revealed that innovation needs to be supported and encouraged in the organization and in line with this, when individuals working in the organization are supported, they feel they can test new ideas and methods aimed at achieving their goals or completing their tasks. Moreover, quality culture has a vital role in stimulating creative behavior among employees to build obligations towards their institution. In relation to innovation, while
innovation contributes value to the organization, quality culture accepts the norms relating to prevailing innovation in the organization. As a result, this culture stimulates new innovative solutions and improvements in the organization and provides direct feedback, and communication channels to facilitate tacit knowledge. It also allows for independent work of the mission in order to seek more innovation. Finally, the use of rewards and incentive system with the help of quality culture will definitely encourage the Iraqi HE staff to work hard, and ultimately, achieve good quality and enhanced innovation. This study suggests future research to test this model empirically and explore different variables (individual or contextual) and their relationships with innovative work behaviour in many sectors and in different countries.

References


Perceived Social Support between Criminals and Non-criminals in Punjab, Pakistan

Umbreen Khizar, Fatima Khurram Bukhari

ABSTRACT

Objective: The purpose of this paper is to investigate the alliance performance of construction Objective: The purpose of the current research was to explore the level of perceived social support between criminals and non-criminals.

Methodology: 160 participants were considered as a sample, 80 were criminals (40 males and 40 females) and 80 were non-criminals (40 males and 40 females) taken from Sahiwal, Arifwala and Bahawalnagr. Criminals were selected from central jail Sahiwal and district jail Bahawalnagr. Their age range was between 18-70 years old. All individuals have a minimum metric qualification. To check the level of perceived social support, Multidimensional scale of perceived social support (MSPSS) was used.

Results: Results indicate that perceived social support and criminality are negatively correlated. The level of perceived social support is higher among non-criminals than criminals. The result suggests that there is no significant difference of perceived social support between males and females.

Implication: This paper gives valuable information about the importance of social support. Without proper support and guidance no child, no male or female will learn life skills or grow up with a strong sense of right and wrong and respect other people.

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1. Introduction

Social support is genuine help or a sentimental connection given by societal associations or connections and is seen as loving or adoring. Through maturity an expanded measure of time is spent outside the family and individual partakes in community exercises so it is essential that how he sees his encompassing surroundings. A person's societal emotionally supportive network incorporates associates, loved ones. The individuals who believe their families and have solid associations with them have been seen to keep up great associations with their companions too. Accepting bolster offers intending to

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people's lives by excellence of propelling them to give consequently, to feel committed, and to be appended to their ties. Close and loving connections give support to a person when he is down. These connections offer chances to express and to get love, both of which are vital for personality, self-esteem and self-regard (Aydın, 2005).

The recognition that an interpersonal organization is strong supports one's self-assurance and accomplishes sought objectives. Steady social connections give aptitudes important to modify with changing standards and estimations of a general public. Individuals who report that their family is strong had all the earmarks of being capable and have versatile qualities. A developing assortment of writing recommends that steady social connections may impact scholarly accomplishment in a roundabout way through motivational and full of feeling components (Eccles, 2007; Roeser, Eccles, & Sameroff, 2000).

Parental conduct and dispositions and environment of the personal household may all impact views of a man about social support. Irritated family life, poor training and informal organization and high joblessness are all elements which add to wrongdoing. Cultural morals and encompassing conditions are likewise critical. Conditions that encompass the way a person or a group lives make defenseless to a man to carry out wrongdoing. Individuals that serve utilitarian parts in the criminal's life are viewed as possessions. The criminal has his own arrangement of ethics, for customary ones don't fundamentally apply. Since the things are not viewed by criminals from other people's point of view, his passionate venture to family is negligible. Schreck and Fisher, (2004) stated that guardians and family, along these lines, fill an utilitarian need for the criminal. Remarking on their discoveries with respect to family qualities that influence powerlessness to brutal adolescent exploitation, researchers reasoned that there is an opportunity that helplessness to wrongdoing is a "period stable individual characteristic" foreordained by family socialization.

Financial position of family or locality is connected with culpability or introverted conduct in youngsters. Living in a urban home, having a low financial status, or poor social abilities can lead a person to being unsuccessful in achieving their needs in a socially alluring manner, which can transform into withdrawn or criminal conduct. The young ladies and young men who need to work for cash are more presented to the criminal exercises and along these lines carry out them more (Ramchand et al, 2009).

Hypotheses of the Study

- Level of perceived social support in criminals would be low than non-criminals.
- Females would have less perceived social support than males.

2. Method

Total 160 individuals were considered as a sample, 80 were criminals (40 males and 40 females) and 80 were non-criminals (40 males and 40 females). To select criminals, central jail of Sahiwal and district jail Bahawalnagar were approached. These regions of Punjab were also selected for non-criminals. The age of all participants was between 18 to 70 years. All participants have at least metric qualification. The convenience sampling method and random sampling method were used to select the criminals and non-criminals.

3. Instruments
In order to measure level of perceived social support the Multidimensional Scale of Perceived Social Support (MSPSS) was used and the presence of emotional and behavioral problems have correlation with positive or negative perception of social support.

4. Procedure

The sample was consisted of 160 individuals. Firstly, permissions from the jails management was approved to carry out the research. Before beginning the research the informed consensus of all the members was gained. They were guaranteed that their data would be reserved classified and the information will be utilized just for research reason.

The scale was Multidimensional Scale of Perceived Social Support (MSPSS) When the questionnaires were filled by members, each questionnaire was then checked independently and the scoring guide was used for rating.

5. Result

Comparison of perceived social support between criminals and non-criminals. (N=160)

<table>
<thead>
<tr>
<th></th>
<th>Levene's Test for Equality of Variances</th>
<th>t-test for Equality of Means</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>Sig.</td>
<td>t</td>
</tr>
<tr>
<td>Equal variances</td>
<td>.022</td>
<td>.882</td>
<td>-5.892</td>
</tr>
<tr>
<td>assumed</td>
<td>(p &lt; 0.05)</td>
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</table>

Results showed that significance level of this test is 0.000 that is less than significance level of 0.05 (p<0.05). So, this hypothesis is accepted. It is concluded that non-criminals have high level of perceived social support than criminals.

Comparison of Perceived social support between Males and Females.
Results showed that significance level of this test is .148 that is more than the significance level of 0.05 (p>0.05). So, this hypothesis that males have higher perceived social support is rejected. No significant difference of perceived social support is found between males and females.

6. Conclusion

This study concluded that perceived social support and criminality are negatively correlated. People with higher perceived social support are more averse to perpetrate wrongdoings. The outcomes likewise demonstrate that there is no noteworthy difference of perceived social support amongst males and females.

7. Discussion

The results confirmed the first hypothesis and concluded a low level of perceived social support in criminals as compared to non-criminals counterparts. The individual has more vulnerability to commit crime if perceived social support level is low. Social support helps the individual to manage better with a distressing condition. Sarason et al., (1983) stated that people high in perceived social support are likewise more constructive and tend to report more constructive life rehearses and more prominent control over their lives than their low partners.

The other hypothesis was related to the correlation between gender and perceived social support. The results found high level of perceived social support among females as compared to males. Gender has impact on perceived social support. This research concludes different results it might be because of test qualities or social contrasts on the grounds that in a few social orders, females have less fulfillment, less chances to associate with others when contrasted with males and less perceived social support. Taylor (1988) contemplated that the unhappy women are less satisfied and have down levels of social support than depressed men.

References


