POSTGRADUATE RESEARCH COLLOQIUM 2022

FACULTY OF ENTREPRENEURSHIP AND BUSINESS

THE ROLE OF ENTREPRENEURSHIP AND MARKETING TOWARD BUSINESS SUCCESS

27 JULY 2022

VIRTUAL

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PREFACE

Entrepreneurship, as the mindset and process needed to create and develop economic activity, blending risk taking, creativity, and/or innovation within a new or existing organization, is very depending on the ecosystems to make it flourish in each organization, institutions, nations, and the world. It has been the ventures; yet the change is needed is not just what is thought but how it is taught in the right environment.

The FKP Postgraduate Colloquium 2022 was held in as virtual on 27 August 2022 at Campus Kota, Universiti Malaysia Kelantan. It was a delightful event with 75 participants, consists of students and lecturers, had many fruitful discussions and exchanges that contributed to the success of the colloquium. 29 papers for field of entrepreneurship and marking was presented during the colloquium. The main objective of the colloquium is to be a platform for students to present and publish their works as well as to share their research progress with their colleagues and experts.

All in all, the FKP Postgraduate Colloquium 2022 was very successful. The editors would like to express their gratitude to all participants and the committees that have helped in ensuring the smooth sailing of making the colloquium into a reality.

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The Composition of VR System and The Construction of VR Teaching Model in Innovation and Entrepreneurship Education

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ABSTRACT

VR mainly through modeling and coding to simulate the 3 D world, through VR technology can establish multi-dimensional platform, realize human-computer interaction, enable users can experience the virtual world, and to apply VR technology to innovation and entrepreneurship education field, is bound to study the composition of VR system, and the application of VR tools (MUD \ MOO), build VR technology simulation system and a teaching system based on VR technology. The basic VR technology system is made up of special simulation software and 3D models. The future application of VR technology is predicted that the application of VR technology has unlimited potential, which can bring opportunities for innovation and reform for all major fields.

Keywords: VR; VR tools; VR technology simulation system; VR taught system

INTRODUCTION

Under the background of market reform and the rapid development of market economy, the consumption structure has undergone great changes. The government has intensified efforts to support high-tech industries, and the VR industry has received great impetus for development. Especially in terms of the development and production of VR hardware, it can be seen that VR technology is applying more and more widely, and resources are more and more diversified.[1]

RESEARCH METHOD

The research uses meta-analysis, which is a qualitative methodology. It involves an analysis of peer-reviewed journals to collect relevant information on the research topic. Peer-reviewed journals are easily accessible online; they are affordable and stable. Stability means that the data is reliable as it is less likely to change.

RESULTS AND DISCUSSION

1.Application of VR technology in innovation and entrepreneurship teaching mode
The application of VR technology in innovation and entrepreneurship education is very diverse, but before this, students must have a certain understanding of VR technology, and be able to systematically learn knowledge using VR technology (as shown in Figure one).[2] The application of VR technology in education is mainly divided into the following parts:

Figure1:Schematic diagram of the VR technology

1.1 VR technology due to its system composition (as shown in figure 2), can provide students to show real learning materials, such as in learning geography or cultural knowledge,[3] students because not real investigation or field feeling, lead to students' understanding of knowledge is limited, but through VR technology, can make students into the environment, produce close to the real feeling.[4] When learning physics knowledge, students cannot see protons, nuclear fusion and other phenomena with the naked eye, but through VR technology, students can observe the evolution of these phenomena, and they can strengthen their grasp and understanding of knowledge.[5]

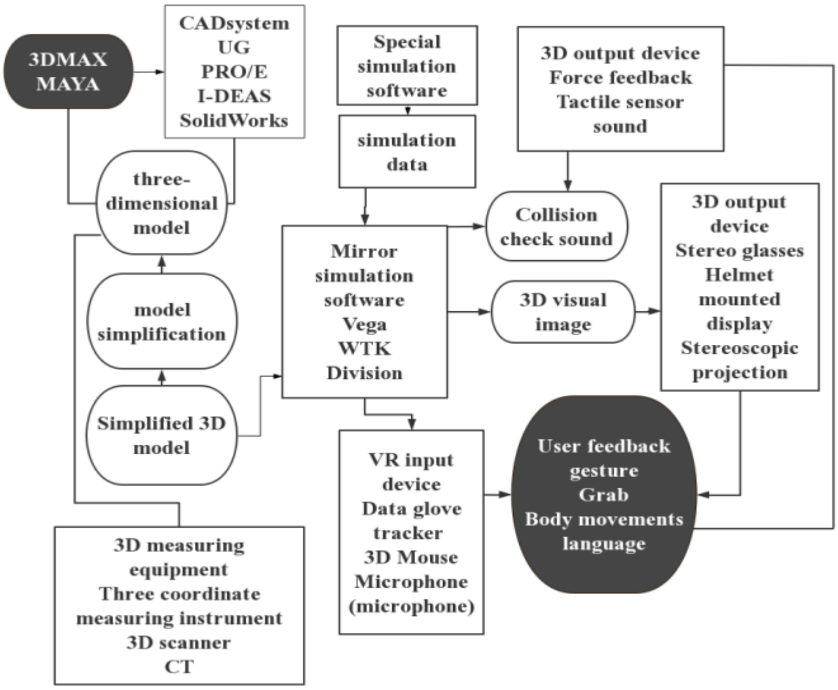

Figure 2: Basic VR System Composition

1.2 VR technology can help students carry out virtual operations. For example, when students are learning chemistry knowledge, students can combine different molecules, and then borrow

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VR technology to virtually combine their substances. At the same time, VR technology can also be applied to the simulation of circuits, machinery and other designs.[6]

1.3 VR technology can help to simulate the system structure or system dynamic, to create an observation environment for students, students can adjust the variables, record the system change data, such a way is not only conducive to ensure the safety of students in the experiment, but also can make students more intuitive contact with knowledge.[7]

For example, students can simulate the city construction and manage all the streets or the environment in the city. There will be many problems in the process of management. Students can solve the problems by changing various conditions.[8] Therefore, this also suggests that VR technology provides more possibilities for teaching, and that teachers and students in different zones are also able to teach in different places through group VR tools. As shown in Figure 3.

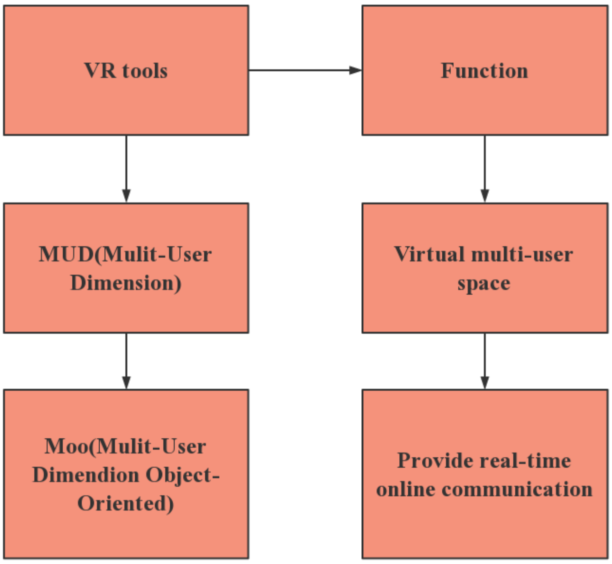

Figure 3: VR Tools and Functions

In innovation entrepreneurship education, students can interact according to the teaching content provided by VR technology, so as to understand the knowledge and master, and use VR technology, can make knowledge with the more comprehensive stereoscopic image in front of students, so VR technology in innovation entrepreneurship education mode makes innovation entrepreneurship education mode become more ideal.[9]

2.VR laboratory applications
VR technology can simulate students 'virtual assumptions, so it helps to help cultivate students' innovation ability, stimulate students' innovative thinking, so that students have a deeper understanding of the content of innovation and entrepreneurship education.[10]

Using VR technology to establish VR laboratory, can cover the content of the whole discipline, because students can use VR laboratory in VR technology for a variety of virtual experiments, whether gravity simulation experiments, or volcanic eruption experiments, both chemical experiments or physical experiments, can simulate because of the existence of VR technology, and students through the observation of a variety of experiments, can get the creative ability.[11]

In addition, it is also very effective to cultivate students 'skills using VR experiments, such as surgical skills, car driving skills, etc. Through VR skills for students to train these skills, on the one hand, can ensure the safety of students, on the other hand, students' practical ability can be quickly improved.[12]

VR technology is a simulation system, so students will not use VR technology to simulate extreme weather environment (such as storms, storms, debris slides, etc.), or VR technology to simulate extreme working environment (such as sky, sea, etc.), but also can strengthen the grasp of skills.[13]

Of course, in addition, VR technology can also fabricate certain situations and get corresponding feelings and results. There are many current kinds of simulated VR systems, mainly shown in Figure 4.

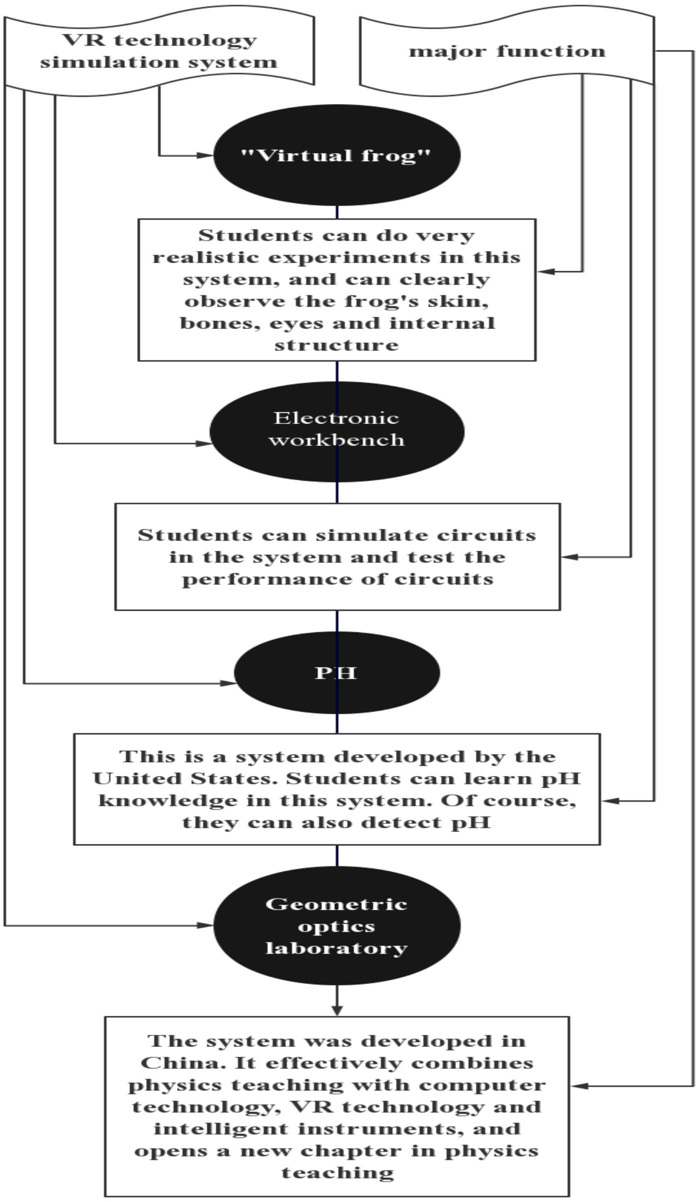

Figure 4: VR Technical Simulation System and its Function

VR laboratory is based on computer technology and instrument technology. Building VR laboratory can give students a better learning environment, but also steadily improve the teaching quality and teaching efficiency. From the perspective of innovation and entrepreneurship education, students can be stimulated by creative thinking and creative ability in VR laboratory.[14]

3. VR technology innovation in teaching cost

VR technology is a kind of combining a number of technology together, both multimedia technology or computer technology, and the role of computer technology is to make students get an immersive experience, because computer technology can generate three-dimensional image,[15] image processing, make the image more real. The application of VR technology in innovation and entrepreneurship education is a bold innovation behavior. Teachers can guide students to use VR technology to create an entrepreneurial atmosphere and entrepreneurial environment,[16] such as simulating the enterprise system through VR technology. The traditional innovation and entrepreneurship education mode is high, and the process is more cumbersome, which requires multiple cooperation between enterprises, schools, students and even parents. It is difficult for students to be guaranteed, and the addition of VR technology makes these problems easily solved. Of course, to apply VR technology in teaching, we also need to design a teaching system based on VR technology. As shown in Figure 5.

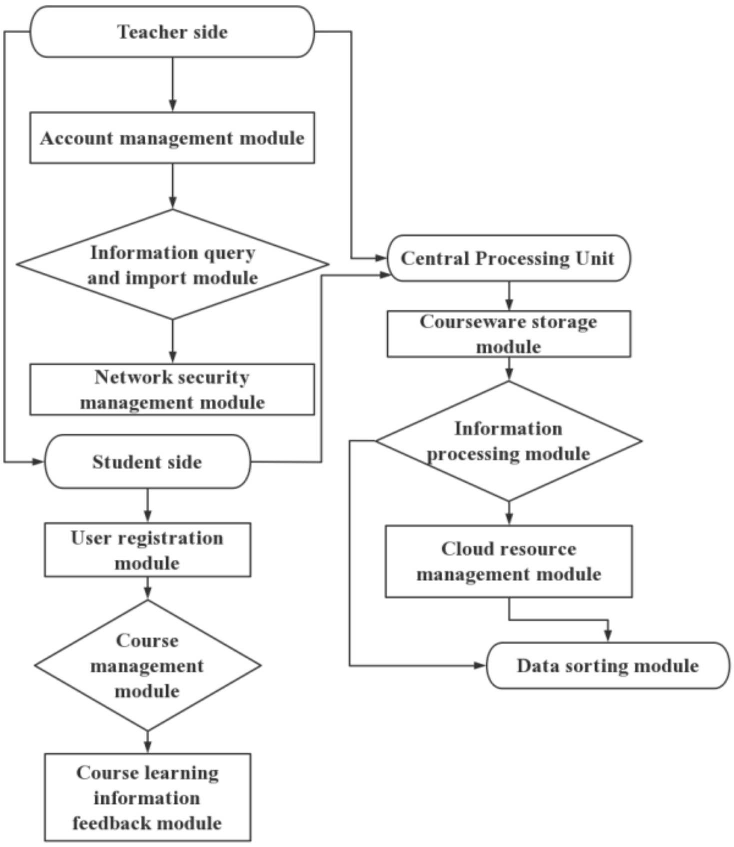

Figure 5: Schematic Diagram of The Teaching System Based on VR Technology

Computers can feedback students' learning and training to students, so students can also strengthen their own learning grasp, while teachers can reuse resources, so that students do not have to be limited by the teaching site or teaching time.

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CONCLUSIONS

In a word, the application of VR technology in innovation and entrepreneurship education greatly improves the effectiveness of innovation and entrepreneurship education, and the establishment of VR laboratory can also maximize the role of VR technology in teaching, save teaching costs for schools and innovate teaching mode.

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Item Validation for Sustainable Funding Model of B40 Social Enterprise Startups

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ABSTRACT

Government now shoulders much of the responsibility of the cost of funding of social issues services delivery. Many social enterprises attempted to provide innovative interventions to social issues as well, but often face capacity and resource constraints. Issues and limitations to the current funding model include sustainability and scalability, and insufficient collaboration between the government and social enterprises. The purpose of this paper is to establish a reliable instrument that can measure the quality of the sustainable funding model of this nature. Items were developed for its reliability and validity relevancy. In order to build a valid and reliable item, this paper highlights the involvement of selected social enterprises in east coast region of Malaysia to gauge its social cause mission, entrepreneurial intention and the sustainable funding initiatives. Expert validation was done among the practicing social entrepreneurs and academic experts in social entrepreneurship. Some 30 young social entrepreneurs participated and about 10 panel of experts validated the items. In the early phase of the item development, 46 items were measured in these three constructs. Responses from panel of experts required minor modification with the item was reduced to 35 measuring all the constructs. The overall scale validity index was .90. It was found that there is a presence of a good-for-fit indices for the final measurement model.

Keywords: item validation, sustainable funding model, Bottom 40, social enterprises, startups; entrepreneurial intention

INTRODUCTION

Bottom 40 (B40) are the sample as the social funding model is targeting the most marginalized segments of society. In this proposal, B40 are communities with limited social service reach and facing perhaps deep poverty. This category of B40 cut across a wide range of conditions that affect individuals' standard of living. The complexity drives the need to call on the collective strengths of sustainable social funding model in creating innovative solutions moving forward.

In this response, employment rate has long been considered a key indicator of the stability and prosperity of a nation's economy. The COVID19 crisis has impacted the nation and Malaysia kept unemployment relatively high despite its low and stable from 2.9 to 2.5 per cent over the last five years. The sustainable funding model initiative as proposed in this study is hope to drive employment via entrepreneurship, ensuring that B40 have equal opportunities for income by establishing businesses.

Despite the best effort to stimulate employment on a national level, Middle 40 (M40) are another segment of the population who have its own capacity to face unique circumstances and obstacles to access funding opportunities. Depends on the capacity of M40, reintegrating these populations into the social funding access may not break the cycle of poverty and that it is going as challenging as ever. The needs of addressing B40 segment appear to be more critical, where there is a space for the researchers to ripe for innovation from these social innovation activities. This is particularly important because of the many potential consequences of prolonged unemployment for the B40 segment; thus they are in dire need for assistance.

In order to stimulate new type of social innovation driven opportunities for startups, there is a need to establish a model that allows for sustainable funding mechanism to startups (Raja Suzana, Zulazli, & Zainudin, 2017). Startups are known to be able to solve social and economic problems more efficiently and effectively. The creation of such platform will transform the country into a citizen of problem solvers.

LITERATURE REVIEW

There are abundance of empirical survey and secondary data on the activity a sustainable social funding landscape. In this proposal, a thorough understanding of not only social funding, but also the initiatives around the world, such as governments and social enterprises, are taking to champion social funding's agenda.

During the launch of Shared Prosperity Vision (SPV) 2030, the Prime Minister of Malaysia proposed to focus on nine target groups in ensuring that the equality and sustainable development. The Bottom 40 group, better known as the B40, is identified as the main group that requires various forms of government assistance, such as programmes to increase their income, access to quality education, and targeted aid programmes. At the same time, the B40 group of social enterprise startups as set in this paper, serves as one of the target groups and is an agenda to be focused in this proposal. The model will require action through a whole-society approach. Beyond that, developing a sustainable social funding or financing model will help to create a new paradigm for how Malaysia, as a nation, approach and address social issues affecting the Rakyat today.

The concept of a sustainable social funding, using the social finance structures of the United Kingdom and Australia as primary examples is discussed. A report published by The Boston Consulting Group and The Young Foundation defined social funding as raising financing for the purpose of funding initiatives that will bring about both social and financial returns. Social a sustainable social funding instruments available today include, but are not limited to:

1. Secured lending
2. Unsecured lending
3. Quasi-equity, such as Social Impact Bonds
4. Equity financing

Social funding or at times is used interchangeable as social financing differs from traditional sources of financing in the expectation of a financial return. The traditional sources of funding for social enterprise, for example usually include grants from private foundations and donations or endowments from wealthy individuals. These traditional fund providers typically do not expect a financial return on their financial outlay. Instead, their objective is usually only to accomplish a social outcome. A sustainable social funding also differs from other commercial sources of funding that typically looks only at the financial returns without evaluating the social impact. The providers of commercial funding typically assess the viability of an investment or loan based solely on the borrower's ability to repay the loans or on the project's commercial viability.

Best practices from the global landscape of a sustainable social funding including recent trends, stakeholders and successes have been reviewed to ensure the consistency of the social enterprise project with international perspectives. The review includes the social finance landscape in three major OECD countries – the United Kingdom (UK), Australia, and the United States of America (USA).

The government now shoulders much of the responsibility of social issues service delivery (Chong, 2017). The government's resources have gone into providing reactive programmes which offer remedial solutions after a particular social issue arises (Iskandar, Mohamad, & Othman, 2017). Many social enterprises (SEs) have attempted to provide innovative interventions to social issues as well, but often face capacity and resource constraints. Issues and limitations to the current model include sustainability and scalability, rising social disparity and complexity (Samsudin, & Hasan, 2017)., as well as insufficient collaboration between the government (Chong, 2017; Salman, Samsudin, & Yusuf, 2017) and startups social enterprises.

Little empirical findings had associated the mechanism to build sustainable funding model among startup social entrepreneurs who are from the Bottom 40 backgrounds (Zainudin, Raja Suzana, Zulazli, 2017). As an entity with social purpose, in particular those engage with social cause initiatives, the mechanism to outline, measure, track and report of the impact of sustainable funding model on the success of social initiatives remain under-traveled (Department of Social Welfare, Malaysia, 2018; Zainudin, etal, 2017; Zulazli, etal, 2017; Mokhtaruddin Ahmad & Masrurah 2017).

The new Sustainable Funding Model aims to shift the paradigm in which social funding currently exists by enabling a payment-by- results model involving the government, SEs, and the private sector. This model is outlined in Figure 1 below. Startup Social Enterprise will be part of the social organisations. The proposed model is formulated based on the review of the literature on the past empirical work of several studies (Zainudin, etal, 2017; Zulazli, etal, 2017; Mokhtaruddin Ahmad & Masrurah 2017); and the RMKe-11 Strategy Paper on innovation as a game changer where the government is translating innovation to health (Economic Planning Unit, 2016).

RESEARCH OBJECTIVES

In this paper, the primary aim is to design and develop a valid and reliable item to measure sustainable funding model for Bottom 40 social enterprise startups. This is in line with the research objectives among others as indicated below:

1. To examine the extent of how B40 social enterprise entities build their entrepreneurial intention;
2. To examine nature of association that exists between B40 social enterprise startups social cause mission and sustainable funding initiatives;
3. To examine nature of association that exists between B40 social enterprise startups social cause mission and their entrepreneurial intention; and
4. To develop and formulate sustainable funding model of B40 social enterprise among startups of social enterprises located in the east coast of Malaysia.

RESEARCH METHOD

Items developed is aimed at measuring sustainable funding model of B40 social enterprises. The proposed items measure in three ways as shown in Figure 1. In this initial stage, a review of the literature on the past empirical work of several studies was performed (Zainudin, etal, 2017; Zulazli, etal, 2017; Mokhtaruddin Ahmad & Masrurah 2017); and the RMKe-11 Strategy Paper on innovation as a game changer where the government is translating innovation to health (Economic Planning Unit, 2016). Firstly, the researchers design and construct items based from the literature review, and develop the questionnaires. Next, feedback from qualitative expert in order to refine the items was done. The second phase involved several processes such as analyzing the content validity, construct validity, and reliability of the questionnaires.

Phase 1	Content validation and Development of Items
	Questionnaires development (n=5) Based on literature review on the work of Zainudin, etal, 2017; Zulazli, etal, 2017; Mokhtaruddin Ahmad & Masrurah 2017; the sustainable funding model for B40 social enterprise items were developed. The process involved extracting some empirical review based on the Malaysian Social Enterprise Blueprint 2015-2018 (MEDAC, 2019) and review the scoping area via Delpi technique. Some five panel of experts had assisted the process, and refined the initial list of questionnaire items with relevant theoretical constructs. Qualitative content validation of Questionnaire (n=20) A group of experts in the sustainable finance and business education offer their comments on the theoretical constructs. Items in the questionnaires were refined, modified, deleted and new additional of statements were incorporated.
Phase 2	Reliability and validity of the items The content validity establishment Some feedback to explore the items relevancy were given by ten experts in business and social entrepreneurship education. The construct validity and reliability establishment (N = 30 social entrepreneurs) Some 30 social entrepreneurs completed the questionnaire. The reliability is obtained through Cronbach’s alpha. The confirmatory factor analysis was performed to confirm the construct validity level.

Figure 1: Phases of the Study

Sustainable funding initiatives as offered by number of actors of social agent like Government and its agencies, social enterprises, corporate sectors, non-governmental organisations, and even at university or charity organisations. As third sector emerged aggressively to help combat social issues and the pressure of poverty, social exclusion, environmental socialists and etc., many social enterprises (SEs) have attempted to provide innovative interventions, but often face capacity and resource constraints. Issues and limitations to the current model include sustainable funding, as well as insufficient collaboration between the government (Chong, 2017; Salman, Samsudin, & Yusuf, 2017) and startups social enterprises (SEDIF, 2020; Raja Suzana, 2022).

Aligning the practical aspects of these move and the theoretical insights in measuring the best sustainable funding is apt and timely. Thus, the item developed is highlighting the needs from the B40 startup social enterprise to grow their social mission and cause.

Among notable theoretical and practical constructs include social entrepreneurial intention among social enterprises. Table 1 shows all the two theoretical constructs with their descriptions.

Table 1: The Theoretical and Practical Constructs and its Definitions

Social cause mission	Defines the legal status of a social enterprise after receiving accreditation that these entities have registered in Malaysia and proactively creates positive social or environmental impact in a way that is financially sustainable, Social Enterprise Accreditation Guide by the Ministry of Entrepreneur and Cooperative Development (2018), and Raja Suzana (2022).
Entrepreneurial Intention	Represents the attitude, perceived behavioral control and subjective norm which is reflect the person to carry out an entrepreneurial behavior (Azjen, 1991).
Sustainable Funding Initiatives	empirical review based on social enterprise experiential journey as an entrepreneur which was analysed and reviewed via Delpi technique. The items also measured that more than half of the total revenue is gained from the selling of goods or services to the customers, Raja Suzana (2022).

The work is approved and supported by the Fundamental Research Grant Scheme from the Ministry of Higher Education Malaysia. The duration of this study was from November 2020 till August, 2022. Some 30 young social entrepreneurs participated and about 10 panel of experts validated the items.

Phase 1

The research employed qualitative and quantitative designs. The qualitative design employ focus group discussion (FGD), interviews and observation techniques. This is aimed to induce

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and verify specific themes and sub-themes which significant to confirm the development of the Sustainable Funding of B40 Social Enterprise Questionaire (SFSEQ).

An iterative process was conducted with primary sources on social enterprises startup issues on funding for social cause to derive the preliminary list. This included an extensive literary research in local academic papers, articles, reports, and citations that discussed the funding issues confronting Malaysia today.

Those findings were augmented with extensive expert interviews with local SEs to gain a more comprehensive understanding of the 'real' situation and challenges they face on the existing funding model. Those findings were compared against global studies and benchmarks, to assess the validity of claims that these are typical issues faced by countries around the world.

Several social innovation lab were framed and organised. The aim was to test the validity and relevance of the identified sustainable funding issue, and any details on its true size.

In order to compile the social cause change unit cost, the next step was to gather primary and secondary sources. The primary source information offers a directly or first-hand from the government on initiative to assist sustainable funding initiatives for social enterprise. In the computation of cost, only cost relating to interventions that the government currently operates was considered.

The secondary sources will compile primary data that may not readily available, data will be collected from various startup SEs running similar programmes locally, expert interviews, research reports and news articles. These sources also included government data that may not attained first- hand but through other sources such as news articles. These data may be replaced with official government data if and when this information becomes available.

Next, interviews, discussions and research help to foster a deeper understanding of sustainable funding issues and their related costs, allowing the cost to be computed according to their respective activity chains.

Development and Qualitative Content Validation

A group of experts in the social entrepreneurship and sustainability in funding initiatives from business education perspectives contributed their comments on the theoretical constructs. Based on their feedbacks, and their practical journey as social entrepreneur with number of years of entrepreneurial experience (at least no less than five years), these experts offer some feedback on the initial phase of the questionnaire items. Items in the questionnaires were refined, modified, deleted and new additional of statements were incorporated.

In the early phase of the item development, 46 items were measured in these three constructs. Responses from panel of experts required minor modification with the item was reduced to 35 measuring all the constructs. The overall scale validity index was .90. It was found that there is a presence of a good-for-fit indices for the final measurement model.

The first version of the questionnaire had 100 items measuring five constructs. Based on Social Enterprise Accreditation Guide by the Ministry of Entrepreneur and Cooperative Development (2018), and Raja Suzana (2022), the social cause mission items were developed. The process involved extracting some empirical review based on social cause definition, guidance and review the scoping area via Delpi technique. There was a list of five members who assist the process, and refine the initial list of questionnaire items with two

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theoretical constructs. The items were later was sent via email to panel of experts. In order to improve the clarity and relevance wherever possible, the items were rephrased, deleted and additional items were added to the relevant sections.

Phase 2

This phase comprised of two steps: (1) establishing the content validity, and (2) construct validity, and reliability of the questionnaires.

In order to establish the content validity, some feedbacks to explore the items relevancy were given by ten experts from social entrepreneurship and sustainability in funding initiatives. These are mainly come from the business education expertise. The items were ranked for content relevancy and clarity. All the five education experts in the field as in Table 2, had participated. The questionnaires were modified, edited and revised in response to the expert's feedback. The Likert scales were used to measure each aspect of the relevance and to deliver the clarity of the items. In this process, the researchers used 4 = very relevant, 3 – 'quite relevant,' 2 = 'somewhat relevant,' and 1 = 'not relevant.' On the other measure on the clarity, the researchers used, 3 = 'very clear,' 2 = 'items need revision,' and 1 = 'not at all clear.'

Table 2: Demographic Profile of the Panel of Experts (N=5)

Designation	Qualification	Social Entrepreneur's Experience	Age	Type of Curricula enrol
Professor	PhD	>20 years	>20 years	Enterprise education
Senior Lecturer	Masters	16-20 years	16-20 years	Social entrepreneurship
Lecturer	Degree	11-15 years	16-20 years	Social entrepreneurship
Senior Instructor	Diploma	5-10 years	16-20 years	Social entrepreneurship
Teacher	Diploma	< 5 years	< 5 years	Business Education

The second version of the questionnaire was sent via email to ten experts who had participated in the previous process. The time given to return with feedback was within four weeks. In order to improve the item, each of the expert was asked to score the items on the Likert scales. All the ten experts responded. All comments given by the experts were later categorized into some potential general and specific comments in nature which in turn brings the modification to the final items.

The construct validity and reliability establishment (N = 30 social entrepreneurs)

Some 30 social entrepreneurs completed the questionnaire. The reliability is obtained through Cronbach's alpha. The confirmatory factor analysis was performed to confirm the construct validity level. Majority of the social entrepreneurs were recruited as they were the target sample that had experienced and went through various notable achievement in securing sustainable funding moves.

As exhibited in Table 2, in the early phase of the item development, 46 items were measured in these three constructs. Responses from panel of experts required minor modification with the item was reduced to 35 measuring all the constructs.

Table 3: Modifications of the Survey Items

	Feedback from Expert	Content Validity	Construct Validity	Final Version of the Questionnaire
	Questionnaire Version 1	Questionnaire Version 2	Questionnaire Version 3	Final Version of the Questionnaire
Total items	46	40	35	35
Items accepted without change	30	40	-	-
Items accepted after modification	20	5	-	-
Items deleted	11	-	-	-
Final Items	35	5	-	-

RESULTS AND DISCUSSION

The objective of this paper is to develop a valid and reliable questionnaire than can offer a good measurement for sustainable funding model from B40 social enterprise startups. It is hoped that the paper will shed some lights on developing new model of the funding for social entrepreneurs with their business entity as it is based on the feedback from them.

In order to develop and ascertain the questionnaire reliability, the internal structure of the survey items was analyzed using Cronbach's Alpha. The researchers run the confirmatory factor analysis (CFA) based on the guide of Thompson (2004). The number of factors such as the constructs or subscales and those variables or items that reflect the given factors, along with the intention to seek whether those factors were correlated were performed.

The questionnaires were evaluated using Smart PLS software version 4.0. Regarding internal consistency, Cronbach's alpha of between .50 to .70 was considered a satisfactory internal consistency for the scale and subscales (Taber, 2018). Corrected item correlation test (CITC) was calculated for the items of the subscales that had low internal consistency. CITC in the range of .2 to .4 was considered an acceptable value to retain the item (Everitt & Skrondal, 2010; Cohen et al, 2004).

Construct validity was established via CFA. For the goodness-of-fit of the measurement model, we measured the absolute, incremental, and parsimonious fit indices. According to Alavi et al (2020) and Ishiyaku et al (2017), absolute fit indices will help to assess the overall theoretical model against the observed data, incremental or comparative fit indices compare the hypothesized model with the base line or minimal model. In the meanwhile, the parsimonious fit model index assesses the complexity of the model (Alavi et al, 2020; Ishiyaku et al, 2017).

Following the guide from Forza and Filippini (1998), the indices used for absolute fit are root mean square error of approximation (RMSEA) < .05 as a close fit, < .08 as an acceptable fit [29] and goodness-of-fit (GFI) > .90 as a good fit. For incremental fit, the indices considered acceptable are comparative fit index (CFI) > .90, adjusted goodness of fit index (AGFI) > .90, Tucker Lewis Index (TLI) > .90 [31] and normed fit index > .90 [32]. For parsimonious fit, Chi-square difference ($\chi 2$/df) < 5.0 is considered acceptable (Shahid, Khan & Yasmeen, 2019).

Analysis of internal consistency using Cronbach's alpha (α) showed an acceptable level of internal consistency for the total scales (.91) and subscales (.74 to .95). As indicated in the confirmatory factor analysis as illustrated in Table 4, items for 'entrepreneurial intention, 'faith-based values,' 'learning-by-doing', 'spiritual values', 'TVET sofskills' and 'soft-skills based on individual perception'.

Table 4: Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extrarcted (AVE)

Entrepreneurial Intention	0.903	0.923	0.707
faith-based values	0.971	0.974	0.791
‘learning-by-doing’	0.941	0.949	0.588
spiritual values	0.801	0.870	0.626

CONCLUSIONS

With a sample of accredited social enterprise under the Malaysia Social Entrepreneurship Blueprint (2019) and other social enterprise under the Company Commission of Malaysia, the process of the content analysis was performed. Expert validation were done among the practicing social entrepreneurs and academic experts in social entrepreneurship. Some 30 young social entrepreneurs participated and about 10 panel of experts validated the items. In the early phase of the items development, 46 items were measured in these three constructs. Responses from panel of experts required minor modification with the item was reduced to 35 measuring all the constructs. The overall scale validity index was .90. It was found that there is a presence of a good-for-fit indices for the final measurement model.

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"Broad-spectrum" Innovation and Entrepreneurship Education System Framework and Theoretical Value Analysis of Design Specialty in Chinese Higher Education

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ABSTRACT

In Chinese higher education, "broad-spectrum" innovation and entrepreneurship education for design majors is a new teaching model for design majors,with creative entrepreneurship as the core, combining innovation and entrepreneurship content, and with certain special, professional, and extensive integration characteristics. It is a new way for Chinese innovation and entrepreneurship education to be professionalized and systematized in design majors.Therefore, this paper briefly analyzes and elaborates on the system construction of "broad-spectrum" innovation and entrepreneurship education in Chinese higher education design majors and the corresponding theoretical values, hoping that it will have some guiding effect on the further development of specialized innovation and entrepreneurship education in colleges and universities.

Keywords: design majors 1; system construction 2; broad-spectrum 3; innovation and entrepreneurship education 4;

INTRODUCTION

Innovation in the 21st century has become the main way for countries to promote social production and technological progress. With the continuous development of new technologies such as big data, cloud computing and the Internet of Things, Chinese higher education is also ushering in new changes with Chinese characteristics and social needs in the new era.In 2015, the State Council issued the "Implementation Opinions on Deepening the Reform of Innovation and Entrepreneurship Education in Higher Education", which clearly put forward that: deepening the reform of innovation and entrepreneurship education in higher education is an important measure to implement the national innovation-driven development strategy and promote high-quality economic development [1]. It is an important measure to promote comprehensive reform of higher education and to promote higher quality entrepreneurship and employment of graduates. The Ministry of Education of China also held a conference on undergraduate education in higher education in June 2018 and proposed the idea of "focusing on strengthening innovation and entrepreneurship education and integrating it into the whole process of talent cultivation in a comprehensive and deeply manner". In 2015, Professor Wang Zhanren of Northeast Normal University proposed a "broad-spectrum" innovation and entrepreneurship education theory[2], which was recognized by educators, and he was one of the early scholars to study innovation and entrepreneurship education in China. He is also one of the early scholars to study innovation and entrepreneurship education in China. The author's research is to explore the innovation and entrepreneurship education of design majors in higher education under this theory. Design is an active factor in the field of innovation, an important part of the productive service and manufacturing industries, and an important force in the realization of "mass entrepreneurship and innovation" in China. According to Roberot Verganti (2003), an Italian expert in innovation management, design-driven innovation is the third innovation model that is different from market-driven innovation and technology-driven innovation[3]. Therefore, the combination of innovation and entrepreneurship education and design education to form a complete education system needs to be further deepened and explored.

The "broad spectrum" innovation and entrepreneurship education is a new theory of entrepreneurship and employment education in China, and is a new entrepreneurship and innovation education model, while the "broad-spectrum" education system for design majors is built based on this system, integrating innovation and entrepreneurship education. According to the special characteristics of design majors, according to the characteristics of such students, with creativity and innovation as the core and entrepreneurship education as the focus, the comprehensive training of students' comprehensive ability, promoting the independent entrepreneurship and job entrepreneurship of professional students, which meets the actual needs of China's social development. The outstanding feature of "broad-spectrum" innovation and entrepreneurship education is that it is oriented to students at different levels and carries out specific curriculum education at different stages and sub-groups, while there are certain special characteristics of design professional disciplines, so compared with other majors, "broad-spectrum" innovation and entrepreneurship education for design majors. Therefore, compared with other majors, the "broad spectrum" innovation and entrepreneurship education of design majors needs to be more targeted, specialized and extended based on hierarchical, phased and sub-groups.

MAIN BODY AND DISCUSSION

Analysis of the system framework of "broad-spectrum" innovation and entrepreneurship education for design majors.

The author believes that the overall framework of "broad-spectrum" innovation and entrepreneurship education for design majors in China's higher education is mainly divided into three levels.

1) Enlightenment education, namely basic general education

In the author's opinion, the basic innovative entrepreneurial behavior is creative development based on a full understanding of a field, industry, job, or social life. For design students, if they lack knowledge about various fields, it will lead to the lack of creative and innovative consciousness and the loss of entrepreneurial direction, and the innovative and entrepreneurial behavior that lacks vitality [4]. Therefore, general knowledge education must be taken as the initiation education for entrepreneurship and innovation in design majors.

The content of basic general knowledge education should include two aspects: one is the level of spiritual consciousness, cultivating students' curiosity and curiosity and stimulating them to think about life; the second is the level of specific knowledge, which should include traditional Chinese culture, human history, industrial manufacturing and basic natural science. Colleges and universities should rationalize their curricula to showcase expertise in all walks of life. Innovation and entrepreneurship education should be based on reality and development.

2) Strengthen the education stage, namely "embedded" education and teaching

The most prominent problem of innovation and entrepreneurship education in design majors at present is the systematic problem between academic education and entrepreneurship education [5]. Many universities in China choose to combine professional education with entrepreneurship and innovation education, or integrate entrepreneurship and innovation education into the mechanism of extracurricular learning, and promote the reform of education and teaching in this way. This kind of education model has certain problems, such as the purpose of talent cultivation is not clear, innovation and entrepreneurship education is too conceptual, and the teaching effect of fragmented knowledge is poor, etc. At the same time, it is obvious that adjusting professional academic education with the orientation of innovation and entrepreneurship is not feasible in China.

Therefore, it is very necessary to build a "gantry" entrepreneurship and innovation education curriculum system. Firstly, the original designed professional curriculum will be split, then the content of innovation and entrepreneurship education will be embedded into the professional curriculum system, then the professional knowledge and innovation and entrepreneurship knowledge will be connected through the designed curriculum, just like a skeleton connecting the body, supporting the entrepreneurship knowledge through professional knowledge, connecting and unblocking the creative innovation knowledge. Finally, a new educational system will be formed. Its educational content includes areas such as entrepreneurship curriculum, creative thinking stimulation, innovation capacity development, and design skills application. It meets both the requirements of professional education and the needs of society.

3) Extended education, namely vocational knowledge education

In the late stage of innovation and entrepreneurship education for design majors, the focus should be on extended education with vocational knowledge as the main orientation for personalized education. The extended education contains two parts of teaching content, one is to provide entrepreneurial skills, creative development, and other education in the late stage of design students receiving innovation and entrepreneurship education, so that students can choose course content in different directions according to their future development after receiving initiation and intensive education; the second is to provide enterprise management, job innovation, policy analysis and other courses for graduates in the early stage of entrepreneurship and employment for a period time The second is to provide courses on enterprise management, job innovation, policy analysis, etc. for graduates in the early stage of entrepreneurship and employment.

Building an entrepreneurial and innovative education system for design majors is a complex project, which requires research and discussion in talent training, teaching philosophy, curriculum construction, teaching methods and teacher training in addition to the overall framework [6]. At the same time, all university departments must work together to effectively shoulder their due responsibilities and complete the system construction.

Construction of a "broad-spectrum" innovation and entrepreneurship education

1) Incubation approach to education

Incubation is a reflection of the transformation of the results of innovation and entrepreneurship education, and the incubation approach to innovation, and entrepreneurship education is a practical teaching model that translates design results into social applications [7]. It has three main focuses:

First, in the education process, it focuses mainly on innovation training, entrepreneurial activities and forms of independent learning. At the same time, it covers professional knowledge, skills and practical applications. In this process, firstly, the basic theoretical knowledge of the design profession should be the focus of teaching, secondly, the theoretical knowledge should be integrated with the corresponding social examples and specific requirements of the job, and the theoretical knowledge should be expressed in the way of "skills" and "abilities". Finally, quantitative assessment and evaluation should be developed based on the criteria required by the occupation or job. The purpose is to let students better grasp the social needs-oriented learning method, improve the practical application of students' design expertise, and accelerate their role change from a design student to a designer. This method is used to improve the traditional teaching on the boring and theoretical teaching mode. Innovation and entrepreneurship education results serve the society, which is the basic requirement of modern society for education [8].

Secondly, it is necessary to apply the existing design industry development problems and industrial entrepreneurship models to teaching by using actual cases or problems as a guide. Teachers can guide students to analyze various problems and development status of actual entrepreneurship or different fields, understand the causes, influencing factors and development trends of the problems, and simulate solutions or learn from the successful experiences of others. This approach is used to improve students' general skills such as observation, problem analysis, and logical thinking. At the same time, this approach also allows students to better understand how the design industry or entrepreneurial model works and gradually increase the incubation rate of design outcomes. Lastly, in the process of implementing incubation innovation and entrepreneurship education in universities, corresponding teaching contents should be developed for the development and application of design in enterprises in various industries to improve the timeliness of incubation innovation and entrepreneurship education. The next subsections provide instructions on how to insert figures, tables, and equations in your document.

2) Diversified educational channels

If "incubation" is a specific approach in the "broad-spectrum" innovation and entrepreneurship education model for design, then its educational channels must be "diversified". Diversified education is mainly based on the cooperation between Chinese universities, government and enterprises, to which more social institutions such as recruitment agencies, research departments, design industry associations, etc. are added, thus forming a composite education channel [9]. In this educational process, educators should actively play the functions of various institutions, pay attention to the education of the functions of various institutions in social life, and cultivate students' ability to actively seek help and solve problems when they encounter difficulties.

This educational model requires educators to go beyond standing at the podium to teach and case study, but also to go into companies and institutions to simulate various problems and provide students with appropriate entrepreneurial guidance or design guidance.

3) Evaluation of practical training

From the above-mentioned information on specific educational approaches and educational channels, it is easy to see that the educational model is oriented towards social needs and practical applications. Therefore, in the final educational evaluation, the educational effect should be assessed by means of practical training. Practical training also does not necessarily require successful entrepreneurship, but can also be evaluated through existing innovation competitions, design contests, entrepreneurship competitions, copyright patents or specific job internship experiences in Chinese higher education [10], which requires educators to actively build good innovation and entrepreneurship platforms for students. A part of universities with outstanding research capabilities can optimize the management and supervision of projects such as entrepreneurship competitions and design competitions, so that students can participate more in the competitions. A part of schools with rich social resources can use the Internet or government resources to establish online entrepreneurship simulation platforms, entrepreneurial communities, etc., and develop corresponding quantitative assessment standards, so that educators can observe the entrepreneurial process, supervise entrepreneurial behavior and assess the value effectiveness. Another part of universities with close relationship with design industry and enterprises can send students to corresponding cooperative enterprises, and teachers and enterprise designers form mentors to train students together.

Finally, work performance and work effectiveness are used as the basis for assessment. In general practical training assessment is to guide students to deepen their professional knowledge and strengthen their innovative and entrepreneurial skills in practice, so as to achieve the purpose of education [11]. However, attention must be paid to ensure the quality of practical training, which requires universities to accurately match the way of practical training assessment for students according to their own personality characteristics and advantages on the one hand, and to standardize the supervision of relevant competitions and entrepreneurial practices on the other hand, focusing on the training, supervision and assessment of relevant managers and teachers.

Analysis of the theoretical value of "broad-spectrum" innovation and entrepreneurship education system for design majors

Influenced by factors such as social productivity and economic development, the characteristics of design disciplines and the national professional talent training model, the innovation and entrepreneurship education system of design majors have its own special characteristics compared with other majors. It is mainly manifested in the following aspects:

First, with the development of China's mass economy and advanced manufacturing industry, design gradually moves from the marginal position of China's social development to the mainstream position, while design education obviously fails to keep pace [12]. One of the most prominent manifestations is the mismatch between most design graduates and social needs, and their employment difficulties are becoming increasingly serious. How to improve the competitiveness of students from the source of design education has become an important issue of education reform.

Secondly, compared with other developed countries, China's design development is relatively late, especially in the fields of industrial design and product design [13]. For a long time in the past, design in China was extended and developed from disciplines such as humanities, aesthetics, and art. As a result, it often lacked the practicality of society and the rationality of natural science. Innovation and entrepreneurship education is precisely the educational orientation proposed by Chinese higher education from the perspective of social needs, and the innovation and practicality it advocates well make up for the shortcomings of traditional Chinese design education.

Finally, most of the current design students in Chinese universities come from students studying art and painting. At the high school stage, they need to spend a lot of time on practicing their drawing skills in order to enter university to ensure that they can pass the skill level test. Therefore, their cultural foundation is relatively weak and their knowledge level is relatively narrow. At the same time, most high schools tend to over-emphasize the skills of drawing and lack education on the knowledge of different subjects in the process of training them for the sake of promotion rate. These factors lead to the fact that most students have restricted eyesight, limited creative thinking and possessed relatively traditional creative skills. In addition, a small number of students may possess great ideas, but are unable to present them in a way that meets the requirements of modern manufacturing. Therefore, it is of great relevance and value to conduct targeted research on the innovation and entrepreneurship education system of design majors in Chinese higher education.

1) Fitting the actual needs of China's development

With the continuous improvement of China's economic development and productivity, China's development strategy has changed to innovation-driven development. Various documents and policies promulgated by the state have clearly stated that innovation is the key force to promote high-quality economic development, improve people's happiness and satisfaction in life and achieve national rejuvenation. Local governments and education departments have launched innovation and entrepreneurship-related policies to assist in the implementation and promotion of innovation and entrepreneurship education reform. Innovation and design have a natural and close connection, innovation is the core and soul of design, and design is the carrier and expression of innovation.

In China, design majors have been developing rapidly in the past five years, and now there are more than 1,000 colleges and universities in China offering design majors, with more than 100,000 design graduates every year. Improving the construction of innovation and entrepreneurship courses for design majors, strengthening the innovation and entrepreneurship awareness and ability of these future designers, so that they can better integrate into society, contribute precisely to the production and service industries, and promote the innovative development of the country.

2) Supplement and improve the construction of discipline courses in Colleges and Universities

The development of design majors in Chinese higher education originated from aesthetics, art and humanities. Although it has formed a complete training system with a wide range of specialties and abundant teaching resources, it still lags far behind other developed countries in terms of social practicality and support for the basic manufacturing industry. At present, most Chinese universities train students through the curriculum of "drawing skills + design theory + design skills + practical training".

This kind of curriculum has two disadvantages, on the one hand, it is not conducive to the cultivation of students' original innovation ability. As we all know, innovation is the core competitiveness and professional vitality of a designer, and a designer who lacks innovation ability is just a draughtsman or imitator, which is not conducive to students' career development and will also hinder the progress of social production and manufacturing.

On the other hand, this way of training emphasizes too much on the "design profession" itself, which lacks the interaction with other science and technology knowledge, and naturally lacks its role as a basic discipline for social production and manufacturing [14]. It is not conducive to the improvement of students' comprehensive ability, and it cannot meet the basic requirements of "design" in today's Chinese manufacturing industry. Education is the basic project of a country's development, and the backwardness of "design" education has been the

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key concern of many universities and scholars, combined with the "innovation and entrepreneurship" oriented education idea proposed by the Chinese government, design majors The "broad-spectrum" innovation and entrepreneurship education system is a powerful supplement to the curriculum construction of design majors.

3) Effectively realizing the match between vocational education in universities and social needs

With the development and reform of socialist market economy, many industries in China are in the critical period of transformation and upgrading, and the requirements for design talents in various fields and industries are higher and more comprehensive. The design industry has also changed from the early product or visual design to designing that meets the needs of people. Design to meet the needs of people is a complex multi-dimensional system, which includes people, products, environment, society and many other elements, so modern designers have design skills is only the basic ability, but also have the ability to innovate, interdisciplinary knowledge and high personal comprehensive quality [15]. When we observe the job content of many design positions, we will find that they require designers to be able to design not only the function and structure of the product but also to judge its feasibility in combination with the production capacity, product cost and market operation of the enterprise. This way of thinking about the combination of design, manufacturing and business services is one of the manifestations of entrepreneurial thinking. When we observe the job requirements, we will find that companies hope that designers can have certain market insight, teamwork spirit and courage to take responsibility, which can also be summarized as entrepreneurial skills and qualities. This fully illustrates the importance of entrepreneurial consciousness and ability for designers, in addition to professional skills and innovation awareness. Innovative and entrepreneurial education for design majors is the education to cultivate the comprehensive ability of design students to engage in social activities, and to cultivate new-age talents with creative thinking, innovative spirit and independent working ability. The "broad-spectrum" innovation and entrepreneurship education model takes pragmatism as the starting point and leads the reform of disciplinary education, better linking academic education with the practical needs of various fields and industries.

On the basis of the design professional curriculum, the course content embeds basic general education, vocational education and entrepreneurship education into the design discipline, emphasizing the basic and practical nature of design in social production, promoting design graduates to better meet the needs of society, integrating professional knowledge and skills into the innovative and entrepreneurial activities of society, and allowing academic education to better connect with the actual needs of various fields and industries.

CONCLUSIONS

To sum up, this paper briefly analyzes an elaborates the system framework and value theory of "broad-spectrum" innovation and entrepreneurship education for design majors. The author believes that the system framework of "broad-spectrum" innovation and entrepreneurship education for design majors is a progressive logical framework, which takes general knowledge as the initiation education, innovation and entrepreneurship knowledge embedded in professional knowledge as the strengthening education, and vocational education as the education system of extension education. It's is a reform approach to promote design professional education to meet the needs of society, and a basic idea to promote innovation and entrepreneurship education embedded in discipline education.

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The authors declare no conflict of interest.

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Note to all contributors (Please read):

The first author Fan Jinchao is mainly responsible for investigating the specific situation of Chinese higher education and writing the main content of the article. The second author Anis Amira Binti Abu Rahman is mainly responsible for revising and supplementing the education system.

Social Capital and Survivability of Women-Owned Enterprises: The Case of Malaysian Women Entrepreneurs

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ABSTRACT

Women-owned enterprise is one of the most important components for the success and development of a country where women entrepreneurs have emerged as the fastest growing sector of entrepreneurship worldwide. It has garnered the attention of numerous academics in recent years as women can make a substantial contribution to economic development and entrepreneurial activities. Thus, this shows that entrepreneurship is the best strategy to assist in improving the economy, whether for individuals, families, local, communities, or the country. However, the percentage of women who choose to pursue an entrepreneurial career is lower than men. Men entrepreneurs outnumber women entrepreneurs since men are responsible for the main household income while women are needed to establish work-life balance when managing both business and family. In discussing this issue, women entrepreneurs were perceived as subordinate to men because of the persistence of gender inequality in today's environment which led to poor access to resources in supporting their business. Therefore, the objective of this article is to investigate the influence of formal and informal social capital on the development and survivability of women-owned enterprises in Malaysia. The study will utilize qualitative method in which informants from Kelantan will be interviewed. The finding of this study is expected to be useful in enriching the understanding of women entrepreneurs and their enterprise survival.

Keywords: Social capital; Survivability; Women-owned enterprises; Women entrepreneurs; Entrepreneurship.

INTRODUCTION

Entrepreneurs are frequently viewed as national assets that must be developed, driven, and fully rewarded whenever possible. It shows that entrepreneurship has become a key component of business all around the world and has been embraced in all industries where entrepreneurial activity has risen to prominence as a primary driver of economic advancement. For a variety of reasons, from fostering social change to supporting innovation, entrepreneurship stands out as an essential component of business. In the 17th century, entrepreneurship was primarily designated for men. Only at the beginning of the 19th century, with the development of feminism, were women entrepreneurs widely acknowledged. It was only in the 21st century, with the availability of the internet and technology advancements, that women became more prevalent in the commercial world (Basit *et al.,* 2020).

Women entrepreneurs have emerged as the fastest growing sector of entrepreneurship worldwide. The global rate of women entrepreneurship increased by 10% in the last two years since 2014 (GEM, 2016). Approximately 231 million women started or operated firms in the 59 economies around the world (GEM, 2018). In fact, Teare and Desmond (2015) stated that the number of women founders in companies worldwide also increased from 117 people in

2009 to 555 people in 2014 alone. In addition, almost 9.5% of start-up companies had at least one women founder, and that number almost doubled to 18% in 2014 (Aggrawwal, 2016). Hence, it is not surprising that women-owned enterprises have started to receive major attention lately (Ali Jafri and Khurram, 2019).

Women entrepreneurs have been given a lot of support to ensure greater survivability of their enterprises. Survivability is becoming increasingly vital for society, and one area where survivability is vital for the formation of business enterprises (Tur-Porcar *et al.,* 2018). Government including non-governmental organisations, and private sector has worked hard to foster women entrepreneurship through investment in education, training, and entrepreneurship as well as financial assistance. Besides, other support which is informal network such as family and friends are utilized by women entrepreneurs to support and develop their enterprise; which is in terms of financing assistance and emotional support.

However, the proportion of women who choose to pursue an entrepreneurial career is lower than that of men (Elam *et al.,* 2019), and as the country's level of development rises, the disparity grows larger (Coduras and Autio, 2013). Ahl (2004) discovered that women entrepreneurs were perceived as subordinate to men, and the causes behind this "negative representation" continue to be a source of worldwide contention, with no consensus reached. This stereotypical and male-dominated vision prevents some women from engaging in economic activities (Langowitz and Morgan, 2003).

To address this bias, there has been a call to investigate women entrepreneurs while taking gender issues into account (Losocco and Bird, 2012) which there is an argument that gender inequality still exits (Evans, 2011; Walby, 2011). This gender inequality discourages some women from participating in business activities as they encounter more barriers and challenges compare to men. For instance, women entrepreneurs greater lack of supports than men when attempting to obtain business resources (Shmailan, 2016). Therefore, in accommodating the issues, this study is intended to investigate the influence formal and informal support on the survivability of women-owned enterprises.

LITERATURE REVIEW

Entrepreneurship is a necessary component of economic and society development. It is vital in the formation of new enterprises, which helps to create income, and contribute to a country's economic progress (Youssef, 2020). Many countries have begun to embrace entrepreneurship as a primary instrument to enhance economic growth and reduce unemployment rates in recent decades. By offering innovative technologies, goods, and services, entrepreneurs help to increase and develop economic growth (Youssef, 2020). Moreover, they promote market rivalry, which drives established enterprises to become more competitive as well as increasing company and economy productivity (Caliendo *et al.,* 2014). Hence, Furthermore, entrepreneurship has piqued the interest of policymakers, business leaders, academic researchers, and economists (Du and O'Connor, 2018; Xing *et al.,* 2018). This is largely due to the societal and individual benefits that entrepreneurship is anticipated to provide.

The benefits of entrepreneurship to the economic and society development also similar in emerging economies such as Malaysia. According to Hassan *et al.* (2020), entrepreneurship is part of Malaysia's socio-economic development strength. Entrepreneurship has been recommended in Malaysia as a tool of eradicating poverty. It is seen as a driving force for economic growth, as well as a strategy for combating unemployment by producing new employment opportunities. It has been shown to have significant benefits for an emerging country's economic development as it is critical for financial growth, job creation, and innovation (Zulkifle *et al.,* 2021). By 2030, entrepreneurship is projected to account for half of the total gross domestic product (GDP).

However, numerous researchers of entrepreneurship concur that entrepreneurship is gendered (e.g. Bird and Brush, 2002; Ahl, 2006; Ashe and Treanor, 2011; Topimin, 2015; Musa *et al.,* 2016; Afolabi and Sharma, 2019; Strawser *et al.,* 2021). Perception of the roles of gender in the society is considered crucial in promoting women's participation in entrepreneurship. Gender became a significant concept in order to differentiate between a person's biologically ascribed sex and the socially constructed masculine and feminine attitudes within a cultural context (West and Zimmerman, 1987; Sheikh, 2019). Their natural biological state supports the disparity in their work. For instance, women were expected to be caretakers, whereas men the breadwinners (Watson and Newby, 2005). Therefore, the concept of gender is employed to distinguish the social relationships between men and women. Based on this concept, women's distinctions in terms of responsibilities, roles, and needs are acknowledged, which leads to a better understanding of women's reality.

Even though women entrepreneurship is growing around the world, with women now possessing 25% of the enterprises, there is an argument that gender inequality continues (Evans, 2011; Walby, 2011) and have become a topic of debate for decades. Gender inequality is one of the oldest and most prevalent kinds of inequality in the world which women's voices are deprived, their work is underappreciated, and women's positions are not equal to men's (Olarewaju and Fernando, 2021). The persistence of gender inequality can be evident in a variety of areas, including the labour market (Hakim, 2006). For instance, Asian women make up more than 50% of the workforce in the service sector, but are in low-wage positions (ILO, 2011). In addition, Huffman *et al.* (2017) and Oxfam (2020) mentioned that women are the lowest-paid workers in the world, earning 24% less than men on average.

This gender inequality contributed to the lower proclivity of women for entrepreneurship than men. In comparison to men, women entrepreneurs face greater barriers to success (WDR, 2012). For instance, the two largest barriers women encounter in starting and surviving enterprise are funding and family support (Winn, 2005). Women entrepreneurs have less access to credit from financial institutions and banks than men entrepreneurs (Klapper and Parker, 2011). Moreover, finding and preserving a good work-life balance continues to be a source of main barriers and stress for women (Cardella, *et al.,* 2020) as it becomes difficult for women entrepreneurs to balance work and family life due to domestic responsibilities, which is a huge obstacle to business growth.

There is no exception to the emerging economies such as Malaysia where similarly in Teoh and Chong (2008) study revealed that women entrepreneurs faced with barriers in acquiring credit and bank loans. Additionally, Ahmad and Xavier (2012) found that inadequate financial assistance, government policy discrepancies, lack of entrepreneurship training, red-tapes, and inadequate entrepreneurship education are the main barriers to the success and growth of enterprises in Malaysia. Therefore, due to the numerous sorts of barriers experienced by women entrepreneurs, as well as the depth of these barriers, they could affect women-owned enterprises development and survivability.

By acknowledging these arguments, women need support either formal and informal to involve in entrepreneurship and for the development and survivability of their enterprises. In developing economies such as Malaysia, for formal support, the government has been working hard to encourage women to start businesses by investing in training, financial support, and entrepreneurial education from various government institutions or agencies (Ariff and Abu Bakar, 2003) as well as necessary support (e.g. improvised old and new products, enhanced technology, and the presence of government-authorized agents) (Paul *et al.,* 2014; Ridzwan *et al.,* 2017).

For informal support such as informal social network help women entrepreneurs build their entrepreneurial aspirations and confidence by providing potential access to entrepreneurial thinking, financial support, experiential knowledge, and innovative business ideas. other informal support such as family has played a central role in women entrepreneurship. Family can act as an essential role in the experience of women entrepreneurs not only as a source of commitment, obligations and restraints, but also as a support and resource aid (Zamberi, 2011). Moreover, family as well as friends play an important role in financing women-owned enterprises (Bygrave *et al.,* 2003; Steier, 2003).

By acknowledging the arguments from previous studies, formal and informal supports also could be considered as formal and informal social capital respectively. Noguera et al. (2012) pointed out that support is a part of capital which can be termed as social capital. Social capital has been identified as one of the biggest supportive factors for women entrepreneurship in studies (i.e. Aldrich and Cliff, 2003; Kirkwood, 2007). Noguera *et al.* (2012) also have divided social capital into two: formal and informal. They claimed that informal social capital (i.e. family, social network, emotional support) has the biggest influence, in addition to the crucial influence of formal social capital (i.e. financing, policy support, and training). Therefore, social capital could influence the women entrepreneurs' business performance which is the development and survivability of their enterprises.

Hence, it is interesting to investigate of formal and informal social capital in survivability process of women-owned enterprises in Malaysia. By empirically studying the influence of these social capital plays in the survivability of women-owned enterprises, it is possible to identify the social capital as well as the extent of these social capital that influence women entrepreneurs in business. Although many studies of women entrepreneurship have already been conducted, most are based in developed economies (e.g. Roomi, 2013; Vadnjal, 2020). This study will focus in Malaysia as far fewer studies have been conducted particularly on formal and informal social capital that influencing the development and survivability of women-owned enterprises in a developing economies context. By embarking on this study, it will provide an insightful explanation for the social capital of women-owned enterprises in developing economies.

RESEARCH METHODOLOGY

This study will be employed qualitative research method. This is because this method allows this study to do in-depth investigations (Goertz and Mahoney, 2012) as well as could compare and contrast thought of an experience of people involved (i.e. women entrepreneurs and stakeholders). Moreover, this study needs to employ qualitative method so that it could delve deeply on the relationship between these social capital and the survivability of women-owned enterprises (Roomi, 2013). Therefore, this study needs to be done qualitatively to have a deeper understanding of the process of the development and survivability of women-owned enterprises.

Case study will be used in this study. The strategy of case study can draw insights from comprehensive and in-depth research into the study of phenomena in its real-life context, leading to rich, empirical explanations and development of understanding (Ridder *et al.,* 2014; Yin, 2014). Thus, case study is suitable for investigating research questions related to the influence of social capital in supporting the development and survivability of women-owned enterprises. This means that the case study strategy has the opportunities to investigate within women-owned enterprises, especially their social capital.

The unit of analysis in this study is at the organization level which is the enterprise because the researcher needs to know the interaction of social capital (i.e. formal and informal) in the business process of the development and survivability of women-owned enterprises as well as the interaction of enterprises with their owner (i.e. women entrepreneur). A purposive sampling technique will be used to choose women-owned enterprises. In terms of the location, only in the state of Kelantan, Malaysia will be covered in this study. The selection of the location is based on a number of reasons such as business activity is a part of the traditional socio-economic patterns of the state of Kelantan, where it has become common for people in this state to look for a source of income through business and entrepreneurship (Sahad *et al.,* 2018).

For sampling size, Perry (2000) suggests there should be minimum of two to four cases and no more than 12 cases. In addition, Patton (2002) highlights that there is no rule for sample size in qualitative research. According to Topimin (2015) the sample size varies between studies. Hence, by considering of these arguments, a sample size of ten women-owned enterprises will be chosen from the sampling frame in this study. Semi-structured interviews will be the primary method of data collection for this study which will be corroborated by the utilisation of documents as well as by some non-participant observations. This technique will give a better picture and consistent understanding of what really occurred to women themselves and in women-owned enterprises as the data sources corroborate with one another.

Data analysis in qualitative research is a difficult task, particularly due to complex and non-standardised nature of the qualitative data (Saunders *et al.,* 2016). Information from interviews will be transcribed and analysed using thematic analysis. In this thematic analysis, open coding is used to identify the major themes in the transcription of interview. Then, the researcher will advance the analysis by going into more in-depth and detailed themes. The researcher will subsequently construct axial coding which is the process of searching for relationships between data categories that have appeared from open coding. The researcher could then draw initial interpretations about the relationship between social capital and survivability of women-owned enterprises. The process of developing open coding, axial coding, and initial interpretations will be carried out multiple times, particularly after subsequent readings of the transcripts, as new sub-themes may have appeared that call for rearranging the axial coding.

CONCLUSIONS

As a conclusion, numerous past studies of women entrepreneurship were also focused of personal characteristics that are critical antecedents to firm performance, external and internal factors as well as barriers and challenges of women entrepreneurs in pursuing entrepreneurship as their career and in their enterprise's development (e.g. Markman and Baron, 2003; Benedetto *et al.,* 2006; Dobbs and Hamilton, 2007; Mordi *et al.,* 2010; Topimin, 2015; Mbogori and Luketero; 2019; Mahat *et al.,* 2021; Ahmad and Yaacob, 2021). In Malaysia, Bahari *et al.* (2017) concluded that most of the existing studies on entrepreneurship were focused with general research of the field and crucial success factor of entrepreneurs.

Even where entrepreneurship is increasing, research on the survivability of enterprise start-ups by men and women, such as in North America and South Asia is substantially scarce (Burns, 2007; 2011) and for women-owned enterprises, the figures are significantly lower (Roomi, 2013). Few studies have investigated the influence of formal and informal supports on the survivability of women-owned enterprises. Therefore, this study is critical in order to deepen understanding on the issue of formal and informal social capital in the process of the development and survivability of women-owned enterprises.

The findings of this study could provide information to government of developing countries, and the Malaysia government in particular about the important of the influence and the extend of formal and informal supports in facilitating the development and survivability of women-owned enterprises which this information may help them to develop more effective support policies particularly for women entrepreneurs. In addition, the findings of this study also may make a further contribution to the literature regarding the influence of formal and informal social capital in the development and survivability of women-owned enterprises. The knowledge obtained from this study is expected to help enrich the understanding of women entrepreneurs and the survival of their enterprises.

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Franchise Survival Ability During Economic Crisis: A Theoretical Explanations

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ABSTRACT

'Novel exogenous shocks' of Covid-19 Pandemics was described as the worst economic crisis that has resulted in 'business fatigue' and declining business confidence and putting them in the hazard of business failure. Franchise sector is the backbone of Malaysia's economic growth, development and recovery engine; therefore, their survival is crucially significant. The purpose of this paper is to explain theoretically on how franchises could sustain during pandemic crisis. The study contributes to the body of franchise literature of strategic management to better explain franchisee ability to survive during turbulent environments through valuable, rare, inimitable and non-substitutional franchise resources, capabilities and, franchise internal and external support systems. The reviewed theories are Agency Theory, Resource Based View, and Institutional Theory. The findings of the review found five propositions of franchise survival factor during crisis which are; financial resource, human resource, brand name, franchisor support and institutional support. This paper makes significant theoretical contributions in franchising management and support systems to enhance franchisee survival ability in the dynamic market, environmental shock and high uncertainty.

Keywords: Franchise; Survival Ability; Resource Based View; Agency Theory; Institutional Theory

INTRODUCTION

The 'Black Swan Crisis' of Covid-19 pandemic is the worst public health and economic crisis and is widely believed to has resulted in 'business fatigue' and declining business confidence (Salunkhe, Rajan and Kumar, 2021; Miklian and Hoelscher, 2022). The pandemic crisis has created huge environmental uncertainty to business operations that harmed businesses' capacity to exist due to financial and operational challenges (Baker *et al.*, 2020). Firms that could not survive, have completely shut down their business operations (Crane *et al.*, 2021). Franchise industry was also, highly affected by the outbreak (MFA, 2021; IFA, 2021; Weaven *et al.*, 2018). As of August 2020, in the United State, 32,700 franchised companies had closed, and 36,000 franchise businesses are at risk of not surviving. The worst affected franchise sector is the food and beverage sub-sector, which has recorded 70 percent decline (IFA, 2020).

The primary concern of this phenomenon is the increasing trend in business failure (Amankwah-Amoah and Wood, 2021), high business exit and bankruptcy (Assefa, 2021), and unexpected rise in business mortality rate. This has proven that, most of the organizations, including franchise, appear to have been very poorly prepared for the current crisis and demonstrated a very low level of business resilience capacity and capability to absorb the impacts (Boiral *et al.*, 2021). Franchise business also shows the exact trend where data show major decline in franchise survival rate during pandemic (Bui *et al.*, 2021). The data confirm that franchises were having survival issues due to the high risks, complexity of dealing with operations and uncertainty in making decisions that lead to business closure and increase the intention to exit from the franchise system (MFA, 2021). As little is known about how franchisee resilience and it is not clear what factors determine their survival; therefore, it is significant to examine the determinants of organizational survival ability during crisis (World Bank, 2020), in franchise business perspective.

Franchise survival literature mostly discusses as long-term performance (Barthélemy, 2011), survival rate analysis or Hazard or Cox Model (Wu, 2015), critical success and failure factors (Calderon-Monge, Pastor-Sanz and Huerta-Zavala, 2017b), intention to remain in or exit the franchise system (Hanafiah, 2012; Adeiza, Ismail and Malek, 2017), survival of new ventures and expansion to global markets (Melo *et al.*, 2015a). The main discussion on the performance related factors that increase the survival probability of franchising namely, marketing (brand), customer value proposition (Yokum, Gonzalez and Badgett, 2006; Min and Min, 2011; Sakolnakorn and Tepsing, 2013; Balnave and Patmore, 2015), managerial capability (Calderon-Monge, Pastor-Sanz and Huerta-Zavala, 2017b; Perrigot *et al.*, 2020; Dada, 2021), knowledge management and innovation (Hsieh *et al.*, 2020; Najib, Rahman and Fahma, 2021a), franchisor and franchisee good relationship (Adeiza, Ismail and Malek, 2017; Sanfelix and Puig, 2018; Lafontaine, Zapletal and Zhang, 2019), franchise resources such as brand, marketing, value proposition, (Calderon-Monge *et al.*, 2017; Dada, 2021) and entrepreneurship (Sanfelix and Puig, 2018; Weaven *et al.*, 2018). Even though there are several studies discussed on franchise performance, critical success factor and survival, however there is still limited theoretical foundation in explaining franchisees' consequences (Asgharian Bourkheili, 2016).

According to Bui et.al (2022), franchise performance has been study by most researcher using franchisor assets and resources and only a few researches empirically investigate on franchisees' internal assets that significant to franchises performance. However, compared to franchisors, franchisees survival should be a major concern as they have less resources and capability and proven to be more vulnerable to business failure. Incomplete knowledge, extreme complexity, high risk, and uncertainty in light of decision-making speed are just a few of the challenges the franchisee industry faces during the COVID-19 pandemic (Bui *et al.*, 2021). Franchisee performance and survival during crisis is important as franchisee failure will directly impact franchisor performance and slow down the national economic recovery, development and growth. Thus, it is important to investigate the franchise survival ability on franchisee perspective. So far, there has been little scientific discussion on how franchisees' strategic resources and capabilities helps franchisee to bounce back and withstand economic and environmental turbulent (Asgharian Bourkheili, 2015). This study will review the research conducted in franchise survival ability, in order to examine the theories that best explain franchisee internal and external factors in franchisee resilience.

RESEARCH METHOD

A comprehensive methodology should be applied in analysing the appropriate and relevant articles that are applicable to the research question on 'what elements influence the franchise survival ability?'. The inclusive protocol assists as guidelines that guided the research process especially for the data search, choosing reputable databases, selecting search terms, indicating inclusion and exclusion criteria, establishing quality standards, and etc (Pittaway, Holt and Broad, 2014).

a. Database Source
The relevance of databases is the primary source of publication metadata and bibliometric indicators. Selecting an appropriate data source is crucial to determining the reliability of the study. The two primary bibliographic databases that are frequently and mostly used by researchers are the Web of Science (WoS) and Scopus (Pranckut, 2021). Based on the review methodology, the basic requirement for a database to do a systematic literature review should be more than one (Bramer *et al.*, 2017 in Kraus *et al.*, 2012). Among the databases, Clarivate Analytics' Web of Science (WoS) was reviewed as 'the world's leading scientific citation search, instrument, and analytical information platform across knowledge, and the database had frequently been used in systematic reviews' (Pranckut, 2021). These databases are also known as the two of 'the world's most comprehensive, prestigious, and competitive citation databases (Zhu and Liu, 2020). Based on these significant features, the review study will be using Scopus Elsevier and Web of Science as the study's primary data sources.

b. Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA)
The "Preferred Reporting Items for Systematic Reviews and Meta-Analyses" (PRISMA) review process will serve as the foundation that guide this Systematic Literature Review (SLR). PRISMA has been a tool that develops researchers' ability to effectively discuss their literature reviews and meta-analyses (Page *et al.*, 2021). PRISMA was initially issued in 2009; and it has now been replaced by PRISMA 2020, which incorporates updated reporting guidelines that take into account the improvements to how to identify, choose, evaluate, and summarize study (Page *et al.*, 2021).

c. Identification and Screening
During the identification process, the basic phrases or keywords are expanded by researchers based on the purpose of the review purpose or research question. However, during the process, when researchers include more keywords, the database might find more publications that are applicable to the search. Therefore, the best keywords need to be identified. Method in selecting powerful keywords based on Shaffrill *et al.*, (2021) said that a few basic premises need to be established. The process of identification will begin with the discovery of words or phrases with the exact

same meaning (synonyms), terms that are related to those words, and all possible word variations. The keywords source or suggestion of the research is basically obtained through the (1) database's suggested keywords, (2) the web sources of synonym words, (3) formerly used keywords in related articles, and (4) experts keywords recommendations (Shaffrill *et al.*, 2021). Based on the identification method, the variation of keywords for; (1) franchise such as franchisor and franchisee; (2) survival or phrases connected to it, such as survivor, death, resilience, business exit, business failure or success, intention to stay or intention to remain; and (3) ability, such as capability, skills, or competence, will be addressed.
Finally, the terms for the advanced search string are:
TITLE-ABS-KEY (("franchise " OR "franchisee" OR "franchisor") AND ("survival" OR "intention to stay" OR " resilience" OR "continuance" OR "durability" OR "success" OR "failure") AND ("ability" OR "capability" OR "skill" OR "talent"))

Number of articles found by using the advanced search above are 68 articles in SCOPUS and 33 articles in WOS. However, by using the same search string above but with the additional use of 'wild card' and included the limitation or filter of exclusion and inclusion criteria as in Table 1, there are only 6 articles in the SCOPUS database and 2 articles in the Web of Science database were found.

Table 1: Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Study Type	Qualitative and quantitative research	Review and conceptual paper
Language	English	Any other language
Document types	Final Journal Article	Book, Book Chapter, short survey etc
Sector	Franchise	Any study which does not include consideration of franchises
Journal Types	Related to business management, economics and social science journal	Other than business management, economics and social science journal

The filter search string included the limitation only to final articles, open access and articles that were subject to the area of business, social science and economics. Since searching using advanced search strings produces little data, therefore, according to (Shaffril *et al.*, 2021), suggested that manual searches should be done to increase the number of review articles. Based on the opinions of some experts, a manual search has been done using these keywords; (1) franchise survival business, (2) franchise success and failure factor, (3) franchise intention to leave, (4) franchise intention to remain, (5) franchise remaining in the system, (6) franchise withdrawal, and (7) franchise exit business. Finally, the manual search has increased the total articles to 60 articles. After the identification and screening process, we categorised each article as quantitative (empirical), qualitative, the nature of the sample (size, whether longitudinal or not, survey, country, franchise sector), the major theory or perspective

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used, the major theme of franchise survival and determinants of franchise survival ability.

d. Extraction, Synthesis and Eligibility

The next step after identifying and screening process, the data will be extracted. We carefully screened the article to identify duplicate articles to be extracted. During this process, 4 duplicated articles were deleted. The second stage was screening out the eligible of the articles reviewed. During this process, 11 articles were removed because these articles were not related to franchise study. The third stage was the eligibility, whereby 45 full articles were accessed. The next stage was the synthesis and eligibility process, whereby full articles were carefully accessed and reviewed where a comprehensive synthesis of academic literature on Franchise Survival Ability will be conducted and guided by Kraus *et al.*, (2020) and Shaffril *et al.*, (2020) systematic review approach.

e. Data Abstraction and Analysis

The remaining articles were evaluated and analysed carefully by focusing on the specific studies that meet with the purpose of the review. Firstly, the data was ...cted by reading the abstracts, then the full articles will be reviewed in depth in ...r to identify the appropriate themes. Qualitative analysis was done by using ...ent analysis to categorize themes related to franchise survival ability. Figure 1 ...s a comprehensive synthesis of academic literature on Franchise Survival Ability. ... review continued through identification, screening, eligibility, and inclusion stages ...oher *et al.*, (2009), as follows.

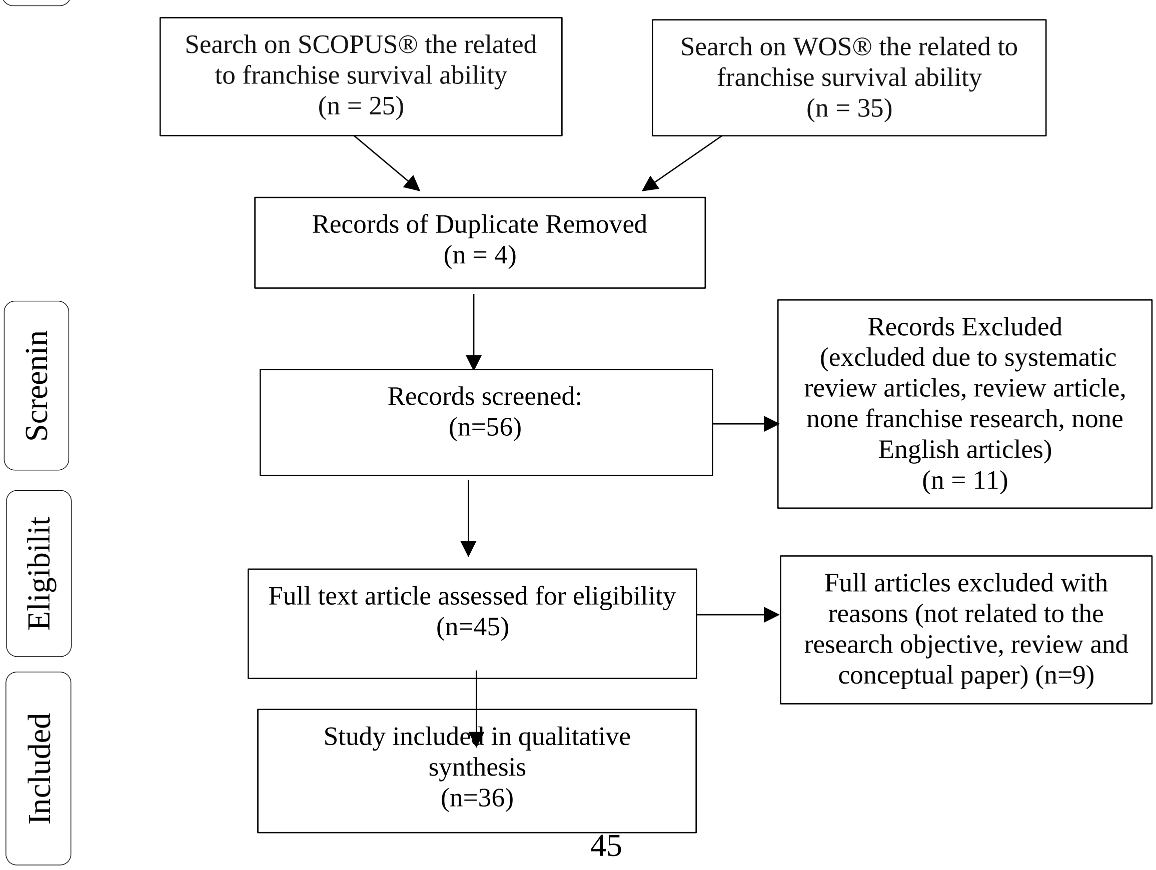

Figure 1: **Flow of Information Through the Different Phases of a Systematic Review**
(Source: Adapted from Moher *et al.* 2009)

RESULTS AND DISCUSSION

a. Franchise Survival Ability

Review of the literature revealed that franchise survival is attributable to franchise organizational resource and capability (Teece, Pisano and Shuen, 1997; Chien, 2014; Sanfelix and Puig, 2018), operational dimension (Rahman, Yaacob and Radzi, 2016) and financial performance (Bartlett and Morse, 2020); when organization is able to maintain operation, ownership and solvency (Josefy *et al.*, 2017), sustain number of employees (Bleady, Hafiez Ali Hasaballah and Balal Ibrahim, 2018), surviving the situation of "death or failure"(Pal and Tampereen, 2013) and remain in business in a given market environment (Naidoo, 2010; Josefy *et al.*, 2017).These factors linked to Resource-Based Theory that demonstrate, the more resources and capabilities a firm has, the higher chances of a firm to survive crisis and economic shock (Van Praag, 2003; Woldehanna, Amha and Yonis, 2018; Bartlett and Morse, 2020).

Resource based theory emphasized that firm strategic resources and capability as the primary determinant to firm superior outcomes, however RBV is lacking of institutional explanation of firm survival ability. Besides that, the capability to survive not only determine by the internal factor, but also external factor (Garavito Hernández, Rueda Galvis and Vásquez Capacho, 2021; Mundra and Mishra, 2021), in order to respond and withstand the “Black Swan” event (Dermonde and Fischer, 2020). In addition, research has verified that external support, from formal and non-formal institution is significant to achieved business survival (Garavito Hernández, Rueda Galvis and Vásquez Capacho, 2021). However, there are limited empirical study that investigate the impact of institutional support on franchise business (Bretas and Alon, 2020). The external support includes stakeholders and consumer support (Reid, 2014; Salunkhe, Rajan and Kumar, 2021), the role of formal institution (rules and regulation) (Stephan, Uhlaner and Stride, 2015), and government support (Adam and Alarifi, 2021; Assefa, 2021; Najib, Rahman and Fahma, 2021b). Literature on franchise support system discuss in franchise performance studies mostly discuss on the perspective of franchisor-linked factors, franchise chain/system/network related factors, franchisee-related factors, franchisor and franchisee relationship factors (Bui, Jambulingam and Amin, 2022). Franchisor related factor includes franchise managerial capability (Ayup-Gonzalez, Calderon-Monge and Carrilero-Castillo, 2019), franchisor support (Bui *et al.*, 2021), leadership (Kremez *et al.*, 2022), know-how (Perrigot *et al.*, 2020); and franchisor governance (Antia *et al.*, 2017). Meanwhile, franchise chain is related to franchise network (Ayup-Gonzalez, Calderon-Monge and Carrilero-Castillo, 2019), supply chain management (Abd Aziz *et al.*, 2020), and franchise chain (outlet) management (Khair, Lee and Mokhtar, 2021).

In addition, on franchisee performance perspective the factors include franchisee entrepreneurial orientation (Bui et.al 2022), loyalty (Abu Bakar and Samsudin, 2016), satisfaction (Abdullah *et al.*, 2008) and franchisee managerial capability (Johansson and Pedersen, 2018). Franchise relationship between franchisor and franchisee is the major contribution in franchise success where the relationship is related to both franchisee and franchisor performance, communication, learning environment, collaboration, trust and mutual cooperation (Bakar *et al.*, 2003; Combs *et al.*, 2011; Kremez *et al.*, 2022). However, during economic recession and high uncertainty of macroeconomic shock such as pandemic, franchises across size and brand has affected, especially franchisees who have few resources, therefore access to financial aid and other effective support from institution is highly needed by franchisees to recover and develop their business.

Therefore, this study links RBV, agency theory and institutional theory to fill in the franchise literature gap on how internal and external factors significantly aid franchise to survive pandemic recession. The review of these theories is shown in Appendix A. Underpinning theories encompass both technical and social contexts within the phenomena under a study. The theory that underpins a study is characteristically relied upon for rationales such as (1) to help exhume the dependence and relationships which exist among actors within an environment, (2) provides guidance in the interpretation of empirical data which was gathered over time and within a context, (3) creates awareness of social events, processes, and activities which takes place in the development, implementation and practice of information technology and systems, (4) reduces the gap of assumptions and prediction of actions within a context. The use of socio-technical theory to underpin a study could be viewed as the core of research (Mkhomazi and Iyamu, 2013).The review of underpinning theories in business survival during crisis are Schumpeter Theory of Creative Destruction, Chaos Theory, Signalling Theory and Agency Theory (Alon, Apriliyanti and Henríquez Parodi, 2021). Survival ability is part of strategic management study, consequently its usually deals with the major intended, strategy, and emergent initiatives taken by general managers on behalf of owners (Agency Theory) involving utilization of strategic resources (Resource-Based Theory) to enhance the performance of firms and in their external environments (Institutional Theory) (Davis and DeWitt, 2021).
Review of franchise survival showed 36 articles that had been accepted for full review from a total of 60 articles from the two main database, Scopus and Web of Science. Half of the articles reviewed did not mention the underpinning theory that been used. The most significant theory employed by researcher was Agency Theory; as most of franchise success determined mostly on franchisor governance, franchisee satisfaction through franchisor and franchisee mutual relationship, communication and good networking The resource-based view of the firm, which is the dominant within the field of strategic management as a scholarly discipline that is united by a shared dependent variable (Barney, 1991) is widely used to explain firm performance (sustainable competitive advantage) as shown in Table 2.

Table 2: Theories Used in Explaining Franchise Survival

Theories	Number of studies

Agency Theory	8
Resource-Based Theory	5
Entrepreneurial Theory	2
Human Capital Theory	1
Institutional Theory	1
Psychoanalytical Theory	1
Signalling Theory	1

b. Agency Theory

The franchising literature is exclusively based on the discussion of Agency Theory (Barthélemy, 2011). Agency theory by Bendickson *et al.*, (2016) is rooted in economics, used across discipline to describes the management approach where one individual (the agent) acts on behalf of another (the principal) and is supposed to advance the principal's goals (Otungu *et al.*, 2011). Agency Theory has been popular since the 1970s with the work of Ross (1973), Caves and Murphy (1976), Jensen and Meckling (1976), and Fama and Jensen (1983a and 1983b) (in Sanfelix and Puig, 2018).The goal of Agency Theory is to solve two difficulties that can arise in agency relationships and to address two problems that emerge in agency relationships. It was used to assess partnerships based on managerial actions, agency costs, and capital structure (Kim, 2018). Agency perspective also views franchising itself as the agent to minimize agency costs of the franchising system. Franchisor survival depending on its size and successful outlets (franchisee). Franchisees' capabilities help to cut supervision expenses because franchisees know the state of the market and are capable of managing it better (Kalnins and Mayer, 2004). Literatures also confirmed that franchise business survival depends on mutual relationship between franchisor and franchisee (Buchan *et al.*, 2015).

Long term survival of the franchise system depends on franchisee satisfaction on franchisor training, initial and ongoing support (Chien, 2014; Bui *et al.*, 2021). While franchisee survival also depends on the franchisor level of support and governance to satisfy franchisee needs will increase franchisee satisfaction and reduce franchisee and franchisor relationship conflict and increase franchises network success (Mohd, Binti and Ishan, no date; Abdullah *et al.*, 2008; Antia, Mani and Wathne, 2017b). The relationship management reduces several organizational problems and affect performance in the short run and longer term. This can be achieved through franchisor support dimension such as business support, training, sharing expertise, and abilities; while the franchisee contributes with prior training, understanding of the local market, and process innovation, as well as royalties and entrance fees (Sanfelix and Puig, 2018). Therefore, to describe business survival, based on Agency Theory, franchisor support is positively correlated to franchisee survival. However, combination of Agency Theory with other related theories is effective to gain better understanding of the matter (Otungu *et al.*, 2011).

c. Resource Based View

Beside the good relationship management in Agency Theory, survival ability of franchisees is determined by the resources and capabilities they have to gain competitive advantage and superior performance (Barney, 1991). The resource-based view of the firm (RBV) is an influential theoretical framework introduced by Wernerfelt (1984) and Barney (1991) that grew largely out of Penrose's (1959) (in Fladmoe-Lindquist, 1996). The franchise business suits RBV with more resources the firm is more likely to survive, as there is a positive relationship between age and size of the firm on long-term performance (Esteve-Pérez and Mañez-Castillejo, 2008). Resources are "stocks of available factors that are owned or controlled by the firm," whereas capabilities "refer to a firm's capacity to deploy". While resources and capability are the "combination, using organizational processes, to gain a "desired end" (Thornhill and Amit, 2003)

Consequently, Resource Based Theory extracted internal factors of franchisee survival, which are the tangible resources (physical capital and financial capital) and intangible resources (franchisor brand, human capital, innovation, organizational routines, managerial capabilities, or culture) (Coleman, Cotei and Farhat, 2013).Besides that, firm size and some other characteristics such as innovation (technical regime), export activities, and absence of foreign capital participation also improve firms' survival performance (depending on the time interval). RBV theory also conceptualizes resources as internal attributes to specific internal capabilities, routines, and knowledge where resource and capability exploration, and strategy formation to increase performance (Barney, 1991). Organizational resources and capabilities can be aligned or link with strategies, organizational processes, knowledge, relationships, attitude, and skills to obtain performance (Nijmeijer, Fabbricotti and Huijsman, 2014).

However, Esteve-Pereze and Manez-Castillejo (2008) argue that RBT has less attention on the importance of changing market conditions where it fails to consider external environment that keep changing and huge uncertainty in order for firm to make dynamic strategy in generating necessary resources to survive. Therefore, the integration of RBV, Agency Theory and Institutional Theory will better explain internally and externally, how franchisees shape strategy to survive crisis.

c. Institutional Theory

Literature suggested that internal factors; tangible and intangible resources and external factors and the capability or strategy to align these factors should be used together in the same analysis to get a better result. This is because resources are not productive on their own and they need to be managed, well-aligned and developed by strategies to increase performance. (Ortiz-Villajos and Sotoca, 2018; Villares, Miguéns-Refojo and Ferreiro-Seoane, 2020) Therefore, the study used Institutional Theory to integrate the external factor with the internal factor derived from RBV and Agency Theory. Institutional Theory holds that the success of enterprise depends not only on the internal resources of the organization but also on the external institutional environment and had been used to explain business survival (Hachemi Aliouche *et al.*, 2015).

Firm performance is influenced positively by institutional support (Songling *et al.*, 2018). Institutional support in decision-making culture and incentives, help organizations to cope with environmental changes and its bridge connection between external environment with internal factors and organizational performance (Yang and Yu, 2022). According to Dörr *et al.*, (2022) and Harith and Samujh (2020) formal institution support, such as government, is significant in sustaining a business during economic turbulence. The government's role in supporting business survival is through incentives, subsidies, legal regulation, training, advisory services, controls, and standards as well as continuous monitoring of business enterprises.

Herein, the study focus on formal institutions that hold two important roles in an organization which are; (1) to provide structure and support to economic activity by defining and enforcing economic, political, and legal prescriptions and (2) to provide business incentive, grand, training services, infrastructure and other business support (Shane and Foo, 1999). Formal institutions have been the dominant feature of business survival during economic crises, as they provide the incentives for entrepreneurs to work unceasingly for the creation, utilization, and dissemination of new products and productive techniques (Baumöhl *et al.*, 2020).

Institutional theory aspects also include the studies of business firms, long-term contracts, public bureaucracy, non-governmental organizations, and contractual agreements. Institutional applications in business studies. In this context of franchise survival study, the franchisee institutional support includes the government, government agency and franchise association.

d. Franchisee Survival Ability Model
Form the findings, integrating the Agency Theory, Resource Based View, and Institutional Theory, proposed model for franchisee survival ability is as follows:

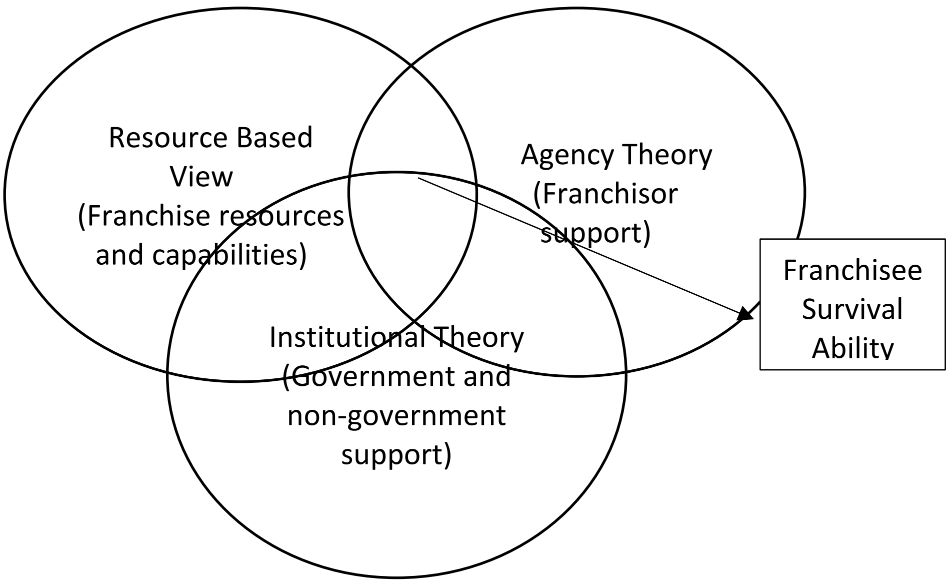

Figure 2: Proposed Model for Franchisee Survival Ability

CONCLUSIONS AND IMPLICATIONS

Understanding the approaches that can increase organisational resilience, especially in franchise during pandemic, in our opinion, is crucial. Theoretically, this research expands franchise literature to understand on how franchise internal and external factors interact and to give ‘causal arrangements’ that produce the same outcome (organizational survival). In addition to understanding the strategy of the franchise players, it is important, in our perspective, for franchisor, franchisee and policymakers to be aware of the ability of franchise through their strategic resources and capability integrated with external support to recover and sustain during ‘black swan’ crisis.

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Entrepreneurial Attitude Toward Self-employment of Students after Post-Covid-19 Pandemic

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ABSTRACT

The aim of this study is to empirically investigate the mediating effect of entrepreneurial attitude on the relationship between entrepreneurial education, perceived behavioural control, subjective norm and entrepreneurial leadership with entrepreneurial intentions of university students. The study was conducted within the context of Senegalese students and through the lens of the theory of planned behaviour. Employing a cross-sectional design, data was collected from three selected public university students. The finding revealed that entrepreneurial attitude plays a positive significant mediation effect on the relationship between entrepreneurial education, perceived behavioural control, and subjective norm with students' entrepreneurial intentions to launch their own business. The relationship between intention and attitude toward self-employment is demonstrated, providing scientific support and illustration for the theory of planned behaviour. The results of the present study imply that improving students' attitudes toward self-entrepreneurship and encouraging them through education by improving their perceived behavioural control and subjective norm can provide a positive attitude toward entrepreneurship which leads to entrepreneurial intention. The present investigation suggests that government and university authorities should encourage entrepreneurial education programmes in order to influence students' attitudes toward self-employment.

Keywords: Entrepreneurial Attitude; Entrepreneurial Education; Perceived Behavioural Control; Subjective Norm; Entrepreneurial Leadership; Entrepreneurial Intentions.

INTRODUCTION

Entrepreneurship is seen as the foundation of many economies and ensures economic growth (Potishuk and Kratzer, 2017). Entrepreneurship promotion has been advocated by several communities in society, typically in response to socio-economic crisis situations (Capella-Peris et al., 2019). It also creates social advancement, economic prosperity, and personal development (Bazkiaei et al., 2020), as well as assists in the reduction of unemployment (Gieure et al., 2020). It offers many opportunities for employees to advance their knowledge and expertise and encourages and compensates workers not just financially but also personally (Hassan et al., 2020; ANSD, 2022).

According to research, having an entrepreneurial attitude and intention is an essential step in starting your own business (Gieure et al., 2020; Hasan et al., 2021). Entrepreneurial behavioural intention can be acquired through entrepreneurial education. The benefit of entrepreneurial education is that it helps students develop their entrepreneurial attitude, capacities, and talents as well as their willingness to explore new possibilities or opportunities (Phuong et al., 2021), which in turn increases their intention to start their own businesses (Hassan et al., 2020).

Entrepreneurship education has been included into university curricula with the aim of cultivating entrepreneurial spirit in learners to fight graduates' lack of employable skills and jobs (Bayero, 2020). However, since the COVID-19 pandemic crisis, the number of unemployed Senegalese university graduates has dramatically increased. For the majority of Sub-Saharan African nations, reducing unemployment is still a great challenge (Puni et al., 2018). In Senegal, the unemployment rate is projected to be 24.1% in 2021 (ANSD, 2022). Attention is being devoted to the enculturation and encouragement of an entrepreneurial culture through entrepreneurial education in order to handle this issue and accompanying economic and social challenges permanently (ANSD, 2022). Therefore, self-employment through entrepreneurship is thought to be the best remedy for that problem. Thus, this study investigates the relationship between entrepreneurial psychological and educational determinants and students' intentions to become entrepreneurs through entrepreneurial attitude. Given the significance of the student unemployment problem to the economy and society, especially in the context of the COVID-19 crisis, additional focus is required. Therefore, it is important to explore the impact of both the psychological and educational aspects in order to fully predict entrepreneurial inclinations amongst university graduates in order to bridge the present gap in the literature. In fact, given the significance of entrepreneurial attitude toward self-employment as a mediator in intention research, it is vital to investigate how attitude affects the association between psychological and educational determinants.

The primary goal of this study is to address the country's growing graduate unemployment problem. Thus, this study offers an empirical approach to determining the factors that predict entrepreneurial activities. The present study addresses this gap in the context of Senegal, despite the fact that several investigations have been carried out in various nations. Additionally, this study seeks to better understand how entrepreneurial attitude plays a mediating role between entrepreneurial education (EE), perceived behavioural control (PBC), subjective norms (SN), and entrepreneurial leadership (EL) with students' entrepreneurial intention (EI).

LITERATURE REVIEW

Theoretical Foundation

The Theory of Planned Behaviour (TPB), which is derived from the Theory of Reasoned Action (TRA), provides a theoretical foundation for predicting and understanding human planned behaviour to engage in a particular action (Jena, 2022). An entrepreneurial venture is established when a human goal results in a planned action (Phuong et al., 2021). The underlying assumption is that motivational components, such as intentions, depend on the aptitude, desire, and conviction to initiate an action (Al Mamun et al., 2017). The TPB suggests three determinants, which are attitudes (ATT), subjective norms (SN), and perceived behavioural control (PBC) that are applied to explain and predict entrepreneurial behavioural intentions (Gieure et al., 2020). SN relates to a person's sense of social pressure to engage in or abstain from engaging in a behaviour, while ATT toward that engagement refers to how beneficial or negative a person's assessment of that behaviour is (Ajzen, 1991). The third prediction is the level of PBC, which refers to how easy or challenging the behaviour is seen to be (Ajzen, 1991). According to the literature, intentions are correlated with individual ATT, SN, and PBC to behaviour in the future (Bazkiaei et al., 2020; Jena, 2022). Intention to start a new business may also be influenced by leadership and education (Hasan et al., 2021), and personal history (Gieure et al., 2020). The more the PBC, the more favourable the ATT and SN connected with the practice are, and the more the individual wants to perform a given behaviour (Ajzen, 1991). The TPB suggests that attitude influences intention among other predictor factors and may offer a more comprehensive explanation for behavioural intention (Phuong et al., 2021; Hasan et al., 2021). Thus, this study examines the mediating effect of ATT on the relationship between EE, PBC, SN, and EL with the entrepreneurial intentions of university students.

Entrepreneurial Intention (EI)

Entrepreneurial intention is seen as an essential feature in understanding, explaining, and predicting entrepreneurial behaviour (Bayero, 2020), since it serves to demonstrate the reasons why certain people choose to establish their own business (Bazkiaei et al., 2020). EI refers to a person's propensity for engaging in entrepreneurial activities (Ajzen, 1991). It includes beliefs about pursuing entrepreneurship as a professional choice as well as a readiness to take action (Puni et al., 2018). Thus, in the context of this study, "EI" refers to a student's desire to engage in entrepreneurial activity. It has been acknowledged that including entrepreneurship academic programmes in university curricula can increase students' interest in starting their own businesses (Bayero, 2020), because doing so is a significant way to give them the necessary knowledge, abilities, and attitudes to undertake entrepreneurship as a career (Puni et al., 2018; Bazkiaei et al., 2020). The more positive the ATT and SBN are, and the higher the PBC is, the stronger the student's desire to practice that specific behaviour.

Hypothesis Development

Entrepreneurial Education (EE)

An educational system that provides students with the entrepreneurial skills, motivation, and knowledge to pursue entrepreneurial ventures is said to be entrepreneurial education (Bazkiaei et al., 2020). By developing students' entrepreneurial skills and knowledge, educational programmes in entrepreneurship can support their desire to start their own business. Students who are introduced to entrepreneurship develop a stronger desire for it and have a more favourable attitude toward it (Gieure et al., 2020). Empirical studies found that EE had a significant positive influence on both attitude (Hasan et al., 2021; Potishuk et al., 2017) and intention (Bayero, 2020; Puni et al., 2018). Thus, the following hypothesis is formulated:

H1: *Entrepreneurial education has a positive effect on entrepreneurial attitude toward self-employment after post COVID-19 pandemic.*

Perceived Behavioural Control (PBC)

PBC describes how easy or difficult it is thought to express a specific behaviour, as well as the belief that such behaviours reflect both prior experience and predicted barriers (Ajzen, 1991). These beliefs relate to how one perceives the availability of the opportunities and resources required to carry out a specific endeavour, as well as how valuable they are in obtaining desired results (Gieure et al., 2020). The impression of control over behaviour among students increases with their level of conviction in the opportunities and resources that are available (Santoso, 2021). Furthermore, students who feel in control of their environment are more likely to have a positive attitude and take initiative to start their own business (Noor et al., 2021). PBC has previously been shown to be meaningful and significant in influencing attitude and behavioural intention (Jena, 2022; Shen et al., 2019; Santoso, 2021). Thus, the following hypothesis is proposed:

H2: *Perceived behavioural control has a positive effect on entrepreneurial attitude toward self-employment after post COVID-19 pandemic.*

Subjective Norms (SN)

SN are people's impressions of social pressures set by a reference group that are significant to them in order to carry out actions and accept other people's viewpoints (Ajzen, 1991). Family support, life experience, and having acquaintances who have launched their own enterprises are all examples of SN (Gieure et al., 2020). SN is regarded as everything that surrounds an individual, including social pressure, cultural norms, and group beliefs (Razali et al., 2020). It is valuable because entrepreneurship is a social activity and involves interaction with the environment and community (Noor et al., 2021). The impact of the SN is dependent on the idea of social environmental context that affects people's attitudes and intentions (Joensuu-Salo et al., 2021). According to Phuong et al. (2021), SN has a significant influence on both entrepreneurial attitude and intentions. Thus, the following hypothesis is stated:

H3: *Subjective norm has a positive effect on entrepreneurial attitude toward self-employment after post COVID-19 pandemic.*

Entrepreneurial Leadership (EL)

Recently, entrepreneurial leadership has come to light as the solution to a number of major challenges, including the high proportion of new business startup failures and the obstacles faced by entrepreneurs in effectively guiding their new companies to development (Bagheri et al., 2013). It is the process of creating an entrepreneurial vision and enlisting resources, skills, and competitive individuals to carry out that vision (Kasim, 2022). Establishing an entrepreneur's vision and goals is a step in the process of becoming an entrepreneurial leader (Kasim and Zakaria, 2019). This process will motivate the present or potential organisation to set goals that must be met. EL qualities, as well as the expertise and capacity to carry out duties based on leadership, are required by an entrepreneurial attitude (Kasim, 2022). Students with EL should be able to investigate new educational options in order to engage and benefit from those opportunities (Potishuk and Kratzer, 2017). Students must learn and put into practise EL qualities in order to develop their entrepreneurial attitude and behavioural goal. Therefore, this study formulated that:

H4: *Entrepreneurial leadership has a positive effect on entrepreneurial attitude toward self-employment after post COVID-19 pandemic.*

Entrepreneurial Attitude (ATE)

ATE is an individual's favourable or unfavourable evaluation of a particular behaviour (Ajzen, 1991). Students' attitudes toward starting their own business should be positive if they have a positive belief in their goal (Gieure et al., 2020). The more students are encouraged to start their own businesses, the more favourable the attitude toward entrepreneurship needs to be (Bayero, 2020). Being aware of one's attitudes and the factors that have the potential to influence students is essential for fostering stronger entrepreneurial endeavours. Recent empirical research has shown that students in colleges and universities who undertake entrepreneurship education acquire and develop a positive attitude towards continuing to pursue entrepreneurial careers (Boubker et al., 2021; Jena, 2022; Phuong et al., 2021). Thus, this hypothesis stated that:

H5: *Entrepreneurial attitude has a positive effect on entrepreneurial intention after post COVID-19 pandemic.*

The Mediating Effect of Attitude Toward Entrepreneurship

An entrepreneurial attitude is distinguished by knowledge regarding what it takes to succeed as an entrepreneur and a propensity for self-employment (Bayero, 2020). It is emphasised that people develop attitudes toward engaging in a particular behaviour based on their views, beliefs, and perceptions (Bazkiaei et al., 2020). Thus, behavioural intention is motivated by attitudes that are founded on behavioural beliefs. Hassan et al. (2021) revealed that attitude toward entrepreneurship positively mediates the relationship between entrepreneurial education and intention. Furthermore, Phuong et al. (2021) showed that attitudes significantly mediate the relationship between social norms and intentions. Thus, this study investigates the mediating effect of entrepreneurial attitude on the association between EE, PBC, SN, and EL with entrepreneurial intent among students. Therefore, the following hypothesis is formulated:

H6: *Entrepreneurial attitude mediates the relationship between EE, PBC, SN and EL with entrepreneurial intention after post COVID-19 pandemic.*

RESEARCH METHODOLOGY

With a power of 0.95 and an effect size of 0.15, G-Power 3.1 was used to determine the sample size for this study. Accordingly, 146 samples with six predictors were needed for the model (Faul et al., 2007). A minimum requirement of 200 data points was needed for PLS-SEM (Chine, 2010). With the support of the web platform, data was gathered. Students at three public universities participated in the survey and provided responses. With 380 valid responses, the final data analysis was conducted.

The questionnaire items were adopted from previous research validated scales. Items for entrepreneurial intention and perceived behavioural control were obtained from Hassan et al., (2020). Items for attitude and education were adopted from Bazkiaei et al. (2020). Items that measured subjective norm were retrieved from Gieure et al. (2020) and entrepreneurial leadership items from Capella-Peris et al. (2019).

The Harman one-factor test was used to evaluate the effectiveness of common method variance (CMV) as a diagnostic technique. Harman's one-factor test results showed that the single factor accounted for 36.56 percent of the variance, which is less than the threshold limit of 50 percent, suggesting that CMV may have had a minimal influence on this study (Podsakoff et al., 2012). As recommended by Kock (2015), the study also tested the full collinearity of all constructs to identify CMV. The VIF for EE (1.447), PBC (2.762), EL (2.807), SN (2.431), and ATT (1.001) are all less than 3.3. Thus, the study

DATA ANALYSIS

Since survey research is typically not normally distributed and SmartPLS 4 does not necessitate the normality assumption, it was used in this study to assess the measurement and structural model. The PLS-SEM technique for evaluating hypotheses has been proven effective in various studies and is widely used (Hair et al., 2019). This technique's flexibility in data allocation makes it ideal for small sample sizes and complex model analysis (Kock, 2015). It is also required to confirm the constructs' reliability, convergent validity, and discriminant validity before starting the structural model.

Validity and Reliability

Table 1, which showed the Cronbach's Alpha, DG rho, and composite reliability, indicated that all indicators were more than 0.820 (Hair et al. 2019); therefore, all items are considered reliable. Similarly, the AVE value for all items was higher than 0.650, thus showing a suitable and sufficient convergent validity (Hair et al. 2019). Furthermore, the variance inflation factor (VIF) for each construct and all of the values were less than 3, demonstrating that there was no problem with multi-collinearity among the study constructs (Hair et al., 2019). Therefore, these study constructs satisfied both reliability and convergent validity requirements.

Table 1: Reliability Analysis

Variable	CA	DG Rho	CR	AVE	Vif
Entrepreneurial Education	0.853	0.856	0.864	0.743	1.447
Entrepreneurial Leadership	0.864	0.865	0.871	0.747	2.807
Perceived Behavioural Control	0.882	0.882	0.885	0.818	2.762
Subjective Norm	0.870	0.872	0.877	0.794	2.431
Attitude Toward Entrepreneurship	0.854	0.857	0.865	0.746	1.001
Entrepreneurial Intention	0.836	0.846	0.850	0.659	

Note: CA: Cronbach's Alpha; DG rho - Dillon-Goldstein's rho; CR - Composite Reliability; AVE Average Variance Extracted; VIF - Variance Inflation Factors.
Source: Author's data analysis

Table 2 (appendix 1) represents the Foronell-Larcker criterion and the Hetrotrait and Mono-trait ratio (HTMT). The Fronell-Larcker criterion must be less than 0.70 (Hair et al., 2019), while the HTMT values should be ≤ 0.85 for the stricter criterion and the mode lenient criterion should be ≤ 0.90 (Franke and Sarstedt, 2019). Taken together, both these validity tests have indicated that the measurement items are both valid and reliable. In addition, Table 3 (appendix 2), which represents the discriminant validity of cross-loading, indicated that all cross-loading values of the constructs meet the minimum threshold value of 0.708 (Hair et al., 2019). Therefore, the results show that discriminant validity is satisfied for the constructs of the study.

Path Analysis

The adjusted r^2 value for education, subjective norm, perceived behavioural control, entrepreneurial leadership, and attitude explains 0.479 percent of the change in behavioural intention to start a business. The influence of education, subjective norms, perceived behavioural control, and entrepreneurial leadership on attitude is explained by the r^2 value to a value of 0.516 percent.

The path coefficient's values for entrepreneurial education (β = 0.467 and $p<0.05$), perceived behavioural control (β = 0.440 and $p<0.05$), and subjective norm (β = 0.147 and $p<0.05$), exerted positive significant effects on entrepreneurial attitude, which leads to entrepreneurial intention (β = 0.692 and $p<0.05$). The confidence intervals bias corrected 95% also did not show any intervals straddling a 0, thus confirming the results of the study. Therefore, H1, H2, H3, and H5 were supported. However, entrepreneurial leadership showed a positive but insignificant influence on entrepreneurial attitude (β = 0.021 and p-value = 0.364).

The f^2 value of 31.2 % obtained indicates a medium effect of education on attitude. The f^2 value of 14.5 % recorded showed a small effect of perceived behaviour control on attitude, while subjective norm and entrepreneurial leadership had almost no effect on attitude. The f^2 value of 0.418 indicated a substantial effect of attitude on the intention to engage in entrepreneurial behaviour.

Table 4: Hypothesis Testing

Hyp.	Relationship	Beta	T	Sig	BCI LL	BCI UL	r^2	f^2	Decision
H1	EE -> ATE	0.467	7.692	0.000	0.365	0.569	0.516	0.312	Supported
H2	PBC -> ATE	0.440	6.114	0.000	0.313	0.551		0.145	Supported
H3	SN -> ATE	0.147	2.435	0.007	-0.25	-0.049		0.018	Supported
H4	EL -> ATE	0.021	0.348	0.364	-0.078	0.123		0.001	Rejected
H5	ATE -> EI	0.692	16.54	0.000	0.611	0.75	0.479	0.418	Supported

Note: ATE: Attitude Toward Entrepreneurship; EE: Entrepreneurial Education; EI: Entrepreneurial Intention; EL: Entrepreneurial Leadership; PBC: Perceived Behavioural Control; SN: Subjective Norm. We use 95% confidence interval with a bootstrapping of 5,000.

Mediation Effect

With ($\beta = 0.323$ and $p< 0.05$), ($\beta = 0.304$ and $p<0.05$), and ($\beta = 0.101$ and $p<0.05$) respectively, in the presence of entrepreneurial attitude, entrepreneurial education, perceived behavioural control and social norm significantly influence student entrepreneurial intention, indicating a positive mediation. However, with ($\beta = 0.015$ and $p = 0.349$), attitude did not mediate the relationship between entrepreneurial leadership and entrepreneurial intention. The result is also confirmed by the confidence intervals bias corrected 95%.

Table 5: Mediation Effect of Entrepreneurial Attitude

Hyp.	Relationship	Beta	T	Sig	5.00%	95.00%	f^2	Decision
H6a	EE -> ATE -> EI	0.323	6.187	0.000	0.237	0.409	0.323	Mediation
H6b	PBC -> ATE -> EI	0.304	5.84	0.000	0.219	0.389	0.304	Mediation
H6c	SN -> ATE -> EI	0.101	2.434	0.007	-0.173	-0.035	-0.101	Mediation
H6d	EL -> ATE -> EI	0.015	0.349	0.364	-0.054	0.084	0.015	No mediation

DISCUSSION, IMPLICATION AND LIMITATIONS

The current purpose empirically examines whether attitude toward entrepreneurship mediates the relationship between EE, PBC, SN, and EL with entrepreneurial intentions among university students. The study analysis revealed that EE, PBC, and SN exerted a positive significant impact on attitudes toward entrepreneurship, thus supporting H1, H2 and H3. However, EL displayed a positive but insignificant influence on entrepreneurial attitude, rejecting H4. Further, the result confirmed that ATT had a strong and significant impact on student entrepreneurial intention, thus supporting H5. Besides that, ATT played a significant positive mediating role in the relationship between EE, PBC, and SN with students' entrepreneurial intention. The study outcome matched the results posted by Bazkiaei et al. (2020), who found that EE causes attitude, which in turn influences entrepreneurial intention. The study finding is also compatible with that of Phuong et al. (2021), who concluded that ATT positively mediates the relationship between SN and intentions.

The theoretical implication of this study is that the relationship between intention and attitude toward self-employment is demonstrated, providing scientific support and illustration for the

TPB. This study also adds to the body of knowledge in the context of Sub-Saharan Africa and provides additional empirical evidence that entrepreneurial attitude is an essential psychological mechanism that can translate entrepreneurial education, subjective norm, and perceived behaviour control into entrepreneurial intention.

This study is informative and instructive to stockholders who seek to comprehend students' behaviour under a challenging scenario such as the COVID-19 pandemic. Learning regarding attitudes, behaviours, and education related to entrepreneurship might help students to become more entrepreneurial in the presence of the COVID-19 crisis. Through the use of entrepreneurial attitude among students, this study may contribute to a complete understanding of entrepreneurship motivational and psychological determinants that influence behavioural intention to engage in entrepreneurial activities. This empirical conclusion aids and guides all parties involved in pinpointing the crucial determinants that impact entrepreneurial intent after a COVID-19 pandemic crisis. The results of this study suggest that students can cultivate a strong attitude toward self-entrepreneurship and a desire to participate in venture formation when they are subjected to entrepreneurship education. Effective entrepreneurial education in Senegal can be achieved with the right educational assistance. Students' entrepreneurial attitudes and mindsets can be improved, and their aspirations for their skill development can be raised. This study recommends that Senegalese authorities reconsider university programmes and work cooperatively to incorporate entrepreneurial education and training into universities and other higher educational establishments.

Even though this study's objectives have been achieved, it still has certain restrictions. The non-probabilistic sample that we used to gather data from three public institutions after the COVID-19 pandemic is the first limitation. Therefore, future research should include a probability sampling technique from other public and private universities. Second, the findings' generalizability is limited because the data were collected in a single country using a cross-sectional methodology. As a result, this sample's cross-sectional design is a major limitation, and future studies may benefit from a longitudinal approach. Finally, this study does not examine actual behaviour; future research should therefore incorporate entrepreneurial behaviour.

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Appendix 1: Table 2. Discriminant Validities

Fornell-Larcker Criterion						
Constructs	ATE	EE	EI	EL	PBC	SN
ATE	0.92					
EE	0.643	0.918				
EI	0.692	0.64	0.871			
EL	0.485	0.514	0.352	0.92		
PBC	0.596	0.523	0.451	0.747	0.958	
SN	0.391	0.446	0.284	0.721	0.712	0.945
HTMT ratio						
ATE						
EE	0.67					
EI	0.724	0.674				
EL	0.503	0.533	0.354			
PBC	0.614	0.537	0.452	0.767		
SN	0.402	0.461	0.281	0.745	0.73	-

Note: ATE: Attitude Toward Entrepreneurship; EE: Entrepreneurial Education; EI: Entrepreneurial Intention; EL: Entrepreneurial Leadership; PBC: Perceived Behavioural Control; SN: Subjective Norm

Appendix 2: Table 4. Outer Loading and Cross Loadings

	ATE	**EE**	**EI**	**EL**	**PBC**	**SN**
ATE1	**0.909**	0.616	0.666	0.401	0.497	0.321
ATE2	**0.868**	0.531	0.594	0.342	0.451	0.223
ATE3	**0.925**	0.573	0.602	0.518	0.602	0.452
ATE4	**0.951**	0.626	0.653	0.51	0.622	0.427
ATE5	**0.943**	0.607	0.662	0.449	0.56	0.362
EE1	0.534	**0.911**	0.55	0.432	0.435	0.408
EE2	0.567	**0.919**	0.608	0.432	0.442	0.372

EE3	0.63	**0.931**	0.6	0.545	0.543	0.464
EE4	0.577	**0.931**	0.589	0.4	0.423	0.36
EE5	0.631	**0.898**	0.588	0.535	0.543	0.437
EI1	0.685	0.616	**0.91**	0.386	0.488	0.355
EI2	0.63	0.572	**0.896**	0.297	0.366	0.23
EI3	0.46	0.464	**0.783**	0.083	0.15	0.064
EI4	0.645	0.556	**0.896**	0.446	0.548	0.398
EI5	0.626	0.604	**0.915**	0.389	0.484	0.279
EI6	0.532	0.516	**0.819**	0.152	0.228	0.077
EL1	0.448	0.476	0.324	**0.938**	0.727	0.709
EL2	0.424	0.463	0.321	**0.911**	0.658	0.68
EL3	0.448	0.481	0.338	**0.911**	0.69	0.617
EL4	0.453	0.456	0.297	**0.929**	0.704	0.681
EL5	0.48	0.476	0.324	**0.952**	0.736	0.719
EL6	0.42	0.49	0.339	**0.878**	0.603	0.57
PBC1	0.559	0.495	0.439	0.692	**0.939**	0.652
PBC2	0.577	0.482	0.439	0.683	**0.946**	0.656
PBC3	0.59	0.507	0.437	0.733	**0.973**	0.702
PBC4	0.562	0.498	0.42	0.724	**0.967**	0.688
PBC5	0.566	0.522	0.433	0.738	**0.963**	0.689
PBC6	0.571	0.502	0.422	0.726	**0.96**	0.705
SN1	0.372	0.419	0.261	0.677	0.652	**0.937**
SN2	0.35	0.402	0.242	0.706	0.688	**0.96**
SN3	0.359	0.421	0.305	0.655	0.658	**0.951**
SN4	0.356	0.407	0.254	0.696	0.704	**0.938**
SN5	0.405	0.455	0.278	0.677	0.665	**0.941**

Note: ATE: Attitude Toward Entrepreneurship; EE: Entrepreneurial Education; EI: Entrepreneurial Intention; EL: Entrepreneurial Leadership; PBC: Perceived Behavioural Control; SN: Subjective Norm

Role of Digital Informational Services on Students Satisfaction in Online Education: A Study on Islamabad Universities During Covid-19

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ABSTRACT

In Pakistan, at the time of first wave of COVID -19, the University began offering online Teaching & student learning; this was a new style of teaching & learning for all education institution. In that era, the Educational institutions were closed and as a result it was difficult to Engaging students in virtual learning & providing Digital information services for all. The primary goal of this research paper is to explore the existing Policy SOPs of online education & existing infrastructure & practices of digital technologies in the universities. The paper also seeks to examine the present level of understanding among students and faculty regarding use of digital learning Devices & experience. In this paper, the effects of digital information services and use by the students & faculty along with satisfaction was reviewed through survey. This study is descriptive in nature. Mix method is used as research design of the study. The first stage was identifying the existing infrastructure of IT in universities. For this sake through checklist explore the data of universities & through survey examine the Students satisfaction level of online learning and soliciting their recommendations for solutions. This paper is in process so results and recommendations will be added after completions.

Keywords: COVID-19, online learning, virtual learning, satisfaction, university students, instruction

INTRODUCTION

Corona Virus Disease 2019 (COVID-19) is a form of viral chronic infection of lungs that manifested as a common pneumonia in December 2019 in Wuhan, China (Zhong et al., 2020). This disease was wider spread in world and became the cause of death. The World Health Organization referred to the virus's spread to other nations as a pandemic (WHO, 2020). Pakistan is a neighboring country of china and due to good country relation with each other, there is free entry & exit n the both countries. Therefore in the month of February 2020, the first COVID-19 case was reported. To stop its spread, the government of Pakistan was announced the strict shutdown of educational institutions. The ministry of education & higher education commission had issued guidelines for online learning in the meantime to make up for the lost instructional time. At that time the big issued was infrastructure of technology & prescribed policy for all was needed. So first time in Pakistan, online education policy & SOPs were designed. The educational institutions changed from offline to online learning as a result (Dhawan, 2020). Teachers who had no prior expertise with online education began teaching there (Wang, Zhang et al., 2020).

21st century is the century of advance technology, its effect in every field of life and education is one of them. Now teaching is not limited with in the class room & only associated with teachers. Now learning situations at all levels take advantage of innovative improvements in teaching learning process. Diverse technological innovations encourage quality learning and modern-day to learners they can blend and coordinate different offerings, counting obligatory such as learning management system (LMS) or digital library system, to open ones that strengthen their person learning needs. It is indeed that there is great impact of technology & innovations on students' learning & it has a significant impact on student learning outcome & classroom learning environment (Gosper et al., 2013). This got to be indeed more apparent when the world experienced the most recent widespread of COVID 19 and all educational institutions had to move their educating to online mode with small time to plan staff and student teachers to this modern experience. Even when afterward when COVID-19 was controlled & SOPs were relaxed & institutions were reopened, still two mode of learning were practiced such a as a. online & b. off campus.

In this paper, advanced technological innovations such as popular gadgets, program and any online instruments that can be utilized to upgrade students' learning and generally used in learning environment is considered. (Drent & Meelissen, 2008; Müller & Mildenberger, 2021). Students' attitude towards hi-tech innovations influence how they approach their learning & how they create their own knowledge & adjust their learning to achieve their learning goals. It is true that upon transitioning from secondary school to tertiary education students 'gets great influence on learning & satisfaction of learning. So in this regard it is important to know what type of curriculum is & what they expect to learn from the course, here most important factor is technology & current climate & infrastructure of universities to support student learning. So in the context of above scenario this present study is conducted to explore & investigate the effect of digital informational services on students' satisfaction in online education in Islamabad universities during COVID -19

PROBLEM STATEMENT

At the time of COVID-19, many fields of life suffered. Few things were stopped by choice such as tourism, markets, interactions etc. but few activities cannot stopped such as food, jobs & education. Educational institutions had left with no & other choice to provide education as any cause. The educational institutions began making preparations for digital learning after acknowledging the necessity to digitize their operations (Dhawan, 2020). Due to the extensive use of technology tools and platforms, one might expect a substantial change in the manner in which education and learning are delivered. According to Carey (2020), transitioning to online learning by educational institutions throughout this shift is more important than ensuring the quality of instruction and learning. The teachers and students both resisted the educational institutions' move to online learning because of technological change. This present study explore & investigate the steps & practices of HEC regarding online education in Pakistan at the time of COVID 19 & investigate the level of satisfaction of students regarding infrastructure & practices of online education in universities of Islamabad .

RESEARCH QUESTIONS

The main purpose and aim of study is guided by following questions

1. Is there any policy in Pakistan regarding online education in formal system of education?

2. To what level extent infrastructure & practices are available now and during the COVID19- Lockdown.

RESEARCH OBJECTIVES

1. To explore the steps of Ministry of Education & HEC for online learning activities & practices during COVID -19 lockdown.
2. To investigate the existing instructional practices & services of digital technology on students' satisfaction for online education.

SIGNIFICANCE OF THE STUDY

The study would be useful to ministry of education & Higher education commission in, policy decision makers, management of universities and the students as it will identify the need and scope of state policy for education & also investigate the trends and use of technology for teaching and learning with satisfaction. It would also serve as reference point for other researchers who would like to carry out further investigations in the chosen area.

SCOPE OF THE STUDY

This study based on two parts. Part one is qualitative related with content analysis, in this part the policy & SOPS of online education developed by HEC at the time of COVID was analyzed. The inclusion criteria involved only HEC & ministry of education policy pertaining to online education in Pakistan. Articles that pertained to the use of internet in higher institutions and COVID -19 scenario were also included for the study.

In the second part of the study, survey is conducted in universities of Islamabad. Only public sector universities are selected. The purpose of this survey is to investigate the level of satisfaction among students regarding SOPs and current practices of institutions for quality online learning & teaching at university level.

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Social Entrepreneurship Intentions among Students in Higher Education Institutions: A Conceptual Study

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ABSTRACT

The concept of entrepreneurship intention and social entrepreneurship is interesting because this research is focused a major role in most academia field and practice that creates benefits for the community. This paper aims to discuss multiple versions of conceptual model of social entrepreneurial intention. This paper draws on intention models in social entrepreneurship to identify gaps. Therefore, a discussion on common conceptual model of entrepreneurial intention that frequently used in the field of social entrepreneurship based on the existing theory. The paper contributes to the social entrepreneurship literature by providing new insights about social entrepreneurial intention. The result has important implications for theory and practice. The methods or frameworks that can be used for researchers as well as practitioners to understand the formation of social entrepreneurial intentions so that they can inspire further research.

Keywords: entrepreneurship intention; higher education institution; social entrepreneurship intention.

INTRODUCTION

Many research concepts from entrepreneurs are currently being studied by academics as one of the fields that have caught their attention in recent years. The concept of entrepreneurs is also glimpsed by the government because the impact of this entrepreneurial process is proven to be able to increase growth in the economic, social sector and also support political stability in a country. Research that supports this is from Thurik & Wennekers, (2004) which states that the role of entrepreneurs can be an effective instrument to reduce social problems, then research from Nawaser et al, (2011) which states that there is a positive relationship between entrepreneurship and poverty reduction from Kebaili et al (2017).

Social entrepreneurship can be defined as "*an effective mechanism for generating value in societal, economic and environmental forms*" (Gendron 1996). Social entrepreneurial conduct is traceable since the establishment of cooperation and Ikhtiar Project in 1986 in Malaysia. Nevertheless, the development of this activity is still low as stated in the Social Entrepreneurial Report by the General Entrepreneurship Monitor (GEM) in 2009.The Ministry of Education (MOE) Malaysia under the High Education Sector has emphasized the issue of instilling social entrepreneurship in the education plan at the community college level, public and private of higher education institutions. Allocation is also given to students by the management of each institute of higher education in early efforts to propagate the culture of social entrepreneurship in Malaysia. Hence, the aspiration of students in higher education institutions to become social entrepreneurs is able to influence their career choice once they have graduated.

The role of Entrepreneurship can be evidence in increasing effective instruments for economic value creation and can simultaneously solve various social problems. The concept which has two dual traits turns out to be increasingly popular in practice and theory, so that these two concepts have the name of a new research, namely "Social Entrepreneurship" (Nicholls, 2010). The concept of Social Entrepreneurship is needed for developing countries as one of the catalysts to accelerate the process of addressing gaps in social, economic and political development so that economic and social development can be an anticipate (Tiwari et al, 2017).

From the past literature found that students at higher level are more favorable to stimulate minds and attitudes to benefit the lives of those who are marginalized (Radin Siti Aishah Radin A Rahman, Norasmah Othman, Zaidatol Akmaliah Lope Pihie, and Hariyaty Ab. Wahid 2016). They are more creative and innovative in their own way. In line with it, the Ministry of Education (MOE) Malaysia has planned to introduce the social entrepreneurship course to benefit the community level, public and private in higher education institutions. This will inspire the students at to become a social entrepreneur. Dealing with students in higher education is the most effective way to propagating the Government agenda.

The study pertaining social entrepreneurship is still lacking in Malaysia (Saiful Adli Mokhtar, Mokhtar Abdullah, and David Tong Yoon Kin 2013; Suhaimi Mhd Sarif, Yusof Ismail, Abdullah Sarwar 2013; Zaidatol Akmaliah Lope Pihie, Afsaneh Bagheri, and Haslinda Abdullah Sani 2013; Mazura Mansor 2015; Mohd Ali Bahari Abdul Kadir and Suhaimi Mhd Sarif 2016). Most of the research findings exhibit that the level of social entrepreneurship involvement is low. The result in line through report of Global Entrepreneurship Monitor (GEM) 2015 stated that the Malaysian citizen who active as social entrepreneurs for 18-64 years is the lowest level as compared to China, Iran and Hong Kong.

Social entrepreneurship is able to support the Malaysian Higher Education Sector Blueprint - Higher Education Sector (PPPM-PT 2015-2025) in producing graduates in education, technical and vocational education training (TVET) holistically. Through this education platform, plans and executions are geared towards balancing the effect of the influence on students of higher education. Armed with knowledge and skill they acquired in addition to the support by the environment and entrepreneurship culture on campus, indirectly, students will be inclined to make this their career choice once they have graduated. This is enhanced by the organization of meetings and social innovation competitions like International Conference for Youth Leaders (ICYL 2015) which aims to produce many social entrepreneurs participating the programs in creation of social-oriented products.

Statistically show that there is Malaysia's unemployment rate in May 2022 amongst Malaysian youth remained unchanged from April 2022 at 3.9%, according to the latest labour report from the Department of Statistics Malaysia (DOSM) 2022. This increment in percentage underscores the problem regarding the issue of marketability and workability among graduates in Malaysia (Nooriah Yusof, Zakiah Jamaluddin and Norain Mat Lazim 2013). Without further action, this problem become worst and unemployment rate will be increase consistently year by year. This problem also indirectly succeeded in motivating students to be more creative to create social innovation which benefit the community without consider personal gains. By acquiring the appropriate knowledge on all things related to entrepreneurship and in particular social entrepreneurship, instead of looking for job opportunities, young people can start creating their own. All they will need will be the idea and access to a computer to make it a reality. This effort also minimizing unemployment problems amongst graduates.

LITERATURE REVIEW

Entrepreneurship Intention

As the field of entrepreneurship evolves to become a mature field of research, another area of academic inquiry that employ the word “entrepreneurship” emerged that describes entrepreneurial activity as a foundation of social value creation (Christie and Honig, 2006). Basically, the word “social” merely modifies “entrepreneurship” (Martin and Osberg 2007). People have to realize that the social entrepreneurship concept is a subcategory of entrepreneurship, thus it is an extension of the entrepreneurial model used in the for-profit sector (Hardy Loh Rahim and Shahimi Mohtar 2015). It applies the concept of entrepreneurship to the context of solving social problem in order to achieve social objective (Peredo and Chrisman, 2006). To have a better comprehend on the social entrepreneurship term means we need to deal with the definition of social entrepreneurship. This is a difficult task since no consensus agreement has been made among scholars on the meaning, boundaries and concept. So far, Ernst (2011) has successfully found 53 definitions that covers the term social entrepreneurship, the social entrepreneur and the social enterprise. The term has been used interchangeably in discussing the concept of social entrepreneurship.

Ashoka (2009) has categorized social entrepreneurs as an individual with high determination and who are active as a social innovator helping overcome social issues by the public. As the world well accepting the concept of social entrepreneurship, it has promotes the increased numbers of entrepreneurs who motivated to give positive impact for communities (Radin Siti Aishah Radin A Rahman et al. 2016). Sometimes, the term ‘social entrepreneurs’ has been used interchangeable to describe community work, voluntary establishments, public service and private firms which are socially oriented (Shaw and Carter 2007). The social entrepreneurship is well established and accepted among many developed countries like United Kingdom and United States of America. These countries have recognized the social entrepreneurship as their National Key Agenda.

As compared to Malaysia, the development of social entrepreneurship is in its early stage by Malaysian citizens. The youth who participate in social entrepreneurship activity in Malaysia is very low. The commitment of social entrepreneurs or business entrepreneurs can be understood to involve the confidence level of one who aspires to establish a new business and plan to execute it in the future, whether or not it materializes, cannot be ascertained or attained (Thompson 2009).

The concept of dedication of entrepreneurs or business entrepreneurs can be understood to involve the confidence level of one who aspires to establish a new business and plan to execute it in the future, whether or not it materializes, cannot be ascertained or attained (Thompson, E. R., 2009). This intention is differentiated through the aspiration to determine the attainment of profit-oriented goal (business entrepreneurs) and social orientation (social entrepreneurs). Nonetheless, there is no known definition to explain the intention of social entrepreneurs. Most of these definitions depend on the discipline embraced by respective researchers (D'Orazio, Pina, Tonelli, Marcello & Monaco, Eleonora 2013) as social orientation in entrepreneurship. Hence, intention of social entrepreneurs is the aspiration of one that is involved in producing innovation through social business efforts which impacts the community at large (de Leon, M. 2005).

Apart from that, there is a difference in traits and ethics in individuals who are determined as business entrepreneurs and those who are determined as social entrepreneurs (D'Orazio, Pina, Tonelli, Marcello & Monaco, Eleonora 2013). For example, an individual who has entrepreneurship intention will be inclined to take risks in producing creativity and innovation which could reap profit for the owners. Conversely, innovation, which is produced by social entrepreneurs, is socially oriented and is only able to provide long lasting life for those who are marginalized where they have to shoulder higher risk of failure. Meanwhile, proactive individuals, who are able to manage their business well and have high leadership ability, clearly depict the similarities between individuals who have business social entrepreneurship intention and social entrepreneurship.

In conclusion, intention can predict the behavior of individuals' proclivity to be either business entrepreneurs or social entrepreneurs. Hence, research such as this focuses on this trend in relation to student of higher education's propensity towards social entrepreneurship in entrepreneurship activities.

Social Entrepreneurship Intention

The terminology of 'social entrepreneurship' is still new and at the beginning stage in Malaysia. It should be addressed and focused through education an entrepreneurial culture that can make social entrepreneurship as a platforms or mechanisms for enhancing a community. In addition, social entrepreneurship can develop and polish the universities students with their skills and efforts to pave the way for good integration of social entrepreneurship approach in teaching and learning in the context of higher education institution in Malaysia.

The government directly responsible seek the best approach to balance the socio-economic status for its citizen from the beginning of New Economic Policy (NEP) until the National Transformational Policy and 2017 Budget. Through the establishment of Malaysian Global Innovation and Creativity Centre (MaGIC) can bring good opportunities and also help social entrepreneurs take advantage of financing, skills and services that be offered for public. However, the study focus on the groups who are employed, single mothers, homeless people and impoverished people who need financial help for ensure better living. By the way, the collaboration of Government Linked Corporation (GLC) with other private firms are involved to perform their corporate social responsibility (CSR) to achieving goals and objectives on social entrepreneurial projects.

The first intention-based model for social entrepreneurship was introduced way back in 2003 by Mair and Noboa. The model was developed based on the Theory of Planned Behavior (Ajzen, 1991). Mair and Noboa shaped the model by the perceived desirability and perceived feasibility of forming a social enterprise. They extended the classical models by proposing the perceived feasibility is influenced by self-efficacy and social support. Similarly, empathy and moral judgment positively influence perceived desirability.

Next, Nga and Shamuganathan (2010) has proposed the exploration of relationship between the Big Five personalities agreeableness, conscientiousness, extraversion, neuroticism and openness) and social entrepreneurship intention. Nevertheless, in the end, they refer to other aspects such as social vision, sustainability, social networks innovation and financial returns instead of intentions. So, it can be said that this work does not prove any specific effects on social entrepreneurship intention.

From the perspective social entrepreneurship, Huq and Gilbert (2013) indicated that social entrepreneurship education and training focus the specific social entrepreneurship characteristics and culture among the students that help students develop their skills and knowledge relating to their career goals and expectations. Thus, social entrepreneurship activities brought the opportunities to apply the knowledge, in addition understand the real-social problems within the non-for-profit sector will enhance the graduate employability as well.

Therefore, the social entrepreneurial intensions in this study can be described as the self-acknowledged conviction and directly prepare to establish a new social venture. When consider with the study, it focus on Wang, Peng, and Liang's (2014) which based on the concepts of conviction and preparation. The study shows that the antecedents of social entrepreneurship such as empathy, moral obligation, perceived social support, social entrepreneurial self-efficacy, and real experience with social problems based on the social entrepreneurial intentions among universities students in Malaysia.

Theory of Planned Behavior (TPB)

This research takes into consideration a social psychology theoretical model which is the Theory of Planned Behavior (TPB) by Ajzen (1991), which is a continuation to the Theory of Reasoned Action (Ajzen, 1980). This theory stresses that intention is capable of predicting a specific behavior based on three factors, which are attitude towards behavior, perceived behavioral control, and subjective norm. This theory also assumes intention as the closest certainty to individual behavior. In this research, intention is used to predict the social entrepreneurial behavior of students from higher education institutions.

In practice, TPB has contributed to the understanding about the emerging behavior of business entrepreneurship which is employed to encourage entrepreneurship activities with aims to instill conducive entrepreneurial culture (Kautonen, T., Tornikoski, E & Kibler, E 2009; Linan, F. & Chen, Y. 2009). Apart from that, most research employed TPB to predict intention to start a business especially amongst university students at global and local level, amongst them are (Autio, E., Keeley, R. H., Klofsten, M. & Parker, G. G. C., & Hay, M. 2001; Kolvereid, L. 1996; Krueger, N. F. 2000; Hisyamuddin Hassan 2007; Zaidatol Akmaliah Lope Pihie, Afsaneh Bagheri, & Haslinda Abdullah Sani 2013, and Mazura Mansor 2015).

Not with standing this, TPB has also been utilized for research to measure intention in terms of social entrepreneurship fields like (Ernst, K. 2011; Nga, J. K. H. & Shamuganathan, G. 2010 and Kai Hockerts 2015).

Most of the researchers found that entrepreneurial research can influence individual aspiration to pursue entrepreneurial success in line with learning and experience accumulated (Shapero, A. & Sokol, L.1982; Dyer, W.G., Jr. 1994 and Krueger, N. F. 1993). It is evident that TPB is relevant in forming entrepreneurs'' intention across disciplines and fields of study. Hence, this research is conducted to enhance TPB in social entrepreneurship fields to vary the contribution to practice and body of knowledge.

Many researchers have widely implemented TBP; some researchers have suggested that these behavioral intentions by three antecedents: the AT towards the behavior, SN (the social influence on the behavior), and PBC in directing the behavior. Thus, TPB is used as a theoretical framework in this study, and it is not surprising that many researchers in various fields use this theory as the basis of their research.

TPB generally covers three main dimensions, namely attitudes, subjective norms and perceived behavioral control. The three dimensions in this TPB are expected to describe intention, which will influence individual behavior. The correlations between AT, SN, PBC intentions and behaviors are shown in Figure 1.

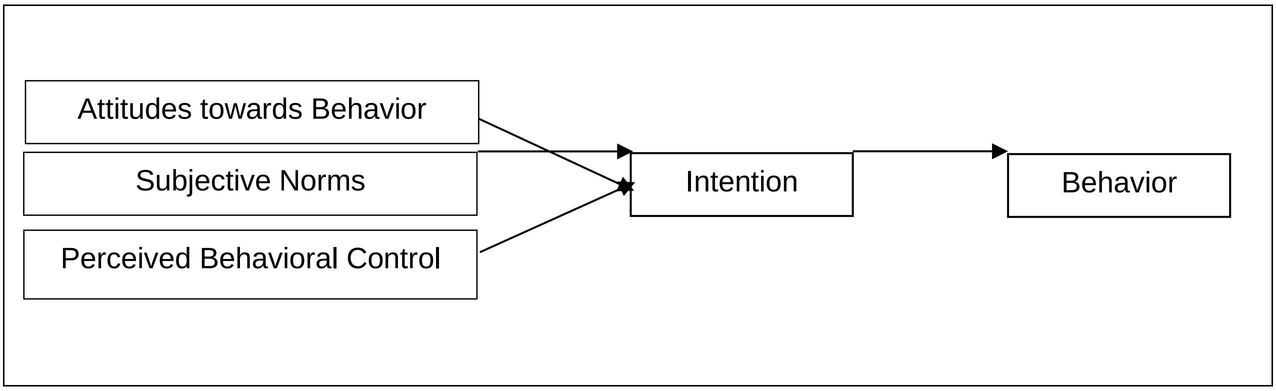

Figure 1: Theory of Planned Behavior
Note: Source from Ajzen, I. 1991

Attitudes towards Behavior

Skills and personal characteristics: the new entrepreneur should have a motive of self-improvement, in order to improve the business through constant learning (Stamboulis & Barlas, 2014).

Attitudes towards entrepreneurship are beliefs and perceptions with respect to personal desirability of starting a business, which are in turn connected to expectations of how outcomes resulting from business startup, will affect the individual (Ajzen, 1991).

Subjective Norms

This variable refers to the individual belief of the close friends that view towards to behaviour for they want to do. The norm can contribute to the motivation achieve what they aspire. Subjective norms relate to the perceived social influences/pressures to indulge or not to indulge in a given behavior (Ajzen, 1991). Krueger et. Al (2000) identified that the social factors influenced of subjective norms such as family, close friends and role models, and mentor. Subjective norms reveal the beliefs of individuals about how they would be viewed by their reference groups if they perform a certain behavior (Abdullah, Sheikh Mohammed, Muhammad Haroon, & Mohd Noor, 2014).

Perceived Behavioral Control

The last variable in planed behavioural theory by Ajzen is planned behavioural control. Perceived behavioral control concerns with individuals' own judgment about their capabilities to engage in a particular behavior (Ajzen, 1991). According to Dickson (1994), the higher the individual perceived control the more higher the perception towards opportunity. From the perspective of the TPB, expectations that performing a behaviour will lead to experiencing pain, pleasure, regret, fear, elation or other emotions are simply behavioural beliefs, i.e. beliefs about the likely consequences of the behaviour, some positive and others negative (Azjen, 2011).

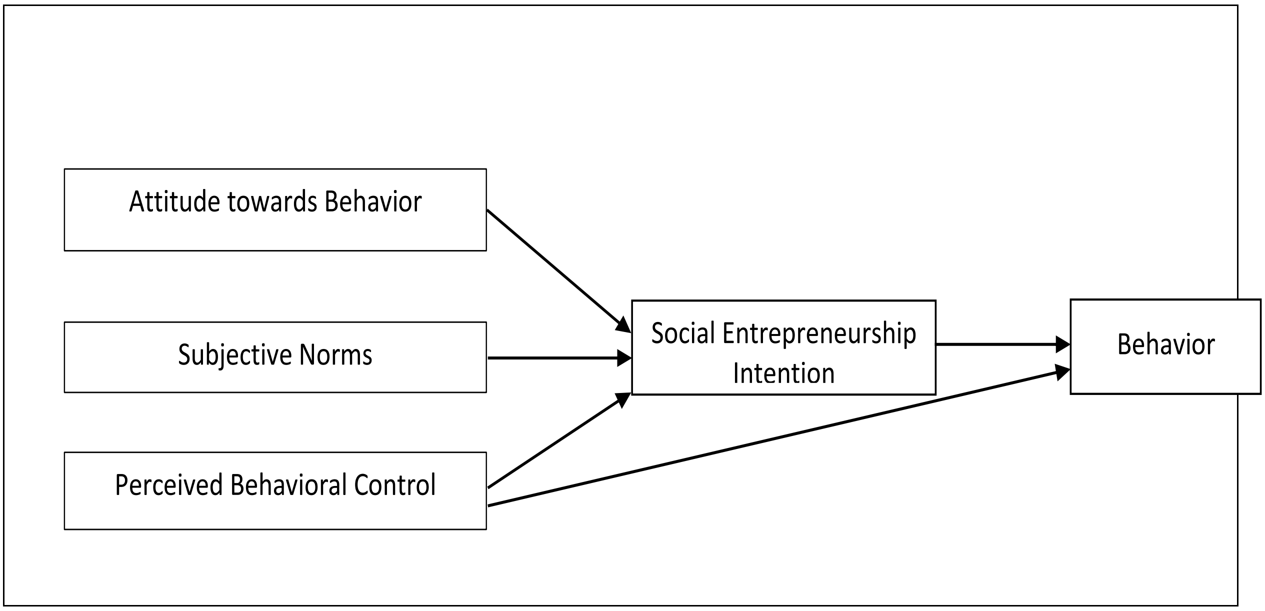

Figure 2: Conceptual framework of Theory of Planned Behavior
Note: Source from Ajzen, I. The theory of planned behaviour: reactions and reflections. *Psychol Health*. 2011;26(9):1113–1127.

Intention is the precursor of behavior, since it is an intermediate component between the other three components to the actual behavior. According to the theory of reasoned action (TRA), the behavior taken by an individual must be intentional. The attitude toward behavior and the subjective norm are the components that contribute to this intention. However, later study reveals that intention can only accurately predict behavior when the behavior is under the individual's volitional control. Therefore, Ajzen (1985) added perceived behavioral control in the TRA, which included influence of an individual's volitional control and named the new model as TPB.

Thus, intention is determined by three conceptually independent variables: 1) attitude; 2) subjective norm; and 3) perceived behavioral control. Generally, the more favorable the attitude and subjective the norm, and the greater the perceived behavioral control, the stronger should be the individual's intention to perform a particular behavior.

Attitude toward the behavior is defined as the person's overall evaluation of the behavior. It emphasizes two subcomponents, which are behavioral beliefs (beliefs about the consequences of the behavior) and outcome evaluation (corresponding negative or positive judgments about each of these features of the behavior). Subjective norms are a person's own estimate of the social pressure to perform, or not perform, the target behavior.
Subjective norms also have two subcomponents, which include normative beliefs (beliefs about the assumptions that other people or someone important make about certain behavior)

and motivation to comply (positive or negative judgments about each belief). Perceived behavioral control of the behavior is the extent to which a person feels able to enact the behavior. It has two aspects, which are how much a person has control over the behavior and how confident a person feels about being able to perform, or not perform, the behavior. It is determined by control beliefs about the power of both situational and internal factors to inhibit or facilitate the performing of the behavior. Therefore, perceived behavioral control is the only component that has direct interaction to intention and actual behavior.

The TPB is widely applied to facilitate understanding toward social entrepreneurs behaviors. Therefore, the aim of this study is to explore the obstacles and barriers to face when they are asked to perform regular exercise and to predict the maintenance of exercise behavior among them through focus group discussion based on TPB components. It is expected that TPB will provide a systematic and comprehensive framework that allows the assessment of the personal, social, and psychological effects on the individual's exercise intention through the investigated variables.

RESEARCH METHOD

Research method employed is cross-sectional research. This method is used because it is suitable for the purpose of research. The population of research is focus on business administration students in public higher education in Malaysia who applied entrepreneurship course that more familiar with business management concepts rather than students who study in other programs. A quantitative method adapted in this study by conducting a literature study and use of a survey questionnaire. The questionnaires as a research instrument in this study were adopted and adapted from the previous research will be review by the experts in the field of social entrepreneurship in term of the content of each item in the instrument. Therefore, a literature study on social entrepreneurship intention was conducted to identify factors that determine social entrepreneurship intentions. Therefore, this study is a stepping stone to facilitate researchers and practitioners in the future.

CONCLUSIONS

In conclusion, this study was able to contribute to the enhancement of intention instrument in the theory of planned behavior in readily available contexts of social entrepreneurship. The theory show that it can be used as a measurement to see how far the individual entrepreneurs determine based on social orientation. From this practice, the research can benefit the management of institute of higher education to predict students more knowledge and gaining experience to be a successful social entrepreneurs in the future. In addition, the levels of inclination for social entrepreneurship activity can be polished through creativity in more prestigious community development projects. The education aspects offer opportunities and facilities to realize related courses in social entrepreneurship to produce more social entrepreneur generation according to specific field of study.

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Insecurity in Nigeria and Ensuing Consequences to Entrepreneurial Development

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ABSTRACT

In this study, insecurity in Nigeria and its consequences to entrepreneurial development were examined. For more than 10 years, the country has been subjected to security challenges that range from Boko Haram and their Islamic State West Africa Province (ISWAP) counterparts to unknown gunmen and bandits. Simultaneously, there has been an alarming increase in the national rates of unemployed youths and graduates. Furthermore, there has been a lack of basic development in infrastructure, such as electricity to enhance national industrialisation and entrepreneurial development to create employment opportunities, thus stifling attempts to spur the economic revival of the seventh most populated nation worldwide. This review of the major insecurity issues in Nigeria, is meant to enhance understanding of the socio-economic problems affecting Nigeria. The history of insecurity in Nigeria, its nature and origins, and the consequences are discussed with some solutions suggested to improve the current situation.

Keywords – Nigeria, Insecurity, Entrepreneurial, Boko Haram, Poverty, Banditry, Unemployment, Corruption

INTRODUCTION

Among the topics that would generate the highest number of literary works and contributions, insecurity in Nigeria would be the top contender. With the most recent attack on a Kaduna-bound train on 28 March 2022, where public records demonstrated that more than eight people died and more than 26 were injured, it is astonishing that insecurity in Nigeria has not won the infamy award for highest literary engagement on a disheartening topic. Casually listening to the daily news would depict the level of damage insecurity has inflicted on the country. Dedicated news followers rarely have a good day after listening to the early morning news as it almost always involves a recent attack or the aftermath. The attackers are merciless in all regions: armed robbery in the southwest, insurrection and secessionists in the southeast, southern oil bunkering, middle-belt farmer–herder clashes, terrorism in the northeast, and banditry in the northwest. Kidnapping and other evolving crimes also jostle for notoriety in every part of the country. There is an epidemic of insecurity in Nigeria, and the country is in prime position to be declared the most insecure nation in the world.

History of Insecurity in Nigeria

Tracing the history of insecurity in Nigeria is akin to tracing Nigerian history depending on what one seeks. Calls for secession and internal insurrection originated before the Nigerian civil war, while farmer–herder clashes stem from the early days of independent Nigeria. Insurgency and terrorism began in the past two decades and banditry has arisen even more recently.

Olabanji Ewetan and Ese Urhie (2014) stated “At independence in 1960, the British imposed a federal structure on Nigeria. Federalism was conceptualised by Professor K.C. Wheare (1963) as a constitutional power division between two independent government levels that coordinate in their spheres of influence. Regrettably, the Nigerian federal structure did not correspond to Wheare’s doctrines of federalism (Awotayo et al., 2013). The military incursion into governance and the resultant establishment of a military command structure defined the distortion of Nigerian federalism. Thus, Nigerian federalism has undoubtedly been distorted by the overpowering authority of the federal government, which allocates national resources to lower-level governments capriciously (Ewetan, 2011). Since independence, the different Nigerian ethnicities have called persistently for true federalism and fiscal and political reform. These agitations have added to fierce insubordinate responses by alienated ethnic groups in the country, which endangered Nigerian unity, security, and corporate existence. Federalism that destabilises the freedom and sovereignty of its federating units will only yield disagreement, threats to national unity and amity, and ultimately, dissolution (Ali, 2013; Adamu, 2005).

Insecurity can be tracked to the initial years of military control when masses of weapons were brought into the country for military use during and following the Nigerian civil war. Some of these weapons fell into civilian hands. Shortly after the civil war, civilians and ex-military personnel used these weapons for malicious purposes, such as robbery. Some of the youths who became unemployed during the civil war also created a virtual army. The insecurity level acquired a threatening aspect in the protracted years of military control from 1970 onwards when arms and light weapons were obtained for personal defence. The unemployed youths also obtained such weapons and used them for deviant purposes. While some researchers linked youth violence to peer group pressure and other psychological factors related to maturing, others highlighted the effect of economic and political factors, such as unemployment, political and ethnic agitation, and the Structural Adjustment Programme (SAP) in eliciting violent responses among the youth…”.

Currently, awareness of the evolution of Nigerian insurgency is high. Some argued that the Major Jasper Adaka Boro-led Niger Delta Volunteer Force and declaration of the Niger Delta Republic instigated the commencement of insurgency in Nigeria (Adams Victor, 2019). Nevertheless, the prompt response of General Yakubu Gowon’s administration indicated that asserting that Nigerians’ current experiences are only traceable to that move is incorrect. The Niger Delta agitation is undoubtedly real, but many Nigerians consider banditry and terrorism more tangible. Such Nigerians believe that the threat posed by the Mohammed Yusuf-founded Boko Haram group in 2002, which created more splinter groups, has become the hydra-headed terrorism and banditry issues that confront Nigerians as a country (Tom Garba, 2015).

Nature and Causes

Insecurity in Nigeria features a highly intriguing dimension. Many writers or contributors, such as Omole Charles (2021) and Louis Sevitenyi Nkwatoh and Hiikyaa A. Nathaniel (2018) agreed that the insecurity does not appear to have directly impacted Nigerian economic growth although it affected economic activities. Trading Economics, an independent research body that tracks the economic growth of countries, indicated that Nigeria averaged a growth rate of 1.04% between 2010 and 2020. This is a significant measurement vector that is inevitably open to misinterpretation. With abundant resources, hundreds of millions of Nigerian consumers, specifically in an economy that consumes more than it produces, citizens’ resilience and ability to quickly move on after an insecurity event, vast arable lands for agricultural activities and many other natural benefits, it would be astounding if the economy does not grow as it has more recently.

What was once considered a north-eastern problem has now assumed a more national dimension. The economic growth reported by Trading Economics and other economy-tracking bodies mainly leveraged the sustained growth pre-2012. With the widespread bombings in various regions, maiming, sabotage of terrorist dimensions since 2012, widespread kidnapping, and recent banditry, the growth trajectory declined. The World Bank reported staggered economic growth between 2015 and 2020 as follows:

- 2015 - +2.653
- 2016 - -1.617
- 2017 - +0.806
- 2018 - +1.923
- 2019 - +2.208
- 2020 - -1.794

Notably, the 2020 Nigerian economic outcome was affected by the coronavirus disease 2019 (COVID-19) pandemic and the high price of crude oil in the international market when the economy performed fairly well. Most importantly, the role of insecurity in the obvious fluctuations in the reports must be acknowledged. The continued increase in the spate and nature of national insecurity expanded beyond the previous north-eastern problem familiar to all. Every region that contributed immensely to national economic growth now has much to cope with in terms of security, which reduced their contribution to the gross domestic product (GDP) and the relative peace necessary to deliver that contribution. The following factors are the most notable causes of insecurity in Nigeria:

1. **Unemployment:** An indisputable source of disaster in any society. Agusto and colleagues reported a 2021 unemployment rate of 35%. Nigeria does not understand the danger accompanying an uncontrolled population boom that is not accommodated by adequate employment.
2. **Corruption:** Nigeria was placed 154 out of 180 countries ranked by the Corruption Perception Index 2021, which is highly discouraging for anyone hoping for a positive change in the country. National insecurity is intensified by the unrestrained magnitude of corruption.
3. **Feeling of Deprivation:** Citizens in some parts of the country felt neglected in the leadership development drive. Specifically, the Niger Delta experienced substantial decades-long environmental degradation without much hope for improvement. Consequently, the locals resorted to vandalising multinational oil installations and bunkering and sabotaging their operations.
4. **Poorly Policed Borders:** Thousands of kilometres of land bordering Nigeria and the neighbouring countries are extremely difficult to monitor. On several occasions, national leaders have claimed that foreigners carried out many terrorist attacks. Border insecurity is the insecurity of Nigerian land.
5. **Proliferation of Small Arms and Ammunitions:** Small arms are easily available and continue to endanger society. Moreover, small arms are a clear manifestation of the insecurity in Nigeria.
6. **Weak Justice System:** The weak justice system is one reason the menace of insecurity is not easily defeated. Evil will flourish when the judicial system is rife with corruption. With justice as a commodity, evildoers who can afford to procure justice will persist.

7. **Widespread Poverty:** Significant challenges are related to poverty. A glance at some urban streets will present an idea of future society: out-of-school children throng the streets, begging for alms. This is the sad reality in many northern Nigerian regions. Poor and deprived people would want to enjoy the same things as their rich counterparts do.
8. **Ethnic and Religious Differences:** Although ethnic and religious differences could be an advantage, such differences are also a problem for people unable to manage the diversity. A glance at the litany of national crises indicates the manifestation of extremes, such as ethnic cleansing and genocidal tendencies. Religious conflict ranks high on the list of explorable national crises.
9. **Inadequate Internal Security Architecture:** A Vanguard Newspapers article stated that the total personnel strength of the Nigeria Police Force was approximately 370,000 and the national population was approximately 220 million. This indicates that there is one police officer for every 594 persons compared to the United Nations recommendation of one police officer to 400 citizens. Furthermore, many police officers work for VIPs, dignitaries, and politicians, which means that poor citizens must accept whatever is available.
10. **Lack of Political Will to Address Challenges:** Every challenge has a life span where either the problem or the life of the carrier ends. A major extender of the life span of any problem is the lack of will to address it. This is difficult to debate in insecurity in Nigeria. Some attacks have continued too repetitively for citizens to not blame the lack of desire by national leadership to prevent future attacks.
11. **Prevalence of Narcotics and Hard Drugs:** Although the National Drug Law Enforcement Agency (NDLEA) has reported relative successes recently, the damage of hard drugs to users' psyches can only be imagined.

Stating that the aforementioned 11 factors are responsible for national insecurity would be a disservice to the comprehensive nature of the problem. Other factors also affect the country, many of which are not covered expressly in this paper.

Consequences of Insecurity on the Country

Insecurity affects every national sector: the economic, social, political, and physical infrastructure, health, and every stratum of citizens' lives. Nevertheless, only economic implications are focused in this paper.

As per Charles Omole, the following factors are the top 10 economic consequences of insecurity in Nigeria in line with Chris Aluta:

1. **Interruption of Economic Activities:** Internal displacement of citizens and crippled economic undertakings in the worst affected areas accompanied pervasive insecurity. The Boko Haram uprising led to the failure of economic activity in the north-eastern states which had dire consequences on entrepreneurial development. Repeated herdsmen clash badly affected the growth of small-scale Business. Insecurity disrupted economic activities and created internal refugees' crises. Consequently, People in refugee camps cannot support economic activities as self-preservation is a daily salient goal.
2. **Decimation of Consumer Confidence:** With insecurity in the daily news headlines, consumers spend less as they face an uncertain future. Consequently, reduced spending results in the economy easily sliding into recession. Chronic insecurity, such as that in Nigeria, decreased consumer assurance, which consequently diminished entrepreneurial drive in the society. Insecurity affects not only individual expenditure, but businesses also postpone investment resolutions due to the uncertainties created by insecurity, which impacts the economic productivity and growth necessary in the country.

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3. **Decreased Foreign Direct Investment (FDI):** There is a tendency for news of insecurity in a nation to be amplified, which presents a worse image of the country to outsiders. Such amplification reduces the confidence of external investors who become nervous about spending on a nation with massive security challenges. The situation worsens when government responses are perceived as directionless and the government is viewed as being unable to control such security challenges successfully. The United Nations Conference on Trade and Development (UNCTAD) reported that the 2018 FDI flow to Nigeria totalled USD 1.9 billion and was significantly reduced compared to that of previous years (2017, USD 3.5 billion; 2016, USD 4.5 billion). The major reason for this decreased inward investment was insecurity in addition to the inadequately established energy and transport infrastructure (unreliable electricity supply), which led to high operating costs and an ineffective judicial system and undependable mechanisms of dispute resolution. The other contributing factors to decreased investment were high tax encumbrance and the susceptibility of the oil-dependent economy to oil price shocks, which were present in 2016 when the FDI was relatively high. Therefore, mounting insecurity is evidently the new major factor responsible for the reduced FDI.
4. **Displacement of Government Expenditure with More Defence Spending than the Economy can Afford:** Attempting to be viewed as reacting to the growing insecurity, the Nigerian government spent additional hundreds of billions on defence and security. The sizable amounts should realistically be spent on other economic sectors. Greater government spending on defence and security will lead to less spending on other key economic areas, such as education, health, and infrastructure. The local economic effect of such expenditure is additionally diminished if it is committed to mainly foreign purchasing. Therefore, insecurity displaced government spending from essential areas to security, which does not aid the growth of the economy.
5. **Death of Creativity. When Personal Survival Becomes Top Priority, the Economy will Take Precedence over Creativity:** Worldwide, the Nigerians in diaspora are leading innovators and change agents in many sectors particularly in the field of entrepreneurial development and are key players in many organisations leading global transformation. Nevertheless, survival is the prevailing thought for many who remain in the country. In this context, ‘survival’ refers to security and not merely the economy. For many, travel between Nigerian cities has become an exercise in risk and evading death, which is an atmosphere that eliminates creativity. Innovation is vital for driving growth and change in Nigeria and Africa overall. Security confers citizens the freedom to think and be creative and enables the connections and networking needed to achieve a creative critical mass that will favour innovative production and economic activities.
6. **Definite Surge in Brain Drain. Human Capital Flight:** Nigeria is losing its best entrepreneurs and productive thinkers daily through emigration to greener pastures, which are mostly Western countries. Given its open-door policy for skilled migrants, Canada exemplifies the nation to which most Nigerians want to emigrate. For example, a recent NOI Polls survey of Nigerian doctors reported that “Approximately nine in 10 respondents (88%) revealed that they were seeking work prospects overseas”. Moreover, “83% of doctors who completed the survey and are based overseas were licensed in Nigeria, which indicated that they had received their medical education in Nigeria before leaving its shores”. Better life quality was one of the main reasons for the mass relocation of Nigerian productive forces. This is only one example of a problem that affects all professions in Nigeria. Insecurity and its consequent negative impact on the civic space and the economy drove many qualified Nigerian entrepreneurs to seek a better life abroad, to the detriment of the nation.
7. **Development of Perverse Incentives of Profitability that Perpetuate More Insecurity:** Numerous people in important positions financially profit from insecurity such that their

purpose is to preserve the current situation instead of inspiring progress. Currently, there is a substantial business around insecurity in Nigeria, where the few beneficiaries would hope against any improvement. For example, hostage negotiation is a new and thriving occupation. After a person is kidnapped, the security agencies connect their family to hostage negotiators who are compensated for not only negotiating down the considerable kidnap ransom demanded but also for assisting in transporting the ransom. Many official security agency parties become wealthy through the corruption associated with security-related purchases. These powerful people are few, yet sufficiently dominant to preserve insecurity, which is more lucrative for them than peace.

8. **Development of Hopelessness and Helplessness that Impacts Productivity:** With abductions on major highways, many national roads are now forbidden zones for the public. Sustained insecurity and government incapacity to end it can result in feelings of hopelessness and helplessness, specifically among victims and their relatives. Productivity can be affected by this agitation and the incapability to travel freely. The vicious cycle of insecurity led to the people demonstrating very low assurance in governmental ability, which further perpetuated the helplessness. The fear of moving freely around the country led to many lost prospects in new business ventures or ideation gatherings.
9. **Developing Possible National Isolation:** Insecurity in Nigeria has resulted in many countries advising their populations to avoid travel to many parts of Nigeria. For example, the British Foreign and Commonwealth Office (FCO) warned British nationals against travelling to 16 Nigerian states from the North to the Niger Delta. Furthermore, extreme cautiousness was recommended throughout the country. Given such ominous cautions, fewer foreigners would choose to visit the country. By default, the continued mass insecurity can lead to national isolation, and when a national government advises against travel to another country or parts thereof, all travel and other insurance covers automatically become invalid if a person travels to such places against such advice. Only specialist insurance will be offered at an extremely high cost. Therefore, such travel advisories had the automatic effect of reducing visitor and tourist numbers. If this is allowed to continue for many years, national isolation may be the default consequence.
10. **Deepening Corruption Throughout:** Insecurity creates uncertainty and chaos that allow corruption to grow as the government and citizens are distracted by fighting insecurity. Aside from feeding corruption, insecurity can allow corruption in other areas to fester and metastasise into a deep-rooted culture that is difficult to eliminate.

As noted in some of Omole's aforementioned points, one of the main consequences of national insecurity is the erosion of Nigerians' confidence in their society and societal leadership. If Nigerians feel that their lives mean nothing, they will either try to protect that life or escape to where that life is valued. The second option is accompanied by huge implications for all: the proliferation of more arms and the multiplicity of violence. The level of national insecurity has implications for every economic sector as follows:

1. **Health:** Death and overwhelming of the health sector.
2. **Education:** As schools are targeted, people avoid sending their wards to public schools.
3. **Physical infrastructure:** Property loss, damage and collapse of the few surviving public infrastructure, and the weakening of others.
4. **Socio-emotional:** People live in fear and trepidation and are distrustful. Families could be separated in the search for safety and the entire fabric of society could be destroyed.
5. **Economy:** Entrepreneurial growth and development, tourism, and others will be hindered. People will constantly refrain from investing and thereby hinder economic growth. The

same impact is expected for FDIs and the nation could also be impacted by the loss of its best people due to the attacks or brain drain.

One positive aspect of the aforementioned challenges is that they are half-solved. Hopefully, the same can be said for insecurity in Nigeria. It would be helpful to consider a different perspective to identify a solution. In the following section, some solutions to the abovementioned challenges are suggested.

SUGGESTED SOLUTIONS

Edeh Samuel Chukwuemeka suggested that insecurity in Nigeria can be mitigated via the following suggestions:

1. Consolidated Border Security: The federal government must address the urgent task of boundary permeability and should make intensive attempts to enlist, train, and position satisfactorily outfitted customs and immigration border staff. The government should spend on more efficient security technologies (smart license plate readers, body cameras, and smart vehicle underbody scanners) to aid border security. Border guards must have sufficient access to the assets that enable them to secure the border effectively.
2. Infrastructure and Human Development: Demographic dividends should be exploited by capitalising on education, health, and livelihood, specifically for young Nigerians. There is a pressing requirement for a national development plan that involves the three governmental levels. Simultaneously, development projects should be established in key areas of national life. Furthermore, the authorities must improve residence requirements by providing aid in the form of greater entrepreneurship facilities nationwide.
3. Leadership Development**:** Nigeria needs visionary leaders. Only people who can communicate the concept of shared citizenship as an unequalled factor among all Nigerians irrespective of gender, tribe, economic, religion, and social status and who concentrate on specifics and assertions that will impact all citizens convincingly and positively should adopt the mantle of leadership. Leadership development can be confounding, but there is a desperate need for leaders with a national viewpoint and a fervour to improve the nation.
4. Good Governance: Good governance, where the people hold the government accountable, is the solution to insecurity in Nigeria. Good governance is a utility of foresight, effectiveness, reliability, transparency, and reliable political leadership. The driving force of good governance is the enhancement of citizens' combined well-being through well-designed and successfully executed economic plans and programmes for human development. The main objective of governance is to emphasise the people. Negative behaviour and corrupt political strategies should be renounced to facilitate national peace.
5. Economic Development**:** National economic efficiency and citizens' prospects require improvement. Insecurity in Nigeria can be resolved by hastening national growth. Here, national growth refers to constructing an economy with social significance and physical and economic infrastructure for business endeavours and industrial development to generate high-quality scholastic amenities, productive employment, and health care.
6. Eliminating Corruption: Corruption causes inequity and unequal wealth distribution among citizens. Corruption must be eliminated at all levels such that equal rights pertain to all and citizens' privileges and rights are agreed upon based on merit and not bribery and tribe. Merit is defined by a person's character and mental efficiency and efficiency. There should be no discrimination.

7. Establishing a Proactive Law Enforcement Agency**:** Information should be collected and monitored so that officers of law enforcement can be hands-on and forecast possible felonies with near-flawless precision and not reactively. At all governmental levels, negotiation is forbidden when applying the law. Law enforcement agencies must avert and regulate behaviour that menaces property and life and safeguard constitutional guarantees (freedom of expression and assembly), address inter-individual or citizen–government conflicts, and isolate issues that may deteriorate for the authorities or the individual.
8. Appropriate Security Training and Equipment: There should be more focus on security departments to match prevailing global approaches and contemporary technological procurement. Moreover, security agencies should be modernised through sufficient training, cutting-edge technology, motivation, and directional change.
9. Appropriate Education**:** Education is a requirement for any progress. Adequate education refers to the training, teaching, and learning processes, specifically in universities and schools, to advance knowledge and cultivate skills, which ultimately benefit national growth. More citizens should be aware that education that lacks skills is the highest level of disservice. Changing the national curriculum and reorganising institutions of learning from elementary to tertiary is necessary. The government must incorporate skills attainment at the centre of the academic curriculum and must also present students with the required occasions to learn such skills.
10. Improvement of the Criminal Justice System**:** At this stage of national growth, the judiciary should cultivate time scales for cases. Determining a cause, closing a case, and passing judgment should be carried out at the appropriate times. Therefore, the government must guarantee that criminal proceedings are efficaciously concluded and that criminals serve their full sentences when sentenced. Suspects should be punished sooner and digital procedural documents must be accessible to lawyers and the public. Similarly, criminal-complaint filing should be streamlined with greater thoughtfulness for the victims.

CONCLUSION

The poor image that insecurity paints of Nigeria, the dwindling interest in the Nigerian investment space, the consequential existence of ungovernable space, the malicious loss of citizens' lives and properties, and the lack of peace and stability are all sufficient reasons to desire an immediate end to the terrible experience. The Abuja–Kaduna train attack and the subsequent one the very next day and the Kaduna Airport attack allow the inference that the success of one brazen attack will motivate another. The insecurity appears endless. The national economy has been subject to the consequence of this crisis, which is evident in unemployment stemming from companies ceasing operations, rising inflation, and widening poverty gap. The crises have led to genuine fears for the future of the country, but the situation can improve if some of the recommendations in this work are adopted.

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Corak Pemikiran TYT Tun Seri Setia (Dr) Haji Mohd Ali Bin Rustam, Yang Di-Pertua Negeri Melaka dalam Kepimpinan dan Keusahawanan

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ABSTRAK

Artikel ini bertujuan menilai corak Pemikiran TYT Tun Seri Setia (Dr) Haji Mohd Ali Bin Rustam, Yang Di-Pertua Negeri Melaka dalam kepimpinan dan keusahawanan. Berikutan, corak gaya kepimpinan memainkan peranan yang penting untuk memastikan prestasi kerja dan organisasi meningkat lebih baik dari semasa ke semasa. Objektif kajian ialah mengenalpasti dan meneroka gaya kepimpinan TYT Tun Seri Setia (Dr) Haji Mohd Ali Bin Rustam, Yang Di-Pertua Negeri Melaka dalam menangani krisis COVID-19 dari segi sosioekonomi, Mengkaji gaya kepimpinan TYT Tun Seri Setia (Dr) Haji Mohd Ali Bin Rustam, Yang Di-Pertua Negeri Melaka dari segi keusahawanan dan Menyelidik cadangan keberkesanan kepimpinan yang berkesan dan aktiviti-aktiviti keusahawanan. Kajian ini memilih Tun Seri Setia (Dr) Haji Mohd Ali bin Mohd Rustam (lahir 24 Ogos 1949) merupakan Yang di-Pertua Negeri Melaka yang ketujuh dan terkini sejak 2020. Kaedah temubual mendalam digunakan bagi mendapatkan maklumat lebih terperinci tentang perkara yang dikaji terhadap TYT. Secara keseluruhannya, negarawan adalah seorang idealis yang praktikal, berpendirian tegas, berani, cekal, yakin dengan kebolehan diri sendiri dan percaya tidak ada apa yang sukar dilakukan sekiranya ada usaha yang bersungguh-sungguh. Tambahan lagi, penulisan kajian ini terdapat beberapa cadangan bagi menambah baik konsep kepimpinan dalam keusahawanan. Kajian ini memberi sumbangan kepada pengetahuan dalam bidang kepimpinan dan keusahawanan berdasarkan keseimbangan konsep kelestarian kepimpinan dan keusahawanan melalui dimensi sosioekonomi, keusahawanan dan keberkesanan konsep kepimpinan TYT.

Kata kunci: gaya kepimpinan tranformasi, konsep keusahawanan, sosioekonomi, negarawan

PENGENALAN

Gaya kepemimpinan merupakan cara umum seorang pemimpin berkelakuan terhadap rakyat jelata untuk mencapai objektif. Sejauh mana kepimpinan mewakilkan wewenang, cara-cara kuasa yang digunakannya dan keprihatinan relatifnya terhadap hubungan manusia atau orientasi tugas semuanya cenderung mencerminkan gaya kepemimpinan pemimpin (Blake dan Mouton, 2005). Hujah ini disokong oleh para penyelidik yang percaya bahawa gaya kepemimpinan merujuk kepada tingkah laku pemimpin dan itu juga merupakan hasil falsafah, keperibadian, dan pengalaman pemimpin. Yang perlu diperhatikan adalah kenyataan bahawa setiap pertubuhan sistem pemerintahan adalah gabungan individu, tugas dan objektif yang unik. Stogdill (1989) percaya bahawa sistem pemerintahan dan situasi yang berbeza memerlukan gaya kepimpinan yang berbeza. Menguatkan hal yang disebutkan di atas, Rowe (2007) menyatakan bahawa, dalam keadaan darurat ketika ada sedikit masa untuk menyepakati perjanjian dan di mana pihak berkuasa yang dilantik mempunyai pengalaman atau kepakaran yang jauh lebih banyak daripada pasukan lain, gaya kepemimpinan autokratik mungkin paling berkesan; namun, dalam pasukan yang sangat bermotivasi dan selaras dengan tahap kepakaran yang homogen, gaya yang lebih demokratik atau laissez-faire mungkin lebih berkesan. Lamb dan McKee (2004) mengemukakan bahawa gaya yang harus diguna pakai oleh seorang pemimpin haruslah yang paling berkesan mencapai objektif kumpulan sambil menyeimbangkan kepentingan ahli-ahlinya (UPM, 2022).

ISU DAN PERMASALAHAN KAJIAN

Penganugerahan yang julung kali diadakan di negeri Melaka adalah bagi mempersembahkan darjah kebesaran terbabit kepada Mohd Ali yang kini telah membawa gelaran Tun Seri Setia. Penganugerahan Darjah Utama Negeri Melaka (DUNM) yang dianugerahkan kepada Ketua Menteri Datuk Haji Sulaiman Md Ali yang membawa gelaran Datuk Seri Utama. Darjah Kebesaran Seri Paduka Setia Melaka yang pertama kali diisytiharkan sekali gus menjadikan Mohd Ali merupakan individu pertama menerima penganugerahan tertinggi tersebut sebagai jasa dan penghargaan dari Kerajaan Negeri Melaka. Menerusi anugerah terbabit ia adalah penghargaan kepada individu yang dilantik sebagai Yang Dipertua Negeri atau setaraf atau yang tertinggi daripada kerajaan negeri seperti yang dicadang dan diluluskan melalui usul dibentangkan Sulaiman pada Persidangan Dewan Undangan Negeri, baru-baru ini. Ia juga sebagai memperingati dan memberi penghargaan utama di atas pelantikan Tun Seri Setia Dr. Mohd Ali Mohd Rustam yang merupakan anak jati pertama negeri ini dilantik sebagai Yang Dipertua Negeri Melaka. Hal ini menunjukkan kepimpinan TYT dalam pengurusan sistem pemerintahan yang bagus dan juga aspek-aspek yang lain.

Tambahan lagi, menurut Gullu (2019), perkembangan ekonomi dan institusi menyebabkan perdagangan antara organisasi, dan akhirnya globalisasi. Adalah sukar untuk membandingkan organisasi secara langsung dengan tindakan mengatur. Organisasi dapat difikirkan dengan berbagai cara, seperti mesin, organisma hidup, budaya, dan penjara psikik. Yang perlu diperhatikan adalah kenyataan bahawa setiap organisasi adalah gabungan individu, tugas dan objektif yang unik. Lamb dan McKee (2004) mengemukakan bahawa gaya yang harus diguna pakai oleh seorang pemimpin haruslah yang paling berkesan mencapai objektif kepimpinan dalam sistem pemerintahan.

Grint (2019) mengetengahkan masalah kedudukan dengan kepemimpinan, yang meneroka, apakah pemimpin adalah orang yang bertanggungjawab dengan kewibawaan yang sebenarnya untuk membuat keputusan atau melaksanakan, atau hanya orang di depan yang mengambil arahan untuk seseorang. Pandangan lain mengenai kepemimpinan adalah bahawa “kepemimpinan adalah seperti Snowman Abominable, yang jejaknya ada di mana-mana tetapi yang tidak dapat dilihat” (Bennis dan Nanus 1985). Dalam era trend perniagaan yang berubah dengan pesat dan permintaan pelanggan yang meningkat, peranan kepemimpinan lebih penting sekarang. Kepemimpinan strategik sangat diperlukan oleh organisasi, yang mampu meramalkan perubahan dan perubahan penting, terlebih dahulu dan mewujudkan komitmen yang diperlukan dan suasana yang sangat sesuai untuk pekerja dan pasukan untuk memahami dan menerapkan perubahan ini dengan jayanya. Tindakan para pemimpin ini adalah penting bukan sahaja untuk keberkesanan organisasi tetapi juga untuk kelangsungan hidupnya (Bass, 1990; Burke & Cooper, 2004).

Oleh kerana matlamat perniagaan tidak dapat dicapai tanpa menggunakan proses perniagaan yang strategik, kejayaan kepimpinan dan keberlanjutan juga tidak dapat dicapai tanpa peranan pemimpin yang strategik. Dari peruntukan sumber hingga penyelarasan, dari persepsi perkara untuk menentukan fokus masa depan, membentuk komitmen dan memotivasi pasukan untuk mencapai tujuan organisasi, untuk mengesahkan pertumbuhan yang berkelanjutan, itu adalah kepemimpinan yang jejaknya ada di mana-mana (McGuire, 2003).

.

KAJIAN LITERATUR

Di Malaysia, kerajaan telah menyediakan berbagai bentuk bantuan seperti pembiayaan kewangan bagi membantu usahawan mikro dalam perniagaan (Adnan & Roselam, 2019). Selain program keusahawanan kecil yang ditubuhkan oleh kerajaan untuk membantu golongan miskin, institusi zakat juga memainkan peranan menolong golongan asnaf dengan memperkenalkan program keusahawanan. Ini kerana bidang keusahawanan telah dikenal pasti sebagai alternatif yang boleh diusahakan oleh semua golongan masyarakat bagi tujuan menjana pendapatan. Dengan menawarkan program keusahawanan kepada golongan asnaf, sebagai contoh, dapat membantu mereka keluar daripada masalah kemiskinan (Najwa, 2017). Amnya, perbezaan program keusahawanan oleh institusi zakat dan program keusahawanan dari agensi lain adalah dari aspek bantuan yang diberi. Institusi zakat lazimnya akan membantu golongan asnaf memulakan perniagaan dengan memberi bantuan kewangan yang diambil daripada wang zakat Lembaga Zakat Negeri menerusi Program Keusahawanan Asnaf (Abai et al., 2020). Ini kerana salah satu fungsi zakat dalam Islam adalah untuk membantu meringankan beban yang ditanggung oleh golongan miskin (Hassanain, 2015). Program Keusahawanan Asnaf menerusi bantuan pembiayaan zakat telah menempuh kegagalan (Zainal et al., 2016). Punca kepada kegagalan ini adalah disebabkan oleh kekurangan latihan, bimbingan, pengurusan dan pemantauan dari badan yang menyalurkan pembiayaan kepada golongan Asnaf (Marzuki et al, 2019). Justeru, budaya keusahawanan, kepimpinan keusahawanan dan minda keusahawanan mempunyai kaitan dengan keberhasilan keusahawanan asnaf. Secara khusus, budaya keusahawanan adalah sistem kepercayaan dan nilai tentang bagaimana sesuatu berfungsi dengan membentuk suatu tindakan anggotanya berdasarkan susunan struktur organisasi bagi menghasilkan norma tingkah laku (Gabrielsson et al., 2014). Seterusnya, kesinambungan budaya keusahawanan ini dapat mewujudkan kepimpinan keusahawanan (Sklaveniti, 2017). Kepimpinan secara amnya adalah melibatkan aktiviti kumpulan yang teratur ke arah pencapaian matlamat (Yunus & Ahmad, 2016).

Manakala, kepimpinan keusahawanan melibatkan penetapan tujuan yang jelas, mewujudkan peluang, memperkasakan individu dan mengawal organisasi oleh usahawan (Zainol et al., 2018). Kepimpinan keusahawanan juga adalah proses mempengaruhi prestasi ahli kumpulan ke arah pencapaian matlamat organisasi yang boleh memanfaatkan peluang keusahawanan (Harrison et al., 2016). Telah diakui bahawa konsep kepimpinan keusahawanan adalah kompleks dan besar, justeru minat penyelidikan mengenainya terus dilakukan dari berbagai peringkat (Haynes et al., 2015; Galloway et al., 2015). Kepimpinan keusahawanan adalah penting kerana kepentingan individu diperlukan dalam proses keusahawanan. Perkara tersebut diselaraskan dengan penyelidikan semasa dalam kepimpinan keusahawanan dengan penekanan kepada sifat-sifat usahawan seperti berkeyakinan tinggi dan berani mengambil risiko (Renko et al., 2015; Volery et al., 2015). Justeru, budaya keusahawanan dan kepimpinan keusahawanan ini berkait rapat dengan minda keusahawanan. Seterusnya, minda keusahawanan adalah orientasi individu menangani situasi, tetapi ia bersifat tersembunyi (Klein, 2017; Subramaniam et al., 2020). Dalam konteks keusahawanan strategik ada menyatakan bahawa minda keusahawanan dapat didorong oleh budaya dan kepimpinan keusahawanan (Dweck, 2017). Menurut Lembaga Zakat Selangor (2019), yang menjadi perintis kepada Program Keusahawanan Asnaf di Malaysia melaporkan bahawa program tersebut menemui kegagalan daripada beberapa individu yang telah menyertai. Isu kegagalan peserta yang menyertai program tersebut adalah merupakan pembaziran kepada wang yang disalurkan oleh pembayar-pembayar zakat. Ketirisan wang pembayar zakat kepada peserta-peserta yang tidak layak menyertai merupakan suatu pembaziran. Objektif utama Program Keusahawanan Asnaf adalah supaya peserta dapat berdikari dalam meneruskan kehidupan dan seterusnya dapat keluar daripada belenggu kemiskinan yang dihadapi.

Dalam era trend perniagaan yang berubah dengan pesat dan permintaan pelanggan yang meningkat, peranan kepemimpinan lebih penting sekarang. Kepemimpinan strategik sangat diperlukan oleh organisasi, yang mampu meramalkan perubahan dan perubahan penting, terlebih dahulu dan mewujudkan komitmen yang diperlukan dan suasana yang sangat sesuai untuk pekerja dan pasukan untuk memahami dan menerapkan perubahan ini dengan jayanya. Tindakan para pemimpin ini adalah penting bukan sahaja untuk keberkesanan organisasi tetapi juga untuk kelangsungan hidupnya (Bass, 1990; Burke & Cooper, 2004). Kepimpinan keusahawanan wujud di antara persimpangan maksud keusahawanan dan kepimpinan. Kepimpinan adalah proses pengaruh (Silva, 2014; Ruben et al., 2016) manakala keusahawanan sebagai proses di mana peluang dapat mencipta barang dan perkhidmatan masa depan yang ditemui, dinilai dan dieksploitasi (Oviatt et al., 2015). Manakala, kepimpinan keusahawanan adalah proses mempengaruhi orang lain untuk memahami dan bersetuju tentang apa yang perlu dilakukan secara kolektif demi mencapai objektif bersama (Silva, 2014). Pertindihan antara keusahawanan dan kepimpinan telah dikaji oleh beberapa penyelidik (Hasrul, 2016; Leitch & Volery; 2017).

Justeru, beberapa ciri telah muncul apabila kedua bidang ini bersatu antaranya visi, fokus peluang, pengaruh kepada pengikut, perancangan, motivasi kepada orang lain, pencapaian orientasi, kreativiti pemimpin dan pengikut, fleksibiliti, kesabaran, kegigihan, pengambilan risiko, toleransi, ketabahan, keyakinan diri, orientasi kuasa, proaktif dan lokus kawalan dalaman (Renko et al., 2015; Harrison et al., 2018; Engelen et al., 2015). Walaupun sifat kepimpinan keusahawanan berikut telah dikaji namun, kajian ini akan memfokuskan kepada sifat, tingkah laku dan tindakan pemimpin keusahawanan. Perbezaan sifat, tingkah laku dan tindakan yang mencirikan kepimpinan keusahawanan dengan gaya kepimpinan yang lain adalah dengan memfokuskan tujuan keusahawanan itu sendiri bagi pengiktirafan kepada peluang untuk dieksploitasi (Renko et al., 2015). Pemimpin perlu mempunyai inisiatif dalam memperkenalkan barang atau perkhidmatan yang inovatif ke pasaran. Manakala, ekploitasi membawa maksud yang berbeza iaitu aktiviti dan pelaburan yang dilakukan bagi memperoleh pulangan daripada peluang baru (Nieto et al., 2016). Justeru, pemimpin dalam konteks usahawan perlu mempunyai ciriciri berikut supaya peluang yang datang dapat digunakan sebaik mungkin. Pemimpin keusahawanan sering terlibat dalam aktiviti yang berfokus kepada peluang dengan mempengaruhi pengikutnya dalam melakukan tingkah laku keusahawanan (Mokhber et al., 2016).

Antara sebab mengapa pemimpin perlu fokus kepada peluang adalah kerana pemimpin merupakan penggerak dalam proses eksploitasi kepada peluang baru bagi sesebuah organisasi. Justeru, komitmen bagi setiap pengikut adalah penting dalam melakukan apa yang telah dirancang oleh pemimpin. Tugas pemimpin juga adalah untuk mempengaruhi dan mengarah pengikutnya dengan bertindak sebagai role model (Jyoti & Bhau, 2015). Justeru, pemimpin dan pengikutnya perlu bekerjasama dalam mendapatkan sumber dan mengenali peluang baru untuk dimanfaatkan. Selain berperanan sebagai role model, pemimpin usahawan juga perlu mendorong pengikutnya untuk mencapai tujuan keusahawanan. Pemimpin perlu mendorong pengikutnya dari segi berfikir dan bertindak dengan cara yang lebih inovatif. Visi keusahawanan perlulah jelas untuk masa depan firma dalam jangka masa panjang. Pemimpin juga bertanggungjawab kepada pengikutnya dalam mentafsir identiti mereka dalam syarikat iaitu sebagai ejen yang bertanggungjawab terhadap kejayaan masa depan. Kepimpinan keusahawanan secara konseptual adalah berbeza dengan konsep kepimpinan yang lain. Namun, secara konstruknya masih selaras dengan kepimpinan transformasi (Bass & Avolio, 1995) dan kepimpinan peningkatan kreativiti (Makri & Scandura, 2010). Kedua-dua jenis kepimpinan ini adalah lanjutan daripada kepimpinan keusahawanan. Secara konseptual, kepimpinan keusahawanan ini berbeza dengan konsep kepimpinan yang lain, namun konstruknya masih selaras dengan dua gaya kepimpinan ini: kepimpinan transformasi dan kepimpinan peningkatan kreativiti (Makri & Scandura, 2010). Kedua-dua jenis kepimpinan ini adalah lanjutan daripada kepimpinan keusahawanan. Kepimpinan transformasi terdiri daripada empat komponen: pemodelan peranan berkarisma, pertimbangan individu, motivasi dan rangsangan intelektual. Konstruk berikut telah digunakan secara meluas dalam penyelidikan keusahawanan (Jyoti & Bhau, 2015; Mittal & Dhar, 2015; Hoch et al., 2018).

Pemimpin transformasi turut menunjukkan beberapa ciri dan tingkah laku seperti pemimpin keusahawanan, seperti mencari sesuatu yang baru dan mencari peluang dalam menghadapi risiko. Justeru, pemimpin transformasi mendorong pengikutnya untuk memikirkan masalah lama dengan cara penyelesaian baru dan menyebabkan penemuan peluang baru. Ciri ini adalah jelas sebagai pertindihan antara kepimpinan keusahawanan dan kepimpinan transformasi. Terdapat perbezaan antara kepimpinan keusahawanan dan kepimpinan transformasi. Pemimpin transformasi lebih menyedari keperluan dan kebolehan unik pengikutnya, membina hubungan dengan pekerjanya, memahami dan mempertimbangkan kemahiran mereka (Mittal & Dhar, 2015). Manakala pemimpin keusahawanan hanya mempertimbangkan pengikut yang mempunyai semangat keusahawanan. Kunci dalam memahami kepimpinan keusahawanan adalah dengan memberi tumpuan kepada tingkah laku yang berorientasikan peluang, sama ada daripada pemimpin ataupun pengikutnya. Walaupun pemimpin transformasi mempunyai elemen tingkah laku ini, namun sifatnya adalah berbeza. Selain itu, kepimpinan peningkatan kreativiti juga berkaitan dengan kepimpinan keusahawanan. Kepimpinan peningkatan kreativiti membawa maksud kemampuan pekerja untuk menghasilkan idea yang bernas, menyatakan pemikiran yang unik dan membuat penembusan peluang yang luar biasa (Makri & Scandura, 2010). Gaya kepimpinan ini menunjukkan subordinat akan lebih kreatif apabila mereka menganggap pemimpin terdekat menyokong pekerjaannya (Jaiswal & Dhar, 2015).

Oleh kerana matlamat perniagaan tidak dapat dicapai tanpa menggunakan proses perniagaan yang strategik, kejayaan organisasi dan keberlanjutan juga tidak dapat dicapai tanpa peranan pemimpin yang strategik. Dari peruntukan sumber hingga penyelarasan, dari persepsi perkara untuk menentukan fokus masa depan, membentuk komitmen dan memotivasi pasukan untuk mencapai tujuan organisasi, untuk mengesahkan pertumbuhan yang berkelanjutan, itu adalah kepemimpinan yang jejaknya ada di mana-mana (McGuire, 2003).

Teori Perjanjian Masyarakat/Teori Kontrak Sosial

Teori perjanjian masyarakat ini diperkenalkan oleh tiga tokoh pemikir politik iaitu Thomas Hobbes, John Locke dan Jean Jacques Rousseau (dalam Ramanathan, 1992). Secara ringkas, teori perjanjian masyarakat. Atas kesedaran ini manusia telah bersetuju mengadakan suatu perjanjian untuk mewujudkan negara yang sedikit sebanyak dapat menjamin kehidupan yang sejahtera. Menurut teori ini sebelum wujudnya negara, manusia tidak mempunyai sebarang pertubuhan atau organisasi untuk mengendalikan kehidupan rakyat. Menurut teori perjanjian masyarakat, sejarah manusia dapat dibahagikan kepada dua fasa.

Fasa pertama dikenali sebagai keadaan semula jadi *(state of nature).* Dalam fasa ini manusia dipercayai tidak mempunyai kerajaan atau undang-undang untuk mengendalikan segala urusan kehidupan rakyat. Dalam keadaan sedemikian, tidak ada pihak tertentu yang berwibawa ataupun untuk menguruskan pemerintahan. Ini juga bererti bahawa tidak ada kerajaan akan pihak tertentu yang merangka, meluluskan dan menguatkuasakan undang-undang. Namun demikian, dalam keadaan semula jadi, manusia dikatakan dipengaruhi oleh peraturan semulajadi. Fasa kedua pula bermula apabila manusia mula menyedari ketidaksempurnaan hidup tanpa negara. Atas kesedaran ini manusia pula akan memikirkan cara-cara untuk mewujudkan kehidupan yang tetib dan teratur. Menurut golongan teoris perjanjian masyarakat, institusi yang baik dan berkesan untuk menjaga kepentingan semua rakyat ialah negara. Para pemikir politik yang mempelopori teori perjanjian masyarakat mengakui bahawa negara adalah satu institusi yang dicipta oleh manusia, iaitu negara diwujudkan ekoran satu perjanjian. Walaupun diringkaskan sebab-sebab yang mengakibatkan negara wujud, ketiga-tiga pemikir politik mempunyai jawapan tersendiri tentang keputusan manusia menubuhkan negara. Antara perbezaan yang nyata adalah tertumpu kepada persoalan mengapakah manusia mewujudkan negara? Siapakan yang menganggotai 'perjanjian' yang kemudiannya mengakibatkan kewujudan negara? Apakah syarat-syarat perjanjian tersebut?

Hobbes mengandaikan bahawa corak pemerintahan yang dikendalikan oleh rakyat adalah kurang berkesan dalam menjamin kesejahteraan. Sebagai alasan Hobbes telah mengemukakan pendapat yang agak konterversal. Beliau mengatakan bahawa dalam keadaan semulajadi manusia hidup aman dan makmur, tetapi kerana desakan keadaan ia dipengaruhi oleh perasaan peribadi. Manusia tidak mahu mendengar ataupun tunduk kepada kehendak orang lain. Oleh yang demikian, mereka saling bersaing dengan orang lain. Mereka tidak mempunyai hukum atau peraturan yang dibuat secara sukarela. Dalam keadaan sedemikian, mereka bertindak sesuka hati ikatan di antara individu-individu di dalam masyarakat. Seperti ditegaskan oleh Thomas Hobbes, manusia sentiasa hidup dalam keadaan ketakutan kerana dalam keadaan semulajadi tiap-tiap manusia menganggap manusia lain sebagai musuhnya. Berdasarkan kenyataan ini, Hobbes berpendapat bahawa kehidupan manusia adalah gelisah, ganas dan pendek.

Teori Tindakan Beralasan dan Teori Tingkah Laku Terancang

Tingkah laku yang berjaya ditunjukkan bergantung kepada tahap kawalan seseorang terhadap faktor dalaman dan luaran yang boleh mengganggu pelaksanaan tindakan. Sejauh mana pencapaian tujuan tingkah laku bergantung kepada kemahiran, kebolehan, kehendak, peluang dari satu tingkah laku kepada tingkah laku lain. Kejayaan ataupun kegagalan tingkah laku di atas faktor tersebut bukanlah suatu pertimbangan kerana ia berada dalam kawalan sukarela; satu-satunya penentu tingkah laku tersebut adalah niat untuk melaksanakannya. Bukti bagi hubungan niat-tingkah laku yang kuat telah ditemukan dalam banyak aplikasi teori Fishbein dan Ajzen (1975 & 1980) mengenai tindakan beralasan. Justeru, penyelidikan ini mempunyai perkaitan dengan teori tindakan beralasan yang menjelaskan perbezaan niat dan tingkah laku. Teori tindakan beralasan berlaku apabila tingkah laku berada di bawah kawalan sukarela. Ketepatan ramalannya berkurang apabila tingkah laku dipengaruhi oleh faktor kawalan terhad. Justeru, teori tingkah laku terancang (TPB) diusulkan yang memperluaskan teori tindakan beralasan (Ajzen, 1991). Kejayaan kepada usaha untuk melaksanakan rancangan tingkah laku tidak hanya bergantung kepada usaha yang dilakukan, tetapi juga pada kawalan seseorang terhadap faktor-faktor lain seperti maklumat, kemahiran dan kemampuan yang diperlukan. Menurut teori TPB, penentuan percubaan tingkah laku merangkumi kepercayaan terhadap kemungkinan kepada kejayaan atau kegagalan. Secara umum, seseorang akan berusaha untuk melakukan tingkah laku jika dia percaya bahawa kelebihan kejayaan tersebut melebihi kegagalan dan kepada siapa dia termotivasi untuk tingkah laku. Usahawan yang mempunyai sifat mempercayai kepada kejayaan akan berjaya dalam percubaannya jika dia memiliki kawalan yang cukup terhadap faktor dalaman dan luaran serta usaha bagi mempengaruhi tujuan tingkah laku. Teori tindakan beralasan yang dinyatakan hanyalah untuk mewakili kes khas TPB. Kedua-dua teori ini hampir tiada beza apabila kebarangkalian subjektif dan tahap kawalan terhadap faktor dalaman dan luaran adalah sama. Apabila tingkah laku semata-mata ditunjukkan ia boleh menggunakan teori tindakan beralasan. Namun, apabila kebarangkalian subjektif untuk keberhasilan dan kawalan sebenarnya kurang sempurna domain TPB perlu diterapkan.

METODOLOGI

Kajian hanya menggunakan kaedah kualitaif sahaja. Kajian terhadap “Corak Pemikiran TYT Tun Seri Setia (Dr) Haji Mohd Ali Bin Rustam, Yang Di-Pertua Negeri Melaka dalam Kepimpinan dan Keusahawanan”. TYT mempunyai nilai kepimpinan dan keusahawanan tersendiri. Pengumpulan data melalui rakaman temu bual dan rekod penulisan dengan terperinci dan secara mendalam. Bagi meningkatkan kredibiliti hasil kajian, temubual mendalam dilakukan berulang kali dan rakaman dilakukan bagi mendapatkan maklumat lebih terperinci. Dalam kajian ini, analisis berbentuk analisis kandungan untuk menganalisis temubual mendalam. Menurut Chua (2011), kajian tinjauan merupakan salah satu kaedah penyelidikan bukan eksperimental yang paling popular, yang digunakan dalam pelbagai bidang, terutamanya dalam bidang sains sosial. Ia biasanya digunakan untuk mendapatkan pandangan orang ramai mengenai sesuatu isu semasa. Kajian jenis ini adalah popular kerana mempunyai ciri-ciri penggunaan yang menyeluruh, cara pengendalian yang digemari, cara memungut data yang cepat, penggunaan saiz sampel yang besar, maklumat yang terus dan keupayaan keputusan kajian digeneralisasikan. Kajian ini bertujuan untuk melihat dan menilai corak pemikiran kepimpinan TYT dengan lebih mendalam. Pemilihan responden adalah suatu perkara yang penting dalam sesebuah penyelidikan. Disebabkan faktor-faktor kepimpinan TYT, TYT telah dipilih sebagai responden dalam kajian ini.

ANALISIS KAJIAN DAN PERBINCANGAN

Gaya Kepimpinan TYT Tun Seri Setia (Dr) Haji Mohd Ali Bin Rustam, Yang Di-Pertua Negeri Melaka dalam Menangani Krisis COVID-19 dari Segi Sosioekonomi

(Sumber: Melakahariini, 2020)

Tun Seri Setia (Dr) Haji Mohd Ali bin Mohd Rustam (lahir 24 Ogos 1949) merupakan Yang di-Pertua Negeri Melaka yang ketujuh dan terkini sejak 2020. Beliau juga merupakan bekas Ketua Menteri Melaka yang kesembilan. Di peringkat akar umbi, beliau merupakan bekas Naib Presiden Pertubuhan Kebangsaan Melayu Bersatu (UMNO), parti komponen terbesar dalam Barisan Nasional. Tun Mohd Ali Rustam Ahli yang juga Ahli Majlis Tertinggi UMNO merupakan Naib Presiden UMNO, Presiden Belia 4B Malaysia, Presiden Dunia Melayu Dunia Islam (DMDI), Presiden World Youth Foundation (WYF) dan World Assembly of Muslim Youth (WAMY). Beliau adalah seorang idealis yang praktikal, berpendirian tegas, berani, cekal, yakin dengan kebolehan diri sendiri dan percaya tidak ada apa yang sukar dilakukan sekiranya ada usaha yang bersungguh-sungguh. Maka tidak hairanlah sejak di bawah kepimpinan beliau Melaka telah berjaya sebagai salah negeri yang pesat membangun. Pencapaian dan kualiti kepemimpinan beliau amat terserlah antaranya, Pengisytiharan Melaka Bandar Warisan Dunia, pendapatan perkapita negeri tertinggi di Malaysia dan kadar kemiskinan yang semakin berkurangan, penetapan gaji minima (RM720), tertinggi di Malaysia ketika itu, pengeluaran telur ayam 6 juta sehari, menjadikan negeri Melaka lebih selamat dengan kadar jenayah yang semakin berkurangan, Melaka sebagai antara destinasi pelancongan perubatan (health tourism) tertinggi di Malaysia dan sebagainya. Kepemimpinan politik beliau juga tidak kurang hebatnya apabila berjaya memberikan kemenangan kepada UMNO 100%, dalam PRU-12 pada 2008. Pada PRU-13, beliau bertanding dalam Parlimen Bukit Katil (P137) dan akhirnya beliau telah ditewaskan oleh Shamsul Iskandar @ Yusre Bin Mohd Akin dari calon PKR. Pada 4 Jun 2020, beliau telah dilantik sebagai Yang di-pertua Negeri Melaka oleh Yang di-Pertuan Agong berkuat kuasa serta merta dan telah menggantikan Mohd Khalil Yaakob. Tun Seri Setia (Dr) Haji Mohd Ali Rustam berpengalaman luas dalam bidang perkhidmatan awam dan memulakan kerjaya awal sebagai Pegawai Kerani di Lembaga Letrik Negara (LLN) (sekarang dikenali sebagai Tenaga Nasional Berhad - TNB) dari 1969 sehingga 1979. Beliau kemudian dilantik sebagai Timbalan Pengarah, Jabatan Kemajuan Masyarakat (KEMAS) negeri Kedah antara tahun 1979 sehingga 1980. Atas kegigihan dan dedikasi yang ditunjukkan dalam organisasi beliau telah dinaikkan pangkat sebagai Pengarah KEMAS negeri Perlis pada tahun 1980. Antara tahun 1981 hingga 1982, beliau telah dilantik menjadi Pengarah Kemas Wilayah Persekutuan Kuala Lumpur dan pada tahun 1982 hingga 1983 beliau menjadi Pengarah KEMAS Negeri Melaka. Pada tahun 1984 sehingga 1986 beliau telah memegang jawatan sebagai Setiausaha Khas kepada Ketua Menteri Melaka ke-6 iaitu *Tan Sri* Abdul *Rahim Thamby Chik*.

Pada tahun 1986 sehingga 1990 beliau telah dilantik sebagai ahli Majlis Mesyuarat Kerajaan Negeri (Exco) untuk portfolio Jawatankuasa Perumahan, Kerajaan Tempatan dan Alam Sekitar setelah menjadi Ahli Dewan Undangan Negeri Melaka Kawasan Ayer Molek. Pada tahun 1990 hingga 1995 pula, beliau telah dilantik menjadi Ahli Dewan Undangan Negeri Melaka Kawasan Sungai Udang dan dilantik sebagai Ahli Majlis Mesyuarat Kerajaan Negeri Melaka (EXCO) bagi portfolio Jawatankuasa Sains dan Teknologi. Selanjutnya pada tahun 1995 hingga 1998 beliau telah dipertanggungjawabkan sebagai Timbalan Menteri Pengangkutan setelah dilantik sebagai Ahli Parlimen Batu Berendam dan kemudiannya dari tahun 1998 hingga 1999 beliau dilantik sebagai Timbalan Menteri Kesihatan dan Ahli Parlimen Batu Berendam. Pada 2 Disember 1999 beliau telah dilantik sebagai Ketua Menteri Melaka ke-9 dan memegang jawatan tersebut sehingga Mac 2013.

Dalam jangka waktu pentadbirannya di negeri Hang Tuah ini sejak tahun 1999, beliau telah meletakkan matlamat untuk menjadikan Melaka sebagai sebuah Negeri Maju menjelang 2010. Visinya terangkum dalam Visi Melaka Maju 2010 yang telah diusahakan Tun Seri Setia (Dr) Haji Mohd Ali Rustam semenjak awal perlantikannya sebagai Ketua Menteri Melaka. Beliau adalah seorang idealis yang praktikal, berpendirian tegas, berani, cekal, yakin dengan kebolehan diri sendiri dan percaya tidak ada apa yang sukar dilakukan sekiranya ada usaha yang bersungguh-sungguh. Maka tidak hairanlah sejak di bawah kepimpinan beliau Melaka telah dikenali sebagai sebuah negeri yang pesat membangun. Semoga dengan pelantikan sebagai Canselor ini, visi dan misi UTeM untuk menjadi Universiti Teknikal yang kreatif, inovatif dan terkemuka di dunia dapat terus diperkasakan.

Gaya kepimpinan TYT dalam sosioekonomi juga dapat dilihat dimana Negeri Melaka juga telah berjaya bergerak ke fasa-2 pelan pemulihan negara (PPN) pada 4 September 2021 yang lalu selepas melepasi nilai ambang yang ditetapkan oleh kerajaan. Kejayaan ini adalah kejayaan buat seluruh rakyat serta barisan kepimpinan kerajaan negeri. Kerajaan negeri Melaka telah mengumumkan inisiatif dan pakej bantuan bagi menjaga kebajikan rakyat melaka yang sedang berdepan dengan cabaran Pandemik Covid-19. Pakej rangsangan ekonomi melakaku maju jaya 2021: sejahtera bersama telah diumumkan melibatkan penawaran sebanyak 60 inisiatif dengan implikasi kewangan sebanyak 174.53 juta. Pakej rangsangan ekonomi ini terdiri daripada dua komponen utama iaitu:

- *people economy* - yang berorientasikan kepada keperluan dan kepentingan rakyat secara langsung seperti kos sara hidup, pendapatan isi rumah dan seumpamanya; dan
- *capital economy* - yang bertumpu kepada peniaga-peniaga kecil, usahawan dan syarikat untuk menggerakkan semula ekonomi demi kepentingan rakyat di negeri ini.

Bantuan kerajaan negeri ini dapat dimanfaatkan sebaiknya oleh semua penerima dan mampu untuk meringankan beban yang sedang ditanggung oleh rakyat pada masa kini. Saya juga amat berharap agar perancangan pembangunan yang telah dirangka dapat dilaksanakan dengan lebih berkesan bagi membolehkan sektor ekonomi di negeri melaka dipulihkan segera.

Walau bagaimanapun, krisis kesihatan yang melanda dunia kesan penularan pandemik Covid-19 secara ketara dan berterusan menghasilkan ancaman persekitaran ekonomi dan meninggalkan impak yang mendalam kepada ekonomi Malaysia. Negeri Melaka mencatatkan nilai kdnk berjumlah rm 41.029 bilion pada tahun 2020 berbanding rm 43.612 bilion pada tahun 2019 iaitu penyusutan pertumbuhan daripada positif 2.9 peratus kepada negatif 5.9 peratus. Kesemua sektor ekonomi di negeri melaka mencatatkan nilai penurunan kecuali sektor pertanian mencatatkan pertumbuhan positif 3.7 peratus. Saya berharap agar kerajaan negeri dapat berusaha secara kolektif dan proaktif dalam usaha untuk meningkatkan semula sektor-sektor ekonomi di negeri Melaka ini.

Antara cabaran utama pandemik Covid-19 adalah rakyat kehilangan sumber mata pencarian bagi meneruskan kehidupan. Situasi ini memberi kesan kepada peningkatan kadar pengangguran di negara ini. Dukacita dimaklumkan bahawa kadar pengangguran malaysia meningkat pada kadar 4.8 peratus pada tahun 2020. Negeri Melaka mencatat kadar pengangguran 2.2 peratus berbanding 1.1 peratus sebelum covid-19 melanda. Kedudukan ini adalah yang kedua terendah selepas Putrajaya. Justeru, TYT menyeru barisan pimpinan kerajaan negeri agar terus mengambil inisiatif sewajarnya untuk meningkatkan keupayaan negeri dalam menjana kembali aktiviti ekonomi untuk mewujudkan lagi peluang pekerjaan kepada rakyat.

Gaya Kepimpinan TYT Tun Seri Setia (Dr) Haji Mohd Ali Bin Rustam, Yang Di-Pertua Negeri Melaka dari Segi Keusahawanan

Berdasarkan penemuan kajian dalam kajian Universiti Putra Malaysia pada April 2022, TYT sangat meminati dalam bidang keusahawanan kerana Lawatan Tuan Yang Terutama (TYT) Tun Seri Setia (Dr.) Haji Mohd Ali Mohd Rustam di UPM. TYT Tun Seri Setia (Dr.) Haji Mohd Ali telah berkunjung ke Blok E & Blok C Fakulti Pertanian bagi melihat aktiviti 'Urban Farming' serta Kisok K-Shoppe. Selain itu, beliau turut melawat ke Institut Biosains, Kawasan Konservasi Herba serta Rumah Cendawan (Pusat Pertanian Putra) dan Muzium Warisan Melayu (Fakulti Bahasa Moden dan Komunikasi). Sebelum itu, Naib Canselor UPM, Prof. Dato' Dr. Mohd Roslan Sulaiman menyampaikan ucapan alu-aluan kepada TYT Tun Seri Setia (Dr.) Haji Mohd Ali dan delegasi. Pengarah, Pusat Strategi dan Perhubungan Korporat (PSPK), Prof. Dr. Azmawani Abd Rahman kemudiannya menyampaikan taklimat pengenalan dan pencapaian UPM. Lawatan itu turut dihadiri oleh Setiausaha Khas Yang di-Pertua, Negeri Melaka, Dato' Nur Azmi Ahmad, Jawatankuasa Pengurusan Universiti dan Dekan, Fakulti Bahasa Moden dan Komunikasi, Prof. Dato' Dr. Abdul Mua'ti @ Zamri Ahmad.

Hal ini menunjukkan TYT berminat dan sangat memainkan peranan dalam bidang keusahawanan yang melibatkan agrousahawan. Hal ini juga, latar belakang TYT sendiri dalam bidang keusahawanan kerana Beliau adalah pemegang Ijazah Kepujian Sarjana Muda Kemasyarakatan (Ekonomi Pembangunan) Universiti Sains Malaysia (USM) yang digenggamnya pada 1984, dan Ijazah Sarjana Sastera daripada Universiti Malaya (UM) pada 2013. Banyak lagi sokongan TYT dalam aspek keusahawanan. Contoh dapat dilihat lagi ialah dalam melakaharini.my pada 10/10/2020 yang mana TYT telah memberi sokongan kepada seorang usahawan untuk membuka kedai gunting rambut. Itu kenangan yang dikongsikan Muhammad Fikri Bahkri, 30, bersama Yang di-Pertua Negeri, Tun Seri Setia (Dr) Haji Mohd Ali Rustam. Dia yang mempunyai kepakaran menggunting rambut sejak 2011 dan sehingga kini mampu memiliki kedainya yang sendiri iaitu ‘Fiq Barber Shop’ di Bukit Beruang. Ketika ditemui, Fikri meluahkan rasa syukur mengenali Tun Mohd Ali yang merupakan Ketua Menteri pada ketika itu. “Tun (Mohd Ali) salah seorang yang memberi sokongan bila saya membuka kedai ini, beliau turut memberi sebuah kerusi untuk keselesaan pelanggan semasa gunting rambut. “Pada awal tahun 2014 saya mulakan perniagaan di tempat parkir kereta di rumah, bila ada rezeki lebih sikit saya buat satu bilik yang berhawa dingin untuk pelanggan. “Waktu itu Tun memang selalu datang kedai boleh dikatakan pelanggan tetap setiap dua bulan sekali,” katanya. Katanya, Tun seorang pemimpin yang bersifat peramah dan sentiasa merendah diri apabila berjumpa masyarakat. “Beliau seorang pemimpin yang sentiasa sibuk, waktu gunting rambut pun uruskan kerja, tapi kalau tidak sibuk beliau akan tanya sama ada bisnes saya ok ke tidak dan apa yang kurang di kedai,”


SEMPENA HARI JADI KE-71 TUAN YANG TERUTAMA YANG DI-PERTUA NEGERI MELAKA

Tun beri sokongan buka kedai gunting rambut - Fikri

Setia berkhidmat hampir 25 tahun

katanya.

e ISBN: 978-967-25774-2-3
27 August 2022

(Sumber: melakahariini, 2020)

Tambahan lagi, TYT sangat menekankan aspek ekonomi dimana beliau pernah menyatakan bahawa Kerajaan Melaka perlu bertindak dengan lebih agresif bagi menarik pelaburan baharu meliputi pelbagai sektor di negeri ini, ujar Yang di-Pertua Negeri Melaka, Tun Mohd Ali dalam sambutan rasmi hari jadi ke-71, yang lalu.


Mhi
ملاك هاري اين
MELAKA HARI INI
MELAKAKU MAJU JAYA, RAKYAT BAHAGIA, MENGGAMIT DUNIA

BISNES: Rezeki 'orang minyak'
MUKA 30

MELAKA HARI INI
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PACU EKONOMI NORMAL BAHARU

KERAJAAN Melaka perlu bertindak dengan lebih agresif bagi menarik pelaburan baharu meliputi pelbagai sektor di negeri ini, ujar Yang di-Pertua Negeri Melaka, Tun Mohd Ali dalam sambutan rasmi hari jadi ke-71, Sabtu lalu.

Laporan penuh muka 2,4 dan 6 serta dapatkan Sisipan Khas Hari Jadi TYT.

(Sumber: melakahariini, 2020)

Tambahan lagi, di Ayer Keroh, TYT menyatakan bahawa kerajaan negeri perlu bertindak dengan lebih agresif bagi menarik peluang pelaburan baharu dalam dan luar negara meliputi pelbagai sektor di negeri ini. Yang di-Pertua Negeri Melaka Tun Seri Setia (Dr.) Mohd Ali Mohd Rustam berkata, ia rentetan jangkaan Kadar Dalam Keluaran Negara Kasar (KDNK) Melaka bakal mencatat penyusutan yang selari dengan pertumbuhan KDNK negara disebabkan pandemik COVID-19. Sehubungan itu beliau berharap, kesemua sektor membabitkan industri pembuatan, komunikasi, pelancongan, pertanian, hartanah, pendidikan, kesihatan termasuk sektor penambakan laut di negeri ini diperkasa. “Biarpun kerja penambakan laut telah mewujudkan kawasan tambahan seluas 15,000 ekar, namun masih lagi terdapat banyak tanah kosong untuk dibangunkan dan memerlukan kerjasama dengan pemilik tanah. “Pelaburan yang bakal dibawa masuk ini akan membawa manfaat meningkatkan ekonomi negeri, sekali gus membawa peluang kepada rakyat dengan pelbagai peluang pekerjaan ditawarkan,” katanya pada ucapan menyempurnakan Istiadat Penganugerahan Darjah, Bintang dan Pingat Kebesaran Negeri Melaka di Dewan Seri Negeri, di sini pada 10 Oktober lepas. Pada masa sama, Mohd Ali turut menasihatkan kerajaan negeri agar menekankan tumpuan kepada keseimbangan pembangunan masyarakat di luar bandar. Beliau berharap tumpuan itu perlu dilaksanakan bagi memberi keseimbangan kepada pembangunan ekonomi penduduk di kawasan terbabit. “Peluang ekonomi ini penting bagi mewujudkan keseimbangan serta mengurangkan kepadatan bandar melalui migrasi masyarakat,” katanya.

Katanya, lima perkara itu merangkumi prestasi ekonomi semasa, inisiatif pembangunan Negeri Melaka, Melaka Waterfront Economic Zone (M-WEZ), pelancongan dan hala tuju masa depan dalam kerangka besar Melaka Rumahkubesar Melaka Rumahku. Jelasnya, bagi perkara pertama iaitu meningkatkan prestasi ekonomi semasa pasca COVID-19, pihaknya bakal mengatur satu perjumpaan khas pra-bajet 2021 melibatkan pemegang taruh dan kelompok agensi kerajaan negeri dan pemain industri sebagai persedian sebelum pembentangan Bajet Negeri Melaka 2021 yang dijangka pada November depan. Selain itu, bagi inisiatif pembangunan Negeri Melaka pula, kerajaan negeri komited menumpukan kepada tujuh pembangunan terbaharu untuk kemajuan Melaka yang merangkumi MWEZ, penubuhan daerah penuh di Masjid Tanah, menuju ke arah pendigitalan dan bandar pintar dan pembangunan industri berteknologi tinggi. Pembangunan itu turut merangkumkan sekali pembinaan Stesen High Speed Rail (HSR) Melaka, Pelabuhan Antarabangsa Kuala Linggi (KLIP) dan Infrastruktur Waste to Energy (WTE) di Sungai Udang. “Mengenai perkara ketiga pula ialah membabitkan hala tuju M-WEZ yang akan kita bangunkan di kawasan tambak laut seluas 15,000 ekar sepanjang 22 kilometer, dari Umbai hingga ke Tanjung Bruas. “Kita yakin kedudukan M-WEZ ini sangat sesuai, strategik dan menarik serta bakal menjadikan Melaka sebagai destinasi pelaburan dan perniagaan antarabangsa unggul, yang manfaatnya bakal melonjakkan ekonomi, bukan sahaja faedah lumayannya kepada rakyat di negeri ini, malahan impaknya dirasai di seluruh negara,” ujarnya. Beliau berkata demikian pada ucapan taat setia bersempena Sambutan Rasmi Hari Jadi ke-71 Yang di-Pertua Negeri Melaka Tun Seri Setia (Dr.) Mohd Ali Mohd Rustam, pada 10 Oktober lepas.

Pada masa sama, Sulaiman turut menggariskan mengenai pemerkasaan sektor pelancongan negeri yang sebelum ini terjejas teruk akibat penularan pandemik COVID-19 yang melanda dunia. Katanya, bagi merancakkan kembali sektor berkenaan, fokus utama kini diberikan kepada promosi menggunakan platform digital iaitu Melaka eXcess dan kempen ‘Dream Now Travel Later’ dalam usaha menggalakkan kehadiran pelancong domestik. Sementara itu, bagi perkara terakhir iaitu halatuju masa depan dalam kerangka besar Melaka Rumahku pula, beliau berkata, melalui pelbagai inisiatif yang dijalankan, ia kini mula menunjukkan hasil terutama apabila indikator yang diterapkan menuju ke arah menuju negeri lestari mula dijadikan panduan oleh pihak berkuasa tempatan (PBT) negeri ini. Hasilnya pelbagai kejayaan telah dicapai termasuklah pengiktirafan Bandaraya Melaka dan Jasin sebagai Bandar Paling Bahagia 2019 melalui laporan indeks Kebahagiaan oleh MURNInets Kebangsaan, PLANMalaysia. “Lebih membanggakan, Majlis Perbandaran Hang Tuah Jaya (MPHTJ), bukan sahaja sudah mencapai status Bandar Bahagia, bahkan telah memperoleh status Bandar Paling Mampan di Malaysia. “Terkini pula, kita mendapat khabar gembira apabila, Majlis Bandaraya Melaka Bersejarah (MBMB) dan Majlis Perbandaran Alor Gajah (MPAG) telah menerima pengiktirafan antara lima PBT terbaik di Malaysia dalam mencapai Matlamat Pembangunan Mampan (Sustainable Development Goal (SDG), pembangunan Bandaraya Melaka. Syabas dan tahniah untuk kesemua PBT atas pencapaian yang membanggakan negeri Melaka!,” katanya. Justeru, beliau menaruh keyakinan tinggi sekiranya kesemua fokus hala tuju ini berjaya dicapai, tidak mustahil negeri Melaka akan muncul menjadi sebuah negeri yang hebat lagi terbilang suatu hari nanti.

Cadangan Keberkesanan Kepimpinan yang Berkesan dan Aktiviti-Aktiviti Keusahawanan.

Dalam pasca Covid-19 atau fasa endemik, kerajaan menyeru kepada semua usahawan khususnya golongan Bumiputera agar merebut setiap peluang yang ditawarkan bagi menjana semula ekonomi akibat daripada penularan pandemik COVID-19. Menteri Di Jabatan Perdana Menteri (Tugas-Tugas Khas), Datuk Seri Mohd Redzuan Md. Yusof berkata, pelbagai peluang perlu direbut melalui pelbagai inisiatif ditawarkan agensi kerajaan dalam menjana pendapatan dengan berdepan bagi mengatasi setiap permasalahan yang berlaku di dalam perniagaan. “Kita sarankan mereka berjumpa dengan agensi seperti Majlis Amanah Rakyat (MARA), Perbadanan Usahawan Nasional Berhad (PUNB) serta pelbagai agensi lain kerana mereka inilah yang bertanggungjawab menguruskan permasalahan ini. “Kita bimbang jika bantuan kerajaan yang disediakan ini tidak dapat memacu pembangunan ekonomi pasca pandemik yang berlaku ini, jadi kita perlu ada idea demi membangunkan usahawan tempatan ini,” katanya. Beliau berkata demikian pada sidang media selepas mengadakan Lawatan Kerja di Alor Gajah, baru-baru ini.

Dalam pada itu, Redzuan yang juga merupakan Ahli Parlimen Alor Gajah berkata, strategi lain dalam keusahawanan juga perlu dipraktikkan usahawan dengan penggunaan teknologi terkini bagi mengembangkan perniagaan. “Kaedah platform atas talian (online) amat penting dalam pemasaran dan sebagainya malah saya melihat hari ini ada peruncit yang basih bergantung kepada pusat pemborongan secara fizikalnya sedangkan banyak peniaga pasar yang berjaya hari ini menggunakan kaedah atas talian dalam perniagaan. “Jadi, jika kita benar tahu menggunakan platform ini dengan pengurusan yang teratur berkemungkinan usahawan atas talian ini juga mampu memberi manfaat kepada usahawan lain,” katanya. Terdahulu, media tempatan baru-baru ini melaporkan, dana pembiayaan buat Bumiputera yang disalurkan kerajaan menerusi PUNB dan MARA masih banyak berbaki yang belum dimohon. Dana yang disalurkan sebanyak RM500 juta menerusi Pelan Jana Semula Ekonomi Negara (PENJANA) pada Jun lalu, menyaksikan sebanyak RM200 juta ditawarkan melalui PUNB dan RM300 juta disalurkan menerusi MARA. Dana pembiayaan usahawan Bumiputera yang disalurkan kerajaan menerusi Perbadanan Usahawan Nasional Bhd (PUNB) dan MARA sebanyak RM500 juta masih banyak berbaki dan belum dimohon adalah bertujuan memastikan kelangsungan usahawan Bumiputera dalam mendepani kesan COVID-19 Bagaimanapun, dari inisiatif terbabit hanya RM16.22 juta telah disalurkan PUNB manakala jumlah yang disalurkan menerusi MARA masih belum diperoleh.

TYT juga menyatakan dalam teks ucapan Tuan Yang Terutama Yang Dipertua Negeri Melaka Tun Seri Setia (Dr.) Haji Mohd Ali Bin Mohd Rustam Sempena Perasmian Pembukaan Persidangan Pertama, Penggal Keempat, Dewan Undangan Negeri Melaka Yang Keempat Belas, pada 20 September 2021 (Isnin) di Dewan Undangan Negeri Melaka yang lalu, menyatakan bahawa kini, tanggungjawab kerajaan amatlah penting khususnya dalam membantu rakyat yang terkesan disebabkan oleh pandemik Covid-19. ada rakyat yang hilang pekerjaan, syarikat yang tidak mampu untuk meneruskan operasi, anak-anak yang kehilangan kedua ibu bapa dan masalah sosial yang berpunca daripada pandemik covid-19. semua isu dan masalah ini perlu ditangani dengan sebaiknya oleh kerajaan negeri. TYT juga telah berbincang dan menyusun strategi dan pelan tindakan 4 untuk membantu rakyat dan membangunkan semula ekonomi negeri Melaka.

Pelan Strategik Melakaku Maju Jaya 2035 (PSMJ 2035) yang telah dilancarkan pada 8 Mac 2021 merupakan aspirasi kerajaan negeri untuk memacu dan merancakkan pertumbuhan ekonomi, menggalakkan pelaburan domestik dan asing, meningkatkan sektor pelancongan, pembangunan infrastruktur, pemeliharaan warisan serta peningkatan modal insan melalui pendidikan. TYT juga sedia maklum bahawa isu bekalan air, banjir, penyertaan dalam aktiviti ekonomi serta kos sara hidup adalah antara isu yang sering menimbulkan kerisauan di kalangan rakyat Negeri Melaka. oleh itu, pelbagai inisiatif perlu dirancang oleh kerajaan negeri bagi mengatasi isu-isu tersebut sama ada melalui pendekatan jangka pendek mahupun jangka panjang. penyelesaian kepada isu yang dibangkitkan oleh rakyat ini perlu diusahakan dengan bersungguh-sungguh untuk menjamin kesejahteraan rakyat.

PENGAJARAN YANG BOLEH DIPELAJARI

Di dalam menjalani kehidupan norma baharu, rakyat Melaka memerlukan kepimpinan dalam keusahawanan dalam menyelesaikan segala permasalahan. Sebagai ahli dewan undangan negeri, apa jua tindakan dan perlakuan ahli-ahli yang berhormat sentiasa menarik perhatian umum. TYT memohon supaya pihak kepimpinan kerajaan dapat mengamalkan nilai-nilai murni agar menjadi contoh kepada masyarakat umum dan mencerminkan kematangan pemimpin. Perbalahan yang tidak berkesudahan hanya akan merugikan semua pihak. Walaupun terdapat perbezaan pendapat, tetapi dalam situasi pandemik covid-19 ini, kerjasama sebagai satu pasukan dalam memberi perkhidmatan yang terbaik kepada rakyat dan negeri Melaka yang tercinta ini perlulah menjadi keutamaan kepada semua pihak.

KESIMPULAN

Pandemik COVID-19 telah menyebabkan fenomena yang mana sistem pemerintahan berubah dari atasan hingga bawahan menyebabkan pihak-pihak tertentu menunjukkan reaksi yang berbeza bagi menangai isu kesihatan ini terutama dari aspek sosioekonomi rakyat. Dalam kajian ini Tun Seri Setia (Dr) Haji Mohd Ali Rustam dipilih sebagai ikon pemimpin dan usahawan yang patut diteladani memandangkan beliau berpengalaman luas dalam bidang perkhidmatan awam dan memulakan kerjaya awal sebagai Pegawai Kerani di Lembaga Letrik Negara (LLN) (sekarang dikenali sebagai Tenaga Nasional Berhad - TNB) dari 1969 sehingga 1979. Beliau kemudian dilantik sebagai Timbalan Pengarah, Jabatan Kemajuan Masyarakat (KEMAS) negeri Kedah antara tahun 1979 sehingga 1980. Atas kegigihan dan dedikasi yang ditunjukkan dalam organisasi beliau telah dinaikkan pangkat sebagai Pengarah KEMAS negeri Perlis pada tahun 1980. Antara tahun 1981 hingga 1982, beliau telah dilantik menjadi Pengarah Kemas Wilayah Persekutuan Kuala Lumpur dan pada tahun 1982 hingga 1983 beliau menjadi Pengarah KEMAS Negeri Melaka. Pada tahun 1984 sehingga 1986 beliau telah memegang jawatan sebagai Setiausaha Khas kepada Ketua Menteri Melaka ke-6 iaitu *Tan Sri* Abdul *Rahim Thamby Chik*.

Pada tahun 1986 sehingga 1990 beliau telah dilantik sebagai ahli Majlis Mesyuarat Kerajaan Negeri (Exco) untuk portfolio Jawatankuasa Perumahan, Kerajaan Tempatan dan Alam Sekitar setelah menjadi Ahli Dewan Undangan Negeri Melaka Kawasan Ayer Molek. Pada tahun 1990 hingga 1995 pula, beliau telah dilantik menjadi Ahli Dewan Undangan Negeri Melaka Kawasan Sungai Udang dan dilantik sebagai Ahli Majlis Mesyuarat Kerajaan Negeri Melaka (EXCO) bagi portfolio Jawatankuasa Sains dan Teknologi. Selanjutnya pada tahun 1995 hingga 1998 beliau telah dipertanggungjawabkan sebagai Timbalan Menteri Pengangkutan setelah dilantik sebagai Ahli Parlimen Batu Berendam dan kemudiannya dari tahun 1998 hingga 1999 beliau dilantik sebagai Timbalan Menteri Kesihatan dan Ahli Parlimen Batu Berendam. Pada 2 Disember 1999 beliau telah dilantik sebagai Ketua Menteri Melaka ke-9 dan memegang jawatan tersebut sehingga Mac 2013.

Dalam jangka waktu pentadbirannya di negeri Hang Tuah ini sejak tahun 1999, beliau telah meletakkan matlamat untuk menjadikan Melaka sebagai sebuah Negeri Maju menjelang 2010. Visinya terangkum dalam Visi Melaka Maju 2010 yang telah diusahakan Tun Seri Setia (Dr) Haji Mohd Ali Rustam semenjak awal perlantikannya sebagai Ketua Menteri Melaka.

Beliau adalah seorang idealis yang praktikal, berpendirian tegas, berani, cekal, yakin dengan kebolehan diri sendiri dan percaya tidak ada apa yang sukar dilakukan sekiranya ada usaha yang bersungguh-sungguh. Maka tidak hairanlah sejak di bawah kepimpinan beliau Melaka telah dikenali sebagai sebuah negeri yang pesat membangun. Semoga dengan pelantikan sebagai Canselor ini, visi dan misi UTeM di negeri Melaka untuk menjadi Universiti Teknikal yang kreatif, inovatif dan terkemuka di dunia dapat terus diperkasakan.

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Nexus between NGOs Entrepreneurial Interventions and Entrepreneurial Orientation on Micro-Enterprise Performance: A Study of a Developing Country

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ABSTRACT

Micro, medium and small scale enterprises contribute as the work field provider, to reduce unemployment and social and economic divide while ensuring equal income distribution of wealth. Microbusinesses are also recognised as entities that helped to proliferate entrepreneurship mindsets. This paper aims to investigate the interaction effect of NGOs entrepreneurial interventions on the influence of entrepreneurial orientation (EO) on the performance of micro-enterprises in northern Ghana, a developing country. A quantitative approach is used to attain data from 196 micro-enterprises in northern Ghana through structured questionnaires and analyzed by Smart PLS version 4.0. Out of three distinct EO constructs used, proactiveness, risk-taking and innovation significantly influenced the performance of micro-enterprises. NGOs entrepreneurial interventions also had a statistically significant moderating effect on innovativeness and risk-taking. The implications of these findings have been provided for policymakers like government and NGOs operating in the northern enclave of Ghana, practitioners and successive researchers.

Keywords: NGOs Entrepreneurial Interventions, Entrepreneurial orientation; Micro-Enterprises Performance; Developing Country; Ghana; Resource base-view theory.

INTRODUCTION

Involvement of firms in the informal sector have been highlighted as a vital driver of economic growth and development by governments globally based on their role in job creation and innovation. Micro-enterprises' contributions in any form contribute to nations' economic development. They may operate full-time, part-time businesses at home or out of homes, or in small shops and in front of street stalls, facilitating enterprise formation. Al-Mamun et al. (2016) claim that micro-enterprises can greatly support low-income households' socio-economic growth and provide sustained economic growth. Thus, microbusinesses make significant contributions to both economic and social growth. The truth is that micro-enterprises, which subsequently develop into SMEs and major organisations, provide significant benefits to SMEs and large businesses. Microbusinesses are more likely to be more enterprising and actively involved in employment generation for the masses. Yet, micro-enterprises' definition varies from the organization or country and is based on the size, number of employees, and total assets value. According to the World Bank (2013) report, no specific global definition exists for micro-enterprises and that either micro, small or medium enterprise must fulfill two out of three criteria for MSME definition (i.e., employees, assets, and sales). Hence, micro-enterprises are firms that employ less than ten with total sales and assets base not exceeding 100,000 USD. The Ghana Statistical Services (2016), also defined micro-enterprises having less than five (5) and 10 million New Ghana Cedis or ten thousand United States Dollars (10,000 USD) as its maximum asset value.

Remarkably, micro-enterprises employ the most people in Ghana and operate using unique resources without the need for sophisticated technology. This offers a practical way to reduce resource imbalance use and rural-urban migration. As a result, micro-enterprises rarely receive financial institution backing and instead rely on appropriate technologies and recycling materials and byproducts from other businesses (Hongyun et al., 2019). Micro-enterprises in Malaysia are companies with yearly sales of less than RM300,000 and may only have five employees who work primarily in retail (Ahmad & Zabri, 2018). Though micro-enterprises in developing countries are the greatest employers, their viability can be threatened by a lack of access to such risk-management tools as savings, insurance, and credit. Their growth is often stifled by restricted access to credit, equity, and payment services (World Bank, 2013). The current performance of enterprises in Ghana is below expectation. Ghana's enterprise volatility is over 70%, compared to the global average of 60%, which limits firms ability to contribute to the country's GDP (Zaato et al., 2022; Ibrahim & Abu, 2020). Micro-enterprises face obstacles such as inadequate support to expand their operations, a limited application of technology, a hostile business environment, and competition from other companies in providing goods and services, to name a few (Yang, & Shafi, 2020; Affandi et al., 2020). These challenges cause rapid failure of micro-enterprises making it difficult to become SMEs and large firms. Therefore, an efficient strategy is vital for all firms, including micro-enterprise owners, to attain their performance goals and take a competitive advantage. To survive thus, firms require various resources to adapt to the rapid environmental changes. In entrepreneurship and management literature, researchers have used multiple variables as an antecedent for EO and firm performance (e.g., Huang, 2016; Jeong et al., 2019).

Several studies focused on EO as a composite construct with few studies on the separate uni-dimensions, a gap this study seeks to investigate. Undeniably, there is no or less use of EO and micro-enterprise studies with NGOs entrepreneurial interventions, particularly in northern Ghana. A vital gap this exploratory study seeks to bridge. Entrepreneurial orientation, as per literature, is defined as firms' ability to be proactive, adept to risk-taking, and innovative (Miller, 1983, Covin & Slevin, 1991). In addition, EO suggests firm's ability to compete aggressively and act independently in the pursuit of opportunities that lead to new businesses, and is vital for firm performance (Shirokova et al., 2016). Prior studies have shown that EO has influenced enterprise performance (Shirokova et al., 2016, Gupta & Batra, 2016; Yu, Wiklund, & Pérez-Luño, 2021).

Despite the role of EO on firm performance, little is known about EO and micro-enterprise performance in Ghana (Hongyun et al., 2019; Patricia, Aila, & Ondoro, 2011). This study posits that EO alone cannot constitute firm performance, hence other factors like NGOs support may moderate EO and enterprise performance especially in northern Ghana. Northern Ghana is the pivot for NGOs due to their low-income disparities**.** As part of their efforts to improve people's economic conditions, NGOs not only educate the poor and vulnerable about their civic duties but also provide entrepreneurial initiatives like access to microcredit, a savings culture, and training. These interventions are meant for the active poor to earn a living and improve their enterprise performance. As a novelty, this study seeks to bridge this gap and explored the moderating role of NGO entrepreneurial interventions (NGOsEI) on the link of EO and performance of beneficiary enterprises.

This study underscored the resource-based view (RBV) theory which is deemed suitable for EO and performance-related studies. RBV echoes the need for micro-enterprises to use their endowed resources and competencies considered valuable, rare, and cannot be imitated or replaced by their counterparts to meet performance targets (Barney, 1991; Wales et al., 2021). With this, micro-enterprise-owners can also access NGOs support which is an external

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resource. To achieve this study objective, we adapted related measures suitable for NGOsEI and focused on three EO constructs: proactiveness, risk-taking, and innovativeness, which is Lumpkin and Dess' (1996) view to ascertain their effect on enterprise performance with NGOsEI to increase or not the link. The following seven (7) hypotheses have been designed given the study objective.

1: Proactiveness has a positive relationship with Micro-Enterprise performance.
2: Risk Taking has a positive relationship with Micro-Enterprise performance.
3: Innovativeness has a positive relationship with Micro-Enterprise performance.
4: NGOsEI positively moderate proactiveness and Enterprise performance link.
5: NGOsEI positively moderates Risk-taking and Micro-Enterprise performance link.
6: NGOsEI positively moderates Innovativeness and Enterprise performance link.
7: NGOsEI positively influences Micro-Enterprise performance.

RESEARCH METHOD

In order to determine the role of NGOs' entrepreneurial initiatives on the impact of EO on micro-enterprise performance in a developing country like Ghana, this study employed a quantitative research approach. A survey was used to obtain data from micro-enterprise owners. The respondents were randomly reached with the assistance of NGOs staffs involved with support to micro-enterprises in the study's catchment area. In all 250 questionnaires were distributed to NGO beneficiaries in the northern Ghana. Out of this number, 196 of the questionnaires were considered usable. The data were treated using online Web Power and the multivariate Mardia tool to ascertain the normality of the data, which justifies the use of PLS-SEM for analysis of non-normal data (Hair, et al, 2019). The questionnaire was adapted based on related studies thus, NGOs entrepreneurial interventions (Shu, et al., 2019, and Leste, 2014), entrepreneurial orientation (i.e. Shu, et al., 2019; Nasip et al., 2017), while enterprise performance based on respondents perception on sales, growth, and profit (Dess, Lumpkin & Covin 1997; Covin & Wales, 2012). Below is the research model and the PLS-SEM software's discussion of the results.

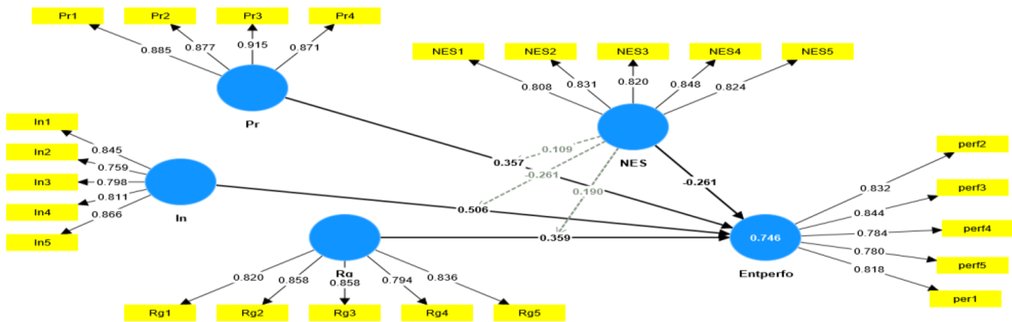

Figure 1: Study Model

RESULTS AND DISCUSSION

Descriptive Statistics

Bio-data of enterprises as in Table 1 indicated more females (63.8%) than males (36.2%), with their highest age from 31 to 40 years (38.3%) and 41 to 50 years (26.0%). Next is the educational status of respondents, where most respondents had Informal education (29.6%) and JHS to SHS level constituting (35.2%) and indicate the focus group of NGO beneficiaries in the study area. Similarly, out of the 196 respondents, only 36.7% of the enterprise owners had work experience.

Table 1: Bio Data of Micro-Enterprise Owners (N=196)

Name of Variable	Occurrence (n)	Percentage (%)
Gender		
Female	125	63.8
Male	71	36.2
Age range		
From 20 to 30 years	25	12.8
From 31 to 40 years	75	38.3
From 41 to 50 years	51	26.0
Above 50 years	45	23.0
Educational Status		
Informal education	58	29.6
JHS to SHS level	69	35.2
Diploma/HND	57	29.1
First Degree	12	6.1
Work Experience		
Yes	72	36.7
No	124	63.3

Note: Total number of respondents is 196.

MEASUREMENT MODEL

Validity and Reliability of Variables

From Table 2 below, our study's measurement model followed the acceptable values of Cronbach's Alpha (α) and Composite Reliability (CR) of 0.60 and 0.50, respectively, for the study variables' reliabilities. The Average Variance Extracted (AVE) should exceed 0.5, while the Variance Inflation Factor (VIF) values were not up to 5. Therefore, our measurement model assessment confirmed the existing literature (e.g., Hair et al., 2019; Henseler, Ringle & Sarstedt, 2015). It also implies the absence of multi-collinearity issues and that all of the study's constructs met the reliability and convergent validity criteria.

Table 2: Validity and Reliability Analysis

Variable	Used Items	Cross loading	α	CR	AVE
Enterprise Performance (EntPerf)	Perf1	0.818	0.871	0.906	0.660
	Perf2	0.832			
	Perf3	0.844			
	Perf4	0.784			
Innovativeness (In)	In1	0.845	0.875	0.909	0.667
	In2	0.759			
	In3	0.798			
	In4	0.811			
	In5	0.866			
NGOs-Entrepreneurial Support (NES)	Nes1	0.808	0.884	0.915	0.683
	Nes2	0.831			
	Nes3	0.820			

	Nes4	0.848			
	Nes5	0.824			
Proactiveness (Pr)	Pr1	0.885	0.910	0.937	0.787
	Pr2	0.877			
	Pr3	0.915			
	Pr4	0.871			
Risk Taking (Rg)	Rg1	0.820	0.890	0.919	0.695
	Rg2	0.858			
	Rg3	0.858			
	Rg4	0.794			
	Rg5	0.836			

Note: Items Pr5 has been deleted since it produced a low loading

As per Henseler, Ringle, and Sarstedt (2015) and Ramayah et al (2018) on assessing measurement model using Smart-PLS, only the discriminant validity values as in Table 3 based on the Heterotrait–Monotrait (HTMT) criterion should be reported which shows that our study variables confirmed the presence of discriminant validity.

Table 3: Heterotrait–Monotrait (HTMT) Ratio

Variable	1	2	3	4	5
Entperfo	[redacted]				
In	0.904	[redacted]			
NES	0.896	0.839	[redacted]		
Pr	0.850	0.805	0.830	[redacted]	
Rg	0.853	0.803	0.755	0.802	[redacted]

STRUCTURAL MODEL OF STUDY

Based on Hair et al, (2019) benchmarks and using the bootstrapping technique of PLS, we used the tested hypotheses as in Table 4 to examine our structural model. As provided, proactiveness had significant impact on enterprise performance (t=5.836, p=0.000), risk-taking significantly influenced enterprise performance (t=3.084, p=0.001), and innovativeness also significantly influenced enterprise performance (t=4.852, p=0.000). Further, NGOs entrepreneurial interventions significantly moderated innovativeness and risk-taking of enterprise performance relationship (t=2.754, p=0.003 and t=1.723, p=0.042) respectively but had no significant moderating effect on proactiveness and enterprise performance (t=1.619, p=0.053; t=1.574, p=0.058) relationship.

Table 4 Results of Study Hypotheses

Variable	Beta	ST DVT	T - Stats	P value	CIBC-LU	F^2
1. Pr -> Entperfo	0.357	0.061	5.836	0.000	(0.259,0.462)	0.200
2. Rg -> Entperfo	0.359	0.116	3.084	0.001	(0.259,0.462)	0.049
3. In -> Entperfo	0.506	0.104	4.852	0.000	(0.336,0.680)	0.136
4. NES x Pr -> Entperfo	0.109	0.067	1.619	0.053	(0.165,0.549)	0.017
5. NES x Rg -> Entpefo	0.190	0.110	1.723	0.042	(-0.438,-0.123)	0.037
6. NES x In -> Entperfo	-0.261	0.095	2.754	0.003	(-0.005,0.216)	0.080
7. NES -> Entperfo	-0.261	0.166	1.574	0.058	(-0.527,0.020)	0.013

Note: CIBC-LU = Confidence Interval Bias Corrected Lower and Upper Limit

The significant effect of proactiveness and innovativeness on performance is incongruent with Al Mamun, and Fazal (2018) study on the ‘effect of entrepreneurial orientation on competency and micro-enterprise performance’ though risk-taking was insignificant on the performance of micro-enterprise. Our findings indicate that micro-enterprises have the ability to provide creative and innovative business solutions to solve developing nations economic problems when supported especially with NGOs support, thereby expediting the growth of entrepreneurial competencies. NGOsEI effect on innovativeness and performance link further suggest that micro-enterprises have the capability to provide creative and innovative business solutions when supported. Furthermore, NGOsEI stimulating the innovativeness and risk-taking of micro-enterprises in Ghana agrees with Nakku, et al, (2020) that institutional support has a significant influence on firm innovativeness and risk taking but disagrees with Donbesuur, Boso, and Hultman, (2020) who found no significant role on institutional support.

As shown above, the findings indicate that enterprise owners are not proactive enough to access NGOs entrepreneurial interventions to augment their performance or NGOs support is not towards empowering enterprises to become more proactive and calls for more efforts from NGOs and beneficiary enterprises to value proactiveness as a vital resource. This result is not in tandem with Dai, and Si, (2018) where institutional support had statistical and significant effect on the proactiveness of firm performance. This suggest that NGOs need to provide more support to their beneficiary enterprises in northern Ghana to increase their level of proactiveness with more interventions to enhance enterprise performance towards solving the economic challenges the active poor in northern Ghana. Additionally, the significant link with risk-taking and performance of enterprises is not in consonance with Ntiamoah, Li, and Kwamega, (2016) study in Ghana. Last but not least, this result supported RBV and earlier studies that found that institutional support and EO are important strategic resources for remarkable performance (Wales et al, 2021).

CONCLUSIONS

The study results proved that for the survival and performance of micro-enterprises, NGOs entrepreneurial interventions in the form of financial and non-financial support services are vital to promote entrepreneurship. This will create more jobs and reduce unemployment in any developing country as Ghana. Additionally, enterprises' contribution to GDP will shoot up in developing countries when NGOs are committed to assisting particularly micro-enterprises which easily fail due to low entrepreneurial acumen, inexperienced, and with depth resources.

From the study, NGOs entrepreneurial interventions to the beneficiary micro-enterprises are most appropriate but need more to make them more proactive, take the required risk, and become more entrepreneurial. For policy and managerial implications, micro-enterprises need for NGOs support to make use of their EO to improve upon their enterprise performance. This will boost entrepreneurial activities among low-income households and enhancing their socio-economic conditions. Government and other related institutions can also use our findings to address the economical vulnerability among low-income households in of Ghana. Our study model and findings contribute to knowledge and theoretical understanding of EO on performance relationship. Likewise, our study provide insights to enterprise owners to regard EO as key internal resource and NGOs entrepreneurial interventions also as an external resource to enhance their performance. The findings though limited to micro-enterprises in northern Ghana signify that enterprise owners should focus on their innovative capabilities and proactiveness and move out of their comfort zones to make judicious use of NGOs assistance. We recommend that future researchers should use this model and may increase the sample size or with other variables in the relationship for generalization.

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The Effect of Social Entrepreneurship Orientation Towards Sustainability Performance in Indonesia: A Pilot Study

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ABSTRACT

To date, there have been limited discussions and constructs on the effect of the entrepreneurial orientation of social entrepreneurs on sustainability performance in emerging countries. Thus, the purpose of this study was to examine the social entrepreneurship orientations of proactiveness, risk-taking, innovativeness, and socialness in relation to sustainability performance. A pilot study was conducted with 33 Indonesian social entrepreneurs in selected urban cities to test the validity and reliability of social entrepreneurship orientation that incorporated social resources and capabilities as well as sustainability performance. The data was examined using the partial least square structural equation modeling (PLS-SEM) method. The factor loading was used to derive the reliability criteria. The results revealed that factor loading, and average variance extracted (AVE) were adequate which means the convergent was valid. Composite reliability (CR) and Cronbach's Alpha that were used to test the reliability were also valid. In addition, heterotrait–monotrait criteria (HTMT) were utilized to establish the discriminant validity of the instruments. The findings concluded that the PLS-SEM evaluation of validity and reliability revealed that the scales employed in this study are statistically valid and reliable.

Keywords: Social entrepreneurship, Social resource-based view (SRBV); Partial least squares structural equation modeling (PLM-SEM), Pilot study.

INTRODUCTION

Scholars argue that social entrepreneurs should adopt an entrepreneurial orientation in order to accomplish their social goal more successfully (Pinheiro et al., 2021; Schmidt et al., 2015). For the past decades, scholars have defined social entrepreneurship orientation (SEO) objectives and determining the variables that would further stimulate the objective. This is due to the fact that SEO has an underlying goal of creating social impact, and developing behavior characteristics that aim to solve societal problems (Gali et al., 2020; Lumpkin et al., 2018).

SEO measurement scales have been constructed in several ways. Satar and Natasha (2016) developed the scales based on the three primary dimensions of EO (innovativeness, risk taking and pro-activeness) with the additional dimension of social mission or socialness. Whereas Ameer and Khan (2020) added the importance of developing a strategic orientation that links SEO with sustainability performance as in economic, environmental, and social performance.

Despite the fact that SEO has been the subject of discussion by many scholars, there is a limited amount of academic interest in both theory and practice of SEO (Halberstadt et al., 2020), and there is no unified scale assessing SEO in the existing literature (Satar and Natasha, 2019). A substantial theoretical foundation and the absence of a profit-driven motivation are two further issues that have been raised in relation to this study (Baptista et al., 2019). Research in quantitative data analysis based on a robust conceptual framework pertaining to SEO is also lacking (Pinheiro et al., 2021). In addition, there is a lack of studies that provide contributions with validity and reliability on the effect of SEO on sustainability performance in emerging countries (Ameer and Khan, 2020; Bansal et al., 2019; Criado-Gomis et al., 2017).

Another consideration of SEO is the development of framework associated with social entrepreneurship (SE). Establishing an appropriate framework and conducting further study to analyze SE influence on sustainability performance are essential. Such framework must be capable of accommodating SE as a new sort of environment with unique behavioral traits (Dwivedi and Weerawardena, 2018). This is due to the fact that social entrepreneurs exhibit a blend of socially-motivated and entrepreneurial-action characteristics, the view considered as the strategic objectives of social entrepreneurship orientation (Gali et al., 2020). In relation to this, Social Resource-Based View (SRBV) is regarded as one of the existing frameworks that can accommodate these unique SE objectives. SRBV aims to explain and identify valuable resources and capabilities that encourage social entrepreneurship behavior and orientation, as well as to develop strategies for social entrepreneurs to create a favorable environment for sustainable performance (Bacq and Eddleston, 2016). Three types of competitive resources are investigated in this study to include physical, experiential, and social financial resources. While capabilities include variables such as social entrepreneurial, management competencies, and innovativeness. Finally, the output of the study, or sustainability performance, includes variables such as social value, economic and environmental performance.

Guided by the theory and concept of the social entrepreneurship orientation and sustainability performance, this study provides an attempt to address the research gap and offers discussion to investigate the relationship between capabilities, resources, social entrepreneurship orientation and sustainability performance with the focus on the Indonesian who embarks social venture.

Hence, the following hypotheses were developed:

H1	:	SE physical resources have a significant effect on sustainability performance
H2	:	SE experiential resources have a significant effect on sustainability performance
H3	:	SE financial resources have a significant effect on sustainability performance
H4	:	SE social entrepreneurial capabilities have a significant effect on sustainability performance
H5	:	SE social informational capabilities have a significant effect on sustainability performance
H6	:	SE management capabilities have a significant effect on sustainability performance
H7	:	SE innovativeness has a significant effect on sustainability performance
H8	:	SEO mediates the relationship between SE physical resources and sustainability performance
H9	:	SEO mediates the relationship between SE experiential resources and sustainability performance
H10	:	SEO mediates the relationship between SE financial resources and sustainability performance
H11	:	SEO mediates the relationship between SE social entrepreneurial capabilities and sustainability performance

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H12 : SEO mediates the relationship between SE social informational capabilities and sustainability performance

H13 : SEO mediates the relationship between SE capabilities management capabilities and sustainability performance

H14 : SEO mediates the relationship between SE innovativeness and sustainability performance

H15 : SEO has a significant effect on sustainability performance

RESEARCH METHOD

This is a pilot study of an empirical analysis. A pilot study can be a crucial stage in the evaluation of an intervention. It provides smaller versions of larger study that are used to evaluate trial methodology and processes. The ultimate goal of pilot study is to establish the feasibility of a future definitive trial (Bell et al., 2018).

Data Collection

The study utilized primary data. The data collections were conducted through field research to target respondents. All target respondents were associated with an entrepreneur who has a social passion and interest. Data was collected from 33 respondents residing in selected urban cities in Indonesia, including Jakarta, Bandung, Bekasi, and Bogor. The size of a pilot study can be determined by rules of thumb. To estimate a parameter for a pilot trial sample size, Browne (1995; as cited in Whitehead et al., 2016) recommends using at least 30 participants or more. While Julious (2005; as cited in Whitehead et al., 2016) recommends 24 sample size at a minimum. Table 1 shows the summary of the respondent in this study.

Table 1: Summary of the respondents' data

Variable	Description	Percentage
Gender of the entrepreneurs	Female	48.5
	Male	51.5
Age of the business owners/leaders	<24	12.1
	24-33	30.3
	34-43	6.1
	>43	51.5
Education	High school degree	24.2
	Undergraduate degree	57.6
	Graduate degree	18.2
Business sector	Agriculture, forestry, fishing, and mining	9.1
	Manufacture/trading/retail	24.2
	Business development and financial services (P2P Lending, crowdfunding, micro finance)	12.2
	Education	6.1
	Food services & Nutrition	48.5
	Health & social care	3.0
	Creative Industry	9.1
	Livelihoods & employment creation	3.0
	Services (ICT, tourism, or any other service for personal purpose)	9.1
	Others	9.1
Business establishment	Less than 5 years	63.6

	5 to 10 years	21.2
	11 to 15 years	6.1
	More than 15 years	9.1

Data Modelling

The data used for the pilot test in this study was computed using structural equation modeling (SEM) of the partial least squares (PLS). PLS-SEM is used to estimate the predicted associations (Kock, 2016) and has been known as one of the most prevalent SEM analytic approaches employed in research in recent years (Mohd Dzin and Lay, 2021). PLS-SEM has the benefit of being able to provide estimation on significantly more complicated models with a smaller sample size (Hair et al., 2017; Shiau et al., 2019). PLS path modeling is a good fit for this research since it focuses on predicting causal relationship between variables rather than performing theoretical tests. PLS-SEM does not need an assumption of an ordinary distributional form (Jun et al., 2021). Additionally, in the PLS-SEM, both measurement and structural modeling can be accomplished concurrently. The measurement model is very effective in dealing with several dependent and independent variables at the same time (Jun et al., 2021). Whereas the structural model depicts the connections between latent variables (Sung and Park, 2018).

Measurement

Variable score determination in this study is measured by using the Likert-scale analysis that is known as the most frequently used psychometric tools in social sciences research (Joshi et al., 2015). Likert scales allows for both relative and absolute assessments to be made on various attitude measurements (Maeda, 2015).

Using Likert-type scales, a questionnaire was designed to analyze SRBV, SEO, and sustainability performance indicators. The instruments gathered from various sources associated with this study were modified and translated into Indonesian and then combined into a single scale. The question statements were used five points of Likert scale: (1) strongly disagree; (2) disagree; (3) neither agree nor disagree; (4) agree; (5) strongly agree, reflecting entrepreneurs' attitudes toward SEO and sustainability performance. Table 2 provides the variables, code, and instruments relevant to these scales, while Figure 1 shows the model of constructs.

Table 2: Variables, code and instruments used in the study

Variable	Code	Instrument	Reference
Physical Resources	PR1	We use cutting-edge technology equipment	(Ramon-Jeronimo et al., 2019)
	PR2	We have access to valuable supply sources	
	PR3	We meet capacity availability for production	
Experiential Resources	ER1	We achieve a very good entrepreneurship performance	(Ramon-Jeronimo et al., 2019)
	ER2	We have experience based on number of years	
	ER3	We have experience based on number of products being marketed	
	SFR1	We have sufficient financial resources for use in social activities	(Ramon-Jeronimo et al., 2019)

Social Financial Resources	SFR2	We have sufficient cash flows derived from the investments	(Aranda-Usón et al., 2019)
Social Entrepreneurial Capability (SEO)	SEC1	We focus on social and economic mission-driven commitments	(Tate and Bals, 2018)
	SEC2	We implement strategies capable of sustaining SE's multiple goals	(Tate and Bals, 2018)
	SEC3	We comprehend and deploy internal governance and develop measurement to drive social behaviour	(Glavas and Mish, 2015; Tate and Bals, 2018)
	SEC4	We are able to maximize profits by minimizing costs and enhancing the quality of life	(Masud et al., 2019)
Informational Capability	IFC1	We capture important market information	(Ramon-Jeronimo et al., 2019)
	IFC2	We identify potential customers	
	IFC3	We maintain contact and good relationship with customers	
	IFC4	We monitor competitive products in the market	
Management Capability	MC1	We anticipate, analyse, and respond to the dynamic environment's expectation	(Helfat, Constance E.; Peteraf, 2015)
	MC2	We have sufficient education and/or experience in entrepreneurship	
	MC3	We communicate effectively and maintain the relationship with various stakeholders	(Helfat and Martin, 2015; Sinthupundaja et al., 2019)
Innovativeness	IVC1	We engage in product development and create new product and services	(Hatak et al., 2016; Martínez-Román and Romero, 2017; Ramon-Jeronimo et al., 2019)
	IVC2	We modify/improve current products in response to market demand	(Hatak et al., 2016; Ramon-Jeronimo et al., 2019)
	IVC3	We adopt new methods and ideas in the production/manufacturing process.	(Martínez-Román and Romero, 2017; Ramon-Jeronimo et al., 2019)
Proactiveness	SP1	We engage in forecasting to prevent unexpected events	(Dwivedi and Weerawardena, 2018; Sinthupundaja et al., 2019)
	SP2	We engage in financial modelling to prepare for the future	
	SP3	We regularly monitor the external influences that have an impact on us	
	SP4	We see opportunities where others see only social problems	(Kraus et al., 2017)
Risk Taking	SRT1	We manage the risks associated with our business	(Dwivedi and Weerawardena, 2018; Sinthupundaja et al., 2019)
	SRT2	We will not undertake a project without considering the associated costs and benefits	
	SRT3	We make decisions with the utmost care when it comes to resource allocation	

	SRT4	We prefer to remain careful, even if it means passing up certain social opportunities.	(Kraus et al., 2017)
Social Innovation	SSI1	Social innovation is crucial to our business	(Kraus et al., 2017; Sinthupundaja et al., 2019)
	SSI2	We make substantial investments in researching innovative methods to maximize our social impact or better serve our beneficiaries	
	SSI3	We regularly develop new and unique approaches to resolving societal issues	
Economic Performance	ECP1	We have a high-profit growth rate	(Maletič et al., 2018; Ramon-Jeronimo et al., 2019; Sinthupundaja et al., 2019)
	ECP2	We have high sales growth	
	ECP3	We have a high return on investment	(Maletič et al., 2018; Sinthupundaja et al., 2019)
	ECP4	We have a good reputation	
Social Value Performance	SVP1	We have made significant progress in alleviating a problem	(Bacq and Eddleston, 2016; Maletič et al., 2018; Sinthupundaja et al., 2019)
	SVP2	We improve overall stakeholder welfare or betterment	
	SVP3	We improve community health and safety	
	SVP4	We improve the awareness and protection of the claims and rights of people in the community served	
Environmental Performance	EVP1	We consume resources effectively and efficiently	(Maletič et al., 2018; Sinthupundaja et al., 2019)
	EVP2	We minimize resource consumption	
	EVP3	We minimize waste (solid/liquid)	
	EVP4	We improve environmental conditions in communities	

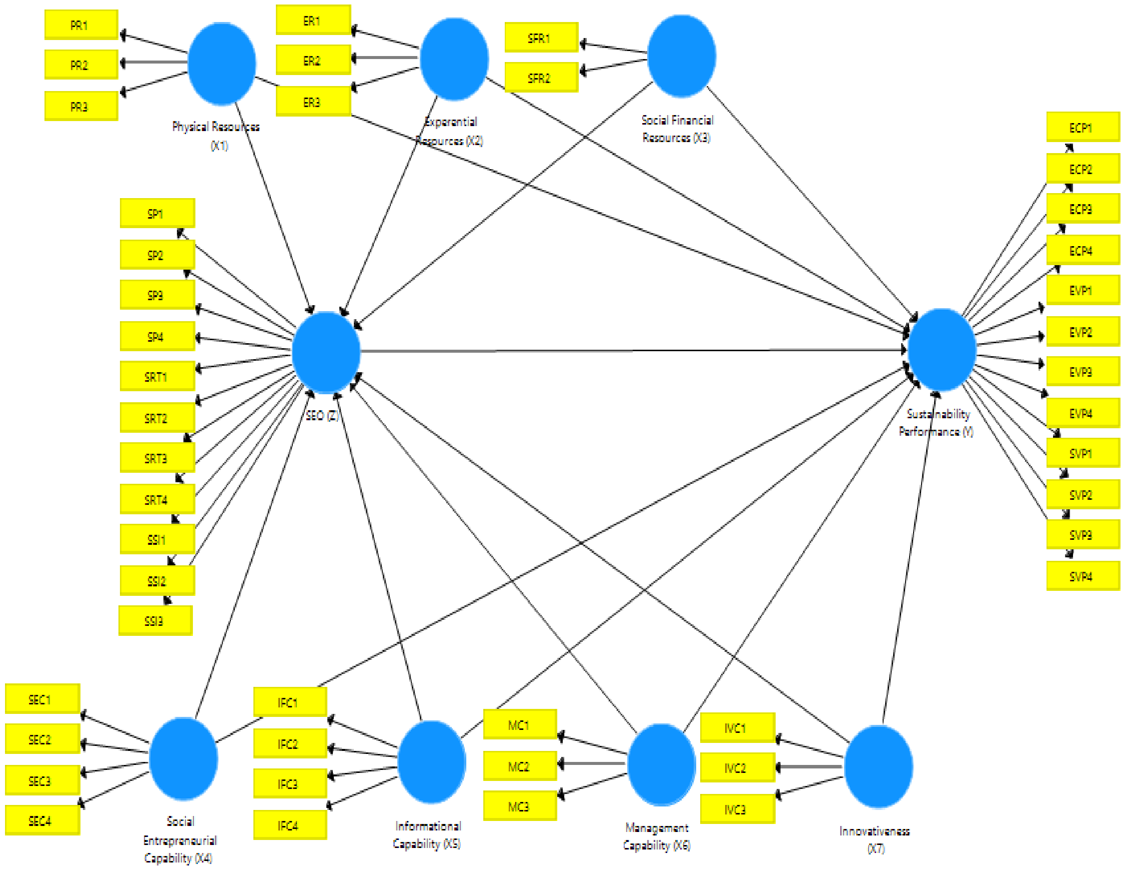

Figure 1: Model of the Construct using Structural Equation Model

Based on the literature on the SEM application recommendation, the research model should comprise all the constructs and confirm the measurement theory (Aguirre-Urreta et al., 2016). In this regard, various tests carried out in this study were based on measurement theory. First, the convergent validity is analyzed using the factor loading criteria and was performed using the average variance extracted (AVE). Second, the assessment of reliability test was determined through Cronbach Alpha and composite reliability (CR) test. Third, Fornell-Larcker criterion and heterotrait–monotrait criteria (HTMT) were used to determine the discriminant validity of the instruments. Table 3 shows the assumptions of the measurement reliability and validity used in this study.

Table 3: Reliability and validity of the measurement model

Categories	Indexes	Assumptions	Source
Convergent Validity	Factor Loading	Valid if Factor Loading value for each Indicators is above 0.6	(Hair et al., 2019; Hulland, 1999)
	Average Variance Extracted (AVE)	Valid if AVE value for each variable is above 0.5	(Hair et al., 2017)
Internal Consistency Reliability	Composite Reliability (CR)	Reliable if CR value for each variable is between 0.7 – 0.9 (satisfied)	(Hair et al., 2017)
	Cronbach's Alpha Value	Reliable if Cronbach's Alpha for each variable is above 0.7	(Hair et al., 2019)
	Fornell-Larcker Criterion	Valid if AVE is larger than the squared correlation with any other construct	(Hair et al., 2017)

Discriminant Validity	HTMT Criterion	Valid if value for each indicator is below 0.9	(Henseler et al., 2015)

RESULTS AND DISCUSSION

Construct Convergent Validity and Reliability

In this study, the factor loading was computed and several items that were not meet the threshold requirement of factor loading above 0.6 were deleted (Hair et al., 2019). It demonstrates that a good and consistent factor loading may improve the reliability and validity of the constructs represented in the model. Figure 2. Shows the result of the factor loading for each item using PLS-SEM.

Internal consistency reliability, such as Cronbach's Alpha, is often the first criteria to be assessed. Cronbach's alpha offers a reliability estimation based on the intercorrelations between the measured indicators and is generally set at 0.7 as an acceptance lower limit (Hair et al., 2019). The results of the assessment of Cronbach's Alpha in this study is valid since they are above the accepted limit.

Another reliability assessment that is preferable and used in this study is composite reliability. The composite reliability evaluates the items or indicators according to their loadings. Assessment results between 0.70 and 0.95 are deemed to be at a satisfactory level. Whereas values greater than 0.95 are regarded as unrealistic since they imply that all indicators describe the same phenomena and are thus unlikely to be accurate measurements (Hair et al., 2019, 2017). All constructs presented in this study have reliable value except for innovativeness (X7) and physical resources (X1) which value were greater than 0.95. This means that both constructs may have redundant items, which may impact the content validity of the measurements adversely (John R, 2002). However, since each item in this study measures different aspects of the constructs, thus they do not present redundancies and the assessment results can be considered reliable.

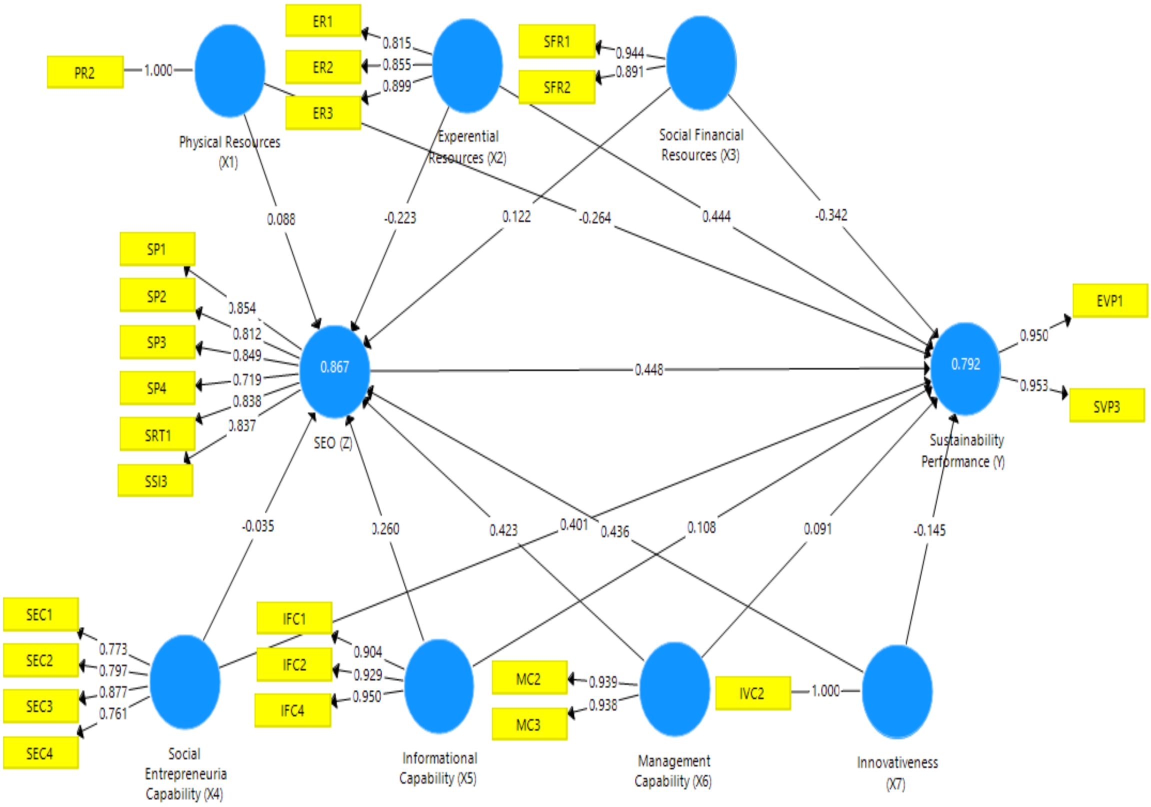

Figure 2: Structural Equation Model with Factor Loading after items were eliminated

The next step of the assessment is to evaluate the convergent validity using AVE. AVE refers to the mean value of the extracted variance of the construct items, and it has a minimum threshold value of 0.5 (Hair et al., 2017). All the constructs in this study have high levels of AVE, thus the convergent validity is valid. Table 4 shows the results of reliability and convergent validity.

Table 4: Reliability test result

Construct	Reliability Test		Convergent Validity Test
	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Experiential Resources (X2)	0.819	0.892	0.735
Informational Capability (X5)	0.919	0.949	0.861
Innovativeness (X7)	1.000	1.000	1.000
Management Capability (X6)	0,865	0.937	0.881
Physical Resources (X1)	1.000	1.000	1.000
SEO (Z)	0.901	0.924	0.672
Social Entrepreneurial Capability (X4)	0.818	0.879	0.645
Social Financial Resources (X3)	0.817	0.914	0.842
Sustainability Performance (Y)	0.896	0.951	0.906

Construct Discriminant Validity

In Fornell-Larcker criteria assessment, the correlations between the latent variables and the square roots of the AVE values are compared, and the square root of AVE must be greater

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than all constructs' correlation value. Based on this assumption, the results of the Fornell-Larcker assessment in this study are valid.

Table 5: Fornell-Larcker Criterion Analysis

	X2	X5	X7	X6	X1	Z	X4	X3	Y
Experiential Resources X2)	0.857								
Informational Capability (X5)	0.566	0.928							
Innovativeness (X7)	0.444	0.819	1.000						
Management Capability (X6)	0.618	0562	0.559	0.938					
Physical Resources X1)	0.246	0.613	0.514	0.255	1.000				
SEO (Z)	0.428	0.815	0.852	0.711	0.541	0.820			
Social Entrepreneurial Capability (X4)	0.488	0.678	0.686	0.592	0.392	0.685	0.803		
Social Financial Resources X3)	0.363	0.467	0.363	0.288	0.245	0.444	0.564	0.918	
Sustainability Performance (Y)	0.695	0.607	0,588	0.735	0.176	0.647	0.656	0.204	0.952

The next evaluation to be completed was the HTMT analysis where HTMT values should not exceed 0.90 in order to achieve the discriminant validity criteria for the measurement mode (Henseler et al., 2015). Based on the HTMT presented in Table 6, all values are below the maximum acceptable threshold, with the highest result of 0.898.

Table 6: Heterotrait–Monotrait (HTMT) Criterion

	X2	X5	X7	X6	X1	Z	X4	X3
Informational Capability (X5)	0.639							
Innovativeness (X7)	0478	0.853						
Management Capability (X6)	0.727	0.629	0.601					
Physical Resources (X1)	0.267	0.639	0.514	0.274				
SEO (Z)	0.487	0.897	0.898	0.801	0.567			
Social Entrepreneurial Capability (X4)	0.579	0.777	0.750	0.675	0.463	0.791		
Social Financial Resources (X3)	0.448	0.532	0.390	0.336	0.278	0.513	0.693	
Sustainability Performance (Y)	0.804	0.668	0.621	0.836	0.186	0.717	0.741	0.223

Bootstrapping

The bootstrapping method is used to validate the multivariate model aimed at determining the distribution of the HTMT statistic (Hair et al., 2019, 2017). In this study, bootstrapping evaluation includes analyzing probabilities and t-statistics using PLS-SEM. For an alpha 5 percent, the acceptable criteria are when p-value is less than 0.05 for probabilities and T-table is greater than 1.96. Thus, if t-statistics are greater than t-tables, the hypothesis is accepted.

Table 7: T-Statistics and P-Values Analysis

Relationship of the variables	T Statistics	P Values	Relationship	Mediation Type
Experiential Resources (X2) → SEO (Z)	2.337	0.020	Significant	Partial Mediation
Experiential Resources (X2) → Sustainability Performance (Y)	3.074	0.002	Significant	
Informational Capability (X5) → SEO (Z)	1.496	0.135	Not Significant	No Mediation Effect
Informational Capability (X5) → → Sustainability Performance (Y)	0.476	0.634	Not Significant	
Innovativeness (X7) → SEO (Z)	3.361	0.001	Significant	Full Mediation
Innovativeness (X7) → Sustainability Performance (Y)	0.589	0.556	Not Significant	
Management Capability (X6) → SEO (Z)	3.558	0.000	Significant	Full Mediation
Management Capability (X6) → Sustainability Performance (Y)	0.473	0.636	Not Significant	
Physical Resources (X1) → SEO (Z)	0.720	0,472	Not Significant	No Mediation Effect
Physical Resources (X1) → Sustainability Performance (Y)	1.737	0.083	Not Significant	
Social Entrepreneurial Capability (X4) → SEO (Z)	1.534	0.126	Not Significant	No Mediation Effect
Social Entrepreneurial Capability (X4) → Sustainability Performance (Y)	0.276	0.783	Not Significant	
SEO (Z) → Sustainability Performance (Y)	2.121	0.034	Significant	Direct Relationship
Social Financial Resources (X3) → SEO (Z)	1.102	0.271	Not Significant	No Mediation Effect
Social Financial Resources (X3) → Sustainability Performance (Y)	2.460	0.014	Significant	

Based on the above results, it can be concluded as follow:

H1	:	SE physical resources have a significant effect on sustainability performance	→ hypothesis is rejected
H2	:	SE experiential resources have a significant effect on sustainability performance	→ hypothesis is accepted
H3	:	SE financial resources have a significant effect on sustainability performance	→ hypothesis is accepted
H4	:	SE social entrepreneurial capabilities have a significant effect on sustainability performance	→ hypothesis is rejected
H5	:	SE social informational capabilities have a significant effect on sustainability performance	→ hypothesis is rejected
H6	:	SE management capabilities have a significant effect on sustainability performance	→ hypothesis is rejected

H7	:	SE innovativeness has a significant effect on sustainability performance	→ hypothesis is rejected
H8	:	SEO mediates the relationship between SE physical resources and sustainability performance	→ hypothesis is rejected
H9	:	SEO mediates the relationship between SE experiential resources and sustainability performance	→ hypothesis is accepted
H10	:	SEO mediates the relationship between SE financial resources and sustainability performance	→ hypothesis is rejected
H11	:	SEO mediates the relationship between SE social entrepreneurial capabilities and sustainability performance	→ hypothesis is rejected
H12	:	SEO mediates the relationship between SE social informational capabilities and sustainability performance	→ hypothesis is rejected
H13	:	SEO mediates the relationship between SE capabilities management capabilities and sustainability performance	→ hypothesis is accepted
H14	:	SEO mediates the relationship between SE innovativeness and sustainability performance	→ hypothesis is accepted
H15	:	SEO has a significant effect on sustainability performance	→ hypothesis is accepted

CONCLUSIONS

This research aimed to investigate the effect of SEO on sustainability performance, and to investigate the mediate effect of SEO on SRBV and sustainability performance. In this study, the pilot test using PLS-SEM was used to examine the construct reliability and validity of the measurement model for hypothesis testing. The findings revealed that factor loading, and average variance extracted (AVE) were sufficient, indicating that the convergence is valid. Composite reliability (CR) and Cronbach's Alpha, which were used to assess reliability, were also valid. In addition, heterotrait–monotrait criteria (HTMT) were used to validate the instruments' discriminant validity is also valid. The findings revealed that SEO has had a positive effect on sustainability performance. Likewise, SRBV has had a positive effect on sustainability performance. This positive relationship is mostly due to the social entrepreneurs' activities in managing the resources and capabilities in terms of experiential resources and social financial resources. The findings also revealed that SEO mediates the relationship between SRBV (experiential resources, social financial resources, and management capability) and sustainability performance.

To conclude, the pilot test using the PLS-SEM examination of validity and reliability in this investigation is statistically valid and reliable. Clearly, further research is required to analyze the effect of social entrepreneurial orientation on sustainability performance, and it is suggested that a larger-scale survey be conducted with a modification of the instruments presented in this pilot study.

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Development of Student Entrepreneurship Interest Through Student Entrepreneurship Education in West Sumatra - Semi-Systematic Literatur Review

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ABSTRACT

The development of entrepreneurship education in Universities in West Sumatra is focused on improving the capacity of education delivery and increasing the modernization of entrepreneurship education in West Sumatra. So that the strengthening can encourage the strengthening of entrepreneurship education, especially in universities. Entrepreneurship education in West Sumatra has been implemented in all universities, not only in West Sumatra, but even in Indonesia. However, its implementation has not shown optimal results. Therefore, this study aims to develop students' interest in entrepreneurship through entrepreneurship education in universities, especially students of University PGRI West Sumatra. The object of this research is University PGRI West Sumatra students who take entrepreneurship courses. The objectives of this research are: (1) Analyze student entrepreneurship interest at universities in West Sumatra (2) Analyze the factors that influence student entrepreneurship interest (3) Optimizing the development of entrepreneurship education at universities in West Sumatra (4) Application of entrepreneurship education model for students in West Sumatra. The questions from this research are: (1) How to grow students' interest in entrepreneurship at universities in West Sumatra? (2) What are the factors that influence student entrepreneurship interest in West Sumatra? (3) How is the development of entrepreneurship education at universities in West Sumatra? (4) How is the development of an entrepreneurship education model for students in West Sumatra? Considering the limitations of the researchers, the focus of this research is the development of student entrepreneurial interests through student entrepreneurship education in West Sumatra, a special study for University PGRI Sumatera Barat students who take entrepreneurship courses.

Keywords: Interest in Entrepreneurship, Entrepreneurship Education.

INTRODUCTION

The main goal of a country is to prosper and prosper its people. One measure of the prosperity of a nation can be seen from how much the nation's per capita income reflects the average income of its population. One of the mechanisms in increasing per capita income apart from the tax, agrarian and mining sectors is the entrepreneurial sector. The entrepreneurial sector is the ability of a country to see business opportunities and take advantage of them so as to obtain added value with the ultimate goal of being economically independent for the country and opening up job opportunities for its people. The more people in a country are entrepreneurs, the greater the opportunity for a country's economic progress.

Progress of developed countries in dealing with the global crisis that started from the banking sector in the USA has dragged on to various sectors which then spread to the European region, Asia, especially ASEAN. According to (Park and Park, 2017) many countries agree that starting a business is a solution for unemployment so that the government seeks to develop policies to create jobs for young people as entrepreneurs. This government policy is to anticipate the global crisis that has created a multi-crisis effect that has forced many companies to downsize their organizations in the form of unilateral termination of employment and their impact on the number of educated unemployed, be it undergraduate, high school or equivalent graduates. or who have not received formal education. Educated unemployed who are contributed by higher education graduates totaling more than 2 million are in tight competition to enter the world of work.

The Global Talent Competitiveness Index (GTCI) has released research results on ranking the global competitiveness of countries in the world. In 2019 GTCI focuses on global competitiveness especially in the area of entrepreneurship being encouraged, nurtured and developed around the world. Digitalization and globalization are increasing the role of entrepreneurial talent. GTCI uses objective indicators in ranking. This ranking starts from per capita income, technology infrastructure, computer information, the level of corruption, gender and environmental issues, the level of tolerance, political stability to the relationship between the government and the business world.

The development of entrepreneurship education in universities in West Sumatra is focused on the capacity to increase education delivery and improve the modernization of entrepreneurship education in West Sumatra, so that the strengthening carried out can encourage the strengthening of entrepreneurship education, especially in universities. Basically, entrepreneurship education in West Sumatra has been implemented in all universities, not only in West Sumatra, even in Indonesia. However, its implementation has not shown optimal results.

The importance of entrepreneurship has also become a phenomenon for academics with their academic activities in the university environment. Entrepreneurial University discourses and applications have become a hot topic of discussion in academia. Educated students at the tertiary level are expected to be the initiators of successful entrepreneurs (Nastiti, Indarti and Rostiani, 2010). This fact requires college graduates to equip themselves with knowledge to create jobs. Facts related to entrepreneurship are also supported by Google trends related to interest in entrepreneurship over the last 12 months in Indonesia as follows:

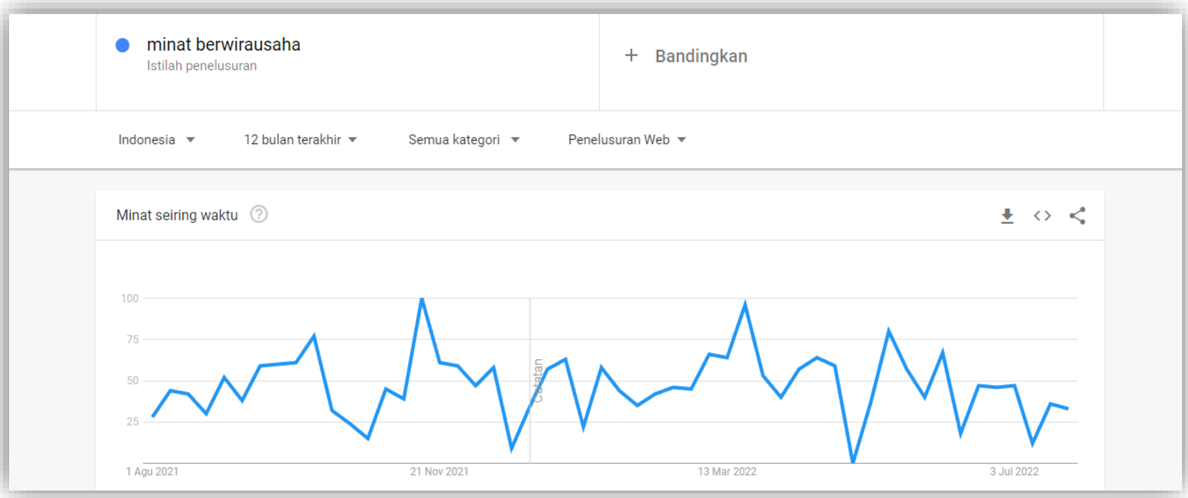

Figure 1: Trends in Searching for Interest in Entrepreneurship in the Last 12 Months in Indonesia.

Based on the picture above, it can be seen that entrepreneurial interest has become a search trend in the last 12 months. Interest in entrepreneurship is not just a trend, but has become a necessity. Regarding the interest in entrepreneurship, it is time for higher education to develop a more structured academic system in higher education so that graduates do not only look for work. Universities are expected to be able to create graduates who are able to fill jobs. Entrepreneurship is the right and logical choice, because in addition to a greater chance of success, it is in accordance with the government's program in accelerating the creation of small and medium-sized entrepreneurs who are strong and rely on science and technology.

The importance of entrepreneurship education is also a phenomenon for academics with their academic activities in the university environment. Entrepreneurial University discourses and applications have become a hot topic of discussion in academia. Educated students at the tertiary level are expected to be the initiators of successful entrepreneurs (Nastiti, Indarti, and Rostiani 2010). Competitive conditions for Indonesian university graduates are also faced with slow job growth and low capital flows from abroad (Beugelsdijk and Noorderhaven 2005). This fact requires college graduates to equip themselves with knowledge to create jobs. The science in question is the science of entrepreneurship.

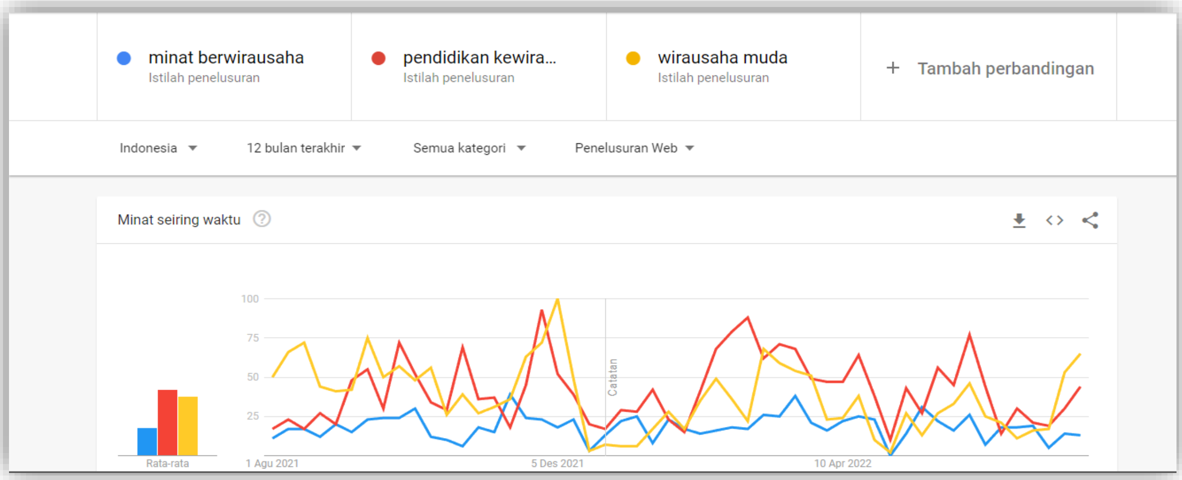

Figure 2: Trend of Interest in Entrepreneurship Search, Entrepreneurship Education 12 Last Month in Indonesia

From the picture above, it can be seen that the search for trends in entrepreneurship interest during the last 12 months is far from the trend of entrepreneurship education and young entrepreneurs. This is presumably because the demands for entrepreneurship education are high, but interest in entrepreneurship and entrepreneurial motivation is felt to be very low. Facing this situation, the government has done a lot to motivate the community, especially young entrepreneurs to have entrepreneurial motivation, such as providing financial assistance and low-cost credit with various schemes, both for entrepreneurs, prospective entrepreneurs and for students as the younger generation who are expected to become seeds. future entrepreneurs. However, although various efforts to motivate have been given by the government, in fact there are still several factors that hinder the Indonesian people in general and the young population and students in particular to become entrepreneurs.

RESEARCH METHOD

This study uses a qualitative approach, namely research that produces descriptive data in the form of written or spoken words from people and observable behavior. The analytical approach used is a descriptive analysis approach, namely research whose purpose is to describe, explain or explain in depth about certain variables that exist in a society. This research reveals about the development of student entrepreneurship interest through student entrepreneurship education in West Sumatra. This research data consists of two types of data, namely primary data and secondary data. Primary data obtained directly from respondents in this case are all students who take entrepreneurship courses at every university in West Sumatra. The secondary data in this study is data related to the geographical and demographic conditions of students in West Sumatra.

RESULTS AND DISCUSSION

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This lag in entrepreneurial growth is caused by the lack of interest of the Indonesian people to open their own businesses to become entrepreneurs. The majority of Indonesian people still hope to work as civil servants (PNS) or become employees in State-Owned Enterprises (BUMN) and national and international private companies. This is what causes the low number of entrepreneurs in Indonesia and causes the high number of unemployed in Indonesia. Unemployment is a labor problem that is often faced by every country, especially developing countries such as Indonesia. The unemployment problem is a problem that must be solved in the Indonesian economy. The increasing population results in an increase in the number of the workforce. The high level of unemployment in a country has a negative impact on the development of a country.

The government's program to reduce unemployment has not been able to reduce unemployment significantly. Unemployment generally occurs because the number of the workforce is not proportional to the number of jobs and the number of the workforce that is able to absorb it or is caused by a reluctance to create jobs for themselves (May and Lee, 2020). Unemployment is not the result of a choice not to work, but the result of getting a job increasingly difficult, especially in big cities. The following is open unemployment data in Indonesia:

Table 2: Open Unemployment Rate by Education Level 2019-2021

No.	Education	Years		
		2019	2020	2021
1.	Primary school	2,64	7,35	5,98
2.	Junior High School	4,72	6,46	6,45
3.	Senior High School	7,87	9,86	9,09
4.	Vocational high school	10,36	13,55	11,13
5.	Academy/diploma	5,95	8,08	5,87
6.	University	5,64	7,35	5,98
Total		**37.18**	**38,84**	**44,5**

Source: National Labor Force Survey (Sakernas) in Access June 15, 2022

Based on data from the Indonesian Central Statistics Agency accessed on February 15, 2022, it shows that the total unemployment in Indonesia reached 44.5%, this data increased from 5.66% in 2000. From the data above, it can also be seen that from 2019 to 2021 the open unemployment rate is increasing. This condition is further exacerbated by global competition which will bring together Indonesian university graduates to compete freely with Indonesian university graduates from foreign universities.

The importance of entrepreneurship has also become a phenomenon for academics with their academic activities in the university environment. Entrepreneurial University discourses and applications have become a hot topic of discussion in academia. Educated students at the tertiary level are expected to be the initiators of successful entrepreneurs (Nastiti, Indarti and Rostiani, 2010). Competitive conditions for Indonesian university graduates are also faced with slow job growth and low capital flows from abroad (Beugelsdijk and Noorderhaven, 2005). This fact requires college graduates to equip themselves with knowledge to create jobs. The science in question is the science of entrepreneurship.

The government of West Sumatra, especially the city of Padang, has implemented regulations related to increasing integrated community businesses for MSMEs, young entrepreneurs among students. The regulation has been issued in accordance with PP. No. 17 of 2013 concerning the implementation of Law No. 20 of 2008 concerning Micro, Small and Medium Enterprises. The Padang city government assigns tasks to the Padang City Cooperatives and MSMEs Office in accordance with Padang City Perwako No. 20 of 2012 concerning the empowerment of small, medium enterprises and the Mayor of Padang Regulation no. 60 of 2012 it is explained that the Padang City Cooperatives and SMEs Office has the task of developing MSMEs, namely as follows (www.padang.go.id):

1. Program to create a conducive small and medium business climate
2. Entrepreneurship development program and competitive advantage for micro, small and medium enterprises
3. Business support system development program for micro, small and medium enterprises.

According to Hajezziey (2009: 32) in their efforts to develop small businesses and startups among students, there are several limitations that hinder business progress, namely the low ability to access information sources, access market opportunities, sources of capital, mastery and use of technology, and develop organizations. Data from the Ministry of National Education in general shows that the majority (83%) of university graduates work in government and private institutions, and only 17% are entrepreneurs. In this problem, there are at least three things that, according to the author, hinder the development of interest in higher education graduates to become entrepreneurs. First, the issue of mindset (thought patterns). Many scholars still think of themselves as job seekers, not job creators. Second, the problem of the entrepreneurship curriculum that is not adequate in quantity and quality. This can be seen from the lack of universities that organize entrepreneurship learning. If there is, then the curriculum has not been well integrated. A less integrated curriculum, for example, can be seen from highlighting aspects of knowledge (cognitive) rather than attitudes and entrepreneurial skills (attitude). Such conditions result in college graduates only understanding business at the theoretical level.

The lack of an integrated link between university administrators and financial and marketing institutions makes it more difficult to develop entrepreneurial spirit and abilities. Even more ironic, business schools in Indonesia are not yet oriented towards creating new entrepreneurs or opening their own businesses. Business schools in Indonesia, especially at the master's level, are more focused on intrapreneurship than entrepreneurship. It can be seen, for example, that the majority of business school students come from employees of large companies. This means that the target market for business schools is still employees of large companies and not individuals who want to become entrepreneurs. The mindset of managing education providers is certainly not in line with the spirit of entrepreneurship growth.

When compared, the entrepreneurship curriculum in Indonesian universities is far behind compared to leading universities in Canada, America, and Japan. In Japan, for example, student creations about a product are developed and encouraged by university administrators by linking them both to financial institutions (venture capital) and the market that will receive the product. In Indonesia, actually many students produce new innovations, but unfortunately these innovations do not continue to become a product or service that can be marketed properly.

An indication of the absence of an integrated link and the absence of an entrepreneurial spirit and spirit in higher education providers. The third factor that hinders the development of interest in higher education graduates for entrepreneurship is the lack of seriousness from the central and regional governments in creating entrepreneurs from among students. This can be seen from the lack of encouragement for scholars to become entrepreneurs, the absence of capital support, and market opportunities for new entrepreneurs. The government has not used its “power” to move financial institutions (venture capital) to be oriented towards science-based products. Venture capital institutions still function like banks which require new entrepreneurs to have had a business for two years as a minimum requirement.

The government can carry out its function as a facilitator in creating links or synergies between universities and large companies. In the past, there was a foster-father program, in which large companies adopted children from new entrepreneurs. But unfortunately the program failed, because the government did not act as an active facilitator. One program that deserves to be used as a pilot project in an effort to develop entrepreneurship among campuses is the Incubator Center of the Bandung Institute of Technology (PI-ITB).

Their strategies include entrepreneurship sounding through seminars, field visits, discussions, face-to-face meetings with experienced entrepreneurs, and publishing the Entrepreneur Indonesia magazine. In addition, a strategy for mentoring prospective entrepreneurs is also carried out in the form of providing business facilities, managerial and operational consultations, trainings, and so on. The Incubator Center on campus is a good example. However, because campuses in West Sumatra lack a network with markets and financial institutions, as a result they are less than optimal in preparing college graduates to become entrepreneurs.

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Entrepreneurship is a way of thinking, studying, and acting that is based on business opportunities, a holistic approach, and a balanced leadership (Timmons & Spinelli, 2004: 31). The entrepreneurial process demands a willingness to take calculated risks so that they can overcome obstacles to achieve the expected success. In general, entrepreneurs use their ingenuity to take advantage of limited resources.

Entrepreneurship education needs to be given to instill innovative and creative values in responding to opportunities, creating opportunities as well as entrepreneurial skills and knowledge, because interest in entrepreneurship is the starting point for how the business is run and how to manage risk (Luh and Widya, 2017). (Ginting and Yuliawan, 2015) stated that higher education obtained in college is expected to be able to develop themselves as an entrepreneur and not vice versa who can only wait for job vacancies.

The purpose of entrepreneurship learning is to transform the entrepreneurial spirit, attitude and behavior of the business entrepreneur group which can be the beginning to explore other entrepreneurial environments, namely academic, government and social entrepreneurs (Efendi, 2017).

The campus environment includes a form of support from the university for students to become entrepreneurs which consists of providing facilities and infrastructure for entrepreneurial practice, training activities and entrepreneurship seminars as well as providing a forum for students to practice entrepreneurship (eg entrepreneur days). Factors that encourage interest in entrepreneurship are an environment where entrepreneurship activities are often found, entrepreneurship training, social friends, family environment, friends who can be invited to discuss entrepreneurial ideas, formal education, small business experience (Syarifuddin and Iskandar, 2016).

In general, the influence of the surrounding environment (physical and social) is passive, in the sense that the environment does not provide a coercion on the individual. The environment only provides opportunities or opportunities for environmental influence as a determining factor for entrepreneurial success. Environmental conditions are one of the main factors that can strengthen or weaken interest in entrepreneurship (Sadeghi et al, 2013). The environment is a determining factor for the growth of student interest in entrepreneurship. The more often students are in an environment that provides entrepreneurial motivation, the higher the student's interest in entrepreneurship which is possible to start entrepreneurship (Syarifuddin and Iskandar, 2016). The following is a model of entrepreneurship education in universities.

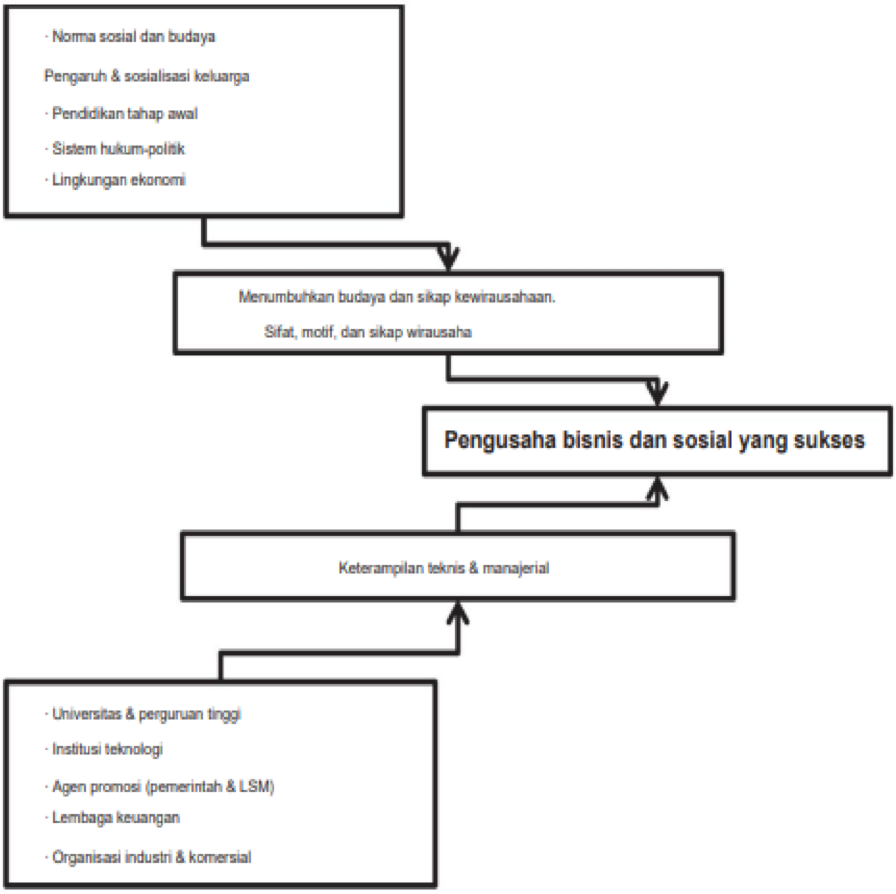

Figure 3: Entrepreneurship Education Model in Higher Education.

According to (Hapsari, 2018) the growth of interest in entrepreneurship is influenced by various factors involving internal factors, external factors and contextual factors. Internal factors that come from within the entrepreneur can be in the form of traits, personal, attitudes, willingness and individual abilities that can provide individual strength for entrepreneurship. While external factors that come from outside the entrepreneur's self can be elements from the surrounding environment such as the family environment, the business environment, the physical environment, the socio-economic environment and others.

CONCLUSION

This research is expected to make a real contribution to the world of education, especially universities in carrying out government programs to improve the economy of a country by growing interest in young entrepreneurs among students. This research is expected to provide guidance to policy makers in recognizing the interests and desires of students in entrepreneurship education.

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COVID-19 and the Transformation of Tourism Industry in Sabah

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ABSTRACT

Tourism industry is one of the major contributors to the economy, globally and domestically. In Malaysia, Sabah reached a new record level for hitting the highest tourism receipts at RM8.342 billion in 2018 and 2019. COVID-19 outbreak has resulted in global challenges, especially in tourism industry. Thus, this conceptual paper aims to determine how tourism practitioners in Sabah deal with the resilience issue for the transformation of a better recovery or future. This paper will apply the four (4) general phase of change event from resilience adaptive cycle; (1) Reorganization (innovation and creativity), (2) Growth (exploiting opportunities that arise from Phase 1), (3) Consolidation (establishing fixed institutions in Phase 2 to adapt to context changes) and (4) Collapse (failure or fixed institutions in Phase 3 to adapt to context changes). This study uses quantitative approach for data collection. As a result, this paper finds that not all of the organization move through all these 4 phases as they are handling it according to their own system or suitability.

Keywords: Tourism Industry in Sabah; COVID-19; Resilience; Recovery.

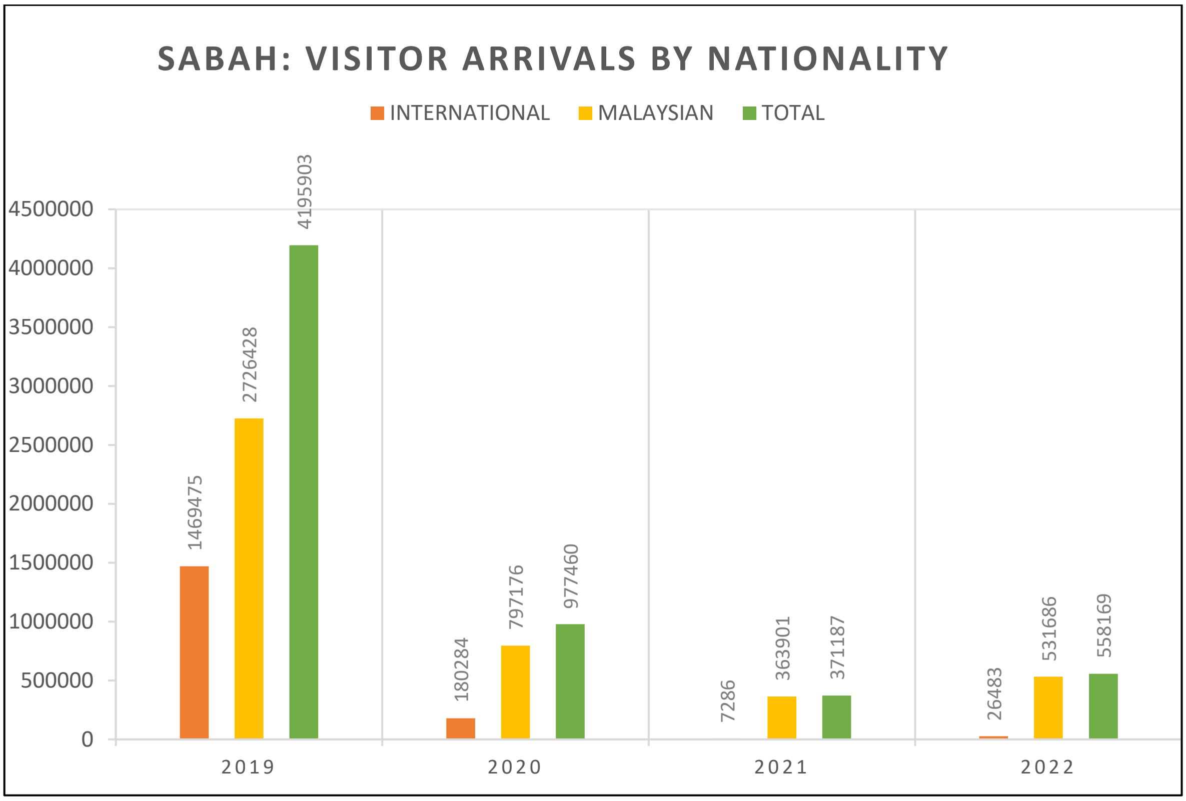
INTRODUCTION

COVID-19 is a fatal disease that resulted in serious financial losses, economic and health crises worldwide (Anderson et al., 2020). During in short term period, this virus has recorded massive count in the number of infected cases. As of 08 August 2022, 589,710,257 total cases recorded worldwide. This rise concern as the outbreak affected the health and daily life of mankind. Originated in Wuhan on 2019, this disease spread across the world and hit the economy badly, especially the tourism industry. Accounted as a major contributor for economy, this industry faced downfall from the pandemic declaration. According to Abbas (2021), the most frightening news of seasonal influenza outbreaks, epidemics, pandemics, and catastrophes results in a steep decrease in the travel and tourism industry, a dominant contributor to the service industry. Tourism encounter a reset just as it did after the global financial crisis in 2018 and terrorist attack on 2001 but with the potential to be transformative this time.

According to UNWTO (2020), the international tourist arrivals for Malaysia in 2019 surpassed 1.5 billion for the first time. When Malaysia is just at its peak from this achievement, COVID-19 hit the industry brutally. There is a significant decrease in the number of tourist arrival after the declaration of global pandemic in Mac 2020. Following to the announcement, pandemics adversely impact tourists' behaviors and their mental wellbeing (Bauer et al., 2021) as they drop their planned tour plans in fear of the disease infection, as it looks impossible to avoid transmission of the virus during travelling (Meadows et al., 2019). Malaysia faces serious economy crises as the tourism industry operating very slow during this pandemic, especially in Sabah.

Sabah contribution for tourism industry in Malaysia is undeniably important as this state is one of the most visited tourism destination in Malaysia. In 2019, Sabah alone recorded 4.2 million total of tourist arrival domestically and internationally. As the number arises, once again COVID-19 brings disaster to this state when the first case reported in Tawau on 12 March 2020 after a 58 years old man being monitored and tested positive for this virus. Movement Control Order (MCO) announced to prevent the spread of this virus. Tourism-related business owner has to shut down their business when the infection rates increase rapidly. As a result, the number of tourist arrivals for Sabah also deteriorated badly.

Table 1: Tourist Arrivals in Sabah as per May 2022



*Source:*Sabah Tourism, 2021.

COVID-19 Impacts on Tourism Industry

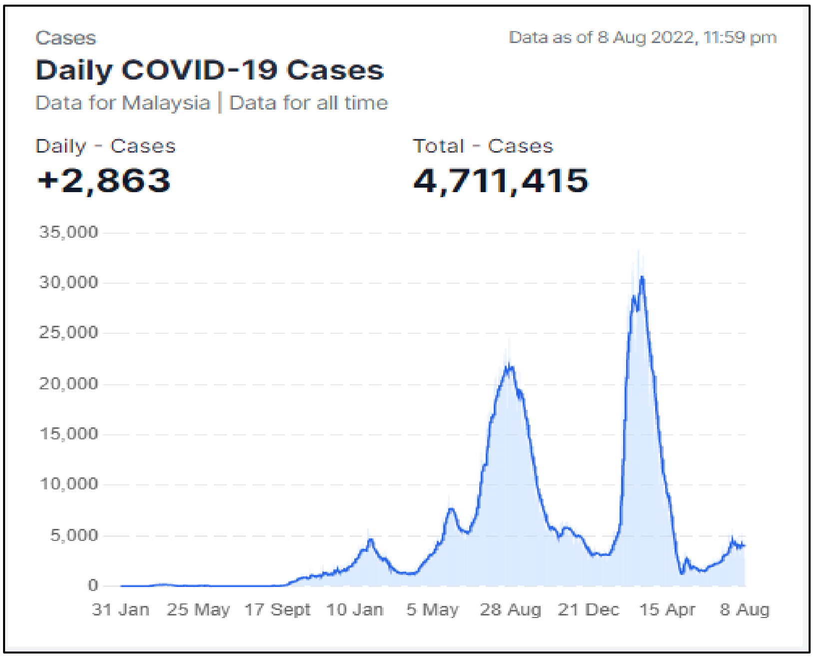
COVID-19 outbreak has put more pressure on tourism industry in Sabah. Tourism industry consists of several supporting sector which are accommodation, transportation, food and beverages, retail and culture, sports and also hospitality. According to Gossling et al., (2020), tourism industry has been hardest hit by this pandemic. Globally, travel and tourism are the significant contributors to a leading sector for job creation, socio-economic and cultural development worldwide (McCabe and Qiao, 2020). When Movement Control Order (MCO) declared, most of the tourism business has to shut down their business because of the closure of borders. This virus really brings disaster globally and influence people in their intention of travelling. This is because travellers play a significant role in transferring viruses, epidemics, outbreaks, or pandemic between local communities' destinations (Zhong et al., 2021).

This pandemic creating an employee issues where some business has to shut down or restructuring their employee. Miwil (2020) said because of the pandemic, tourism sector in Sabah suffered in economy as many businesses and shops are forced to close down. Staff has to quit their job, required to take unpaid leave, experience wage cuts and laid-off. It is also estimated that out of around 500,000 people who are currently unemployed in Malaysia, 200,000 are from Sabah, and many of them are impacted by the tourism sector downturn (Yusof, 2020).

COVID-19 outbreak started in December 2019 when a form of pneumonia with unknown cases reported. In January 2020, the US Centers for Disease Control and Prevention (CDC) identified a seafood market in Wuhan as the suspected area of the outbreak and remain closed since then (Lee-Peng Foo et al., 2020). As most of the international tourist come from China, Sabah face a decrease in tourist arrival count from the travel banned and boarder closure. When there is no demand in tourism industry, all of the big events that want to be organized have to be postponed until the situations are better. Sabah uniqueness has been chosen to be recognized all over the world. Visit Malaysia 2020 is one of the important events scheduled to be done in 2020 but has to be cancelled because of the pandemic and SOPs.

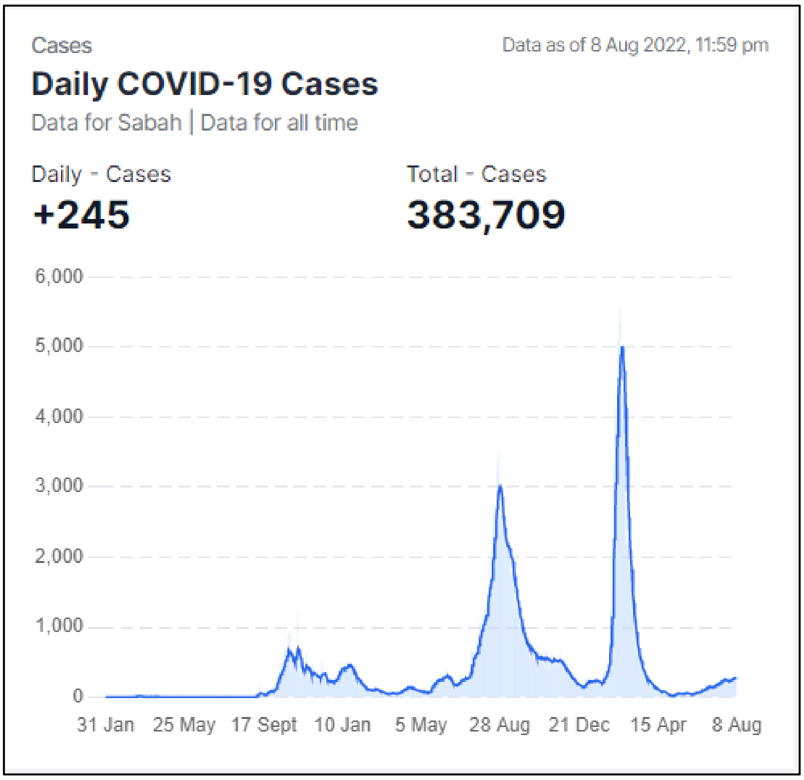
Booking cancellation of flight, hotel and travelling package has contributed in revenue loss for tourism industry especially in Sabah. Tourism is one of the main sectors which impact the economy as many governments impose travel restrictions, travel bans, shutting down airports, and mass passenger cancellations. Tourism is an important economic driver and the third highest contributor to Sabah's economy after agriculture and manufacturing (Badawi, 2008).

Table 2: Daily COVID-19 Cases in Malaysia



Source: COVIDNOW (Ministry of Health Malaysia), 2022

Table 3: Daily COVID-19 Cases in Sabah



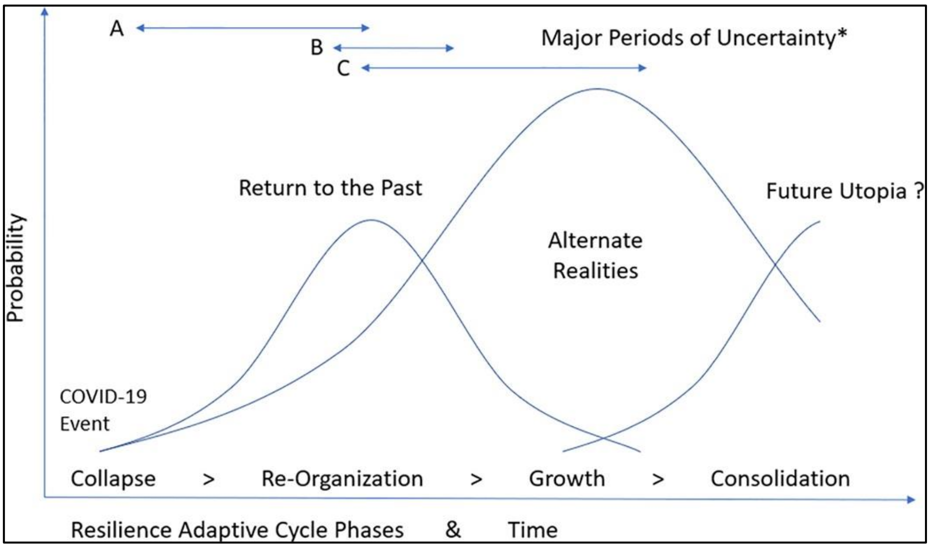
Source: COVIDNOW (Ministry of Health Malaysia), 2022

Resilience Issue

COVID-19 virus is an easily transmitted and limiting tourism activities. Tourism related business should come up with crisis management plan to sustain their business during and after the pandemic. Top management team should be creative and quick in tackling this issue. Mubeen et al., (2020) stated that, it has massively affected the business firm's sustainable performance, and the CEO role became critical to take innovation decisions to revive economic gains. Walker et al., (2004) define resilience as the capacity of a system to absorb disturbance and reorganize while undergoing changes so as to still retain essentially the same function, structure, identity and feedback. Resilience theory suggests that change is fundamental and the only constant that we can depend on (Cheer & Lew, 2017). All changes is conjunction with time, which urge the systems to adapt with the changing context or perish. Resilience adaptive cycle suggests four general phases of a change event: (Alan et al., 2020).

Phase 1: (Re-) Organization (innovation and creativity),
Phase 2: Growth (exploiting opportunities that arise from phase 1),
Phase 3: Consolidation (establishing fixed institutions and rules for phase 2),
Phase 4: Collapse (failure of fixed institutions in phase 3 to adapt to context changes), which results in a return to the Re-organization (phase 1) or, alternatively, the complete dissolution of the system.

Table 4: Resilience Adaptive Cycle Phases and Possible post COVID-19 pandemic scenarios



*Note: A = Current Uncertainty (2 to 5+ years); B = Abandoning the Past; C = Alternative Experimentations
Source: Alan et al., 2020

The systems involved in an organization does not have to undergo all of the four phases because the final phase can be avoided if action taken immediately by maintaining a culture of constant innovation. Government implements SOPs, such as social distancing policy as a way to prevent the virus from spreading as the infection rate is very high. Complying with this new norm can be done easily but, people will still always want to connect with each other. From this perspective, Alan et al. (2020) stated that this other form of connecting actually creating a new pathway to knowledge, understanding and empathy across the globe. According to Usman et al., (2019), the pandemic has affected energy consumption patterns and impacted globalization and tourism to rethink innovation for sustainable recovery strategies. The most important part of this early stage is to be open to all ideas and willing to make mistake to enter the next phase.

Growth in phase 2 is not necessary referring to the figure or number, but more to the growth in well-being. Looking for the pandemic in positive way will gives different idea in adapting to the changes. Changing is not easy, but it will create a new direction when organizations use creativity in interpreting the direction brought by this pandemic. The COVID-19 crisis is one of another illustration on how systems change each other. Willingness to follow any advice and instructions, trust in institutions and the sense of belonging to the community can determine how the disaster will unfold. Practicing the new policies while running the business is how an organization growth by adapting to the new changes.

The next phase is focusing more on the alternative values that is suitable to be practiced in current situations. Tourism industry should not only focusing on sales but, should consider in starting renovations of hotels, simplifying the sale of tour groups and customer registrations, improving staff quality and skills and moving to digital technology. The increasing number of disasters and crises affecting tourism industry worldwide has brought forth the importance resilience building in the tourism industry (Prayag, 2018). The favorable results of this cycle will be determine after this phase, whether organization will fall down totally or still can withstand the challenges from COVID-19 outbreak.

RESEARCH METHOD

Systematic literature review method implemented in developing this paper. According to Kang (2018), a systematic review method review and analyzes the results from all related studies for a given topic and design collected. This study implements quantitative approach in data collection through online survey.

CONCLUSIONS

As a conclusion, this paper endorses that COVID-19 bring significant impact on tourism organizations based on its size, venue, management and government types of the tourism industry. The COVID-19 outbreak creating a new history as it has reflected the social, socio-economic, psychological and cultural influences on various stakeholders, and they will suffer from the adverse effect for a longer time. This paper also suggesting the implementation of the four general phase of change event from resilience adaptive cycle; reorganization, growth, consolidation and collapse in reshaping and redesign business operation for a recovery which leads to the sustainable and promising future when the pandemic end.

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A Conceptual Paper on The Effect of Firm-Level Resources on Export Behaviour with Country-Level Institutions as Moderators: The Case of Young Entrepreneurs Across The Globe

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ABSTRACT

This paper proposes a conceptual framework to examine the firm-level resources, namely innovation and networking, towards export propensity and export intensity among young entrepreneurs across the globe. In addition, this study examines the moderating effect of country-level resources, which are formal and informal institutions, between firm-level resources and export propensity and export intensity among young entrepreneurs. Innovation is regarded as product innovation which refers to new products, services, or programs introduced to the market. At the same time, networking is a personal network made up of actors with whom an entrepreneur has direct or indirect relationships comprising domestic and foreign network partners. The findings could benefit not only young entrepreneurs but also policymakers in general in strengthening the roles of institutions that can help young entrepreneurs conduct business internationally. Therefore, the findings of this research are expected to provide a view of how young entrepreneurs can have an impact by penetrating the global market through selected resources.

Keywords: young entrepreneurs; firm-level resources; country-level resources; export behaviour

INTRODUCTION

Entrepreneurship is crucial as the main vehicle for economic development (Sergey Anokhin et al., 2008). Entrepreneurial activities influence a country's financial performance by introducing new products, methods, and production processes to the market, thus boosting productivity and overall competitiveness. Entrepreneurship is important for various reasons, including knowledge transfer, increased competitiveness, product and service diversification (Audretsch & Keilbach, 2004), creation of jobs, the introduction of innovations and productivity enhancements (Acs, 2006; Stel et al., 2005; van Praag & Versloot, 2007; Wong et al., 2011). By looking at the beauty of entrepreneurship, no doubt that many national governments are encouraging entrepreneurship activities that start early among youth.

Youth is best viewed as a transitional stage between childhood's reliance and adulthood's independence. Nonetheless, age is the simplest way to identify this group, particularly in terms of education and work, because the word 'youth' is frequently used to refer to someone between the ages of leaving compulsory education and getting their first job (UN DESA, 2014).

The United Nations defines youth as persons within the 15-24 age cohort, while The African Youth Charter defines youth as 15-35 years old. Specifically, for this study, according to Global Entrepreneurship Monitor (GEM), the definition of young people is referred to as citizens between the ages of 18-34 years (Bosma et al., 2015). The purpose of youth varies with conditions, particularly with changes in social, financial, economic, and socio-cultural settings. Nevertheless, this definition of youth presumably can help create a statistical function in evaluating the needs of young people and offering guidance for the growth of youth.

A recent trend in entrepreneurship has highlighted the role of youth in contributing to and being part of a young entrepreneur. It can be seen from many government policies explicitly derived from youth employment, such as in Malaysia (Malaysian Youth Policy and 1Malaysia Youth City based on Malaysia's 11th Plan), Spain (the Strategy for Entrepreneurship and Youth Employment 2013-16 and the 2020 Youth Strategy), Jamaica (Revision of the National Youth Policy) and Youth Entrepreneurship Programme in the Philippines. The grand objectives of these policies are to develop a knowledge base on youth and a focus on skill development, propose solutions for increasing the adaptability of young people to labour market requirements, and support entrepreneurial initiatives.

However, the advent of the pandemic Covid-19 onslaught throughout the world since 2020 has posed new challenges and opportunities for young entrepreneurs to start internationalisation businesses. A recent report by (UNDP, 2021) revealed that the crisis has negatively impacted about 92% of youth-led enterprises in Asia-Pacific. Nevertheless, in an unprecedented global health crisis, trade is essential to save lives and livelihoods, and international cooperation is needed to keep trade flowing (OECD, 2020).

Being digital natives, young entrepreneurs have been quicker to switch from physical shopfronts to online marketplaces, where they can easily reach new market segments. Pandemic Covid-19 has changed the international business environment providing a new business landscape for young entrepreneurs to explore and conquer. Typically, problems come together with opportunities. Nonetheless, the percentage of young entrepreneurs venturing into international business is still low despite the vast possibilities offered by the global market due to constraints on resources, business liabilities and business environment involving formal and informal institutions (Castellani et al., 2021; Crick et al., 2020; Ferreira et al., 2021).

Despite the vast opportunities for young entrepreneurs in the global market, government and scholars agree that young entrepreneurs are often restricted by limited resources (Hulsink & Koek, 2014; Ridzwan et al., 2018). Indeed, going global requires various resources such as innovation and networking (Falahat et al., 2020; Hunt & Madhavaram, 2020; Shan et al., 2020). Entrepreneurs often create new technologies, develop new products or process innovations, and open up new markets by utilising business resources like operating capital, capital assets, human capital, and other resources.

As expressed earlier, several entrepreneurial resources are available, but this research focuses on innovation, and networking among young entrepreneurs. These resources are essential in capturing the market niche not saturated with other international traders, thus providing a greater chance of global business success (Alayo et al., 2021; Barasa et al., 2021; Cieślik et al., 2018). According to Dowling (2004), these resources are valuable tools for strategising market segments to achieve a competitive advantage in international business. Guelich and Bosma (2018) discovered young entrepreneurs aged 18 to 34 as significant entrepreneurs who faced problems concerning export behaviour (export propensity and export intensity) and managing firm-level resources for internationalisation growth.

Considering limited resources possessed by young entrepreneurs, their business moves heavily further influenced by the institutions in a country. The tenet of this research is the integration of firm-level and country-level resources concerning young entrepreneurs. The export behaviour of young entrepreneurs is also influenced by formal and informal institutions surrounding the international business environment (Sahiti, 2021). Formal institutions provide the business training that guides entrepreneurs for international business (Steer & Sen, 2010). Other formal institutions facilitate export procedures for exporting firms (Korppoo, 2018; Looi & Klobas, 2020). The formal institutions may include a written constitution, laws, policies, rules and regulations enforced by official authorities (İpek & Tanyeri, 2020). Informal institutions include corruption, political intervention and culture (Ha et al., 2021; Halabi et al., 2019; Hartwell & Malinowska, 2019). Hence, the interplay of formal and informal institutions will influence export behaviour among young entrepreneurs.

Overall, this research analysed resource advantage and export behaviour among young entrepreneurs using formal and informal institutions as moderators. Young entrepreneurs can experience new opportunities from the wide-ranging activities of value chains and trade sectors. Thus, youth involvement in entrepreneurship and export will help youth shape their future and shed some light on the current situations facing youth.

PROBLEM STATEMENTS

Few identified deficiencies in literature, and real phenomena motivate depart the literature. First, the problem of limited studies on young entrepreneurs involved in international business makes this study imperative. Most studies focus on general entrepreneurship (Landström, 2020; Liguori & Winkler, 2020; Lounsbury et al., 2019; Rippa & Secundo, 2019; Shane & Venkataraman, 2000) and limited studies on export behaviour and firm resources of young entrepreneurs. Despite the abundant knowledge on entrepreneurship, the concept of youth entrepreneurship lacks clarity because the youth are often treated as part of the general adult population. However, understanding the choices of the youth, their particular needs, and entrepreneurial potential is essential for designing policies that can enhance their involvement in entrepreneurship. Scholars' lack of attention toward young entrepreneurs is inappropriate and will affect future business sustainability, especially international business. Moreover, the low participation of young entrepreneurs in the global market limits their internationalisation potential to benefit from export activities.

Second, the problem of identifying and utilising a firm's core strength in terms of resource advantage among young entrepreneurs for developing early export behaviour in international business needs research. Vast literature recognises the lack of resources as an inhibitor of entrepreneurship. However, little has been done to examine empirically how those resources influence export behaviour, particularly among young entrepreneurs. According to Bai et al., (2020) and Castellani et al., (2021), young entrepreneurs engaging in export behaviour face problems in identifying international business opportunities, poorly developed innovation for the global market due to lack of expertise and knowledge, utilising physical, technological plant or equipment for export market requirements and difficulty in initiating foreign sales concerning export propensity and export intensity.

Third, following the same note of the problem, scanty literature dealt with how resources for young entrepreneurs promote export behaviour that formal and informal institutions influence in their own country. In the past, debates about the role of institutions in entrepreneurial activity have centred on formal institutions such as the regulatory framework, which has been shown to explain the diversity of a country's entrepreneurial activity (de la Chaux & Haugh, 2020; Fuentelsaz et al., 2015; Yay et al., 2018), and informal institutions, such as culture and social structures, which affect the entrepreneurial motivation (C. K. Lee et al., 2020; Muralidharan & Pathak, 2017; Santos et al., 2019).

Fourth, there is a need to research how young entrepreneurs' export behaviour interacts with firms' resource advantage and formal and informal institutional resources. Crick et al., (2020) posit that young entrepreneurs' export behaviour should be supported because their entrepreneurship generates employment and prepares young international entrepreneurs for challenging and changing markets. According to Yang et al., (2020), the problem of understanding the interactions between young international entrepreneurs in international business that determine the internationalisation degree of young entrepreneurial firms needs research. Bai et al. (2020) posit that the export behaviour of young entrepreneurs assists them in managing firm-level resource advantage for international business growth and performance. Furthermore, most studies on the internationalisation of young entrepreneurs focus on a single indicator in export behaviour (Ratnasingam et al., 2021; B. Wu & Deng, 2020), whilst export strategy is dynamic.

In short, this study highlighted the issues of young entrepreneurs, specifically on the internationalisation of youth entrepreneurship, as scanty research on this topic. This study also stressed the problems of young entrepreneurs and firms' resources where there is a lack of empirical work on resources that influence export behaviour among young entrepreneurs. In addition, the primary concern of this study is the role of institutions (formal and informal institutions) and the integration of firm-level and country-level resources on export behaviour. Lastly, this study also draws attention to the dynamic in export behaviour as most research focuses on a single point in exporting process.

LITERATURE REVIEWS

Resource Advantage Theory

Resource advantage theory posits that the value of a resource to a firm is seen in terms of its potential to yield competitive differentiation and customer value delivery that enhances performance outcomes (Hunt, 1997). Hunt & Arnett, (2004) posit that in Resource Advantage Theory, firms act as combiners of heterogeneous and imperfectly mobile resources. Through competition, firms accumulate resources to become capital. Hodgson, (2000) posits that Resource Advantage Theory was built by Hunt (1997) based on a variety of economic theories called Resource Advantage Theory (Hunt 1997). However, Hodgson (2000) argues that Resource Advantage Theory is not yet a complete theory because it fails to distinguish between different types of resources, and validations are not sufficiently convincing.

However, Dowling (2004) posits that Hunt (1997) and Hunt and Arnett (2004) as important and compelling reading analysing firms and industries despite shortcomings. Bhandari et al., (2020) agree with Cadeaux, (2004); Dowling, (2004); Hughes and Morgan, (2007); López Rodríguez & García Rodríguez, (2005) on convincing validations of Resource Advantage Theory by scholars. According to Dowling (2004), Resource Advantage Theory (R-A Theory) is an emerging new theory of competition with unique perspectives that provide outlines for firms and public policymakers. Cadeaux (2004) disagrees with Hodgson (2000) on the issue that R-A Theory is not sufficiently convincing upon validation because R-A Theory is grounded in empirical research validated by scholars like Lopez Rodriguez and Garcia Rodriguez (2005) and (Hughes & Morgan, (2007). Varadarajan, (2020) posits that R-A Theory emphasises that firms create and nurture valuable resources with the firm's core competencies rather than competition alone.

Hunt (2000) posits that the key determinant of profitability is based on the firm's resources to create superior performance and a sustainable competitive position. Varadarajan (2020) asserts that firms need to transform basic resources into core competencies as a foundation for a superior competitive position in a specific market segment. These resources are developed within the firms, which improve with usage and are subject to minimal depreciation making these resources a source of sustainable competitive advantage. Hunt (1997) further developed the Resource-Based Theory (RB) into the Resource Advantage Theory of competition (Hunt 2000). Hodgson (2000) agrees that Resource Advantage Theory has comprehensively dealt with a new paradigm of industrial competition. Wittmann et al., (2009) posit that superior financial performance can be accomplished by securing business alliances that fill the resource advantage gaps for positional advantage in the competitive environment. Hence, for the purpose of this study, firm-level resources are identified as innovation and networking.

Export Behaviour

Export behaviour was examined from export propensity and export intensity. The literature review retrieved was from the economies of scale theories of trade hypothesised that firms with relatively abundant capital and substantial size have a higher propensity to export (Kim 2021). Another theory of export behaviour is the factor content of the comparative advantage theory of trade, which hypothesises that countries will export goods and services that use intensively relatively abundant factors of production (Chang & Chen 2021; Vermeulen 2004). According to Estrin et al. (2008), the export propensity is the factor influencing whether or not the firms are exporting, largely associated with the relative firms' resource position involving organisational and managerial aspects. Export intensity is the firms determining the share of exported sales largely related to the character of the host institutional environment.

Javalgi et al. (1998) posit that strong export propensity is strongly associated with firms' characteristics like size of the firm, number of employees, annual sales turnover, number of years in business, international trading experience, educational level of managers, managers' commitment to export, perception of cost for advertising and promotion. However, young entrepreneurs lack the knowledge and expertise to undertake the complex environment of internationalisation (Suárez-Porto & Guisado-González 2014). According to Suarez-Porto and Guisado-Gonzalez (2014), young entrepreneurs' export behaviour should be accompanied by a learning process that moves from the simple forms of entry into a simple foreign market and later into a complex larger scale of resource commitment in the internationalisation activities.

Export intensity concerns firms' capital structure and corporate leverage (Pinto & Silva 2021). Moreover, they posit that export intensity is sensitive to policy decisions such as corporate tax reform, policy to support corporate financing using the public fund, promotion of the export sector based on innovation and value-added products to support export activities. Firms can use leverage to finance export activities instead of issuing stock to raise capital. Leverage in this context refers to the use of debt or borrowed funds to amplify returns from export project investment. Calof (1994) defines export propensity as whether or not a firm export to foreign markets. Salomon et al. (2005) define export propensity as the level of export sales in total sales.

Relationship of innovation and networking toward export behaviour

Innovation as an outcome emphasises output. When it comes to innovation, the focus is on the final product. Typically, innovation produces new products and services, referred to as product innovation. A thorough understanding recognises that product innovation is just one of several possible outcomes (Kahn, 2018). Product innovation refers to new products, services, or programmes introduced to the market. While the word "product innovation" is commonly used, the terms "service" or "programme" could also be employed. Different types of product innovation are available since innovation extends from incremental to radical offerings (Kahn, 2018).

A study by Becker & Egger, (2013) found that product innovation has a larger effect on firms' propensity to export than process innovation. Moreover, they report that process innovation in isolation does not affect the probability of exporting, whereas only when combined with product innovation does it positively influence exports. These findings are also supported by lo Turco & Maggioni, (2015), who conclude that product innovation has a greater effect on the export performance of Turkish firms than process innovation, and their combined effect is the largest.

Hernández et al., (2021) draw on Resource-Based View Theory combined with Institutional Theory, using innovation as a moderator concerning export propensity and export intensity. According to Hernandez et al. (2021), innovation plays an important role in export propensity among exporting firms to evade regulatory constraints in home countries. Zhou et al., (2021) agree with (e.g. Hernandez et al. 2021; Alayo et al. 2021; Barasa et al. 2021; Bierut & Dybka, 2021; Chen et al., 2018; Chu & Hoang, 2020; (Malik et al., 2021); Cieslik et al. 2018) on the importance of innovation in promoting export propensity among entrepreneurs.

According to Pla-Barber & Alegre, (2007), there is a link between product innovation and export intensity. In the context of this research, there is a link between innovation and export intensity of young entrepreneurs. Fernández-Mesa & Alegre, (2015) studied the interplay of innovation on export intensity and posit that innovation is important besides having the right attitude and export orientation. Hernandez et al. (2021) agree with Pla and Alegre (2007), C. Lee, (2011), Raja Suzana et al., (2017), Rodil et al., (2016), Suárez-Porto & Guisado-González, (2014) and Fernandez and Alegre (2015) on the important relationship between innovation and export intensity. R. Wu & Chiou, (2021) agree with previous scholars. Still, they emphasise that further research is required for specific innovations influencing export intensity among entrepreneurs, promoting export propensity among young entrepreneurs in this context. Hence, hypothesis H1 is warranted.

H1: Innovation has a positive effect on (1) export propensity and (2) export intensity among young entrepreneurs

Currently, there is a considerable amount of network research that categorises networks into two categories: inter-firm or business networks, and ii) entrepreneur's personal (social) networks (Gavino et al., 2019; Jin & Jung, 2016; Sharafizad & Brown, 2020). An entrepreneur's career and business development may be influenced by long-term social and business networks (Li et al., 2019; Zoppelletto et al., 2020). Aldrich (2014) suggests that business networks, sometimes extended or inter-organisational/inter-firm networks, can develop from intra-firm or inter-firm relationships, which are often formalised and/or structured. Specifically, intra-firm business networks may consist of formal relations between owners, managers, and employees. In contrast, inter-firm networks may consist of formal relations between members of firms that generally perform "boundary-spanning roles" (Aldrich, 2014).

Meanwhile, a personal network is made up of actors with whom an entrepreneur has direct or indirect relationships. These actors may include partners, suppliers, customers, venture capitalists, bankers, distributors, trade associations, and family members whom the entrepreneur meets regularly and receive services, advice, and moral support (Aldrich 2014). By developing, maintaining, and expanding their networks, entrepreneurs gain access to resources otherwise unavailable (Baron & Markman, 2000). In this study, the young entrepreneurs' network is conceptualised as a personal network comprised of domestic and foreign network partners who have started businesses in the past two years.

Fujii et al., (2017) posit that an international business network can be established between wholesalers and manufacturers where wholesalers indirectly export products to foreign markets. Fujii et al., (2017) assert that global networking provides specialisation of functions among the exporting network and export fixed cost borne by wholesaler instead of manufacturer despite lower profit margin gained by the manufacturer. Kurt et al., (2020) studied informal institutions from Islamic spirituality networks in internationalising Turkish small and medium enterprises (SMEs). According to Kurt et al. (2020), religion acts as the basis for establishing a personal network among exporting firms and develops stronger ties for improved export intensity.

Cai et al., (2021) discuss networking in the form of the migrant as practised by several Chinese exporting firms. According to Cai et al. (2021), the strong networking of migrants affects export propensity because migration reduces the transaction cost of doing business in foreign markets. Migration networking generates demand for home goods that help to promote export propensity. Aparicio et al., (2021) posit that networking influences export propensity because firms have the opportunity of recognising new business opportunities. Wu et al. (2021) agree with Cai et al. (2021) and Aparicio et al. (2021) on networking influencing export propensity. However, scanty literature on networking influences export propensity among young entrepreneurs.

Wu et al. (2021) studied personal networking concerning export intensity. According to Wu et al. (2021), personal networking adapts to the institutional context of internationalisation business by shaping their networking export strategy and operations. Lafuente et al., (2021) posit that personal networking is essential for exporters to utilise and share export experience among the business members to stimulate export intensity. According to Lafuente et al. (2021), experience gained through past business activities is relevant for international business expansion in enhancing export intensity.

Lafuente et al. (2021) posit that international experience and domestic experience developed valuable networking that affects export intensity among entrepreneurs. Wu et al. (2021) assert that networking is essential to improve export intensity among entrepreneurs. Despite theoretical consensus on the importance of networking influencing export intensity on exporting firms, empirical findings are mixed. Networking can be among independent firms operating in multiple products and markets bound together by formal or informal ties (Wu et al., 2021). However, to what degree networking influences export intensity among young entrepreneurs remains a research gap to be filled. Thenceforth, hypothesis H2 is imperative.

H2: Networking has a positive effect on (1) export propensity and (2) export intensity among young entrepreneurs

Institutional Theory

Institutional Theory will be used as the epistemological framework to examine the relationship between home-country governance with regulatory constraints, export propensity and export intensity of firms engaging in export activities (Hernández et al., 2021). According to Hernandez et al. (2021) internationalisation of firms is influenced by countries' institutional governance in the formal and informal institutions. A formal institution is defined as the written constitution of a country with government rules and regulations created to govern human behaviour, a framework for economic activities, representing the foundation of different industries and the government directives of a country for global entry strategies (Berggren & Bjørnskov, 2020). In contrast, informal institutions are socially shared rules usually unwritten and enforced outside official laws, including traditions, customs, moral values, religious beliefs and other forms of behaviour that have passed the test of time (Rodil et al., 2016).

The outward internationalisation strategy of young entrepreneurs ought to seek favourable country institutions that provide sustainable resources and reduce transaction costs and uncertainty in order to strengthen firms' foreign operations (Hartwell & Malinowska 2019; İpek & Tanyeri 2020). Regulatory constraints involving corruption and protectionism foster or impede the international expansion of firms (Fuentelsaz et al. 2019; Ha et al. 2021; Looi & Klobas 2020) and consequently affect the export behaviour and export propensity of young entrepreneurs.

Relationship of formal and informal institutions towards export behaviour

Although much research has been conducted on formal institutions influencing export propensity, our knowledge remains limited in the context of young entrepreneurs. Krammer et al. (2018) posit that export propensity is a decision process involving several questions like whether to export, where to export, what to export and what quantity to export. However, the export propensity is governed by the interplay of formal institutional configurations (Kapri, 2021; Fu et al., 2018; Fuentelsaz et al., 2019; Orcos et al., 2018; Steer & Sen, 2010; Ullah, 2019).

Krammer et al. (2018) posit that formal institutions influence export intensity. Kapri (2021) agrees with Krammer et al. (2018) but studied further into the economic domain of a country's comparative advantage in international trade by including the roles of a formal institution on export intensity. Kapri (2021) further investigates the effects of court fairness on firms' export intensity. According to Kapri (2021), a formal institution is a framework devised by humans to govern political, economic and social interactions (North, 1991). Hence, hypothesis H4 is imperative because the formal institution is an indicator of institutional quality, a component of a country's comparative advantage (Kapri, 2021). Despite the extensive literature on formal institutions' moderate positive effect on export propensity, our knowledge is limited in the context of young entrepreneurs. Therefore, this hypothesis, H3, is justifiable.

H3: Firms located in regions with better formal institutions are more likely to become exporters and have higher export intensity among young entrepreneurs

Haddoud et al. (2021) studied determinants of export entry. According to Haddoud et al. (2021), exporting affects the trade balance among nations, increases job creation and raises the standard of living by improving social and economic prosperity. Fuentelsaz et al. (2019) posit that the interplay of formal and informal institutions in the exporting environment influences export propensity among firms. This study includes an informal institution as a variable that moderates either enables or hinders export propensity among young entrepreneurs, which is an under-explored gap.

Muralidharan and Pathak (2017) studied the effects of informal institutions on early-stage international entrepreneurship and revealed that informal institutions influence export intensity among early-stage internationalisation firms. Understanding the influence of informal institutions on export intensity among young entrepreneurs is imperative. Chang et al. (2021) agree with (e.g. Muralidharan & Pathak, 2017; Halabi et al., 2019; Hartwell & Malinowska, 2019; Korppoo, 2018; Onuklu et al., 2021; Sahasranamam et al., 2021; Sahiti 2021; Steer & Sen 2010; Ullah 2019) on the issue of informal institution influencing export intensity of exporting firms. Steer & Sen (2010) posit that business risk is higher when dealing with informal institutions involving informal contracts and informal networking. The limited study on informal institutions' effects on export intensity among young entrepreneurs makes the inclusion of hypothesis H4 inevitable.

H4: Firms located in regions with better informal institutions are more likely to become exporters and have higher export intensity among young entrepreneurs

Moderating Role of Formal and Informal Institutions

Based on a literature review, Steer and Sen (2010) posit that formal institution moderates export behaviour. Ensuing Steer and Sen (2010), Ullah (2019) concluded that formal institutions influenced the impact of export behaviour. Following that, Manolopoulos et al. (2018) conducted a study involving SMEs' exporting firms and revealed that formal institutions influence export behaviour. This proposition is supported by empirical evidence provided by Looi and Klobas (2020) in the Malaysian regulative institutional context, Ipek and Tanyeri (2020), and Hernandez et al. (2021).

Drawing on Institutional Theory lenses, scholars have identified formal and informal institutions that moderate the export behaviour of young entrepreneurs. According to Beirut and Dybka (2021), formal institutions and informal institutions moderate the impact of innovation on export behaviour by the increase of export or transforming export behaviour among entrepreneurs, which in the context of this research are young entrepreneurs. Chang and Chen (2021) agree with Beirut and Dybka (2021) on the moderating effects of the informal institution towards comparative advantage and export behaviour of exporting firms. Crick et al. (2020) posit that formal and informal institutions influence entrepreneurial marketing decision-making for internationalisation or de-internationalisation. Fu et al. (2018) assert that the moderating roles of formal and informal institutions on innovation and networking need further research for conclusive understanding. Hence, the inclusion of hypotheses H5a and H5b are warranted.

H5a: Formal institutions positively moderate the impact of innovation on (1) export propensity and (2) export intensity
H5b: Formal institutions positively moderate the impact of networking on (1) export propensity and (2) export intensity
Manolopoulos et al. (2018) hypothesised that informal domestic institutions have direct relationships and moderating effects on export behaviour. Fuentelsaz et al. (2019) agree with Manlopoulos et al. (2018) on the moderating roles of an informal institution among domestic and exporting entrepreneurs. Because of resource-constrained faced by young entrepreneurs, the moderating effects of informal institution on innovation and networking need further studies

because informal institution affects export behaviour among young entrepreneurs (Falahat et al., 2020; Frederici et al., 2020; Fu et al., 2018; Fuentelsaz et al., 2019). According to Manolopoulos et al. (2018), young entrepreneurs venturing into the international market are not only resource-constrained but lacking managerial ability, skills required for international business and inadequate knowledge of overseas markets involving formal and informal institutions. Thus, informal institution moderates their export behaviour in terms of innovation and networking. Therefore, this study included hypotheses H6a and H6b.

H6a: Informal institutions positively moderate the impact of innovation on (1) export propensity and (2) export intensity
H6b: Informal institutions positively moderate the impact of networking on (1) export propensity and (2) export intensity

CONCLUSIONS

Based on the literature review that had been discussed above, this study's proposed conceptual framework as Figure 1, which will provide an overall picture of the research. Each of the hypotheses was discussed in greater detail in the previous section.

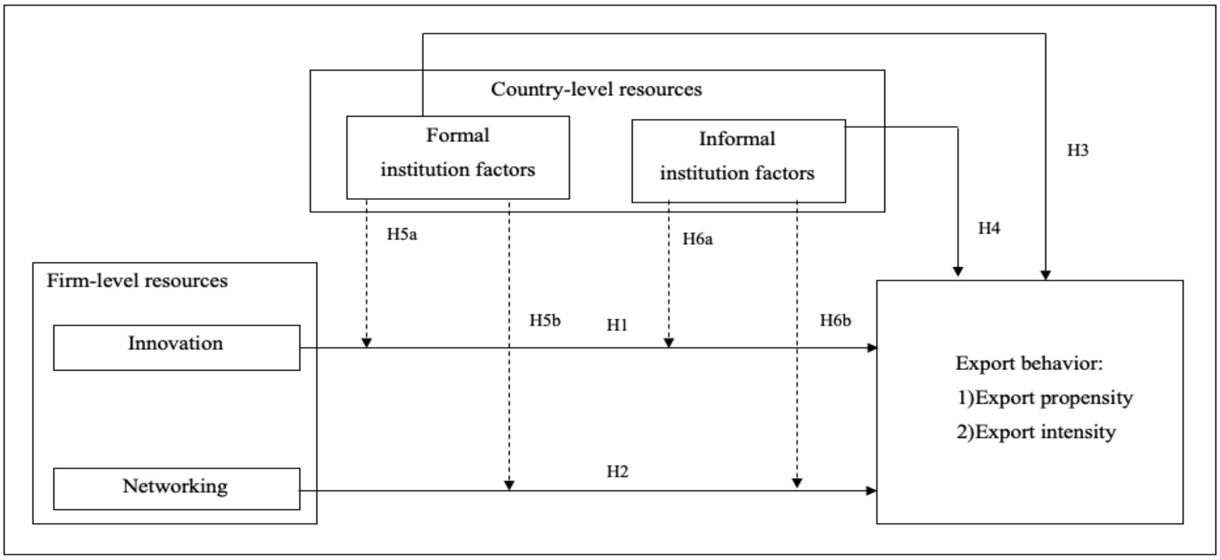

Figure 1: Proposed Conceptual Framework

As a conclusion, this study attempts to contribute a small piece of evidence that the relationship between firm-level resources and country-level resources towards export behavior among young entrepreneurs will give a positive resolution to internationalisation of young entrepreneurs across the globe. This study's outcome will help guide the young entrepreneur specifically in penetrating the global market by utilising firm-level resources (innovation and networking) and assisted by country-level resources (formal and informal institutions). This study is also expected to be useful for policymakers in strengthening the roles of institutions that can help young entrepreneurs conduct business internationally.

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Questionnaire Development and Validation for Insaniah Model of the at-Risk Youth into Agripreneur

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ABSTRACT

There is a potential gap in bridging the theory of change in the perspectives of delivering an insaniah value model into the agriculture entrepreneurship education for the vulnerable communities such as at-risk youth. Vast of empirical evidences reports number of ways whether the existing curriculum is able to achieve its intended objectives. The purpose of this paper is to offer the reliability and validity of the items being developed that measure the understanding of the Islamic values in building at-risk youth into agripreneur. This paper develops a questionnaire and was sent to selected youth studying at selected private and public agriculture vocational institutions. Qualitative expert validation so as to establish the content validity were conducted. The questionnaires were established by responses from 30 young people between n ages of 17 to 29 years old who currently studying among these institutions. Some 10 experts have validated the questionnaires. The initial questionnaires containing 20 items to measure 2 theoretical constructs, and 80 items to measure four constructs. It was found that the overall scale validity index was .91. The questionnaire items were modified following the interviews with panel of expert. The final version of the questionnaire was reduced to 83 items to measure all the six constructs. The results indicated that the good-for-fit indices were achieved for the final model. Questionnaire development and validation for Insaniah Model of the at-risk youth into Agripreneur career was found to be valid and reliable.

Keywords: at-risk youth, agriculture entrepreneurship, insaniah model, TVET

INTRODUCTION

At-risk youths in this paper are students selected from troubled family backgrounds with low-income, and who may also often youth of abusive parents, and drug addicts. They appear to have low literacy as studies had cited an increase of involvement in gangs, poor grades, absenteeism and drug abuse. There appears to be approximately some percentage of students who had engaged with at risk activities. The assumption is made that it could be due their lack of understanding Islamic values and morality. This becomes more acute among at-risk youth if not addressed in a holistic manner. Evidence was found that the program relies upon the traditional focus of agriculture curriculum only; and lack of work activity that explained (i) integrated value of Islamic practices, and (ii) agriculture entrepreneurship; in developing a balanced talent.

Designing innovative insaniah model as solutions to cater to the demand for the high-value human potentials to deal with the management of the agriculture products; requires a new model in research and resulting economic effects of the new Agripreneur. As such, the study aims to offer a new set of an insaniah of Islam as a model for inclusivity of the at-risk youth that is currently studying at selected agriculture vocational colleges (TVET) in Malaysia by developing them with new skillsets in agriculture.

LITERATURE REVIEW

Insaniah model are values which are fundamental to man's innate nature of being human. These guide man in the right path, giving him a sense of peace and rightness. As such human values are cherished and sought to be realized throughout the ages. The concept 'value' is expressed in different life situations as significant in fulfilling our mental, emotional, spiritual or practical requirement. It may also simply be described as that which we find good or meaningful. It is very common to comment on the value of things that one prefers or likes and for which one may make conscious effort to acquire. But as human beings we are particularly struck by the values which we discerned in human relationships or in men's actions and behaviour. Therefore, 'insaniah value' is a concept which is widely applied in man's life.

In view of the variety and diversity of human life, the concept cannot be easily explained. Insaniah values are, for example, respect, acceptance, consideration, appreciation, listening, openness, affection, empathy and love towards other human beings. The effect of the family, society, nation and individual makes every person unique as he develops a unique set of values. The insaniah values make the personality of the person and decide the growth of the individual, family, society, nation and the humanity. Religion is another source of learnt moral values. Many religions have guidance for people to make decisions relating to appropriate and inappropriate ways of living. Many religions agree that it is immoral to murder, perform atrocities, and perform perverted sexual acts (Brier and Wright, 2001; Chapouthier, 2004).

Previous studies and literatures relatively focus either on technological and innovative skills or human insaniah values on separate direction (Siti Hajar, Noralini, Abd Hadi, & Haris, 2012); Noraini, & Hasan, 2008). Almost no scholars in human development have emphasised the balance of these two continuum values. Thus, there is a significant gap where this present research aims to fill in. Hence, the present research motivates to study and develop a model for Insaniah among at-risk youth that are currently studying at selected agriculture vocational colleges (TVET) in Malaysia by developing them with new skillsets in sustainable agriculture. The current research will define Insaniah model are values such as positive personal qualities for millennials with those enterprise learning-by-doing, and insaniah value education as a sense of purpose needed going forward. At-risk youth as a vulnerable group and demands support in order to prepare their career in future agriculture. In the next section, it is worth to understand further why this sample is considered as youth at risk.

Youth At Risk

Based on recent crime trends and media portrayals, it seems that a problem underlying social ills in Malaysia is moral decay among the Malaysian youth, in particular the at-risk youth population. Are we implying our education and parenting system is deteriorating or ineffective? Earlier study (Salman, Samsudin, & Yusuf, 2017; Nor Hafizah, Zaihairul & Geshina, 2012) found that there have implications for moral education as a rehabilitation effort for social ills among the at-risk youth.

At-risk youths in this study are students selected from troubled family backgrounds with low-income, and who may also often youth of abusive parents, and drug addicts (Azlina, 2010); Department of Social Welfare, 2015; Agensi Anti Dadah Kebangsaan, 2018). They appear to have low literacy as studies had cited an increase of involvement in gangs, poor grades, absenteeism and drug abuse (Teoh, 2014; Koh, 2009; Shah, 2015). Education is particularly important here as it can help youth break the cycle that created their circumstances in the first place.

Building Insaniah Values in Agriculture TVET Education

Education is perceived to be an important factor in human capital development. Education necessarily promotes and replicates insaniah values and does so in many ways. Often teachers and administrators use the asymmetrical power relationships inherent in most educational settings to propogate their own set of insaniah values. Even when not done deliberately values are communicated. Yet neither the conscious nor the implicit promulgation of values is typically designed with thought to the appropriateness of these values for the future. Education is often thought of as a process that helps individuals gain knowledge and skills (Balan, Samsudin, Soon Singh, & Juliana, 2017). On the other hand, insaniah values are involved in curriculum choices, the materials chosen within that curriculum, how the material is presented, and the range of correct answers. As set in this study to focus on agricultural based education among selected vocational colleges in Malaysia, one may argue that one of the failures in academic agricultural learning is linked to the failure to nurture insaniah values.

What links these failures in our agriculture TVET institutions is the fundamental weakness of our ideas about learning and how to bring it about. Educational psychologists have aware of the phenomenon of “inert" knowledge. Pertinent to this research is the Shared Prosperity Vision 2030 (SPV 2030). The SPV 2030 calls for the nation to achieve an equality income irregardless of district, races and states (Economic Planning Unit, 2019). This SPV 2030 encompasses all aspects of life, from economic prosperity, social well-being, world class education, political stability, as well as psychological balance (Koh, 2009; Salman, etal 2017; Chong, S.T., etal, 2017)). This means that a national agenda is for Malaysia to create a moral and ethical society. A symptom of social constraints to actualise SPV 2030 is the growing concern of moral decay. Evidences have implied there is a need to review the education system and addressing the role of sociological agents (i.e. parents, religions, friends) to curb the low moral and low positive insaniah values level among children and youth should we want them to be ready to enter the complex future environment which is govern by high technology and digital atmosphere (Samsudin, & Hasan, 2017). At the tertiary level there is a strong need to emphasise human values across curriculum and programs. Though, the existence of moral studies and ethnic relations have been there for sometimes, it is felt the initiatives must be reviewed in terms of delivery and curriculum design.

RESEARCH OBJECTIVES

The main objective of this research is to empower and redesign through responsive and sustainable agriculture model in addressing the development of an insaniah value into the agro-based Education 4.0 in preparing at-risk youth among selected private and public agriculture vocational colleges future career. While the specific objectives of the proposal are as follows.

1: to determine the existing learning-by-doing in Entrepreneurship Education among selected private and public agriculture vocational colleges in Malaysia;
2: to examine levels of insaniah value education being learnt among youth-at risk studying at selected private and public agriculture vocational colleges in Malaysia; and

3: to develop an insaniah value model into the Agrobased TVETpreneurship Education Framework.

RESEARCH METHOD

Predicting insaniah model of the at-risk youth to become agripreneurs questionnaire was developed and validated comprising of the two main phases, as shown in Figure 1. Firstly, the researchers execute and develop the questionnaires, and secondly, acquiring some feedback from qualitative expert so as to refine the items. The content validity, response process validity, construct validity, and reliability of the questionnaires were conducted at the second phase.

Phase 1	Content validation and Development of Items
	Questionnaires development (n=5) Based on Al-Quran and Al-Sunnah of Islamic perspectives, the insaniah value items were developed. The process involved extracting some empirical review based on Islamic guidance and review the scoping area via Delpi technique. There were a list of five members who assist the process, and refine the initial list of questionnaire items with two theoretical constructs. Qualitative content validation of Questionnaire (n=20) A group of experts in the insaniah value from Islamic education perspectives offer their comments on the theoretical constructs. Items in the questionnaires were refined, modified, deleted and new additional of statements were incorporated.
Phase 2	Reliability and validity of the items The content validity establishment Some feedback to explore the items relevancy were given by ten experts in the insaniah value from Islamic education. The construct validity and reliability establishment (N = 300 students) Some 300 students completed the questionnaire. The reliability is obtained through Cronbach's alpha. The confirmatory factor analysis was performed to confirm the construct validity level.

Figure 1: Phases of the Study

Factors relating to the critical areas of developing insaniah value is already framed in the way of life of Islamic perspectives and morality of other religions. It is thus important to align with the theoretical constructs so as to guide the TVET institutions to explore the gaps established in the existing offering of its curriculum. Ultimately, the aim is to development a sense of treatment so as to seek the viability of the insaniah value and its incorporation into the best model of education.

Among notable theoretical constructs include the enterprise learning-by-doing, and entrepreneurial intention among learners. Table 1 shows all the two theoretical constructs with their descriptions.

Table 1: The Theoretical Constructs and its Definitions

Enterprise Learning-by-Doing	the assessment methods using a real lifelike experience-based assessment guided by simulation-based learning (Raja Suzana, 2021).
Entrepreneurial Intention	represents the attitude, perceived behavioral control and subjective norm which reflect the person to carry out an entrepreneurial behavior (Azjen, 1991).

The work is approved and supported by the Fundamental Research Grant Scheme from the Ministry of Higher Education Malaysia. The duration of this study was from November 2020 till August, 2022. A group of young people among those of having a potentiality of at-risk and are studying at selected private and public agriculture vocational colleges in Malaysia was included.

Phase 1

The research employed qualitative and quantitative designs. The qualitative design employ focus group discussion (FGD), interviews and observation techniques. This is aimed to induce and verify specific themes and sub-themes which significant to confirm the development of the Insaniah value model and the indicators for the index. The quantitative design used questionnaire survey to investigate the perception of selected respondents (from the youth) towards education system in Malaysia, the important roles of insaniah values which comprise of the spiritual values, the faith-based values which was derived from the pilar of Islam, and the Prophet Muhammad (peace be upon him) values, the soft-skills values on positive and negative traits and finally, the TVET learners' perceptions on the softskills values.

Vocational colleges be it public or private-based institutions offer students the opportunity to pursue TVET education as early as 16 years old (post- lower secondary) and graduate with a diploma (18-20 years old). In general, the students from TVET institutions will be pursuing programs accredited by the Department of Skills Development (DSD) and the Malaysian Qualification (MQA), based on the Malaysian Qualification Framework (MQF), Level 1 to 6).

Based on the MQA Framework version 1.0, TVET is broken down into two separate pillars; namely the skills sector, and the vocational and technical sector. Initial measures have been taken by MQA, Ministry of Education; and DSD, Ministry of Human Resource to harmonise the skills, vocational and technical sectors under one common umbrella in the MQF framework, resulting in the development of MQF version 2.0.

The uniqueness of Ministry of Education is to recruit students as early as 16 years old after their PT3's. Upon entry into the college, students will undergo two (2) years learning process for the Malaysian Vocational Certificate (SVM) and will be awarded an SVM certificate if eligible. The Malaysian Examinations Board certifies the SVM certificate and students will obtain the Malaysian Skills Certificate (SKM) Level 3, which is recognized by the Department of Skills Development.

Development and Qualitative Content Validation

A group of experts in the insaniah value from Islamic education perspectives contributed their comments on the theoretical constructs. Based on their Islamic education serving TVET education institutions with number of years of working experience (at least no less than five years), these experts offer some feedback on the initial phase of the questionnaire items. Items in the questionnaires were refined, modified, deleted and new additional of statements were incorporated.

The first version of the questionnaire had 100 items measuring five constructs. Based on Al-Quran and Al-Sunnah of Islamic perspectives, the insaniah value items were developed. The process involved extracting some empirical review based on Islamic guidance and review the scoping area via Delpi technique. There were a list of five members who assist the process, and refine the initial list of questionnaire items with two theoretical constructs. The items were later was sent via email to panel of experts. In order to improve the clarity and relevance wherever possible, the items were rephrased, deleted and additional items were added to the relevant sections.

Phase 2

This phase comprised of two steps: (1) establishing the content validity, and (2) construct validity, and reliability of the questionnaires.

In order to establish the content validity, some feedbacks to explore the items relevancy were given by ten experts in the insaniah value from Islamic education. The items were ranked for content relevancy and clarity. About nine out of ten education experts in the field had participated. The questionnaires were modified, edited and revised in response to the expert's feedback. The Likert scales were used to measure each aspect of the relevance and to deliver the clarity of the items. In this process, the researchers used 4 = very relevant, 3 – 'quite relevant,' 2 = 'somewhat relevant,' and 1 = 'not relevant.' On the other measure on the clarity, the researchers used, 3 = v'ery clear,' 2 = 'items needs revision,' and 1 = 'not at all clear.'

The second version of the questionnaire was sent via email to ten experts who had participated in the previous process. The time given to return with feedback was within four weeks. In order to improve the item, each of the expert was asked to score the items on the Likert scales. All the ten experts responded. All comments given by the experts were later categorized into some potential general and specific comments in nature which in turn brings the modification to the final items.

The construct validity and reliability establishment (N = 300 students)

Some 300 students completed the questionnaire. The reliability is obtained through Cronbach's alpha. The confirmatory factor analysis was performed to confirm the construct validity level. Majority of the TVET agriculture students were recruited as they were the target sample that had experienced and went through the curriculum and non-curriculum journey of the education in their respective field of studies.

Table 2: Demographic Profile of the Panel of Experts (N=5)

Designation	Qualification in Agriculture TVET	Experience attending the course	Age	Type of Curricula enrol
Professor	PhD	>20 years	>20 years	Enterprise education
Senior Lecturer	Masters	16-20 years	16-20 years	Agriculture TVET
Lecturer	Degree	11-15 years	16-20 years	Agriculture TVET
Senior Instructor	Diploma	5-10 years	16-20 years	Food Processing
Teacher	Diploma	< 5 years	< 5 years	Poultry

Table 3: Modifications of the Survey Items

	Feedback from Expert	Content Validity	Construct Validity	Final Version of the Questionnaire
	Questionnaire Version 1	Questionnaire Version 2	Questionnaire Version 3	Final Version of the Questionnaire
Total items	115	110	104	80
Items accepted without change	90	80	-	-
Items accepted after modification	90	5	-	-
Items deleted	10	-	-	-
Final Items	80	5	-	-

RESULTS AND DISCUSSION

The objective of this paper is to develop a valid and reliable questionnaire than can offer a good measurement for insaniah value model from the Islamic perspectives. It is hoped that the paper will shed some lights on the improvement of the curricular being held at the agriculture TVET institutions as it is based on the feedback of the students.

In order to develop and ascertain the questionnaire reliability, the internal structure of the survey items was analysed using Cronbach's Alpha. The researchers run the confirmatory factor analysis (CFA) based on the guide of Thompson (2004). The number of factors such as the constructs or subscales, and those variables or items that reflect the given factors, along with the intention to seek whether those factors were correlated were performed.

The questionnaires were evaluated using Smart PLS software version 4.0. Regarding internal consistency, Cronbach's alpha of between .50 to .70 was considered a satisfactory internal consistency for the scale and subscales (Taber, 2018). Corrected item correlation test (CITC) was calculated for the items of the subscales that had low internal consistency. CITC in the range of .2 to .4 was considered an acceptable value to retain the item (Everitt & Skrondal, 2010; Cohen, etal., 2004).

Construct validity was established via CFA. For the goodness-of-fit of the measurement model, we measured the absolute, incremental, and parsimonious fit indices. According to Alavi etal., (2020) and Ishiyaku etal., (2017), absolute fit indices will help to assess the overall theoretical model against the observed data, incremental or comparative fit indices compare the hypothesized model with the base line or minimal model. In the meanwhile, the parsimonious fit model index assesses the complexity of the model, Alavi etal., (2020) and Ishiyaku etal., (2017).

Following the guide from Forza and Filippini (1998), the indices used for absolute fit are root mean square error of approximation (RMSEA) < .05 as a close fit, < .08 as an acceptable fit [29], and goodness-of-fit index (GFI) > .90 as a good fit. For incremental fit, the indices considered acceptable are comparative fit index (CFI) > .90, adjusted goodness of fit index (AGFI) > .90, Tucker Lewis Index (TLI) > .90 [31], and normed fit index > .90 [32]. For parsimonious fit, Chi-square difference ($\chi 2/df$) < 5.0 is considered acceptable (Shahid, Khan & Yasmeen, 2019).

Analysis of internal consistency using Cronbach's α showed an acceptable level of internal consistency for the total scales (.91) and subscales (.74 to .95). As indicated in the confirmatory factor analysis as illustrated in Table 4, items for 'entrepreneurial intention,' faith-based values,' 'learning-by-doing', 'spiritual values,'TVET softskills,' and 'soft-skills based on individual perception.'

Table 4: Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extrarcted (AVE)
Entrepreneurial Intention	0.947	0.954	0.656
faith-based values	0.945	0.955	0.751
'learning-by-doing'	0.908	0.927	0.646
spiritual values	0.747	0.855	0.663
'TVET softskills	0.948	0.955	0.638
soft-skills based on individual perception	0.958	0.962	0.628

CONCLUSIONS

The measurement to develop the understanding of the Islamic values in building at-risk youth into agripreneur that is called as an insaniah model questionnaire was developed and validated. These questionnaires can be used by agriculture TVET institution in modeling its human capital develop and help to balance the criteria of insaniah value and the quality that it holds in the existing curricula.

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Corporate Governance in the Nigerian Banking Sector: A Theoretical Framework

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ABSTRACT

This study examined the impact of corporate governance on Nigerian banking sector. The impact of poor corporate governance is not difficult to observe on Nigerian banking sector with some notable casualties. Major corporate governance theories were combed through to better comprehend the theoretical underpinnings of corporate governance. The impact of corporate governance on Nigerian banking sector is discussed through the lenses of 10 corporate governance theories.

Keywords: Corporate governance, Nigerian banking sector, stewardship, stakeholder, transaction, hazard moral

INTRODUCTION

Corporate governance has a crucial role in determining the sustenance of an organisation. Evidence on the collapse of numerous organisations across the globe links the absence of effective corporate governance with poor guarantee of the safety of investors' fund; thus hampering the attainment of organisational goals. Corporate governance refers to the systems, structures, cultures, and processes undertaken by an organisation to meet organisational goals and to monitor organisational activities in line of the stipulated objectives in an effective manner (Hamid, 2011).

When corporate governance is breached, the first most likely casualty is the investors' funds or other funds available in the organisation. One of the most exposed industries to money and its abuse refer to the banking industry. With 11 categories of financial institutions established across Nigeria, namely Bureaux-de-Change (BDCs), Commercial Banks (CBs), Development Finance Institutions (DFIs), Discount Houses (DHs), Finance Companies (FCs), Holding Company (HCs), Merchant Banks (MBs), Micro-finance Banks (MFBs), Non-Interest Banks (NIBs), Primary Mortgage Banks (PMBs), and Payment Service Banks (PSBs), there is no shortage of potential breaches of corporate governance codes within the Nigerian financial sector. In fact, about 70% of the Nigerian stock value was lost as a result of the 2008 global economic crisis. The literature depicts that poor corporate governance had mainly led to uncertainties in Nigerian economy and catalysed by other factors, including poor business climate, instable macroeconomic indicators, unstructured governance by the Central Bank of Nigeria (CBN), limited activities by shareholders, ineffective risk management, as well as non-transparent and insufficient disclosure of the banking financial situation (Adegbite, 2015a; Nakpodia & Adegbite, 2018). Thus, some reform strategies were implemented to ensure banking system stability, such as replacement of directors from eight banks to increase confidence among stakeholders and liquidities worth N620 billion injected by the CBN to save failing banks (CBN, 2010). Fifty commercial banks in Nigeria collapsed from 1994 to

2010, while another eight banks began displaying red flag and were salvaged in 2011 by CBN (Bello, 2016). Failure of most Nigerian banks was ascribed to poor corporate governance.

Prior studies that assessed the effect of corporate governance on financial performance displayed by Nigerian organisations have reported contradicting outcomes within the banking sector. Some recorded the significantly positive impact of corporate governance on organisational financial performance (see Duke & Kankpan, 2011; Obiyo & Torbira, 2011; Effiok, Effiong & Usoro, 2012; Yauri, Muhammad & Kaoje, 2013), but others reported otherwise (adverse impact of corporate governance on financial performance among firms) (see Tsegba & Ezi-Herbert, 2011; Joshua, Joshua & Tauhid, 2013; Agbato, 2016; Lasisi, 2017). While the implementation of corporate governance in the Nigerian banking sector is beneficial, poor governance that leads to loss of investors' funds and confidence can cause devastating banking catastrophe. The evolving studies on corporate governance in the Nigerian banking sector have unravelled a number of issues that demand new corporate governance approaches. As a consequence of the recent global financial crisis, a substantial number of studies have examined the significance of corporate governance to the banking segment. In light of new stance, scholars have begun assessing the impact of corporate governance on bank loan quality across developed economies. Evidently, poor corporate governance fails to detect or hinder major risks and places the financial practice at a vulnerable position (Grove et al., 2011; Tarchouna et al., 2017a). Therefore, examining the concept of corporate governance with a view to determine its impact on the banking sector essentially contributes to more efficient corporate governance practices.

LITERATURE REVIEW

Corporate governance has been variously defined by different authors over the years. According to Shleifer and Vishny (1997), corporate governance "deals with the ways in which finance suppliers to corporations assure themselves of getting a return on their investment." Defined by Demb and Neubauer (1992), corporate governance is linked with "the process by which corporations are made responsive to the rights and wishes of shareholders." Corporate governance, as stated by Bhasin (2012), consists of principled processes that establish the correlations among stakeholders, organisational management, majority and minority shareholders, as well as corporate board. Next, Sayogo (2006) associated corporate governance with the process that includes ethical standards and regulations that govern all organisational linkages. The proposal of a legal framework ensures the attainment of organisational goals that blankets several stages (e.g., planning, internal control, assessment of performance, & corporate information disclosure). As explained by the Cadbury Committee (2012), the effective control and direction of organisations denote corporate governance. Business financial viability is ascertained with the implementation of an effective corporate governance mechanism as it verifies that all business matters are meant to increase shareholders' wealth. According to the Basel Committee in relation to banking supervision, corporate governance is "a system governing banking affairs monitored by the senior management and board of directors for the following activities:

a. Fix organisational goals,
b. Execute banking activities on daily basis,
c. Consider interests of stakeholders while fulfilling accountability obligations to shareholders,
d. Align organisational behaviour and goals with expectations of safe banking operations that comply with the stipulated regulations, as well as
e. Safeguard depositors' interests".

Despite its presence for many years, corporate governance has garnered much interest among scholar with the recent news of failure among conglomerates across the globe. The world came to a standstill with the demise of Health Smith, Enron, Author Anderson, and many other key personalities. Stakeholders have begun implementing standards and regulations that resolve undesired uncertainties to protect the interests of investors and shareholders. For instance, the Sarbanes-Oxley Act 2002 was devised by the US Congress to overcome its escalating corporate governance issues. As outlined by the Organisation for Economic Cooperation and Development, some principles of corporate governance deployed by public and private companies should address accountability and transparency as sacrosanct when dealing with stakeholders towards achieving organisational goals (Adeyemi, 2010).

Corporate Governance in the Nigerian Banking Sector

The Nigerian banking sector has had its own fair share of issues necessitating improved corporate governance. In January 19, 2010, a fixed tenure policy was announced by the CBN for the Chief Executive Officers (CEOs) of Nigerian banks. The policy gave bank CEOs a maximum of two terms of five years each and was retroactive (Aburime, 2013). Although many have tried to play the political card and elude the actions of the CBN for personal gains, especially without reference for such policy anywhere in the world – at that time - it was also obvious that there was a need for urgent regulatory intervention to avoid a complete loss of depositors and investors’ funds in some of the affected institutions. The policy was meant to entrench good transparency, corporate governance, and accountability, as well as positively affect the Nigerian banking sector (Nigeria Deposit Insurance Corporation [NDIC], 2010).

Between 1994 and 2006, 45 banks in Nigeria had failed, while seven others had approached the court to stay the liquidation actions of the NDIC – empowered by law as the liquidator (NDIC, 2010). Suffice to add that none of those seven are in existence to date. In April 2021, the CBN announced the sacking of the board of directors of both First Bank of Nigeria (FBN) and First Bank Holdings Plc (FBH) due to the inefficiency of both boards and insider-related loans (Ngwu, 2021). To curb those unpleasant scenarios from happening in microfinance banks, the NDIC liquidated 42 microfinance banks whose licenses were revoked effective 12th November 2020 (NDIC, 2020). The main reason for establishing the NDIC in 1988 was to stabilise the banking sector, which was affected by poor corporate governance issues (Olukotun, Ademola, James, Olusegun & Olorunfemi, 2013).

The post-consolidation era of the Nigerian banking sector witnessed the declaration of codes of corporate governance to guide the industry. Some sections of the codes are listed in the following:

a) Code of Best Practices on Corporate Governance
Code of Corporate Governance Practices for Banks Post Consolidation
i) Ownership of equity
ii) Direct and indirect government equity holding in banks is restricted to 10% by the end of 2007
iii) Equity holding exceeding 10% by an investor should seek approval from the CBN

b) Organisational Structure
Executive Duality
i) The role of Board Chairman is segregated from the role of the head of management (i.e., CEO), signifying that no single person or party has absolute decision-making authority with dual roles
ii) Combination of Chairman and CEO posts is disallowed in banks. To address arising doubt, the position of Executive Vice-chairman is stripped off from the structure.
iii) Two members from an extended family should not hold Chairman and CEO posts concurrently

c) Board Membership Quality

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i) Banks must be led by a board that consists of qualified members who know their roles
ii) Appointing the board of financial institutions is based on the CBN guidelines. Apart from being proven of integrity, the board should consist of members with business and financial knowledge.
iii) A leeway by the board to appoint independent consultants who can offer resolutions to issues faced and costs borne by banks
iv) Non-executive directors should exceed executive directors (maximum board size is 20 directors).
v) A minimum of two non-executive board members should be appointed on merit as independent directors (unconnected to business or shareholder interest with the bank)
vi) Remuneration of executive directors should be decided by non-executive directors
vii) Non-executive directors should not stay on the board continuously for 12 years (more than 4-year 3 terms) to ascertain generation of fresh perspectives
viii) Clear succession plans should be devised by banks for the top management
ix) All banks must have at least Credit, Risk Management, and Audit Committees
x) No board Chairman should hold the post of Chairman or member of other board committees to ensure effective corporate governance practice and to uphold the notion of independence

Without entrenched attributes clearly spelt out in codes of governance, as in the instance above, the persistent cases of breach of good corporate governance resulting in fraud and other corruption tendencies, will be difficult to curtail. Taylor and Smits (2016) asserted that the high regulation imposed on the banking system in Nigeria by many agencies and institutions assures optimal system operations.

The Persistent Corporate Governance Issues in the Nigerian Banking Sector

From interacting with stakeholders in the industry, as well as based on the observations made by the researcher and reports from other researchers over the years, the following are the most outstanding challenges to effective corporate governance in Nigerian banks:

a. Endemic corruption tendencies prevalent in the Nigerian business space. Regardless of industry, Nigerians often seem to detect a way to beat the system.
b. The African Alpha male syndrome that does not want to account to anyone, wants to always have his way, and not be questioned. Despite the obvious gaffe, he refuses to be questioned.
c. Questionable ownership structure. Many founders of now-listed banks find it difficult to relinquish beyond a certain fraction of their shareholding. While that may not be a Nigerian issue per se, what they do with that overwhelming controlling shareholding bothers every stakeholder.
d. Political interference. It was almost impossible, at some point in the past, to separate political interference from the issues confronting, especially, among the commercial banks in Nigeria. Apparently, many bank executives were fronting for political leaders so that they can have their way with law enforcement officers upon breaching the codes of corporate governance.
e. Poor law enforcement. Sequel to the first point raised, there are sufficient references of failure of banks due to almost complete lack of law enforcement, whereby law enforcers choose to look the other way when an infraction with the law may have taken place.
f. Poor adjustment to corporate governance regime. Many Nigerian banks found it difficult to adjust to what was regarded as a western system. This amplified the incapable board members in many of those banks when they started out.

Guiding Principles of Corporate Governance

It is not difficult to find, therefore, that it is for these very same reasons and others that the concept of corporate governance was instituted. The Eight Guiding Principles of Corporate Governance outlined by the Business Roundtable Forum of Harvard Law School (2016) as listed as follows:

a. Corporate strategies that promote sustainable long-term values are approved by the board, such as CEO selection, fixture of the top management 'tone' to ensure ethical conduct, and monitoring of business operations executed by the senior management and CEO (e.g., risks management and assessment & capital allocation for long-term progress).
b. To promote long term and sustainable growth, corporate strategies are devised and deployed by the management while strictly monitoring business operations.
c. While being overseen by the audit committee and the board, the management discloses financial statements that reflect the actual financial situation of the company so that investors can accurately assess risks and business viability.
d. Some roles of the audit committee are monitoring company risk management and compliance strategies, managing its relationship with external auditor(s), as well as supervising internal controls and yearly financial statement audit upon producing financial reports.
e. The leadership role of corporate governance committee promotes a diverse and an engaging board with adequate composition in line with company strategies and demands, while simultaneously devising succession plans for the board.
f. The role of compensation committee are to formulate viable objectives for compensation based on performance to support long term and sustainable value creation, outline a comprehensive executive compensation philosophy, as well as to devise compensation packages for senior management and CEO to enable long-term value generation.
g. Both the management and the board should establish engagement with long-term shareholders to resolve concerns that affect long-term value creation. Such an engagement can involve decisions for disclosing financial information that is accountable to secure shareholders and company long-term interest. Shareholders are responsible to ensure that the board considers short- and long-term capital use for allocation that benefits firm long-term value generation and shareholders.
h.

One effective way to create long-term value is by taking into account the interests of company stakeholders (i.e., staff, suppliers, clients, & community) whom the company deals with.

THEORETICAL FRAMEWORK

Agency Theory

Studies concerning corporate governance have mostly incorporated the agency theory (Adegboye et al., 2020). Shleifer and Vishny (1997, cited in Pande, 2011) explained that the essence of agency issue stems from the segregation of management from finance or the definition of a more standard terminology that distinguishes control from ownership. Correlation between principals (shareholders) and agents (directors) is defined in the agency theory – agents are hired by principals to work. Agents or managers, through the lens of agency theory, make decisions and act in the best interest of the principal or shareholders (Tyari, 2022; Adegboye et al., 2020; Borlea, et al, 2013). As depicted by Adam Smith (cited in Borlea et al., 2013), "one cannot expect those who manage other people's money to be as careful and caring as it would belong to them. Waste and negligence are present, always, more or less, in business management." Expectations of the principal may fall short if the agent exerts opportunistic behaviour or places self-interest first (Tyari, 2022). Investors seek specialised human capital from managers to reap returns on their investment, while managers with insufficient investment capital seek funds from investors.

Investors tend to doubt if they could enjoy the benefits from their investment or hold onto a meaningless paper issued by the manager. Here, agency conflict denotes the issues faced by investors in ensuring that their investment is not wasted on non-performing projects (Pande, 2011).

Pande (2011) asserted that the evolution of corporate governance is meant to address agency conflicts, in which Shleifer et al., (1997) simply puts it as "assuring financiers that they get a return on their investment." According to Asogwa (2016), the agency theory suits the developing market due to weak regulatory, poor organisational and institutional infrastructure, as well as slow economic progress – the very phenomena in Nigeria. Based on the stakeholder theory, Adegboye et al., (2020) claimed that other stakeholders are irrelevant in the agency theory. The interest of shareholders is integral while omitting benefits entitled to other stakeholders – underlining the notion that business cannot operate in vacuum.

Stakeholder Theory

Adeyemi (2010), while explaining on why the need of managers and stakeholders should be aligned, claimed that the agency theory, as a result of vast research attempts, has a broader perspective that embeds all stakeholders (e.g., shareholders, staff, suppliers, creditors, clients, government, etc.). According to Clarkson (1994), the firm refers to a system operated by stakeholders within a bigger system of the society that offers market and legal infrastructures to enable firm activities. A firm is established to generate wealth (conversion of stakes into services/products) for the stakeholders. Each stakeholder, as depicted in the stakeholder theory, is deserving of some fraction of benefits by the firm. This theory depicts that businesses should be managed in a way that benefits all stakeholders, whereby all profits should be shared based on an acceptable and suitable manner (Adegboye et al., 2020).
Pande (2010) established that stakeholder theories in corporate governance theory can be traced to Freeman (1994), who defined stakeholders as "any group/individual who can influence or is influenced by organisational goals". The theory evolved upon reckoning strategy intricacies – a company not only merely yields products, but also creates values through multiple established relationships that are built along business channels. The two germane questions posed by Freeman (1994) are: 'What is the purpose of the firm?' and 'What responsibility does the management have to stakeholders?' The management should give attention to stakeholders as the latter can influence the company direction (Freeman, 1994).

In the real world economy setting, Borlea et al., (2013) stated that a performing "company generates added value to fulfil demands of clients and shareholders by considering staff views and the environment. While consumers build confidence in the company path and its goods/services, shareholders become satisfied with the returns gained. Besides, the society enjoys environmental protection and the staff are proud of the status of their workplace" (Jianu, 2006). Referring to the submission of the European Commission (2005) on the theory, Borlea et al., (2013) claimed that the corporate governance theory emphasises on maximising stakeholders' interests due to financial success and competitive advantage that build confidence among the public and a goodwill image.

Stewardship Theories

The function of management leadership, through the lens of stewardship theory, is to generate and sustain organisational value despite its temporary effect. This theory originates from the sociology and psychology domains. It depicts that effective, loyal, and responsive managers can efficiently administer the entrusted resources (Borlea et al., 2013). The stewardship theory depicts that a steward safeguards and maximises shareholders' wealth through firm performance. Stewards are firm executives who work and generate lucrative profits for shareholders (Tyari, 2022). Pande (2011) asserted that stewards become motivated and satisfied upon achieving organisational success. When compared with agency theory that upholds that managers may be opportunistic to serve their self-interest instead of shareholders', Borlea et al., (2013) elaborated that the stewardship theory depicts managers prioritise company gains and not personal gains. Fulop (2011) and Solomon (2007, cited in Borlea et al., 2013) claimed that the structure of board of directors is a crucial aspect in stewardship theory, mainly because intern staff can effectively detect issues lurking in the company and take the necessary measures. External directors are not exposed to daily company issues as they are more concerned on maximising short-term business performance, while internal directors more closely reckon daily company issues.

Resource Dependency Theory

The resource dependency theory, according to Tyari (2022), amplifies the function of the board of directors to provide accessible resources required by companies. The crucial role of directors safeguards company resources through their relationship with external entities. Resource provision improves organisational sustenance and performance. Resources provided by directors include legitimacy and compliance to standards, information and skills, as well as linkages with key constituents (e.g., social groups, suppliers, policy makers, & consumers) (Tyari, 2022). Pfeffer and Salancik (1978, cited in Borlea et al., 2013) outlined the stance of resource dependence in light of inter-organisational behaviour as, "to comprehend organisational behaviour, the context where the behaviour occurs must be understood… business activities may be associated with environmental settings where they are executed". Abdoullah and Valentine (2009, cited in Borlea et al., 2013) depicted that it is the responsibility of managers to execute business activities within four classifications:

a. insiders – former and present managers offer expertise in finance law and other critical areas
b. business experts – conglomerate managers offer expertise in decision making, business strategies, and overcoming financial issues lurking in company
c. support specialists – consist of public relations experts, lawyers, insurance companies, bankers, and other experts that offer specialised support within their area
d. community influential – social leaders, political leaders, religious leaders, and academic leaders

Borlea et al., (2013) stated that resource allocation may be weaker or stronger; dictated by one of the four classifications listed above the manager belongs to.

Transaction Cost Theory

In the transaction cost theory, value is created when a firm has multiple contracts with external market or within the company itself. The cost of every contract with an external entity is known as 'transaction cost'. A company would accept the transaction when the transaction cost exceeds the market (Tyari, 2022). However, one issue in the transaction cost theory is the execution of transactions in compliance with governance regulations (Wieland 2005). Coase (1988, cited in Borlea et al., 2013) asserted that the organisation of production to cater to market demands involves costs. Hence, companies with sufficient resource allocation may prevent certain fractions of expenditure.

Institutional Theory

Adegboye et al., (2020) depicted that the institutional theory complements both stakeholder and agency theories. According to Scott (2004, cited in Adegboye et al., 2020), the institutional theory upholds the attributes of socio-cultural structure; while concurrently accounting for regulations, values, and standards of companies with effective corporate governance. Rationalised instructional norms, which are implemented by organisations, should be aligned with the related jurisdiction (Meyer & Rowan, 1977). This theory explains the complications that stem from corporate governance practices in numerous other countries (Boehmer, 1999). Societies with strong institutional qualities, as listed by the World Bank's Worldwide Governance Indicators, can produce better corporate governance in their establishments.

Political Theory

Governance structure in firms influenced by politics denotes the political theory (Borlea et al., 2013). In the political theory, voting support is gained from shareholders instead of buying voting power. Allocating privileges, corporate power, and profits adheres to the favour of the government (Tyari, 2022). Government favours are imminent in the political theory when making decisions associated with corporate benefits or power (Abdoullah & Valentine, 2009). Borlea et al., (2013) elaborated that corporate governance within the political theory is heavily influenced by the governmental standing and decisions. For instance, communist nations have continually struggled to deviate from political influence. Romania, for example, has left its communist perspective for more than two decades but continues to face government shareholding issues among Romanian firms. The executive chairman of Templeton Emerging Markets Group, Mark Mobius, explained that investors are not keen in investing in Romania due to non-transparent financial disclosure and stringent regulations implemented by the government to control its market (September, 2012). Mobius added that Romania will only attract foreign investment if new and cutting-edge governance models are deployed. To date, research work has attempted to segregate power from control within the political theory framework in many countries.

Hazard Moral Theory

Similar to the agency theory, the moral hazard theory upholds the opportunistic behaviour displayed by managers (Hendrik, 2003). The tussle in agency theory – of the separation of control and power, necessitates a conflict of interest – denotes the opportunistic behaviour in managers. Moral hazard was identified by Hendrik (2003) and Smith (2011, cited in Borlea et al., 2013) as having dual problems, which are: (1) conflict of interests between principal and agent, as well as (2) opportunistic behaviour due to asymmetric information. Those issues could cause a business to topple down. Borlea et al., (2013) added that this theory is strongly associated with manager remuneration policy that stems from common interests between shareholders and manager; thus preventing moral hazard. Expression of moral hazard can benefit managers via remuneration policy or bonus mechanism and financial communications management when adopting risky decision or when enhancing company image.

Theory of Information Asymmetry

The information symmetry theory, according to Borlea et al., (2013), derives from the basis initiated by Akerlof (1970) that explains "the behaviour of buyers and sellers of used goods analysed by dismissing the hypothesis of perfect information on the market and assuming the contrary or the uncertainty of the quality of products purchased" (Raimbourg, 1997). Akerlof revealed that information asymmetry can paralyse the market due to selection of low-quality goods. This theory, as depicted by Borlea et al., (2013), led to the initial study concerning the behaviour of the purchaser (Spence, 1977; Leland, 1979; Heinkel, 1981; Allen, 1984) and the advertising domain (Nelson, 1970; 1974; 1978); but rapidly broadened in the financial theory that substantially influenced conventional organisational theories (Robu & Sandu, 2006). It was summarised that information asymmetry and misdeeds by managers can be minimised with the implementation of an effective corporate governance mechanism. Accurate information is crucial for the image of a company and to ensure its financial progress.

Organisation-Organism Theory

Introduced by de Geus (1997), the organisation-organism theory views organisations as living things and animated by several factors, such as commitment of employees, origins, skills, and learning. These organisational aspects are mostly neglected by investors due to their interests in profits, short-term gains, and value extraction to accumulate more wealth (Pande, 2011). Referring to the framework developed by de Geus, an organisation is not defined by its constituents; but based on its very purpose including progress and sustenance of company. As stipulated in the agency theory, conventional wisdom signifies that companies are mostly economic entities that prioritise shareholders and their lucrative rewards. When this primary function of firm is challenged, it should stem from political or moral grounds. In light of the stakeholders' stance, a firm should also consider other stakeholders – apart from shareholders – including suppliers, consumers, and government charter, to name a few. Nonetheless, de Geus (1997) began from a different standing; the company is first loyal to its progress and sustenance; not shareholders or stakeholders. He further emphasised on the importance of organisations to start concentrating on strong factors that promote firm longevity. This is because; mere focus on profits alone does not guarantee the sustenance of a company (Pande, 2011). The four factors that promote organisational sustenance are (de Geus, 1997):

a. Sensitivity to the environment – the ability of a firm to learn and adapt effectively
b. Cohesion and identity – innate ability of a firm to develop a society and a persona for itself
c. Tolerance & its corollary and decentralization - the two symptoms of firm ecological awareness and its capability to develop constructive linkages with other entities (internal & external)
d. Conservative financing – the integral aspect that allows for a firm to govern its own evolution and progress in an effective manner

Upon viewing an organisation as an organism offers a framework that may serve as guidance to the board of members in making accurate decisions (Pande, 2011).

CONCLUSION

From the staggered corporate governance efforts and successive regulatory frameworks occasioned by the various governance issues that characterised the Nigerian banking sector at different times, the post-consolidation of corporate governance codes that regulate the banking industry has been hailed by experts as worthy of praise. While the CBN continues to play her oversight role to regulate the industry, internal corporate governance mechanisms of the financial institutions have been expected to improve so they can self-regulate as much as possible. As observed in the historical perspective of the theories discussed above, an effective theory of corporate governance is not in existence. Their applications have been tempered by the conditions that warranted their development; as those conditions change, so do the theories. Although the theories discussed are not listed chronologically, one should clearly note that most theories of corporate governance are rooted in the agency theory. Referring to its current position, further evolution of these theories is in need as the vast industries, the corporate world, and the regulatory frameworks within which they operate have begun evolving. Future researchers may use this study and empirically assess the effect of corporate governance on the Nigerian banking sector. Besides, more studies should investigate how some theories are deployed to engender effective corporate governance in those institutions.

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MARKETING

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Jewelry from the Perspective of New Media Research on Marketing Strategy

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ABSTRACT

In recent years, the development of the Internet has developed by leaps and bounds, gradually entering thousands of households, and the rapid rise of new media with Internet technology as the core has not only completely changed the way we work, but also made our lives more convenient. The emergence of new media has made earth-shaking changes in our media environment, and at the same time, the marketing environment of various enterprises in China has become completely different, and the marketing and communication of jewelry brands have ushered in new development opportunities and faced many challenges. Jewelry is a more traditional industry, which has been greatly affected by the influence of Internet technology. Jewelry companies have also attracted some attention to this, so only by breaking the limitations of traditional marketing and communication, with the help of the Internet platform, the new media and jewelry brand marketing and communication are combined to promote the steady development of the jewelry industry. This paper studies the current jewelry industry's new media marketing strategies and problems, and puts forward corresponding suggestions, which provide theoretical support for deepening the research on new media marketing in the jewelry industry..

Keywords: New media; New Media Marketing; Jewelry Industry; Marketing Model.

INTRODUCTION

The rapid development of China's economy has made the people's living standards continue to improve, and China has still become a world jewelry country with great potential for development. In the era of new media, China's various industries are constantly changing their marketing and communication methods due to the impact of the Internet. However, as a traditional enterprise, the jewelry industry's operators still follow the traditional single marketing and management model of the past, which restricts the development of jewelry brands to a certain extent. Therefore, the managers of enterprises must keep pace with the times, make full use of new media platforms, and change the past marketing and communication methods in order to promote the rekindling of the jewelry industry.

RESEARCH METHOD

This paper mainly adopts literature research and data analysis method. Review and analyze the relevant works, journals, master's and doctor's theses in the jewelry industry and the development of new media, and summarize the contents related to this paper. Collect statistical data from authoritative data analysis platforms to provide effective and reasonable theoretical support for the content of the article.

The combination of qualitative and quantitative research. On the one hand, based on qualitative analysis and advanced business management experience, this paper subdivides customers, competitors and the market, and puts forward corresponding marketing strategies based on the actual development of jewelry companies. At the same time, the collected recent development data of various jewelry companies are scientifically analyzed and processed, which provides objective data support for the research conclusion.

RESULTS AND DISCUSSION

Jewelry brand traditional marketing model

Shopping mall counter marketing model

Traditional jewelry manufacturers began to adopt the first marketing mode is shopping mall counter marketing mode. Shopping mall counter model used to be the most important marketing model for jewelry marketing before the Internet fully emerged. This model mainly relies on the situation at that time and has the following advantages: 1. Significant customer flow. 2, good credibility. 3. Great promotion. The greater the customer flow to the jewelry counter, the greater the sales opportunity. 4. Relatively low operating risk. In the development stage of the jewelry industry, jewelry directly faces a large number of consumers in large shopping malls, which plays a very important role in popularizing knowledge, cultivating the market and guiding consumption. However, with the continuous development of the Internet, the shortcomings of shopping malls counters began to appear. The profitability of single counters has faced great challenges, such as the gradual increase of the rental cost of counters, and the online challenges of shopping malls' customer flow.

Jewelry store marketing

Jewelry stores can be used to better promote the brand, carry out brand marketing, and provide better services. Jewelry store has its inherent advantages: 1. It can promote the brand well. 2, can independently carry out promotional activities. Using exclusive stores, operators can carry out marketing activities in accordance with the overall planning and implementation plan of the enterprise, and can adjust business strategies at any time according to the change of market conditions, such as adjusting store layout, style, varieties of business, brand promotion, promotion and so on. 3. Operating expenses are relatively fixed. Franchising costs are relatively fixed and predictable compared to other methods. 4, conducive to scientific management and achieve economies of scale. Franchised stores are beneficial to enterprises to promote scientific management, quickly achieve economies of scale, compared with other marketing methods, can reduce intermediate links, reduce costs, achieve the best price service, enhance brand effect, expand market share and so on. 5, to improve the service level. It is convenient to provide consumers with more thoughtful services, such as pre-sale expert consultation, after-sale trade-in, repair and so on. These activities can enhance customers' awareness of the enterprise and promote consumer loyalty. 6. Strong flexibility. The establishment of franchising stores (including all kinds of chain franchising stores), can be completely based on the operator's judgment of the market, flexible choice of the most ideal location, the most tacit partnership, and need not be limited to the existing commercial facilities within the scope.

Characteristics of traditional marketing mode in jewelry industry

Advantage

First, since the traditional sales of jewellery in the form of face to face, jewelry products for consumers to have a intuitive understanding, and in the process of related sales staff is basically one-to-one form, so if there are any problems can also be a replacement product processing, to a certain extent sell-through rate is high.

Second, in the process of offline marketing to consumers and potential consumers more likely to have physical stores merchants or big brand trust, trust is an important factor contributing to the sale of goods,

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and have physical stores, buy jewelry products have any problems can also be seeking solutions, consumers almost no trouble back at home, return rate is relatively low.

Disadvantages

As can be seen from the traditional marketing mode of jewelry industry above, enterprises and merchants basically keep "expanding their territory" to expand their influence, or advertise widely, such as TV advertising, magazine publishing and other traditional means of publicity. The publicity tends to push consumers to buy in a way that is more like selling than marketing. Therefore, the author summarizes the disadvantages of the traditional marketing mode of jewelry industry as follows:

Firstly, the information conveyed by various leaflets and posters is limited, and the publicity of jewelry products requires visual presentation, so many traditional publicity media are not enough to list all the products, let alone observe jewelry products from various angles. In addition, the distance generated in the space is difficult to break, and most of the publicity sites are far away from the physical stores, which leads to consumers' difficulty in grasping the specific situation in time.

Secondly, marketing promotion has regional limitations and limited coverage. Both exhibitions and in-store promotions need to be based on the customer flow of physical stores. Therefore, it is difficult for consumers or potential consumers not covered by the promotion of physical jewelry stores to obtain information, which also affects product sales to a certain extent. Although some stores are located in busy areas and have good performance, their grasp of customers is actually extremely fragile, and they can only understand consumers' preferences and consumption habits in limited ways.

Third, the investment in advertising is too large, especially for large enterprises, the advertising cost is usually very high, and the publicity effect is unpredictable. For enterprises, this has a huge risk of reducing the cash flow, and will affect the operation of the whole enterprise in the case of poor sales. It is also unknown whether the public image of the spokesperson can maintain a good state. Once the spokesperson has negative news, the brand image will also be affected. In addition, the purpose of celebrity endorsement is to increase the brand's popularity, but if the spokesperson endorses more products due to high popularity, it will have a dilution effect and adversely affect the public awareness of the brand.

Fourth, in the traditional marketing means, is the price and benefits is one of the most common means of sales promotion can encourage consumer spending to a certain extent, can make the business cash flow, can be to deal with the problem of inventory backlog, but lies in reduced profits, and sometimes should also consider whether the inventory can meet the demand, which makes this method only periodically, It is difficult to implement for a long time and cannot directly promote the expansion of brand influence.

Research on the transformation from traditional marketing mode of jewelry to new media marketing mode

In the context of Internet +, the way of information communication has changed from one-way communication of traditional media to interactive communication centered on user needs. The change of information communication concept brings the change of marketing concept of all walks of life. In the jewelry industry, the traditional marketing mode is to advertise products widely and promote offline consumption through various promotional means. However, based on the advantages of new media, the traditional jewelry industry is also seeking to change its marketing mode, and the emergence of new media provides a lot of feasibility for its transformation.

Analysis of jewelry marketing mode from the perspective of new media

Under the background of new media, and derived a lot of marketing model, but is extremely difficult to categorize, marketing model change is because of the Internet technology, new media platform function of many factors such as the change of the change, therefore can only come to the conclusion that a a train of thought when making marketing strategy, the marketing idea there are three main steps: Accurate positioning -- integrated marketing communication -- building a new media matrix.

Rely on big data for accurate positioning

As is known to all, depending on the technology as a new media is digital, so in the consumer brand related to produce large amounts of data on each of the media contact point, the brand can be based on the analysis of the data research jewelry purchase demand and purchasing behavior of consumers, mining the correspondency of their needs and jewelry brand, thus to accurate positioning of jewelry brand, and formulate the directional promotion strategy, Determine the target group, content and channel of information dissemination.

Integrated marketing -- Take IP marketing as an example

In 1990, Lauterburn, an American Marketing expert, put forward the new concept of "Integrated Marketing", and believed that all activities in the operation process of enterprises need to take Marketing as the core of coordinated operation. From its definition and by comparison with the traditional marketing model mentioned above, integrated marketing is a consumer-oriented marketing method that integrates all related marketing forms and finally achieves the needs of consumers.

IP marketing is one of the most popular integrated marketing methods. The full name of IP is "Intellectual Property". For a jewelry product, in addition to beautiful appearance, cultural connotation also determines its influence and vitality. Whether it can accurately convey cultural connotation is one of the criteria to judge whether it is excellent or not. For a brand, it is the key to whether it can not be easily forgotten.

For example, The "Heritage" series of Products of Chow Tai Fook are popular among consumers with the "ancient method" gold as the selling point of traditional intangible cultural heritage inheritance. Ancient gold is gold made by ancient gold casting technology, which represents the essence of Traditional Chinese culture.

Both licensed IP development and original IP development need to consider whether the product will stand the test of time. The best way is to let the product parasitize on the cultural cognition that carries the good emotions of human beings, because these cognition have been deposited in the mental resources of human beings. Next, the advantages of various new media platforms can be easily identified and spread, and they can bring their own topics, gather fans and achieve product sales.

Build a new media matrix

The new media marketing channel has now developed to the all-channel stage, which is not only the channel of commodity ownership transfer, but also includes information channel, production channel, payment channel and logistics channel in the whole consumption process. From the perspective of the progress of marketing channel, the evolution path of channel is as follows: Brand-centered single-channel, multi-channel and cross-channel stage to consumer-centered omni-channel stage, when entering the omni-channel stage, the past "product" oriented enterprise planning is transformed into the operation mode driven by digital scenarios.

At this stage, the integration of new media channels is reflected in the following aspects: First, the functions of a single platform are constantly enriched; Secondly, there is a tendency for multiple platforms

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to get through to each other. By summarizing the main platforms used in jewelry marketing under the background of new media, they can be roughly divided into three types according to their content forms: graphic content platform, video content platform, and content platform combining text and video. But in fact, there is a sequence between graphic content platform and video platform in terms of time. Graphic content platform is the most elementary form of marketing, while video content is based on the development trend of graphic content at a higher level. Therefore, up to now, enterprises, merchants and individuals who use purely graphic platform for marketing almost no longer exist. Integrated content platform is a form evolved by many platforms from graphic content to video content conversion process, and it is also the first choice of many platforms today to meet different marketing needs. All platforms are constantly adjusting their development direction in the context of Internet +. For example, some social platforms gradually develop shopping functions, while some shopping platforms also enrich social functions. It can be seen that the functions of all platforms are no longer single, and the method of dividing them according to the content form cannot meet the ever-changing functions of each platform. Therefore, it is more reasonable to divide them according to their attributes, which are mainly divided into two types: platforms with social attributes and platforms with e-commerce attributes.

Table 1: Comparison of characteristics of different types of new media platforms

Category	A typical platform	The characteristics
Acquaintances social	WeChat	Private domain traffic, high conversion rate
The content of social	Weibo	Has the advantage of public domain traffic, fan groups, and Ali to establish contact
Short video social	Tik Tok	Fan stickiness is high, head effect is obvious
The networking of product introductions	Little Red Book	The goods themselves are greater than the recommender
Comprehensive e-commerce	Taobao	All the category; Perfect trading infrastructure; Can single wide range
Vertical e-commerce	Mogujie	Segments have a strong fan effect

CONCLUSIONS

At present, new media is developing in the direction of faster, wider, more convenient, more comprehensive and more effective. Commercial activities are inseparable from new media. Many industries need to consider the integration and innovative development of new and old information communication media, and further give full play to their advantages and avoid their weaknesses in commercial marketing. Based on this and in combination with the development status of new media marketing in jewelry industry, this paper draws the following conclusions.

Firstly, the jewelry marketing mode is constantly changing with the change of information transmission mode.

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Second, from the traditional marketing mode of jewelry to the current new media marketing mode, this change is not only the change of communication channels, but also the change of marketing thinking.

Thirdly, jewelry's characteristics of high value, low frequency consumption and strong sense of experience determine the difficulty of online operation. Therefore, the collision between jewelry and new media marketing presents both opportunities and challenges for enterprises and employees.

The development of new media has led to the reform of marketing mode of jewelry industry, and the reform of marketing mode is also the witness of the development process of the industry. Both the establishment of rules and regulations on all aspects of new media and the introduction of commercial laws and regulations have promoted the progress of the industry to a certain extent and ensured the rights and interests of consumers. All the information in this paper has been recorded in detail, which is conducive to the continuation of the research work in this direction, but at the same time, there are some aspects that need to be improved and obstacles in the research.

In short, the integration of all walks of life and new media has become a trend. Although there are many problems during this period, the general trend will not change. With the support of high and new technologies and the continuous improvement of relevant legal systems, these problems will be solved. Jewelry marketing through new media still has great room for progress and development prospects.

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The Determinants of Entrepreneurial Intention in Micro, Small and Medium Enterprise in Malaysia

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ABSTRACT

In Micro, Small and Medium Enterprise (MSME) there are various obstacles that make the entrepreneur platform unable to survive continuously and sustainably. This is because, the country's economy is unstable and gloomy at one time like the example of a country hit by the Covid-19 pandemic. Most of these MSMEs could not survive as entrepreneurs and moved on by choosing to earn a living instead of defending their intentions as entrepreneurs. This study suggests factors Demographic factors, entrepreneurial orientation and market orientation as independent variables. This study proposes theory of planned behavior to help get entrepreneurial intention in MSME. TPB model does come into view to be an important cognitive process model for the evaluation of entrepreneurial intention. The model explains the complexity of relationship between human behavior and its relevant determinants. The study population included micro, small and medium enterprise (MSME) in services sector in Malaysia. The goal of this research is to give a through conceptual review of MSME entrepreneurs' objectives. The theory of planned behavior (TPB), which the authors use, attributes intentions to market orientation, entrepreneurial orientation, and demographic factors. The finding of this study is defined that Entrepreneurial Intention have significant relationship with Demographic factor and Entreprenurial Orientation but less significant with market orientation. The dimension of all variable can be defined as positive and negative relationship toward EI.
Keywords: Entrepreneurial Intention; Entrepreneurship; Theory of Planner Behavior; Market Orientation, Entrepreneurial Orientation; Demographic Factors; Micro, Small & Medium Enterprise (MSME).

INTRODUCTION

Many promises are frequently connected to entrepreneurship. From the perspective of policy makers, the entrepreneurial conduct of economic players inside an economy is meant to boost that economy's competitiveness in international markets and maybe lead to the creation of new employment possibilities. Exploiting business possibilities might be appealing from an individual entrepreneur's point of view because they have the possibility of leading to a fulfilling career and produce higher entrepreneurial rents.

Innovation and entrepreneurship are essential for economic development. Numerous factors that influence EI in MSMEs can be influenced by various variables, according to the numerous journal research that EI made. In light of this, this study would like to introduce a study that will be founded on reading through existing publications. Considering the demographic factor as an EI variable Age, gender, educational attainment, and employment history are sociodemographic factors that are linked to entrepreneurial intent. Additionally, this study discovered that Market Orientation and Entrepreneurial Orientation (EO) both had an impact on EI (MO). Miller (1983) introduced the idea of entrepreneurial orientation (EO), which has three components: innovativeness, proactiveness, and risk-taking. Covin and Slevin (1989) further popularised it with their idea of an entrepreneurial strategic posture (ESP). The term "market-orientation" often refers to the fundamental orientation that directs how a company interacts with its customers and, more specifically, its market.

Recent years have seen the use of the theory of planned behaviour (TPB) as a theoretical framework to describe entrepreneurial intention toward MSMEs. Successful business operations depend on having entrepreneurial intention. Thus, a wide range of intention-based models have been developed as a result of the numerous studies that have been done to explain how entrepreneurial intentions are formed. Such studies have looked into elements that might hasten the entrepreneurial process and offer vital assistance to both theory and practise.

Additionally, entrepreneurship could be a component of the answer for the recovery from the effects of crises, as the requirement for those who remain in crisis areas to earn a living could function as a spur for the region's transition to stability. Many businesspeople may turn to their businesses in times of crisis in order to live and support their family. Contrarily, the weakening of the overall business environment is linked to crisis circumstances.

Country Profile

In Malaysia, the term "MSME" (also includes "micro business") refers to both the total number of employees and the company's annual sales turnover (Omar, et al. 2009). According to SME Corp. Malaysia's (2014a) classification of small businesses, the sales turnover determines how MSMEs are segmented. The GDP and employment in Malaysia are significantly impacted by MSMEs. The Department of Statistics Malaysia (2015) said that this industry accounts for 56% of all employment opportunities and 33.1% of the nation's GDP. MSMEs account for 97.3% of all businesses in Malaysia (Hashim, 2015). There has been a 2% reduction since the Economic Census 2011 (99%). The factors include both firm closures and the growth of present MSMEs into huge corporations. It is consistent with other nearby nations that demonstrated a variation in MSME establishments (Hashim, 2015).

The World Economic Forum's Global Competitiveness Report claims that the deep economic downturn brought on by the coronavirus disease 2019 (COVID-19) pandemic is still going strong and has a significant impact on socioeconomic development. The research also identified four avenues for economic stimulation and transformation in the post-pandemic age, including the enhancement of human capital, the creation of new employment opportunities, and the implementation of extensive skill development, particularly in MSMEs. According to Krueger et al. (2000), understanding an entrepreneur's goals is crucial because they can best explain their actions. Therefore, business directions could be explained by an entrepreneur's future goals, namely their intents to reorganize.

RESEARCH METHOD

It is no longer possible to see research on entrepreneur intention (EI) as a uniform field of study because of how much the topic has grown. In order to review the most recent EI literature and

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identify important fields of expertise, the authors did a thorough search of the literature (Gundolf and Filser 2013; Kraus, et al. 2014; Xi et al. 2013). The goal of this study's conceptual paper method is to establish logical and convincing arguments about these links rather than verifying them empirically. Conceptual papers often focus on suggesting new relationships among notions (Gilson and Goldberg 2015). Therefore, rather than evaluating connections empirically, the focus should be on creating coherent and thorough justifications for associations.

Contrary to theory papers, conceptual pieces aim to connect existing ideas in fascinating ways, combine research from different fields, offer multi-level insights, and widen the scope of our thinking instead of needing to propose new theory at the construct level (Cropanzano, 2009). By making claims about relationships that haven't been thoroughly investigated, a strong conceptual work can also advance theory. The methodology is condensed or summarised for the Concept Paper, acting as a broad overview of the approaches that will be used. This conceptual paper review will analyse the factors that affect MSME's EI. Paper Review on demographic factors, EO and MO will also be taken into account as a guide to determine which variable is suitable to match the EI studied.

DISCUSSION

There are two primary study strands that stand out when looking at the EI literature. The first is based on social psychology, with the goal of examining behaviours generally and illuminating the thought process that results in attitudes, beliefs, and effective action. The work of Ajzen and Fishbein (1980) and Bandura are two significant contributions to the field that are especially pertinent to the study of EI (1997). The Theory of Planned Behavior (TPB), a later elaboration by Ajzen (1991), is now among the most popular concepts in social psychology in general (Ajzen 2012). The second thread focuses specifically on entrepreneurship (Shapero 1984; Shapero and Sokol 1982; Bird 1988).

According to the notion of planned behaviour, behaviour is a result of beliefs that are pertinent to the behaviour. These key convictions are seen as the dominant influencers of a person's attitudes, intentions, and conduct (Ajzen, 1991:189). It is presumable that attitudes about an activity are influenced by behavioural ideas. Each belief establishes a connection between the action and an outcome that is already either favourably or negatively valued. As a result, people develop a mindset toward the action. People adopt positive attitudes toward activities they believe will result in desired outcomes and negative attitudes toward behaviours they feel will result in bad outcomes in this way (Ajzen, 1991:191).

TPB contends that it is clear that external factors, such personality traits, can influence a person's intentions. Recent research has focused more specifically on the demographics, personal histories, and environmental factors that affect entrepreneurial inclinations. However, contributions from psychology and sociology are predominant in studies of entrepreneurial goals, with a focus on particular personality traits of entrepreneurs. In the theoretical discussion that follows, we distinguish between demographic characteristics and a person's background, personality, and environment. Numerous studies back up the claim that factors including age, gender, and personal background—including education and prior employment have an effect on entrepreneurial intentions.

Females were generally less likely than males to be the founders of new firms, according to Mazzarol et al. (1999). Kolvereid (1996) also came to the same conclusion, finding that men showed much higher entrepreneurial inclinations than women. Reynolds et al. (2000) discovered

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that people aged 25 to 44 are the most active in entrepreneurial endeavour in Western countries, despite the fact that age is typically not seen as a significant factor of firm beginnings. The same Indian study found that both entrepreneurial goals and business success depend on one's educational background. We can assume that gender, age, educational background, and employment experiences may all have an impact on entrepreneurial inclinations based on the studies and theoretical debate outlined above.

Firms require an entrepreneurial attitude if they want to successfully foster organisational entrepreneurship (Najmabadi et al., 2013). The concept of entrepreneurial orientation (EO) puts forth a conceptual framework and outlook for entrepreneurship that are represented in the organization's current business practises and organisational culture. In their research, Covin and Slevin contend that EO is a multi-dimensional structure that can be viewed from several angles (Chang et al., 2007). The primary framework of EO dimensions was first put forth by Miller (1983). He proposed specific parameters to define EO. For the first time, Miller (1983) defined entrepreneurial orientation in terms of initiative, risk-taking, and innovation. Innovativeness is a reflection of a company's propensity for fresh concepts and innovative thought processes, the output of which can be new goods, services, or technological advancements.

The tendency of businesses to allocate basic resources to projects that have a chance of success or failure is referred to as risk-taking. Therefore, quick pursuit of chances, quick provision of resources, and audacious actions can all be referred to as risk-taking. Being a market leader is a forward-looking quality of a market leader who has an orientation toward seizing the chances to foresee future demand; entrepreneurs in the organisation can utilise this outlook to motivate the staff and support them as they meet the obstacles they face (Lumpkin and Dess, 2001).

Furthermore, according to Drucker, market orientation is a management philosophy that ought to direct the entire organisation rather than merely a management function like production, finance, or human resources. The 4 Ps are now coordinated by the marketing function or area, with a focus on client orientation, and MO is considered like a marketing concept in many businesses today (Kotler, 1967). Due to the limitation of the idea of MO to actions typically carried out by the marketing function, other functions' potential to add value is undervalued. by speaking with others (Lambin, 1986; McGee and Spiro 1988, 1988 and Webster, 1992) we believe that the notion of MO has three aspects and that it is important to distinguish between the MO as a company's commercial activity, a management philosophy (culture), and a tool for strategic thinking (action).

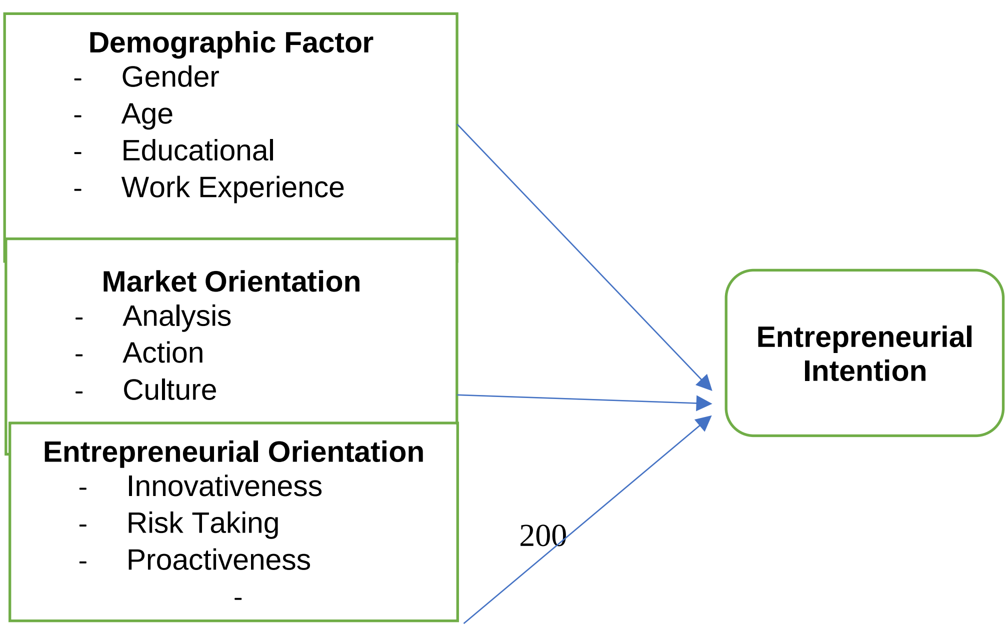

Figure 1 : The purpose framework of determinants of Entrepreneurial Intention (EI) Micro, Small and Medium Enterprise
*Adapted from N. Indarti, Stein Krinstiansen (2003)

CONCLUSION

This study provides evidence for the usefulness of the TPB in explaining EI. The study also shows that there is a significant relationship of antra demographic factor, Entrepreneurial orientation and market orientation. The dimension involved has little effect on EI among MSMEs. However, this study needs to be further strengthened in the future. For example, in conceptual terms of the review, market orientation has a weak relationship with EI but MO affects Business performance. Therefore, this study needs to be further detailed in order to find a positive relationship between variable and EI among MSMEs.

Although the independent variables utilised in this study had an impact on entrepreneurial inclinations, additional factors that we did not consider could potentially have an impact. This study has limitations that should be addressed in follow-up research, as with all studies. It is obvious that this study's findings apply to a particular situation. The distinctive distinctions between the study's environment and other situations around the world, despite the fact that it is theoretically possible to adapt this study to other contexts, strengthen the generalizability of the findings.
We believe that this work may serve as a springboard for further research on entrepreneurial intentions, perhaps in Malaysia. Such studies could also be used to establish strategies and educational programmes to inspire MSME to be inventive and launch their own businesses, for the sake of national economic development, using data from diverse areas and a comparative viewpoint.

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Research on the Influence of Consumption Scenario on SATURNBIRD COFFEE Purchase Intention

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ABSTRACT

With the booming development of the coffee industry, consumers 'sense of identity for coffee culture is enhanced, and consumers' demand for coffee intake has also developed from the initial social scene demand to the functional scene demand, which is increasingly closely connected with consumers' life scenes, and the demand for coffee drinking scenes is gradually diversified.Based on this, this paper analyzes the consumption scene of Saturnbird Coffee brand construction, through the analysis and arrangement of the field of literature, including consumption scene, perceived value and consumer purchase intention, as the basis of building research concept, summarizes the research status of the topic, including the concept of consumption scene and scene affect consumer behavior at home and abroad research situation, build a conceptual model and assumptions.According to the questionnaire data, the model was analyzed and verified, the impact of consumption scenarios on consumers' purchase intention was quantified, and the data were summarized and analyzed.This paper demonstrates that the consumption scene has a positive impact on the users' purchase behavior. Finally, combined with the actual situation of Saturnbird Coffee brand, it is proposed that the brand should pay attention to the construction of scenes in marketing.

Keywords: Consumption Scenario; Perceived Value; Purchase Intention

INTRODUCTION

1.1 Research background

According to the "White Paper on China's Freshly Ground Coffee Industry" jointly released by Deloitte China and Mumian Capital, contemporary consumers, especially first- and second-tier consumers, are increasingly accepting coffee, and gradually develop the habit of drinking coffee. The penetration rate of coffee has risen to 67% among first- and second-tier white-collar workers, which is comparable to the penetration rate of tea. With the continuous penetration of coffee culture into consumers' daily life, the role of coffee has also changed from a trendy drink to an everyday drink. With the new generation of consumers born in the 90s and 00s as the main force of coffee intake, this generation of coffee consumers will pay more attention to the personalization, convenience and experience of products. Due to the changes in consumers' coffee consumption preferences, SATURNBIRD COFFEE, a new coffee consumer brand, accurately positioned the crowd with premium instant coffee, seized the coffee market, and became a leader in the new generation of consumer brands. Santonban uses strong social attributes

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APP to connect with users when using marketing, and has developed many KOCs (Key Opinion Consumers), created a new way of drinking coffee, and realized new fragmented consumption scenarios. The offline development of the "Return Plan" truly integrates the consumption scene of the Santon brand into the user's life scene.

The products of contemporary new consumer brands of coffee show a serious phenomenon of homogeneity. When brands enter the market, they not only need to accurately locate target consumers, but also combine the interaction of contemporary social media in the marketing process of products or brands themselves. Special attention should be paid to it. The construction of consumption scenarios, multi-scenario-applicable coffee brands can seize the top position in the coffee market. Based on the above background, this paper takes the new consumer coffee brand Santon as an example to study the impact of consumption scenarios on consumers' purchase intention with perceived value as the mediating variable.

1.2 Research purpose

In the context of the development of consumption scene marketing, the author hopes to grasp the influencing factors of consumption scene on consumers' purchase intention from the overall perspective by sorting out literature and empirical investigation. The purpose of this study is to focus on solving the problem of whether the brand of SATURNBIRD COFFEE and a half has excessive marketing direction for consumption scenarios and lack of market insight. In the Internet+ era, it proves the guiding significance of "scene is king" for the development of brand marketing. Marketing innovation is an important method for brands to adapt to market changes, and has far-reaching significance for the development of brands.

1.3 Research innovations

On the basis of previous research on consumption scenarios, the theoretical model of the influencing factors of users' purchase intentions in consumption scenarios is established and verified. This paper studies the influence on consumers' purchase intention from the two factors influencing consumption scenarios: social context and public relations, and this research is based on the combination of the SOR context model and the specific consumption scenarios constructed by new consumer brands, and the research angle is relatively new.

THEORY AND LITERATURE REVIEW

2.1 Relevant theories

2.1.1 SOR Theory
The SOR (stimulus-organism-response) theoretical model was proposed by Mehrabian and Russell in 1947 based on the study of environmental psychology, which is an optimization of the SR model.The SOR model explores how organisms make different decisions when stimulated by the external environment, including the avoidance of risk and the convergence of benefits. SOR theoretical model has been inherited and developed by many scholars, and has been introduced into different research fields to explain user behavior.

Donovan and Rossiter applied the SOR model in a retail environment for the first time to study the impact of the retail store environment on customer buying behavior. In Donovan et al.'s research, consumers have different decisions based on different contextual atmospheres as stimuli in retail stores, and

consumers' sense of pleasure and motivation as user emotional responses. Scholars such as Eroglu introduced this model to the online shopping field for the first time, and combined consumer personality characteristics to study the impact of online store atmosphere on consumer behavior. With the rapid development of the Internet, online shopping has changed the shopping preferences of contemporary consumers. The SOR theoretical model is applied to the Internet to study the influence of contextual factors on consumers' willingness to buy in the context of big data networks.
Above, this article uses the SOR model as the main context of the framework to build a model to explore the final decision of consumer buying behavior in consumption scenarios.

2.1.2 situation theory

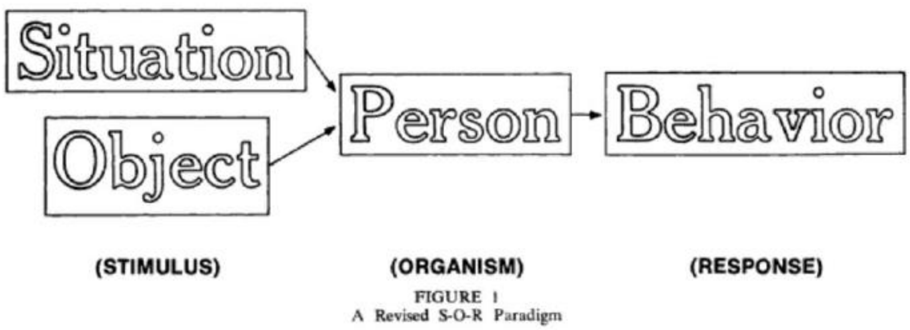

Figure1: Belk (1975) Model of the Influence of Context and Commodity on Consumer Willingness to Buy

Belk (1975) applied the SOR theoretical model to the marketing field, using Context (Situation) and Product (Object) as stimulus variables, and Consumer (Person) as regulating variables to influence purchasing behavior (Behavior) .

Based on Belk's situational theory, other scholars have inherited and expanded the elemental factors in the context field. Li Huamin and others demonstrated the six major contextual factors: psychology, environment, marketing, time, material, and interaction factors, and further analyzed that the influence of contextual factors on consumer behavior interacts with other influencing factors. Highly validated Belk's models, such as David Yoon Kin Tong, were used to study the promotion of women's purchasing behavior during shoe promotions in Malaysia.

2.2 Review of literature

2.2.1 Consumption scenarios
The consumption scenario is developed from the contextualization of scenario theory. Diversification of media broadened the path for the development of scenes. Joshua Merowitz inherited scene theory and media theory. Initially (1986), he proposed abstracting scenes as information systems, and media as the starting point for scene generation, redefining social scenes for people's patterns of interaction and communication. Scenes have a driving effect on behavioral changes. Robert Scober and Sher Isrell enriched Merowitz's concept of scenes, suggesting that scenes are the sum of time and space consumed, contexts within time and space, and their configuration relationships. Current research refers to mobile devices, big data, positioning systems, social media, and sensors as scene elements. Scenes participate in the process of consumption empowerment, and Terry Clark proposed that scenes are spaces where

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different types and aspects of consumption are given symbolic meaning. The consumption scenario provides the pleasure of consumer value. Scenes are a combination of diverse life scenes that contain functions and convey specific cultural values and lifestyles. Different scenes attract different groups to gather, produce a buzzing effect, and release the kinetic energy of the scene.

The concept of consumption scenarios was first proposed in China as an urban plan for 2018. Later, when the new retail business model scenario construction was introduced, there was a new interpretation of people, goods, and markets. Wang Fu and his research opened the black box for the reconstruction of the new retail business model from the perspective of consumption scenarios (fields) - consumption expectations (people) - consumption situations (goods) adaptation. The traditional retail model focuses on products. It is no longer applicable to contemporary ideas such as "people-oriented" and user thinking. Consumption scenarios have innovated applicability to new retailers, goods, and markets. Mobile media has changed the way of life of contemporary people. In the development of mobile media, scenes are also a new element following content, services, and social networking. Yu Guoming and others studied the highlights and value of scenes in the mobile Internet era. They proposed scenarios that rely on the development of new media not only provide one-way communication and even two-way interaction for the audience, but also a new model for reconstructing social relations, emphasizing that the audience is Increased demand for scene experiences in the medium. Currently, there is a wealth of literature on consumption scenarios. Overall, studies have shown relatively systematic and in-depth research results in the fields of urban consumption empowerment, new retail commerce, and scenario-based marketing of media communication consumption.

Consumption scenarios have the characteristics of contextualization. Regarding consumption scenarios affecting users' purchasing behavior decisions, in Belk's context theory, it is proposed that scenarios affect the social context of users' purchases as a major factor. When consumers shop, interactions between others and consumers affect consumers' purchasing decisions. Today, when social media has a strong social attribute, brands focus on developing KOC (Key Opinion Consumers) belonging to the brand when marketing themselves and their products, thus forming the influence of "others" of brand users, and providing users with an interactive reason to choose the brand's products. Li Minhua and other scholars also inherited Belk's situational theory in their research, and demonstrated that marketing is also a factor affecting users' purchase. Marketing also focuses more on the impact of promotions on consumers' purchase intention. The era of ordering sales by production is long over. If brands want to win customer satisfaction, the focus of marketing is no longer "goods", but "field". Promotion focuses on public relations in consumer scenarios, conveys brand values in contextual marketing in consumer scenarios, and users buy not only brand products, but also are given the value of the brand concept.

In summary, combined with the development process of consumption scenarios in scenario theory, contemporary brand research can study the social context of consumption scenarios and public relations. This topic also uses these two factors as influencing factors for empirical analysis.

2.2.2 Perceived value

Zeithaml V A formally (1988) proposed Perceived Value Theory (PVT), the core idea of which is that the consumer's perception of the value of a product or service is a subjective evaluation made by the customer after weighing the perceived total benefit and total cost, and uses this as the basis for consumption decisions.

Based on this theory, in Lin Tingting's research on the topic, the consumption scenarios formed by e-commerce live streaming have an impact on consumers' perceived value, thus promoting purchasing behavior in e-commerce live consumption scenarios. Zhang Ying and other research topics analyzed that consumers' willingness to buy fresh fruit is closely linked to the WeChat marketing scene. The degree of difficulty users perceive when using the WeChat platform to buy fruit has a significant impact on consumers' purchasing behavior. The easier and more convenient the user perceives, the more users want to buy. PVT has developed to this day, and many scholars have verified from various dimensions that PVT has an influence on consumers' willingness to buy behavior decisions. Therefore, this topic selects this influencing factor for purchasing willingness research when researching and designing.

The structure of perceived value has three dimensions, four dimensions and five dimensions. Under the consumption scenario of brand construction, this paper chose to study the influence of the quality, price, sentiment, and social value of branded products on the willingness to buy.

2.2.3 Consumer willingness to buy
The will is the subjective idea of the individual consumer. From a rational point of view, five parts constitute a user's purchasing behavior: generating demand, collecting information on alternative products or services, selecting and evaluating the best choice in line with their minds, and evaluating products or services after purchase. In the process, each behavior affects consumers' willingness to buy to a greater or lesser extent. Intent to buy reflects the likelihood that a user will make a purchase, and Dodds (1991) defines a purchase as a subjective probability from the perspective of the user's understanding of the product. In general, the more users understand and trust the product, and the stronger their willingness to buy, the greater the chance that a purchase decision will occur. Some scholars define it from different perspectives that the willingness to buy reflects a user's attitude towards a product or service. Mullet & Karson (1985) defines purchase intent as an attitude of whether a customer will buy or not after matching the external information of the product with the customer's personal information.

Combining the scenario factors in the research topic, where the consumption scenario has a clear impact on the user's willingness to buy, the more likely the consumption scenario built in the enterprise or brand is to be perceived by the user as the value, and the stronger the willingness to buy. In his research, Li Ning pointed out that the ease of use of contextual perception of Internet insurance products based on scenario-based Internet insurance products has a positive impact on users' willingness to buy, and that enhancing scenario-based can improve users' willingness to buy. Wang Jianrong proposed that the sense of presence in e-commerce live streaming situations is stronger for users to perceive value, which in turn will encourage consumers to adopt relevant purchasing behaviors.

In recent years, the construction of consumption scenarios has received more and more attention from brands, enterprises and even the industry, and research in this area is also getting richer. Scholars at home and abroad have studied consumption scenarios purchase intentions from different perspectives, and have formed many different views. Among them, perceived value is studied more systematically and deeply from the perspective of perceived value, so perceived value as an intermediary variable, based on the SOR model, studies the main influence of consumption scenarios The influence mechanism of factors on consumers' willingness to buy, and conduct empirical analysis.

RESEARCH METHOD

3.1 Research hypothesis

3.1.1 Assumptions of the relationship between consumption scenarios and purchase intentions
Consumption scenarios will have a strengthening effect on users' purchase intention. In the research of

Chinese scholars such as Wang Fu, it is shown that China's new retail is based on scenario construction to adapt to the market, and the scenario-led logic opens the black box of new retail business model reconstruction. Provides the adaptability of theoretical basis and practical basis. Wang Fu and other scholars have concluded that brands can meet consumers' consumption expectations by providing different consumption scenarios and strengthen consumers' willingness to consume continuously. The construction of consumption scenarios can meet consumers' expectations in the process of consumption, strengthen consumers' desire to buy, and thus promote the generation of consumer behavior.

This paper makes the following assumptions:
H1: Brands attaching importance to the construction of consumption scenarios will promote consumers' purchase intention.
H1a: Paying attention to the construction of social context can increase the willingness to purchase branded products
H1b: Paying attention to the construction of public relations can increase the willingness to purchase branded products

3.1.2 Assumptions about the relationship between consumption scenarios and perceived value
Belk (1975) applied it to the situational model in the field of marketing, using the SOR theory as the response mechanism. In the situational model, Belk proposed five variables or factors, including material environment, social situation, time, task and prior state. Among them, social context includes social norms and values, which will directly affect consumers' attitudes towards items; social context usually involves the influence of others on consumers in shopping or consumption activities, such as the presence of others and the way they interact with each other . From the social context of the consumption scene, the clearer the consumer's perception of the product under interaction, the higher the purchase intention.
In empirical researches such as Li Huamin, it is proposed that psychology is the main factor, and environment plays an important role; promotion, as a special means, can indirectly change consumer attitudes and behaviors by adjusting customer perception, thereby maximizing marketing effects. In the consumption scenario of brand building, marketing has an impact on consumers' cognition and behavior.

This study proposes the following hypotheses:
H2: Paying attention to consumption scenarios can positively affect the perceived value of users
H2a: Paying attention to social context positively affects users' perceived value
H2b: Paying attention to public relations positively affects the perceived value of users

3.1.3 Hypothesis on the relationship between perceived value and user purchase intention
Yan Xiuxia (2021) research pointed out that the perceived value in the live broadcast industry has a significant impact on the user's purchase intention. In the process of the anchor delivering the product, the higher the user's perceived value of the product, the faster the decision-making behavior. Wang Ying et al. (2019) used perceived value as the research on consumers' purchase intention in the era of short videos. The author proposed that users' perceived value of using mobile short videos can positively affect their purchase intention, and user participation behavior positively affects consumers. Attitude. Different perception levels have a significant impact on users' cognition and behavior. Perceived value has influence, high perceived value, and strong purchase intention.

This paper makes the following assumptions:
H3: User's perceived value positively affects purchase intention

3.2 Study Design

Based on the previous analysis, this paper proposes the process of model construction:
(1) According to the stimulus-organic-response (SOR) theoretical model, it is applicable to the whole process of consumer purchasing behavior, mainly because external factors have an impact on the individual's inner state. In the process of purchasing branded products, the external stimuli that affect the user's inner state are the user behaviors influenced by the consumption scenarios constructed by the brand.
(2) Belk (1975) proposed a stimulus-organism-response model based on the marketing environment,
The proposed context has a positive impact on users' purchase intention. And based on the Belk situation model, Li Minhua proposed other influencing factors. Therefore, the characteristics of the brand consumption scene in this paper are proposed.
(3) Perceived value as a mediating variable. It has been verified by many scholars that the user's perceived value has an influence on the decision-making of purchase intention, so this paper selects the perceived value as the mediating variable.
(4) Consumer purchase intention as the outcome variable.
The conceptual model is shown in Figure 2.

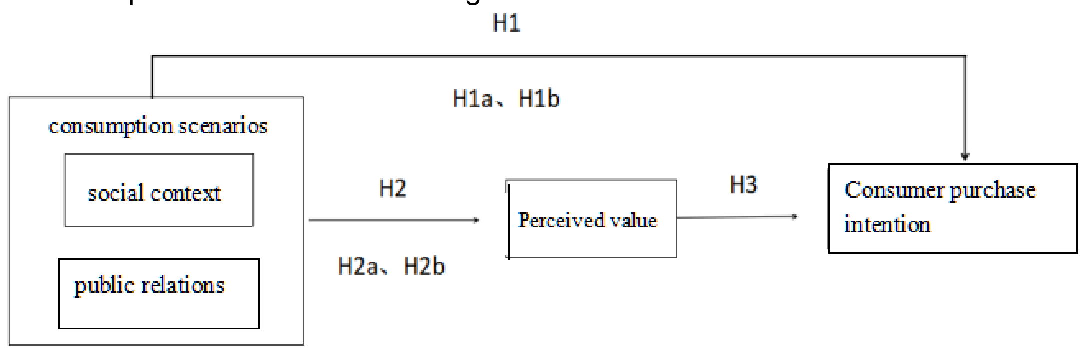

Figure 2: The Conceptual Model

3.3 Variable selection

Based on the mature scale of previous research, this paper proposes the research scale of this paper by establishing research models and research hypotheses. The scale contains measurements of three variables: consumption scenarios, perceived value, and consumer purchase intentions. The Likert scale was used to measure consumers' purchase intention, which was divided into five orders of magnitude: strongly disagree, disagree, moderate, agree, and strongly agree. The definitions and measurement items for each variable are as follows:

3.3.1 Social Context Measurement of Consumption Scenarios
Regarding the measurement of scene contextuality, this paper draws on the research results of SChilit and other scholars, and in the perceived contextuality model of their research, the purchase intention of consumers is proposed from different scenes.

Table1 Perceived Contextuality Scale

dimension	measurement questions
perceived contextuality	1. In the KOC sharing consumption scenario, I would prefer to buy three and a half meals of coffee

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	2. I am more likely to buy three and a half cups of coffee in the KOC sharing consumption scenario 3. In the KOC sharing consumption scenario, I will buy three and a half meals of coffee

3.3.2 Public Relations Measurement of Consumption Scenarios

Regarding the promotion of the three-and-a-half brand, the focus from the brand's marketing is the public relations the brand builds. This article draws on the research of scholars from Manry (2003) to analyze the brand's media activity, social reputation, and joint activities.

Table 2 Public Relations Measurement Table

dimension	measurement questions
public relations and advocacy	1. I think the brand's activities often appear on various social media (Weibo, WeChat official account, Xiaohongshu...) 2. I think the brand activity has a good reputation in the society 3. I think I often see the brand's activities co-branded with various activities

3.3.3 Perceived Value Measurement

Regarding the measurement of perceived value, four dimensions of perceived value were selected. Drawing on the scale of Wang (2004) and integrating the PEARVAL scale of Sweeney and Soutar (2001), the influence of consumers' perceived quality, price, sentiment and social value of brand products on the brand's purchase intention.

Table 3 Perceived Value Measurement Table

dimension		measurement questions
perceived value	quality value	1. Three and a half cups of coffee are easy to brew 2. The coffee aroma of three and a half coffees is strong 3. The taste of three and a half cups of coffee can meet my needs
	price value	4. The price of this brand product is acceptable to me 5. I didn't spend a lot of time and effort to get the brand's product 6. The brand product value and price are consistent
	emotional value	7. I like the brand's values 8. The brand's products fit my lifestyle 9. The functionality of the branded product meets my social needs
	Social value	10. Using the brand’s products on certain occasions will make me more acceptable to everyone

	11. Using this brand product can reflect my attitude and way of life 12. Participating in brand activities can realize my coffee consumption scene

3.3.4 Measurement of purchase intention

Regarding the measurement of consumers' purchase intention, this article draws on the research of Venkatesh (1996) and Pavis (2000) to analyze three items of willingness to purchase, purchase sentiment and recommending others' purchase behavior.

Table4 Purchase Intention Measurement Form

dimension	measurement questions
Purchase Intention	1. In the future, I am willing to buy three and a half cups of coffee 2. I think buying three and a half cups of coffee is a good scene consumption experience 3. I would recommend to my friends to buy three and a half coffees

RESULTS AND DISCUSSION

4.1 Distribution and collection of questionnaires

In this survey, the questionnaire was edited and distributed online. From the item setting, the first question of the questionnaire is the screening item for users, excluding the tested users who have not purchased the Santon brand. And through the recovery of the questionnaires, we can know that there are 241 questionnaires in total, and the actual number of valid questionnaires is 212. In the design of the questionnaire, three items are set for each variable, in order to better measure the consumers' real cognition and feeling of the brand, and to know more clearly the user's attitude towards the Santon brand. Moreover, users who have made purchases have a certain understanding of the brand, so the data collected from the questionnaire is more authentic and reliable. In the end, there are specific and measurable problems to understand and obtain the consumption scenarios constructed by the Santon brand, as well as the real evaluation data of Santon users.

4.2 Data analysis and research results

4.2.1 Sample description

A total of 212 valid questionnaires were collected in this study. The software uses spss26.0 to implement frequency analysis steps. The basic conditions of the samples are as follows:

Table 5 Sample Description

variable	Options	frequency	percentage	average value	standard deviation
gender	male	97	46%	1.54	0.50
	Female	115	54%		

age	<=18 years old	5	2%	2.28	0.58
	18-24 years old (including 24 years old)	151	71%		
	24-35 years old (including 35 years old)	47	22%		
	>35 years old	9	4%		
Education	Below high school (including high school)	21	10%	2.89	0.82
	college	17	8%		
	Undergraduate	141	67%		
	master	30	14%		
	PhD	3	1%		
Profession	business managers	35	17%	2.49	0.85
	business people	52	25%		
	student	111	52%		
	other	14	7%		
	total	212	100%		

From the analysis results in the above table, we can see the data characteristics of the tested users, reflecting the distribution of the 212 valid questionnaires collected this time.

According to the frequency analysis results of each variable, it can be seen that the distribution basically meets the requirements of sampling survey. For example, in the gender survey, 97 males accounted for 46% of the total samples, and 115 females accounted for 54% of the total samples. It can be seen that the gender ratio of the results of this questionnaire is relatively equal, and the data representation of the tested users is universal and not affected by the main gender. From the age survey data distribution, it can be seen that the age of the surveyed users is mainly concentrated in the age group of 18 to 24 years old (including 24 years old), followed by the age group of 24 years old to 35 years old (including 35 years old). And from the survey of occupations and educational backgrounds, it can be seen that among the users tested, most of them are students in school, followed by employees of enterprises, and most of them have a bachelor's degree in education.

4.2.2 Reliability test

According to the overall reliability in Table6b it can be seen that the standardized Cronbach's coefficient is 0.94, and the closer the data is to 1, the higher the reliability, indicating that the survey data obtained by the questionnaire in this study have very high reliability. .

The measurement of consumption scene is composed of two parts, namely, social situation and public relations, respectively, referring to the research scale of Chilit et al. For the measurement part, three items are used to describe, and the items are measured separately (α=0.80; α=0.73); the measurement of perceived value refers to the scale adapted from Wang (2004), which combines Sweeney and Soutar (2001) of the PEARVAL scale, which sets three items from four dimensions, namely quality, price, emotion and social value, and measures from four aspects (α=0.91). The measurement of purchase intention, with reference to the research scale of Venkatesh (1996) and Pavis (2000), was measured from

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three items (α=0.83). It proves that the social context and public relations, perceived value and purchase intention scales of consumption scenarios have good reliability and can be used as data for analysis.

Based on the predecessor scale, the survey method has also been appropriately improved to make it suitable for the needs of this paper. Finally, through empirical analysis methods such as exploratory factor analysis, confirmatory factor analysis, and correlation analysis, a model of influencing factors of consumer purchasing behavior in consumption scenarios is obtained. In conclusion, the reliability test of the variables in the study showed a result of 0.94, indicating that the questionnaire data has a high degree of reliability.

Table 6a Reliability Analysis

dimension	number of items	Cronbach's alpha coefficient
social situation	3	0.80
public relationship	3	0.73
perceived value	12	0.91
Purchase Intention	3	0.83

Table6b Reliability Analysis - Simplified Format

number of items	sample size	Cronbach's alpha coefficient
21	212	0.94

4.2.3 Hypothesis testing
This paper uses the method of hierarchical regression analysis to test the research hypotheses:

For Hypothesis 1a (social context as an independent variable and consumer purchase intention as a dependent variable), a regression equation y=0.619x can be established. It has a standardized social context coefficient of 0.602 and a significance level of $p<0.001$. Regression analysis shows that there is a significant positive correlation between social context and consumer purchase intention. That is to say, the stronger the social situation of the consumption scene, the stronger the consumer's willingness to buy. H1a established.

For Hypothesis 1b (public relations as an independent variable and consumer purchase intention as a dependent variable), the regression equation y=0.592x can be established. It has a standardized public relation coefficient of 0.582 and a significance level of $p<0.001$. Regression analysis shows that there is a significant positive correlation between public relations and consumer purchase intention. That is, the stronger the public relations of the consumption scene, the stronger the consumer's willingness to buy. H1b established.

Through regression analysis of the questionnaire data, it can be seen that the consumption scene composed of social context and public relations positively affects consumers' purchase intention, that is, Hypothesis 1 is established.

For Hypothesis 2a (social context as an independent variable and perceived value as a dependent variable), a regression equation y=1.582x can be established. It has a standardized social context coefficient of 0.659 and a significance level of $p<0.001$. The regression analysis shows that the social context is positively correlated with perceived value, that is, the stronger the social context of the consumption scene, the more obvious the consumer's perceived value. H2a was established.

For Hypothesis 2b (public relations as an independent variable and perceived value as a dependent variable), the regression equation y=1.41x can be established. It has a standardized coefficient of 0.593 and a significance level of $p<0.001$. Regression analysis shows that public relations are positively correlated with perceived value. That is, the stronger the public relations of the consumption scene, the more obvious the perceived value of consumers. H2b was established.

Through regression analysis of the questionnaire data, it can be seen that the consumption scene positively affects the user's perceived value, that is, hypothesis 2 is established.

For Hypothesis 3 (perceived value as an independent variable and consumer purchase intention as a dependent variable), the regression equation y=0.323x can be established. It has a standardized coefficient of 0.753 and a significance level of $p<0.001$. Regression analysis showed that perceived value was positively correlated with purchase intention. That is, the higher the consumer's perceived value, the more obvious the consumer's willingness to buy. H3 was established.

4.3 Marketing Suggestions

4.3.1 Pay attention to the construction of social context, extend the experience space, and use the scenarios to increase the repurchase rate
The future marketing focus of the Santon brand should be on the construction of consumption scenarios, and the brand should specifically analyze whether consumers will make purchase decisions under the consumption scenarios.

For new consumer coffee brands, the brand should pay more attention to the construction of consumption scenarios. Specific or fragmented consumption scenarios are an intangible asset for the brand, which not only affects the purchase of users in consumption, but also affects the purchase of users. Entering the user's life scene with a scene, and then generating loyalty to the brand, can also enhance the sense of identity of the brand's vision, brand concept and brand value to a certain extent, and actively purchase products at the same time, Will actively promote the brand. When a brand releases a new product, it should establish a strong relationship with the consumption scenario, so that consumers will choose the product in a specific scenario.

4.3.2 Attach importance to public relations and create and share scenarios with users
SATURNBIRD COFFEE brand should build brand IP recognition, improve brand product packaging, strengthen brand packaging's awareness of consumers, give brand packaging brand value, and make product packaging refined, personalized, and fashionable, so as to allow users to improve their consumer awareness. Strengthen the desire to share on social platforms, actively connect with creative and sharing key opinion consumers, lead them to become the navigator of the brand, take the initiative to send products to the navigator, encourage content creation, and listen to the opinions of the key navigators, to improve the product.

Brand coffee tastes personified. For each product when it is launched on the market, give the product a clear "personality" to create a brand story, make brand videos and slogan. With personal characteristics, users can find resonance with brand products and generate love for the brand. The fun and interesting genes of products also provide a strong reason for users to share scenes.

4.3.3 Brands should pay attention to the improvement of users' perceived value and explore different life scenarios
To stand out in the coffee track, new consumer brands should pay attention to the improvement of the perceived value of brand users. In brand marketing activities, brands should not be limited to selling brand products themselves, but should expand sales channels to users' life scenarios. middle. First of all, product quality is the foundation of marketing. Only with high-quality coffee recognized by users can there be repurchase. In every coffee sale, the brand's unique concept of coffee culture is spread and resonated with users. The brewing guide of each type of coffee is presented carefully, and through the professional brand guidance, the user's awareness of the brand is strengthened, and finally, consumers can have an intimate shopping experience. Second, by sharing brand stories and talking with consumers, brands can focus on more coffee lovers, build an exclusive brand community, connect the brand and users more closely, create a wider brand appeal, and give Stronger emotional and social value for users when using the brand.

CONCLUSIONS

This paper takes the consumption scene constructed by the SATURNBIRD COFFEE brand as the research object, sets the mediating variable as perceived value, the independent variable as the characteristics of the consumption scene, that is, social context and public relations, and the dependent variable as purchase intention. Based on these variables, a related model is constructed. Through statistical analysis, the research hypotheses were verified one by one.

In this paper, there are certain limitations in the study of consumption scenarios and consumer purchase intentions based on the Santon brand. It only discusses the consumption scenarios of individual brands, and the scenarios have specific orientations. This marketing method may not be applicable to other brands. . In the process of brand development, it is also very important to switch the marketing focus in a timely manner, create its own subdivision channels, and win the future in the competition.

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Research on the Marketing Model of Fresh E-commerce in China: model, Dilemma and Outlet

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ABSTRACT

Fresh electrical contractor to deal with fresh consumption plays an important role in "the last kilometer" problem, fresh electricity industry in China has experienced exploration stage start, rapid development, transformation and upgrading of three phases, formed including traditional mode, the "home" mode, "home + to shop" mode, "the ark" community group purchase mode and mode, many marketing pattern. But, the shortage of profit, supply chain management and food safety management in the marketing process of fresh e-commerce is serious problems. In the period of stock game, fresh e-commerce needs to transform its operation mode and improve marketing efficiency from many levels, including the construction of integrated industrial chain, the improvement of cold chain logistics quality, and the enhancement of scientific and technological service capacity.

Keywords: Fresh electricity business; Marketing; Community; The stock of game.

INTRODUCTION

Fresh e-commerce plays an important role in solving the "last kilometer" of residents' fresh consumption. Fresh e-commerce relies on Internet e-commerce technology to directly connect the fresh origin and consumers, greatly compress the intermediate links, and efficiently serve the daily life of residents. It is a great progress in the development of China's e-commerce industry. Fresh e-commerce can be said to be a sunrise industry, reflecting modern people's pursuit of green, healthy, environmental protection and high-quality life, representing a new consumption trend (Liu Zheng, 2019).Since China's first fresh e-commerce platform Yi Guo Fresh was born in 2005, China's fresh e-commerce industry has experienced a rapid outbreak of development process, the number of fresh e-commerce platforms in the market has exceeded 4000, the transaction scale has reached 360 billion yuan in 2020. The circulation of fresh agricultural products is closely related to the vital interests of farmers and consumers. Fresh e-commerce is connected with the producers of agricultural products at one end and consumers at the other end, playing a role of bond.

However, the problems of "difficult to sell" and "expensive to buy" of agricultural products have always existed in China's fresh e-commerce sector, which has had many negative impacts on the healthy development of the fresh e-commerce industry (Tian Gang, 2019).At the same time, after many rounds of transformation and upgrading of development, fresh electricity suppliers in our country, from the incremental game into the stock game period, fresh electricity suppliers platform marketing mode began to appear weak embarrassment, some inherent shortcomings are beginning to appear. Based on this, it is necessary to conduct in-depth combing and research on the existing marketing model of China's fresh e-commerce, in order to find out the main problems during the period, and put forward targeted suggestions to promote the high-quality development of fresh e-commerce industry.

RESEARCH METHOD

This study will adopt the methods of literature analysis and questionnaire.

Literature analysis: This paper combs the previous theories, the definition of variables and historical research, thus defining the main problems of the research, the concept of variables and the relationship between variables, putting forward assumptions and establishing research models.

Questionnaire method: This paper will use the method of questionnaire survey to investigate the development of fresh e-commerce in China. Questionnaire survey is a means of indirectly collecting research materials through written form. Ask questions to understand the topic. This study will investigate the respondents in the form of online questionnaires. Then, based on the questionnaire data, through spss23.0 software to analyze the data, verify the assumptions and models, and draw conclusions.

RESULTS AND DISCUSSION

Sorting out the marketing mode of fresh e-commerce in China

Table 1 the development history of China's fresh food e-commerce industry

Comparison items	Exploration start-up period (2005-2011)	Rapid development period (2012-2015)	Transformation and upgrading period (since 2016)
Business type	Mainly fruits, supplemented by vegetables	It is still dominated by fruits, and vegetables, flowers, meat, eggs, milk, aquatic products, seafood and other categories are gradually increasing	Fruits, flowers, meat, eggs and milk, aquatic products, seafood and vegetables
Development characteristics	Mainly regional vertical e-commerce, with slow development	Fresh e-commerce received a large amount of capital injection, and large e-commerce platforms began to be subdivided, with capital concentrated on top e-commerce	Many small and medium-sized fresh food e-commerce enterprises have closed down or been merged. Tencent, Alibaba and other giants have joined, and innovative development models have emerged
business model	Urban central warehouse mode	Urban central warehouse mode and front warehouse mode	City Center warehouse mode, front warehouse mode, front store and back warehouse mode, community group, refrigerator self delivery, etc

Representative enterprise	Yiguo fresh food, Tuotuo industrial society, vegetable steward, youcai.com, I buy.com, etc	Bensheng.com, tmall fresh food, JD fresh food, Yonghui supermarket, SF optimization, multipoint dmall, etc	HEMA fresh, daily Youxian, JD home, 7fresh, meituan shopping, etc

Source: Min Mengying (2020)

Table 2 Statistics of transaction scale of domestic fresh food e-commerce market

particular year	Transaction scale of fresh e-commerce industry (100 million yuan)	Growth rate (%)
2014	290	123.08
2015	542	86.90
2016	914	68.63
2017	1402	53.48
2018	1950	39.01
2019	2554	31.00
2020	3641	42.54

Data source: ecosoc.com

Sorting out the marketing mode of fresh e-commerce in China

The traditional development of fresh e-commerce is mainly based on the basic mode of combining online and offline, and serves customers with different marketing schemes to meet the consumption needs of different distances, times and prices. The traditional fresh marketing methods are transformed and upgraded from the two levels of price and efficiency. Today, with the rapid development of Internet of things, blockchain, cloud computing and other new technologies, fresh e-commerce relies on "Internet +" and "Internet of things +" to expand the scope of the industrial chain and achieve cross-border integration development, which has become a trend of the development of fresh e-commerce in China.Based on the basic operation logic of "Internet +", we can obtain internal and external resources by cooperating with other enterprise entities outside the industry to achieve cross-border combined development of various modes (Zhang Xumei, 2018). On the whole, the development mode of fresh e-commerce in China can be basically divided into such categories: traditional mode, "home" mode, "Home + store" mode, community group purchase mode and "counter" mode.

The traditional marketing mode mainly uses the Internet to deliver fresh products to consumers through large warehouses and sub warehouses, which generally takes 1 to 2 days. Such modes include tmall fresh and JD fresh. This kind of marketing mode is relatively stable. Generally, only enterprises with strong economic strength, a large number of business categories, and developed commercial logistics can maintain their operation. "Home" marketing mode focuses on "home" service, focusing on solving the problem of "the last mile" of fresh food marketing,Its marketing method is: by setting up front-end warehouses around the community or cooperating with offline supermarkets, retail stores and convenience stores, it covers consumers within 1-3 kilometers around. Consumers generally require delivery within 1 hour after placing an order on the app. The "Home + store" marketing model adds a "store" link to the "home" service, which meets the needs of consumers for online and offline

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comprehensive consumption, such as fresh food, transportation and fresh food.
Community group purchase is a regional, niche, localized and networked form of group purchase based on the community. The "arrival" mode is similar to the community express cabinet of express delivery. Consumers place orders through apps, applets, etc., and the fresh food is delivered to the community fresh food cabinet for storage, and the consumers go to pick up the goods themselves. This marketing model can be understood as another version of the "home" model, which realizes the purpose of reaching residents' living communities. The "to cabinet" mode refers to the distribution and storage of fresh food and the community fresh food cabinet, but the community fresh food cabinet generally does not have the ability of cold storage and preservation, which cannot ensure the freshness and safety of food.

Problems in the marketing mode of fresh e-commerce in China

Summary of fresh e-commerce marketing mode

Excellent marketing mode is an important premise to ensure that fresh e-commerce enterprises maintain market share and achieve large-scale development. Creating a scientific and reasonable marketing mode is particularly important for fresh e-commerce enterprises that are now trapped in the stock game.By combing the different types of marketing models of Chinese fresh e-commerce platforms, we can find that the existing marketing models have obvious homogenization problems. The basic way is to achieve customer diversion through a large amount of subsidies in the early stage, and rapidly expand the scale of stores with the help of capital. Although diversified business models and marketing models are adopted, they cannot fundamentally solve the dilemma of insufficient profits, This is a relatively prominent problem in the current development of China's fresh e-commerce industry.

Table 3 financing statistics of fresh food e-commerce enterprises in China

year	Financing quantity (from)	Financing amount (100 million yuan)	Single financing amount (100 million yuan)
2015	76	21.82	0.29
2016	63	49.57	0.79
2017	35	106.02	3.03
2018	29	100.71	3.47
2019	17	11.79	0.69
2020	26	88.68	3.41

Data source: AI media data center

Statistics show that in 2015, there were 76 financing events in China's fresh e-commerce industry, with a financing amount of 2.182 billion yuan and a single financing amount of 29 million yuan; By 2020, affected by the market competition pattern, the number of financing has decreased significantly, but the financing amount is still as high as 8.868 billion yuan, and the single financing amount is 341 million yuan.Driven by capital, China's fresh e-commerce has gradually entered the stage of fierce competition in the stock game, and the integration and elimination of the industry will accelerate.The research also shows that the market structure of large enterprises in China's fresh e-commerce industry is highly oligopolistic and small enterprises are homogeneous. This market structure determines that fresh e-commerce enterprises must adopt differentiated competition strategies to achieve differentiated breakthrough (GE Jihong, 2018). In fact, there are few platforms that can finally achieve differentiated breakthrough. With the intensification of competition, especially after the gradual transformation of traditional supermarkets, the fresh e-commerce industry will face greater challenges, and the trend of accelerated adjustment of the industry is becoming more and more obvious.

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Performance of fresh e-commerce marketing model

The development of fresh food e-commerce in China can be summarized by its rapid rise, diverse modes, capital promotion and other characteristics. Up to now, it has completely changed the basic mode and daily habits of fresh food consumption of Chinese residents.However, with the rapid development, it is inevitable to accumulate some industry disadvantages, which has become an adverse factor restricting the healthy development of the fresh e-commerce industry.First, there are problems in the profit model of the platform. Relying on capital investment and subsidies to users to achieve scale growth, it is impossible to achieve long-term profits; Second, the platform is poorly managed, and food safety issues have not been paid enough attention; Third, "fresh" is not "fresh", which is quite different from the positioning of the platform; Fourth, the service characteristics are not obvious, and the problem of homogeneous competition is prominent.Judging from the performance of fresh e-commerce platforms in the past two years, some platforms began to suffer from operational problems, and even some "Star" platforms in the past also experienced shop closures, financing failures, suspension of services, and even bankruptcy (see Table 4).

Table 4: Introduction to the poor operation of some fresh e-commerce platforms in 2019

Year	Fresh e-commerce enterprise	event
2019.04	Baby elephant fresh	Close the stores in Wuxi and Changzhou, and only keep the Beijing store
2019.05	Box horse fresh	First closing
2019.10	Mini fresh	Poor management, suspension of operation
2019.11	Wonderful life	Close all 80 stores in Shanghai
2019.12	Ji Jixian	Financing failure

Source: collated according to online public data

The frequent shutdown tide means that the high-speed growth period of the fresh e-commerce industry has passed, and the common disadvantages of the industry have begun to appear. With the intensification of competition between platforms, the "reshuffle" speed of the fresh e-commerce industry will accelerate, the industry concentration will show a decentralized trend, and the situation of one dominant company may be changed (see Table 5). On the one hand, it is because the fresh e-commerce market has been saturated, and the incremental game has been transferred to the stock game. A large number of late comers have appeared, dividing the market concentration. In 2018, the market share of the top five fresh e-commerce platforms in the industry was 63.1%, which has fallen to 49.9% by 2020. With the decline in the number of capital inflows, the development pattern of the fresh e-commerce industry will undergo a new round of replacement. On the other hand, in the past, some "Star" platforms relied on capital to impact the market. When the shortcomings of the industry began to appear, the capital was launched, and the platform fell into operational difficulties and lost the corresponding market competitiveness. It can be seen that this development model that relies too much on capital is obviously unsustainable.

Table 5: changes in the concentration of fresh food e-commerce industry in China

Year	2018	2019	2020
Fresh E-	63.1%	57.2%	49.9%

commerceCR5			

Note: Cr5 is the market share of the top 5 fresh e-commerce platforms in the industry

Reviewing the innovation path and development status of domestic fresh e-commerce platform marketing mode, the problems of its marketing mode are mainly manifested in the following points:

First, with the help of the thrust of capital, a large number of stores are laid out, and the business scale is rapidly expanded through a series of marketing means, while the meager profit space can not cover the huge investment cost at all. For a period of time, a large number of fresh e-commerce platforms have emerged rapidly, occupying important areas of major cities, and entering the market through marketing means such as rebate consumers and discount promotions. However, it will soon be found that a large number of stores have closed quickly, mainly because the profit space is narrow and cannot cover the expenditure cost.

Second, poor supply chain management. In the era of digital economy, the supply chain capability of fresh e-commerce is the key to win in the fierce competition (lushengtang, 2021). Then, many platforms have no actual ability to dredge the whole industrial chain, and the supply speed, storage and fresh-keeping, timely distribution and so on can not meet the needs of consumers, and finally lose competitiveness. Although some platforms promise fixed delivery time, it is difficult to achieve 100%, and the delivery is becoming more and more untimely. A large part of the reason is the lack of construction of their logistics warehousing system, which cannot achieve accurate coverage.

Third, the effect of food safety control is poor, and the safety and health problems are prominent. Some fresh e-commerce enterprises are not satisfied with the food safety management, and the food hygiene and safety problems are worrying. Even some well-known and established supermarkets' platforms have repeatedly encountered food safety problems, such as excessive microorganisms and bacteria; Some platforms have also been exposed by the media as "fresh or not fresh", with prominent problems such as expired food, overnight food, shoddy and so on.

CONCLUSIONS

Countermeasures and suggestions for optimizing the marketing mode of fresh e-commerce in China

Build an integrated industrial chain: The value of fresh e-commerce comes from the compression of intermediate circulation links and the provision of convenient consumption channels for consumers. In order to achieve long-term development, fresh e-commerce platforms need to achieve integrated management in the industrial chain, dredge every link of fresh agricultural products circulation, and then reduce operating costs by optimizing all links of trade circulation, so as to finally achieve profitability. On the one hand, we need to establish a direct relationship between producers and consumers, and constantly compress the intermediate circulation links; On the other hand, we must constantly optimize the logistics network system. One scheme is to achieve win-win results through cooperation with third-party logistics, and the other scheme is to take self built logistics measures to improve our own industrial chain system and form a circulation closed loop.

Strengthen the construction of scientific and technological capacity: Consumer demand is variable. Fresh e-commerce platforms need to have super computing power to match the consumer needs of different regions, continuous periods and different customers, and can realize cost-effective end-to-end distribution through logistics network distribution optimization. This requires fresh e-commerce platforms to establish advanced scientific and technological support platforms to support the marketing needs of enterprises. Make full use of modern blockchain, Internet of things, cloud computing and other new technologies, establish a digital, automated and intelligent operation system, realize the seamless connection between online and offline, and provide customers with timely and efficient fresh consumption services.

Strengthen the quality construction of cold chain logistics: High quality cold chain logistics is the foundation to ensure the fresh e-commerce industry. We should not only strengthen the construction of fresh agricultural products logistics system with refrigeration technology as the core. First, we will continue to improve infrastructure and expand the scope of road network layout. We should appropriately expand rural production roads, deepen the construction of grass-roots road networks, develop high-quality agricultural parks, and expand investment in cold chain logistics equipment. The second is to strengthen the construction of cold chain logistics standards, enhance the scientificity of cold chain logistics, improve the coordination between various logistics nodes, and enhance the efficiency of cold chain logistics. At the same time, we should also strengthen the international construction of cold chain logistics, constantly integrate into international standards, and improve the international competitiveness of cold chain logistics.

Comprehensively reduce the operation cost of the platform: The high operating cost of China's fresh e-commerce industry leads to limited profit space for enterprises. Therefore, we should constantly strengthen the cost control of fresh e-commerce enterprises and comprehensively reduce the overall operating costs: first, we should introduce professionals and use scientific management technology to improve management efficiency; Second, we should improve the degree of informatization and scientization, and create an informatization operation mode in combination with the construction of the platform's science and technology system; Third, we should constantly reduce storage costs, optimize the construction of storage nodes while improving storage quality, and establish a comprehensive logistics network system to provide guarantee for the development of fresh e-commerce.

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The Influence of Consumer Nostalgia on Brand Loyalty

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ABSTRACT

Every consumer has more or less nostalgic feelings, enterprises very early began to use the nostalgic needs of consumers to carry out nostalgic marketing. Consumer brand relationship is an important factor affecting brand loyalty, while the level of consumer nostalgia has a certain influence on brand trust and attachment. Brand trust and attachment have a great role in promoting brand commitment, which is the core driving factor of brand loyalty. Thus, it can be seen that consumers 'nostalgic feelings can act on brand loyalty through the intermediary of brand relationship. Enterprises can provide a platform for consumers with nostalgic experience by developing various marketing strategies, so as to improve consumers' brand loyalty.

Keywords: nostalgia; brand relationship; brand trust; brand attachment; brand loyalty

INTRODUCTION

Every consumer is more or less nostalgia, this kind of emotion to consumer consumption behavior will have a certain influence, such as the 2010 Spring Festival party little tigers popular is that they aroused the audience nostalgia, back shoes sell like hot cakes, retro restaurant and popular clothing restoring ancient ways, etc., and consumer nostalgic feelings. Companies have long captured this nostalgia. For brand revival, many old brands adopt marketing methods to add nostalgic elements; the new brands want to meet the nostalgic needs of consumers, many absorb a lot of nostalgic elements, such as nostalgic packaging, nostalgic advertising, nostalgic decoration design and so on. Nostalgia marketing became a very effective and persuasive marketing strategy for enterprises (Naughton et al., 1998; Ironson, 1999; Cosgrove et al., 2002; White, 2002). Pascal et al. (2002) point out that the market's reliance on and use of nostalgia is almost everywhere.

Compared to management practice, the theoretical community is also very keen on nostalgia research. In just 20 years, after a Holbrook and Schindler paper published in Journal of Consumer Re-search (1989), consumer nostalgia has become a subject of great interest to researchers in western marketing and consumer behavior fields (Reisenwitz et al., 2004; Muehling et al., 2004).

Brand loyalty, especially brand loyalty, is a concept of great concern to both the business community and academia, and now it is becoming more and more difficult for enterprises to gain long-lasting brand loyalty. Consumer-Brand Relations Quality CBRQ (consumer-brand relationship quality) is an important factor affecting brand loyalty, but nostalgia has not been mentioned much in the study of the influencing factors of the existing literature on the brand relationship itself. Does nostalgia have an impact on the brand relationship, how much on those variables in the brand relationship, how is the specific mechanism of action, and does consumers' nostalgia affect the brand loyalty through the intermediary role of the brand relationship? This paper selects the two core constructs in the brand relationship: trust and attachment, and studies the influence of consumer nostalgia on these two variables, so as to affect the brand loyalty.

This study is not only the promotion of the study of nostalgia consumption, but also the deepening of the theory of consumer-brand relationship, which opens up another perspective on brand loyalty.

RESEARCH METHOD

This study used a combination of qualitative and quantitative methods for data collection. Quantitative methods will assess statistical information about consumer nostalgia and brand loyalty. The qualitative approach will use the conclusions of experts and scholars about consumers' nostalgia and brand loyalty. The study can also use surveys and questionnaires to assess the sample population (i. e., consumers) for nostalgia and loyalty to assess consumer brand loyalty.

Literature analysis method

This paper sorts out the previous theories, the definition of the variables and the historical research, so as to define the concept of the research variables and the relationship between the variables, put forward the assumptions and establish the research model.

Questionnaire survey method

This paper will use the questionnaire survey method to investigate the research question of how consumer nostalgia affects brand loyalty. Questionnaire survey is a means to collect research materials indirectly through written form. Learn about the subject by asking questions. This study will survey the respondents in the form of online distributed questionnaires. Later, based on the questionnaire data, the data were analyzed through SPSS23.0, software, to verify the hypothesis and model, and the conclusions were drawn.

RESULTS AND DISCUSSION

First, nostalgia and nostalgic consumption
The meaning of nostalgia

Nostalgia (Nostalgia) is the Greek word "nost o s" is a return to the motherland and "algos" is a combination of pain and sadness, literally understood as nostalgia, as a desire to return to their place of origin. Current nostalgia is seen as a desire to return to the past, for an idealized past (Stern, 1992), and for a past that removes bad impressions (Hirsch, 1992; Wildschut, etal, 2006). The modern nostalgia has expanded in the areas of marketing and consumer behavior. Holbrook and Schindler (1991) argue that consumer nostalgia is a love of things that are more common when people are younger.

Classification of nostalgia

The existing literature classifies nostalgia can be summarized into two dimensions: experience of individuals or groups, and direct or indirect experience. Davis (1979) presents personal nostalgia and shared nostalgia from both personal and social levels. The former is nostalgia for the individual's youth, while the latter is nostalgia for the changes of times caused by major events. Similar classifications were proposed by Holak and Havlena (1992), Baker and Kenned y (1994).At the same time, the above scholars also put forward another dimension: the direct- -indirect experience dimension. Davis (1979) argues that nostalgia from direct experience is real

nostalgia, and refers to nostalgia from indirect experience as intergenerational nostalgia. Similar views were suggested by Stern (1992), Baker, and Kennedy (1994).
The proposal of nostalgic classification vectors has great significance. First, the "direct experience- -indirect experience" vector means that nostalgia may not require an exact memory. Second, another vector of "personal experience- -group experience" has a broader meaning. Memory does not need to exist in the individual's mind, as long as the group memory, nostalgia will arise. Thus, no matter which vector, nostalgia is likely to be used by marketing, because nostalgia is operable.

Measurement of nostalgia

Research on consumer nostalgia measurement focuses on scholars such as Holbrook (Rindfreisch & Sprott, 2000).The nostalgia measure (Nostalgia Proneness Scale) was originally developed to reflect differences in individual propensities to homesickness stimuli (Holbrook & Schndler, 1991).In 1991, to measure individual nostalgic behavior tendencies, Holbro ok developed the nostalgia measurement system, which consists of 20 projects, each with nine-level evaluation scales ranging from "very disagree" to "very agree". In 1993, he performed factor analysis using the optimal method for the analysis of factors and detected and confirmed eight major items from 20 items. The scale measures real nostalgia experiences less and favors collective nostalgia. This scale is widely accepted. Nostalgia intensity (nostalgia intensity) when scholars are very concerned about the problem, nostalgia tendency involves the view of the past people, things, events, and nostalgia intensity involves the intensity of the individual nostalgia after being stimulated by the outside world. Measurement of nostalgia intensity is much more important and more difficult. Holbrook & R.M.Schindle (1994) and S.I.Holak & W.J.Havlena (1998), consisting of four questions, were used to measure nostalgia intensity (intensity) questions. The scale was later cited by researchers and was not widely accepted.

In addition, the Batcho (1995) nostalgic catalog scale (nostalgia inventory) has been widely used. The scale contains 20-question items that reflect personal nostalgia for young objects (items s) such as family, location, music, friends, toys, people's lifestyle, etc. The scale is mainly used to measure collective nostalgia, shared nostalgia.

The influence of consumer nostalgia on consumption decisions

The study of nostalgic consumption behavior has opened a new field of consumer behavior research. The research of "nostalgia" as the psychological and behavioral variable has realized the dynamic study of the whole process of consumer behavior before, during and after the event.

Research (Holbro ok, 1996).Public research linking nostalgia with consumer behavior has increased significantly since the 1990s.Research in the existing literature suggests that both tangible and intangible stimuli evoke nostalgia and that attitudes towards the past have the potential to influence consumer decision-making. Many studies have examined some cognitive factors and some emotional factors: cognitive variable studies include nostalgia tendency, evoked nostalgia, love for the past, attitudes towards advertisements and brands using nostalgia hints, and intention to buy nostalgic products; emotional structures include the intensity of nostalgia and emotion for the past.

The study of nostalgic consumption decision mainly involves three aspects: the study of what factors cause nostalgia, the study of what nostalgic objects remember when people feel nostalgia, and the study of nostalgia preference factor, which is how nostalgia affects consumption and purchasing decisions. The first aspect is the study of the factors that induce nostalgia. For example, Baum-gartner

(1992) empirically examined specific music evoking specific memory problems. Similarly, Hirsch (1992) believes that specific odors can evoke nostalgia. Christina Goulding (2002) believes that photos can feel nostalgia sometime, and even specific food flavors can bring people back to past. The second aspect is the study of nostalgic objects. Holak & Havlena (1992) divides the objects of nostalgia into people, objects, and events. The study of nostalgia objects still falls within the category of nostalgia classification research, which can further be considered as an area close to the definition of nostalgia. The third aspect is the preference factor study of nostalgia. Holbrook & Shindler (1989) validated the impact of nostalgia on purchasing behavior. Christina Goulding (2002) shows that the strength of nostalgia is not so much a matter of age than a matter of personal personality.

Marketing application of consumer nostalgia

Applied research on nostalgic consumption focuses on brands and advertising. Stephen Brown, Robert V.Kozinets, and John F.Sherry Jr (2003) proposed the concepts of brand activation and retro marketing. Vincent J.Pascal et al. (2002) have studied the impact of nostalgic advertising on consumers.
The research results of nostalgic consumption are not only applied to some products, but also applied to urban positioning and development. Some cities use their prominent historical events or symbolic myths or fictional city symbols (Smith, 2005) to show their unique features and gain competitiveness. The past history has become a strategic means for the development of urban tourism industry. Cultural heritage elements can attract visitors and become opportunities for the tourism industry, and these elements are integrated into transport
Movement and leisure activities become how cities identify each other (McKercher, Ho & du Cros, 2005).
Domestic scholars believe that nostalgia is an effective strategy to activate old brands, and time-honored brands can make full use of consumers' nostalgia complex for long-term brand management (Lu Tailong Hong et al., 2007), and using nostalgia connection is an effective strategy for old brands to deal with new products (He Jiaxun et al., 2006).

Second, Brand relationship and brand loyalty
Brand relationship

Brand relationship theory is the fifth stage of the development of brand theory, which is the brand theory frontier topic formed by relationship marketing embedded in the brand level, and it is a new field of brand research. Although different scholars have proposed different dimensions of brand relationship, the authors find three most mentioned, namely, trust, attachment and commitment (Fournier, 1998,2004; Aaker, etc. Lu, et al., 2003; and Zhimin Zhou, 2006; And He Jiaxin, 2006).
According to Geok and Sook (1999), brand trust is the willingness of consumers to recognize the brand based on positive expectations of its quality, behavioral intentions, and their ability to fulfill their commitments. Brand attachment is an emotional connection between consumers and the brand, and the strong brand attachment is the peak of enterprise brand building and the foundation of brand assets (Park C W, 2007; Thach E C, 2O06).Brand attachment and brand commitment have certain similarities in architecture, but brand attachment can be described as a cognitive and emotional bond connecting the consumer's self and the brand. Commitment is mainly about consumers' intention to maintain relationships with enterprises (brands) in the future (Ahluwalia et al., 2000).

Brand loyalty

The academic community has studied brand loyalty for nearly 90 years. There are many studies on the influencing factors of brand loyalty, most of which are studied from the perspectives of perceived risk, brand involvement, perceived quality and satisfaction. With the deepening of brand relationship research, scholars began to try to study the loyalty from the perspective of brand relationship, Fournier (1998) believes that brand relationship is the key factor affecting brand loyalty, consumer-brand relationship is not affected by consumer instrumental and functional motivation (Amine, 1996), this relationship can explain the intention of repeated purchase behavior.

Third, Analysis of the influence mechanism of nostalgia on brand loyalty
The more nostalgic consumers are, the more likely they are to trust the brand

Personal nostalgia level of trust also has a certain influence on trust, man (2008) in the study of personal nostalgia and old trust relationship, through their own development of nostalgia scale, get nostalgia tendency and trust level has certain positive correlation, He (2010) with he developed the CHINOS scale, measured the relationship between nostalgia tendency and brand trust, his empirical research shows that nostalgia tendency to domestic brand has a good predictive validity.
The more nostalgic consumers are, the more likely they are to become attached to the brand

Consumer nostalgia tendency can have positive effects on brand attachment (Fournier, 1994; Thomson et al., 2005) and brand preference (Holbrook and Schindler, 1989,2003; Rindfleisch et al., 2000).The 1998 study by Melani wallendor f and Eric found that American attachment comes more from memories of past experiences than from the attributes of things. Heilbrunn (2001) believes that attachment describes six aspects of the relationship between consumers and a brand: pleasure, cognition, communication, nostalgia, self-expression, and lasting relationships. He believes that nostalgia is a construct of attachment constructs, which also reflects from a side that nostalgia has a certain influence on attachment. In addition, Fournier (1994) believes that brand attachment expresses their desire to maintain a relationship with the brand, through which consumers can achieve a nostalgic connection (nostalgic connection).

(3) The more consumers trust the brand, the more attached they are to the brand, and vice versa

Brand trust has two attributes: cognition and emotion. Recognition is the process of consumers 'rational cognition of whether the brand's reputation and performance are reliable. Emotion is whether consumers think the brand is honest and whether to approach it. Attachment is a psychologically linked emotional state between consumers and brands, whose formation stems from the long-term successful relationship construction. Although trust does not necessarily bring direct benefits to brand attachment, long-term trust can make the relationship between consumers and brands closer, and gradually recognize the partnership between brands. It can be said that trust plays a major role in enhancing the emotional connection between consumers and brands. On the other hand, brand attachment can also enhance consumers' trust in the brand. In interpersonal theory, a sense of attachment makes people want to rely more on your partner and believe that he will be his promise. In terms of brand relationship, concerned, once a consumer becomes attached to a brand, he will think that the brand will not lie, break its promise and use its weaknesses to deceive others.

The more consumers trust and attachment to the brand, the easier it is to make a commitment to the brand and thus form brand loyalty.

In the field of marketing, many scholars (Lim, 1997; Garbarino & Johnson, 1999; Chaudhuri & Holbrook, 2001; Sirdeshmukh, 2002;) have studied the relationship between trust and loyalty, and they all believe that trust plays a huge role in explaining the process of consumer loyalty behavior. Howard and Sh-eth (1969) first proposed that brand trust is one of the determinants of consumers' intention to buy. Geok Theng Lau and Sook Hanlee (1999) found through empirical research that brand trust has significant predictive power on brand loyalty. Abdelmajid amine (1998) believes that brand trust and brand loyalty are interrelated and influence each other, forming a two-way mechanism. Chaudhuri and Holbrook (2001) have found a positive relationship between brand trust and brand commitment, and brand trust is the core leader of brand commitment.

Some studies have indicated that brand commitment is a result of brand attachment, and some researchers have pointed out that brand commitment represents a strong attachment to a specific brand. Brand attachment is based on the theory of maternal and infant attachment, which reflects the intensity level of brand relationship and the importance of emotion in the formation process of brand loyalty. Brand commitment is based on loyalty theory and commitment theory, which enters the marketing field earlier than brand attachment. The impact of commitment on loyalty emerged in the early field of marketing research, and scholars such as Bansal, Morgan and Himt see customer commitment as the core concept in the maintenance and development of brand relationships (Bansal, 2004; Morgan, 1994) because it is a key psychological driver to connecting customers and sales organizations. Many of the existing empirical studies have demonstrated a positive correlation between customer commitment and brand loyalty (e. g., Garbarino & Johnson, 1999; Morgan & Hunt, 1994; Anderson & Weitz, 1992).For example, aderson & weitz (1992) found that continued commitment was positively associated with customer retention. Morgan & Hunt (1994) proposes that both trust and commitment are KMV (key intermediary variables), in which commitment can significantly affect the behavioral loyalty intentions of customers in the supply chain.

To sum up, consumer nostalgia has an impact on the core dimensions of the brand relationship: the more nostalgic the consumer is, the more trusting he becomes of the brand, and the more likely he is to form attachment to the brand. Brand trust and brand attachment are the important variables to form brand commitment, and brand commitment is the direct determinant of product loyalty.

CONCLUSIONS

In the practice of enterprise marketing management, more and more enterprises adopt the nostalgic marketing strategy, is this strategy effective?In theory, does consumer nostalgia have an impact on brand loyalty? This requires theoretical research to demonstrate.Through research, it is found that consumer brand relationship is an important factor affecting brand loyalty, and the core dimensions of brand relationship are trust, attachment and commitment.However, consumer nostalgia level has a certain impact on brand trust and product attachment. Brand trust and attachment have a great role in promoting brand commitment, which is the core driving factor of brand loyalty.Thus, consumers' nostalgia can act on brand loyalty through the intermediary of brand relationship.

Thus it can be seen that consumers 'nostalgic feelings can act on brand loyalty through the intermediary of brand relationship. Enterprises can provide a platform for consumers with nostalgic experience by developing various marketing strategies, so as to improve consumers' brand loyalty.For old brands, they can add nostalgia elements, stimulate consumers' personal nostalgia, and allow consumers to experience the good memories of the past again, thus creating a sense of trust and attachment, so as to make purchase decisions and realize brand loyalty.For new brands, it can cater to the appetite of consumers, absorb nostalgic elements, such as nostalgic packaging, nostalgic advertising, nostalgic decoration design, etc., so that consumers have a collective (or replace nostalgia), which can also make consumption produce trust and attachment, and then produce purchase commitment and brand loyalty.

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Research on Marketing Mode of Building Characteristic Agricultural Products Brand under the Background of Rural Revitalization Strategy

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ABSTRACT

To revitalize the rural economy and realize the high-quality development of rural economy, the key lies in creating the brand of agricultural products with competitive advantages. In the development of rural agricultural economy in China, there are mainly the following problems: small scale of production, relatively scattered main body, lack of standards for agricultural products, lack of systematic and specialized technical support for agricultural product brand building, which to some extent seriously restrict the sustainable development of rural economy. This paper first summarizes the current situation of brand construction in China, and then points out several major problems in the process of brand building of characteristic agricultural products in China, and finally puts forward targeted suggestions for several major problems. China's rural revitalization strategy puts forward the requirements of high-quality development of rural economy, which points out a development path for the development of rural economy. Creating high-quality agricultural products with competitive advantages is one of the important ways to achieve rural revitalization.

Keywords: rural revitalization; special agricultural products; brand new media marketing

INTRODUCTION

2020 is the year of runoff to build a well-off society in an all-round way, in the current complex environment situation, to do a good job of "three agriculture" has a special importance, while rural revitalization strategy as a team to build a well-off society in an all-round way, the historical tasks of the construction of modern socialist country, is a new era to do a good job of "three agriculture" the gripper. However, there are many problems in the development of agriculture, such as small scale of production, decentralized subjects and low quality of agricultural products, which hinder the development of Chinese agricultural industry, but also hinder the increase of farmers' income. Developing rural characteristic industries, producing high-quality and green agricultural products, and realizing the branding of characteristic agricultural products can be achieved .The rural revitalization goal of "strong agriculture, beautiful countryside and rich farmers" can also promote the reform of agricultural supply-side structure and meet the diversified consumption demand.

RESEARCH METHOD

1. Literature research method. Through the domestic and foreign literature research on the new media marketing of agricultural products, find the theoretical basis of this paper.
2. Field investigation method. Through field research, the marketing status of characteristic agricultural products in Conghua is investigated, and solid and reliable data sources are provided for project research.

3. Case-study approach. Focusing on the building process of domestic featured agricultural products, as an important reference and reference for the research on the development path of the marketing of featured agricultural products in Conghua District.

RESULTS AND DISCUSSION

Domestic scholars have the following three representative views on regional agricultural products brands:

(1) Geographical indicator view. Regional brands of agricultural products use geographical indications in brand construction (Donga Li and Bai Huifang, 2007). The regional brand of agricultural products is a geographical name card representing the regional image (Xu Jinan, 2002; Zhou Fang, 2006).
(2) Industrial cluster view. Regional brand of agricultural products based on industrial cluster, leading enterprises, farmers and associations jointly create regional brand of agricultural products (LiuLietal., 2008).

Through the review of relevant literature, this paper finds that scholars do not strictly distinguish between regional brands and geographical indications of agricultural products, and most scholars believe that geographical indications are another form of expression of regional brands.

However, some scholars believe that geographical indications are an important basis for the formation of regional agricultural products brands (Su Yuejuan and Kong Xiangjun, 2010), while others believe that industrialization strategies and the cultivation of industrial clusters are needed (Wu Jiachuang and Li Wei, 2013). There are still three differences:

(1) Geographical indications are legal intellectual property rights whose owners are local government departments; Regional brands are recognized by the market, and the main body of regional brands is often the industry association.
(2) From the perspective of development scale, geographical indication products have no requirements on industrial scale, and the formation of regional brands requires product quality and industrial scale.
(3) Geographical indication agricultural products are mainly primary agricultural products, and regional brands

According to AnholtS (2002), MorganN (2002), PantDR (2005) and other scholars, factors affecting regional brand development include regional planning, brand recognition by stakeholders, cooperation between enterprises and government, and financial support. HankinsonG (2004) believes that regional brands are composed of core brands and extended brands based on core brands, and stakeholders will also change with the development of brands.

First, Current situation of brand of Chinese characteristic agricultural products

(1) agricultural products mainly present regional brand.

Compared with the brand of other industries, the brand of agricultural products obviously has the short board of regionalization. The main reason is that the main constraints of agricultural products lie in natural

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conditions such as sunshine, air, soil, etc., which makes the market positioning of most agricultural products brands is "place name + product", such as Conghua litchi, Yantai apple, Xinjiang Hami melon, etc. The biggest weakness of regional brand lies in the small number of consumers, which makes it difficult to form large-scale sales, thus restricting the sales growth of agricultural products enterprises and farmers

(2) agricultural products brand lack of competitive advantages of the brand.

In recent years, with the rapid development of rural economy in China, a small number of agricultural products with brand competitive advantages have emerged, such as Dezhou brazed chicken, Cangshan garlic, Zhangqiu green onion, etc., but the proportion of agricultural brands with crystal advantages is still large, especially in many remote mountainous areas. Many high quality agricultural products have excellent quality but because the brand radiation is weak, it is difficult to form a brand premium. The main reason lies in the lack of a professional brand building team to build a set of systematic and professional brand building system for featured agricultural products. Most enterprises lack marketing thinking, weak brand awareness and are unwilling to invest in brand building, which makes it difficult to achieve sustainable development of featured agricultural products.

(3) Some brands are good and some are bad.

Conclusions Although most of the brands of agricultural products in our country derive from the advantages of regional characteristics and establish a certain public reputation, the quality of these products is good and some are bad. The regional brands of agricultural products exist abuse and bad use. Energy and some agricultural business owners don't want to spend money to foster their own brand, but rather a lift, with common fake brand products, with the help of regionalization of the radial force to obtain high-quality brand shouldn't get premium brand, this to a large extent affected the consumer to some positive cognition of regional brand of quality, damage the quality of regional agricultural products brand image.

(4) Depth development of Chinese brand of agricultural products is slow

In the era of Internet +, the marketing tools for brand building have been transferred from traditional media to new media, while the marketing thinking of most agricultural product owners and farmers is still in the stage of product marketing. Most of the marketing of agricultural products is in the state of "the emperor's daughter is not afraid to marry", the propaganda is relatively backward, the user needs of the product research is obviously insufficient, can not adjust the product according to the market demand in time, lack of
in-depth development of products.

Second, the main problems in the process of shaping brand of Chinese characteristic agricultural products

(1) Lack of support from the national logistics system.

Most of the characteristic agricultural products in China belong to the original ecological products. The product upgrade is slow, and there is a lack of scientific and technological processing supervision process. Moreover, farmers are mainly distributed in remote towns and villages, even in deep mountains, which

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urgently needs the national logistics system to support sales channels. Many characteristic agricultural production information, technology, economic conditions, traffic conditions, the influence of such factors as lack of agricultural products logistics infrastructure security, have not formed packaging, precooling, refrigerated transport "one-stop" cold-chain logistics services, such as characteristics, relatively backward technology of agricultural products logistics transport consumes large amount, low degree of organization, transport costs is high.

(2) Weak brand awareness of agricultural products.

For high quality brand agricultural products, if there is a good brand advantage, you can form a brand premium in the pricing, will not appear before the kind of fruit wholesalers and dealers maliciously underpricing situation. The reality is just the opposite. Most farmers, especially those in remote areas, have weak brand awareness and are preoccupied with how to grow high-quality agricultural products. They have no time or money to invest in brand building. This leads to the embarrassing situation that high-quality fruits cannot be sold at a good price. Due to the lack of brand radiation, there is a serious information asymmetry between consumers and farmers. In recent years due to the strategy of rejuvenating rural support for rural economy, rural electricity began in rural parts of pervasive, can actively absorb the new ideas of the new technology part of farmers, have been trying to live electrical contractor, and the taste is sweet, but the general is not strong, it remains to be further in-depth development, the promotion to the characteristics of the more remote town and countryside.

(3) characteristic agricultural products standardization process is low.

The quality of products is the core of shaping a high quality brand. Compared with other industries, the biggest problem of agricultural products is the lack of market recognition. At present, our country's standardization management system of agricultural products and product quality safety supervision system have not been integrated, and it needs to be promoted and improved. Although in recent years, due to the in-depth promotion of the rural revitalization strategy, the government has been committed to promoting the standardization of agricultural products, but due to the lack of nationally recognized index system and scoring standards and the participation of consumers in the evaluation process, many regional agricultural products brands do not have a broad market. In addition, there is a lack of process supervision system in the whole process from seed selection to harvest of agricultural products, which leads to the lack of consumer information on agricultural products and makes it difficult to convince consumers of the safety of the brand.

(4) Lack of standardized and systematic process for brand building.

In our country, most remote area farmers have not been in contact with the brand construction, cultivation and maintenance knowledge and training of the brand system, therefore in the process of building the brand, registered the brand will appear, but suffer from the lack of professional publicity and maintenance, let the brand awareness is not high, not only the radiation surface, the lack of market response. The little-known agricultural products brands are in a weak position in terms of sales channels and pricing, which restricts farmers' sales income and planting enthusiasm to a large extent.

Third, Chinese characteristics of agricultural products to create high-quality brand marketing path.

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(1) Build a national logistics system and optimize the channel system of agricultural products.
Under the strategic background of rural revitalization, the government is committed to providing rural communication, network, road and other infrastructure, which provides great infrastructure convenience for building a national logistics system. For agricultural products, its main disadvantage lies in short shelf life, long-distance transport loss, not easy to store. To overcome the above main shortcomings, the establishment of a modern logistics system is an important support for the brand building of featured agricultural products, as well as the objective demand of the new media marketing model in the Internet + era. To build a modern logistics system should be divided into three steps: first, we should improve logistics infrastructure, establish modern storage facilities, intelligent sorting, processing and packaging facilities; The second is to establish a big data platform for agricultural products, in which key information such as varieties of agricultural products, prices, consumer information feedback and traceability of the whole industrial chain are constantly updated and improved, and an intelligent market information and logistics information service system is constructed. Finally, it is to accelerate the construction of the cold chain logistics system of featured agricultural products, advocate the government to increase the support for featured agricultural products logistics enterprises, accelerate the construction of modern cold chain logistics, reduce the cost of agricultural products logistics, and improve the competitiveness of agricultural products brand.

(2) Continuously carry out in-depth research and development of agricultural products, and optimize the product diversification system of featured agricultural products.

Agricultural products have seasonal characteristics, if we do not actively carry out the in-depth development of products, the sales of featured agricultural products can only be in a few short months, cannot provide consumers with high-quality agricultural products throughout the year. This makes it difficult to form a loyal customer group, difficult to form customer stickiness. "To the eu her success main DangShan pear, for example, anhui anhui DangShan pear a minor celebrity, are big and sweet, sold by reason such products should be very good, actually otherwise, before the broadcast live DangShan pear no sales, some farmers will still be worried about their pear when it's time to sell, will rot in the tree. Before assisting the sale of Dangshan pear, Viya's team conducted in-depth investigation and analysis on customer needs. The biggest problem in selling fresh seasonal pears is the lack of logistics system, which makes it difficult for fresh and high-quality products to reach consumers. Pear of supply on the market is very large, but autumn cream supply is limited, if can carry on the deep processing of local high quality pear, into autumn cream, then selling it is easy to solve the problem, and pear is not easy storage and transportation, into the autumn cream after farmers don't have to worry about the sales of agricultural products, autumn long shelf life and a lot of cream, and easy to transport,

(3) Use new media marketing tools to build brand competitiveness

In the era of Internet +, new media tools have gained dividends in many industries, but the popularity of new media technologies in agricultural products markets is not so popular. Therefore, the popularization and development of new media technologies in remote rural areas is particularly important for agricultural products to enhance brand competitiveness. In the strategy of rejuvenating the country, promoting the government on new media technology personnel dispatched to give strong support, and will become prosperous first experience of rural electricity transmitted to remote rural areas, promote the general farmers actively involved in the rural electricity, using electric live, WeChat video, shake the new media

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technology such as audio and video in consumer positive interaction, enhance the experience of consumers.

CONCLUSIONS

In the context of rural revitalization strategy, to achieve sustainable development of rural economy, to create high-quality competitive agricultural products brand is an important way, with the cooperation of the government, the majority of farmers intermediary enterprises, will eventually be realized.

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Factor Accepting Internet of Things (IoT) among Online Shoppers in Malaysia

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ABSTRACT

With the rapid advancements in the Internet technology, many retailers are embracing Internet of things technology in their operation. The usage of IoT is to enhance customer experience and improve efficiency. The rise of usage IoT in retail sector is believed to associate with the increasing number of Malaysian internet users in spending online. Therefore, there is urge in investigating factor affecting IoT among online shoppers in Malaysia in terms of purchasing online. This study will extend the UTAUT Model by analyzing the original 4 construct with the additional analysis of interactive communications towards accepting IoT technology among online shoppers in Malaysia.

Keywords: Internet of Things (IoT), online shoppers, UTAUT Model, interactive communication

INTRODUCTION

The Internet of Things (IoT) is a progression of the conventional internet towards a system of intelligent things and devices connecting the physical and digital world. The IoT describes the pervasive presence of objects which can interact with each other through wireless telecommunication (Atzori *et al*., 2010). By augmenting physical things and devices with abilities to sense, compute and communicate, these objects form a collective network (Guo *et al*., 2013). Building on Tan and Wang (2010), this study continues with the IoT in retailing as a smart and supportive environment which is based on connecting objects and assortment items via sensitive, responsive, and adaptive technologies with devices enabling the consumer to experience an augmented shopping experience in- and outside the physical store.

RESEARCH METHOD

This study intent to employ the quantitative research design concerning concentrating on cross sectional study based on survey method. In determining the respondents, random sampling which is a probability sampling technique, and a convenience sampling approach are used to select the respondents. The Malaysian online shopper is the study's analytical unit. Malaysia has high rates of e-commerce usage because of its internet and mobile access, as well as public sector incentives. 50 percent of Malaysia's population, or 15.3 million people, buy online, while 62 percent of mobile users utilize their devices for this purpose. When using a quantitative method, the sample size is chosen based on Sekaran and Bougie's (2013) recommendation that it be 300 when the population is greater than 100,000. Due to the practical sampling method's low cost, quick execution, and ease of use, it was used for this study.

LITERATURE REVIEW

IoT technologies have received a lot of attention and have a wide range of applications ((Dudhe *et al*, 2017; Dachyar *et al*, 2019). IoT framework which can be described as a set of rules, protocols, and standards used to unravel the implementation on IOT applications has made it possible to create numbers of IoT applications from variety of fields. (Ammar, Russello & Crispo 2018). IoT development has accelerated rapidly everywhere globally but, in this context, especially in Malaysia. (Ahmad Zaidi, 2017). The creation of IoT is credited by having a system of having no human intervention, be it human-to-computer or human-to-human interaction. (Stoyanova *et al*., 2019).

Ventakesh (2003) has proposed a theoretical model called the UTAUT Model, which stands for 'Unified Theory of Acceptance and Use of Technology'. In order to research intention and usage behaviour of technology adoption, IT researchers has resorted in using this model and due to this culture, the model is now known as the common model referenced for research (Cheng *et al*., 2008; S.-G. Lee *et al*., 2013; Rahman *et al*., 2011b).

the UTAUT model has four (4) original constructs that was performance expectancy, effort expectancy, social influence and facilitating conditions. Additionally, these relationships are moderated by gender, age, experience, and voluntariness of use. (Venkatesh *et al*., 2003). Based on that study, performance expectancy is determinant in any condition and moderate by gender and age. Meanwhile effort expectancy on intention moderate by gender, age, and experience. Other than that social influence effect by all four moderators that is age, gender, experience, and voluntariness of use. Finally, the effect of facilitating condition only moderate by age and experience (Venkatesh *et al*., 2003). Venkatesh *et al*. (2003) proposed the Unified Theory of Acceptance and Use of Technology (UTAUT) based on a thorough review and synthesis of numerous theoretical frameworks. Although the original UTAUT model addressed a sizable amount of variation in behavioral intention and usage behavior, it also neglected key characteristics that may be essential for explaining IS/IT acceptance and use and posited some correlations that may not be applicable in all settings (Dwivedi *et al*., 2017). Therefore, an adapted extended model of UTAUT will be used in this study.

Facilitating conditions of UTAUT describes users' perception if they have the necessary resources, capability, and a sense of control in successfully performing the behavior. In other words, it facilitates people's engagement in seeking relevant information. Users need to possess the fundamental mastery to use IoT systems/devices. For example, when the railway staff use mobile IoT devices for maintenance of the train's mechanic parts and monitoring the temperature of the wheels, if they do not have the capabilities needed to operate the IoT systems, anxiety of control and negative evaluation of the IoT technology could be aroused. On top of that, facilitating conditions as an assemble in UTAUT refers to the extent to which an individual regard that organizational and technical infrastructures required to use the intended system are available (Ghalandari, 2012). It basically illustrates how much an individual would trust that an organizational and technical infrastructure exists to support use of the system (Ventakesh *et al*., 2003).

Effort expectancy can be interpreted as the was interpreted as a desire or expectation to use technology based on convenience. It is concerned with users perceived exerted efforts when using the IoT technologies/services. For IoT users to adopt IoT, they need to feel that IoT is easy to use. The relationship between effort expectancy and behavioral. Extensive previous studies state that perceived ease of use is a significant determinant of behavioral intention was often found to be significant and positive (Ventakesh,Thong, & Xu, 2016). The basis of this concept essentially is easy-to-use system make users more willing to adopt them.

The social environment of the decision maker should not be overlooked when considering the acceptance of technological advancements. Social influence is an important factor as the opinions of the social surroundings have a strong influence on user behavior. (Cimperman *et al*., 2016; Kijsanayotin *et al*., 2009). This is especially true for products and services that are still in the early stages of development or adoption. Majority of users do not have access to credible information concerning use details. As a result, the importance of social network opinions for individual product evaluations grows. Consistent with Venkatesh *et al*. (2012), we include the factor of social influence in our study model to account for social context, which is defined as a user's impression of whether other key individuals believe they should engage in the behaviour. Social influence is similar to subjective norm of theory of reasoned action (TRA) (Venkatesh*et al*., 2003). Influence from peers, family, and even media such as television, might influence users' intention to adopt IoT technologies and services. Many users have used mobile IoT devices because it is portrayed as a trend by the media. The topic of social influence has gotten a lot of press in the IS field. For example, Palau-Saumell *et al*., 2019 emphasized that social influence can be considered as the most powerful forerunner of the intentions to use. In the varieties of studies conducted based on the UTAUT model, a remarkable influence on the intention of use can be credited to the social influence factor. (Afonso *et al*., 2012; Hoque & Sorwar, 2017; Tosuntaş *et al*., 2015; Yıldız Durak, 2018; Zhou, Lu, & Wang, 2010).

Performance expectancy refers to users' feelings of improved performance when they use the technology. IoT technologies can supply retail stores with faster processes, lead to less queuing time, and improve service quality perceived by users. For example, in the context of wearable medical devices, effectiveness can be viewed as the extent to which the device can assist consumers in monitoring daily physical conditions, making self-care plans and minimizing threats to one's health. Thus, PE describes as how confident one is that the technology will improve end users' healthcare experience. End users' perceptions of more effective health management, greater access to healthcare services, and overall quality of life improve as their PE of connected healthcare devices rises. This has a favourable effect on end users' ease of use of connected healthcare devices (Hoque and Sorwar, 2017). Also, applied IoT technologies to railway section, maintenance staff can receive data from the transponders installed in trains through a mobile reader in their hand to decide whether they need maintenance, thereby improving the efficiency of maintenance tasks (Wang *et al*., 2013). The system automatically keeps an inventory and plans maintenance schedules based on accurate mileage for each part of the train, rather than just age. Accordingly, the perceived usefulness of IoT technologies is likely to be high. Consumer pleasure and intention are both increased when services are convenient, according to existing studies. IoT technologies are expected to have higher adoption rates if they can make consumers' lives easier.

Interactive communication also referred to as website characteristics play an important role in online purchase intention (Beldona, Morrison, and O'Leary 2005). Website characteristics also involve the layout, graphics image, information, interactive or communication features, e-commerce and energy management (Chong Hui Teing, 2014). A well-developed website, in terms of content and functions, increases online shopping intention and customer satisfaction, and ultimately increases the return rate (Chen, Hsu, and Lin 2010; Schaupp and Bélanger 2005). Consumers can connect to various IoT services through technologies such as grocery store touchscreens, smart shopping carts, websites placed on smart devices, and mobile apps. This type of shopper-facing technology might be the only part of the IoT technology with which consumers interact (Inman and Nikolova, 2017). Interactive communication capability should offer consumer's the ability to search for further information regarding a product or service as they are engaged in the use of any technology. For instance, users of the internet should be able to make further inquiries about product or service properties or qualities and receive adequate response before making a final decision to purchase or not (Childers, Carr, Peck, J., & Carson, 2001).

The stimulating impacts of appealing and intriguing e-tailer websites stimulate internet users to engage in online buying activities. (Ganesh *et al*. 2010). Website design should include all elements of consumer experience at the website such as information search, order processing, personalization, and product selection (Wolfinbarger & Gilly, 2003; Ha & Stoel, 2009). Again, interactive graphics and colours also please and arouse customers' intention to buy when they are engaged in online shopping activities (Shaheen, M., *et al*., 2012). Ducoffe (1996) indicate that perceived informativeness as the ability to provide the necessary information to a target audience. According to Grewal *et al*. (2017), one of the important areas that will shape the future of retailing is "technology and tools that enable consumer decisions". Informational content is one of the need-satisfying functions in E-commerce, according to Hausman and Siekpe (2009). They discovered that an informational website allows online shoppers or potential consumers to compare and assess various options, resulting in increased customer satisfaction and increased online purchase intent. Similarly, Schaupp and Bélanger (2005) state that rich information increases the chance of online purchases by assisting online customers in making better informed selections and increasing their trust in online websites.

Other studies indicated the importance of desirable functions in online websites such as product catalogue, price comparison tool, search engines, shopping carts, and tracing mechanisms. Based on the findings by Chen *et al*. (2010) for Taiwanese Internet users, a user-friendly interface and convenience of use have a substantial impact on their intention to make an online purchase. Schaupp and Bélanger (2005) show that interactive mechanisms enhance the reputation of e-tailers, and impact online shopping intention positively.

Since E-Commerce started their reign globally, Malaysia's shopping habit has changed remarkably. Most of the time spent on their mobile was credited to window shopping and eventually leads to purchases from online stores. Consumers not only spend 80% of their time online before making a purchase choice, but they also shop-hop across as many as seven websites before making a purchase decision. According to a recent retail survey, 22 million Malaysians are digital consumers, and online channels now play a four-fold larger role than conventional channels. To support the previous statement, a poll performed by Facebook and Bain & Co for their annual SYNC Southeast Asia study examines at the digital economy and the region's future e-commerce prospects. The research was based on 16,700 digital consumers and insights from interviews with more than 20 C-level executives in Malaysia, Indonesia, the Philippines, Singapore, Thailand, and Vietnam for the fourth edition.

Online shopping in Malaysia is making significant strides with users (Roszi *et al*., 2021). 80% of Malaysians, according to Simon and Sarah (2019), make online purchases of goods or services. The practical benefits of online shopping have increased consumers' desire to make transactions there (Ratih *et al*., 2020). In addition, compared to going shopping the traditional way, internet buying can save time and energy. According to the Malaysian Communications and Multimedia Commission's (2018) findings, those between the ages of 20 and 30 make up the majority of those who adopt e-commerce. This result is in line with the findings of EcInsider (2019), which also indicated that this age group makes up most internet customers.

Consumers utilize the Internet to purchase because their options are vastly expanded. When it comes to purchasing decisions, they have a lot more information available to them. Online merchants cater to the specific demands of busy customers, saving them time and making buying easier. Better and more accessible information, paired with lower operational costs for many Internet businesses, might result in price reductions or quality improvements (Margherio, 1998; Harn *et al*., 2017).

CONCLUSIONS

As of today, previous studies on IOT application among consumers are still very lacking. The absence of a thorough study for the subject creates a loophole for the advancement of the IOT technology. Therefore, this paper aims to enlighten all the issues regarding IOT applications in online shopping among online shoppers in Malaysia. The current paper is to focus on developing and testing an integrative model of factors that determine the acceptance of IoT technology among Gen Y. The target for the Gen Y is due to their willingness of acceptance for the evolving technologies. Gen Y tends to be more familiar with the concept of fast-changing technologies as they are more comfortable with changes and are open to embrace any new concept within the digital agendas. As to the exposure to the online shopping, Gen Y is taking a step forward in online retails by taking charge of their spending power and keeping true with the loyalty of the brand or instant expenditure once the income is credited into their accounts. This study aims to encourage retailers to utilize the new technology as customer preference is rapidly change overtime.

From this study, it will help to open the eyes of the future generations of the many benefits of IOT implementation and how by targeting Gen Y would be the most suited approach due to their nature of technology savvy generation. It will magnify the importance to grasp on the fast pace evolving technologies while adapting to an existing field's concept. This research will prove how IoT experience has helped to boost customer experience and generate new revenue streams and thus will help the business remain competitive in the market. IoT will not only help to magnify the relationship built between brand and customers, but it will help to open a new portal that unlocks future opportunities that will bring only good things to current businesses.

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Social Capital Theory in Relation to Entrepreneurship Competencies for Business Success

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ABSTRACT

Many entrepreneurs dealing with human in daily business activities. They need to become more competent in these scenarios in order to gain profit and built long term relationship with both parties (entrepreneurs and customers). Theory of social is said very suitable in this field. The Social Capital Theory is one of the theories that contribute more benefit and skills to entrepreneurs to lead to business success. Investment in social capital seems to have influence both on business success and on society as a whole. Against this background, the main aim of this paper is to explore the said theory and to investigate its usage in entrepreneurship. This study on social capital theory, entrepreneur and business success will based on literature review.

Keywords: Social Capital Theory, Entrepreneurs, Business success.

BACKGROUND OF THE STUDY

The importance of social capital for economic activity has been widely discussed (Putnam, 1993). It has been argued that investing in social capital should be the strategy of small and medium enterprises (Meister and Lueth, 2001) because businesses need to take their role seriously in society and engage in building a society where the benefits of cooperation will increase. Therefore, investment in social capital can be seen as a major contribution to entrepreneurs for mutual benefit.

Therefore, business organizations need to be active in community development in their business locations as businesses are influenced by the communities in which they operate and community problems often affect the efficiency and effectiveness of business activities. The logic of this investment in social capital has been outlined by Habisch (1998) for examples of small and medium-sized transactions investing in institutional construction in their host country and by Twickel (2001) to take responsibility for the company in the making of regulations and implementation in the community.

The concept of special philosophy that emerged in the past emphasized the relationship between individual liberty and collective bargaining. Different perspectives make individual freedom a priority for common good (Etzioni, 1999) or demand individual freedom as a key principle (Friedman, 1970).

There is a lack of research on the involvement of small and medium enterprises at the local level (Curran et al., 2000, p. 129). The research that has been done has the opposite perspective. Joseph (2000) found that SMEs played an important role in civic engagement and issues in the development of economic regions, while Goss (1991, p. 151) found that something was considered "naturally humane in small-scale organizations "generally based on speculation rather than evidence. Curran et al. (2000) found that small business owners tend to lose their local economy and initiatives. It aims to provide a new perspective on the areas of engagement and motivation for small and medium enterprises to solve community problems and be part of the solution.

To prevent this from happening, a good and holistic collective must be viewed heuristically as a free society with a developed order that produces the benefits of cooperation and enables the freedom and responsibility of its people. Therefore, mutual good cannot be excluded from the lives of all (Epstein, 1998). Entrepreneurs need to identify with the community in which they live and need the freedom to engage in their development. In this perspective the role of business in society can be referred to as investment (Habisch and Schmidpeter, 2001).

SOCIAL CAPITAL THEORY

We will practice the perspective of social capital theory to interpret the results of how entrepreneurial efficiency contributes to business success. Discussions on social capital are increasingly important among political scientists, sociologists and economists. From James Coleman's sophisticated works (1988, 1990), Robert Putnam (1993, 2000) and Elinor Ostrom (1991) Extensive discussion of the functions and importance of social networks in society has begun. Its application and limitations in modern sociology have been discussed (Portes, 1998). This concept is also available in the management literature (Adler and Kwon, 2002).

Portes (1998, p. 2) argues that the strength of social capital comes from its focus on the positive outcomes of social relations, overcoming less attractive features, and its impact on non-monetary capital frameworks. The term "capital" indicates that reciprocal networks and norms are productive and important for producing (Habisch, 1999). Putnam (1993, p. 167) defines social capital as "a feature of social organizations, such as trust, norms, and networks, that can enhance the efficiency of entrepreneurs and communities by facilitating coordinated action". Modern network sociology clearly outlines the productive strength of weak bonds (Granovetter, 1973). Poor relationships between entrepreneurs and customers make the transfer of information inefficient leads to an effective collaboration structure. In today's very modern society characterized by deep division of labour and long chains of value creation, networking, social norms and beliefs between different groups in society are increasingly important issues.

In modern society, complex economic and social exchange processes only occur if the culprit is not afraid of exploiting their initial losses. Success in cooperation usually fails because of the fear that there is not enough protection against exploitation by others. Therefore, cultural factors, experiences and past expectations of customer behaviour play an important role in the perception of the current situation (Putnam, 1993). As a result, solutions to civic engagement and self-regulation play a growing role in ensuring successful interactions in everyday life. Social capital (Formal (legal) and unofficial (culture) as well as personal and network relationships) work just like physical capital, such as vehicles and fuel: mutual support for each other. It enables entrepreneurs and customers to achieve their goals more effectively.

Positively, social capital can reduce the cost of selling or selling transactions. Empirical studies in political science show that the more social capital in the region, the better the region is economically and democratically (Putnam, 1993). There have been in-depth studies of the possibility of initiating the process of strengthening community engagement and self-regulation that leads to beneficial outcomes for all individuals.

In developed countries, the concept of network and institutional development has also been practiced. The Employment Initiative is the largest joint action by the German business community to address the problem of unemployment - aimed at building a network that unites key regional job market players (Pinkepank, 2001). Examples can be seen in the InnoRegio government program introduced in East Germany to build a regional innovation network (Pinkepank, 2001). In this project, small and medium-sized enterprises are seen as a business that should develop its strategy to develop new products and introduce them to the market. Burt (2000, p. 283) argues that social capital is "a determinant of competitive success" for entrepreneurs. These examples illustrate how formal and informal institutions can promote the development of a network of unity and civic engagement in society. This key definition is called "necessity", "the fact that one-of-a-kind bonding can also be used for other purposes" in business (Adler and Kwon, 2002, p. 36).

ENTREPRENEUR COMPETENCIES

The literature on entrepreneurship has highlighted the role of entrepreneurs in the business success of SMEs. An entrepreneur is an individual who develops and grows a business through creative and innovative activities, by introducing new products or services, and by improving the existing methods of production or service. Thus, the competencies of entrepreneurs make a business more successful and may lead to its sustainable competitive advantage as well.

Entrepreneurial competencies are related to the performance of the firm and its competitiveness (Man et al., 2002), growth and success of the business (Colombo & Grilli, 2005). Elizabeth Chell (1985, 1999), a social psychologist, has examined numerous psychological trait-based approaches and concluded that, whilst psychological aspects such as ‘entrepreneurial intention’ and the ‘ability to recognise opportunities’ are strongly linked to entrepreneurial behaviour, the context in which the entrepreneur operates is also very important. Entrepreneurship reflects complex interactions between the individual and the situation, which has to be dynamic because business situations are always changing.

BUSINESS SUCCESS

Business success is closely linked to business performance. Business success is a matter of opinion and may be related to the degree to which objectives are met or exceeded, some of which may be critical for success. Researchers have found it difficult to separate the concept of success from performance mainly because success can be defined in terms of certain elements of performance.

Brush and Vanderwerf (1992) refer to success as a specific aspect of performance and Brooksbank et al. (2003) equate success with high performance. There is, however, much debate on what constitutes success (Rogoff et al., 2004) and how performance should be defined and measured, particularly in the context of small businesses. Some researchers have defined success as being equivalent to continued trading and failure equivalent to ceased trading (Watson et al., 1998) but this is too simplistic since companies may cease to trade for a variety of reasons other than financial failure (Headd, 2003; Stokes and Blackburn, 2002). Others view success in terms of growth (Perren, 1999; Perren, 2000; O'Gorman, 2001) or profitability, but this perspective is problematic in the context of a small business where a range of goals may be being pursued (Jarvis et al., 2000; Jennings and Beaver, 1997).

A recent study has shown that SMEs lack financial resources, technology, skills and knowledge (Hashim, 2007); therefore, their business success and stability highly depend on more cooperative relationships and capabilities of their suppliers (Morrisey & Pittaway, 2006; Mudambi et al., 2004) Park & Krishnan, 2001; Jones, 1996; Mudambi & Schrunder, 1996). The close relationships with suppliers complement the scarcity of SMEs' resources and help SMEs to access new innovative ways, processes, technologies and materials (Pressey et al., 2009; Koh et al., 2007). It is believed that customer relationships are pivotal and are one of the critical success factors of SMEs business success (Meehan & Muir, 2008)

CONCLUSION

The above-mentioned social capital concepts are used to analyse the involvement and interaction of entrepreneurs, businesses and networks. Do we ask for formal institutions and reciprocal networks? How are businesses involved in the development of local networks? How does this network affect their business success? Which form of civic engagement can be observed and how does it contribute to a free society in a well-developed order that benefits cooperation and enables the freedom and responsibility of its citizens? By answering these questions, the investment of social capital by businesses and the contribution of businesses to mutual benefit can be better understood.

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Exploring Brand Experience Dimensions; is this Important for SMEs Brand in Indonesia?

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ABSTRACT

This study focuses on looking at the role of the brand experience dimension in supporting the sustainability of brands in Indonesia. Furthermore, this study will describe the specific dimensions that exist in the brand experience that can be adopted by SMEs brand in Indonesia which can be one of the SME development strategies amid the emergence of SMEs brand in Indonesia. This study focuses on the culinary sector SMEs because there are many competitors so they have a high risk of losing their business. This research uses a qualitative approach by exploring existing literature studies related to brand experience dimensions. This study contributes to explaining the dimensions of brand experience in detail that can be adopted by SMEs brand to able to retain customers and ensure the sustainability of their business. The results of the study show that five dominant dimensions can be used by SMEs brand in maintaining the continuity of their brands and being able to compete in the tight competition in the culinary business in Indonesia.

Keywords: Brand Experience; SMEs in Indonesia; Strategic Brand; Brand Experience Dimension

INTRODUCTION

Business grows very drastically. The corporate climate of today is increasingly sophisticated and has various problems. Small Medium Enterprises (SMEs) is a company that is now receiving attention from all across the world (SMEs). Without a doubt, SMEs are essential to the economy and the foundation of the economy for the majority of firms in operation. (Schaper, 2020) SMEs are essential to the global economy since they provide jobs and offer answers to societal and economic issues. The government and other non-profit organizations gave more assistance as they developed and contributed to the economy of the nation. The difficulties faced by SMEs are related to their need to continue operating and build a strong brand to compete with other SMEs and expand to the global market.

SMEs in Indonesia is expanding quickly. According to data from the Ministry of Cooperatives and SMEs, between 2015 and 2018, the number of SMEs increased by 8.32 percent to 64.1 million business units, with a total workforce of 116 million in 2018 and an increase of 1.98% in 2019. These businesses contributed 2.04 billion rupiah to Indonesia's GDP in 2018 and 2.56 billion rupiah in terms of investment. (depkor.go.id) SMEs support the national economy and are at the forefront of domestic economic activity in Indonesia. SMEs have been trusted as an important component and become the backbone of the economy in Indonesia. However, as previously discussed, even though the number of SMEs in Indonesia has increased every year, with the intense competition, SMEs in Indonesia still have an obstacle to building strong brands because the number of existing SMEs increases, and there are more brand options available to consumers, for that it is important for SMEs in Indonesia have a strong brand strategy to keep their business sustainable. To achieve the aims and purposes of marketing, each SME needs to build a strong relationship between customer and brand. Brand experience is therefore fundamental in the creation of a relationship between brands and consumers. (Chang & Chieng, 2006; Fournier, 1998; Jung & Soo, 2012)

In business practice, experience is one of the hottest movements. Numerous trade writings on experience have appeared over two decades. (Brakus et al., 2009) (Mostafa & Kasamani, 2020) (Nysveen & Pedersen, 2014) The concept of "experience" was first established in the book The Experience Economy by Joseph Pine II and James H. Gilmore, and it is currently receiving a lot of attention in marketing strategies. Real-life experiences that provide personal value and people's attraction to the organization, product, or service itself have an impact on a successful business. (Pine, 1998) A paradigm of brand and customer experience has emerged as a result of scholars and practitioners' long-standing concerns with consumer value beyond functional features and benefits. They think that brand and customer experiences greatly influence consumer behavior. (Schmitt and Rogers, 2008; Khan & Rahman, 2015) To build stronger brands, branding literature has highlighted the necessity to generate a better and more distinctive consumer experience. (Keller & Lehmann, 2006; Morrison & Crane, 2007)

The brand experience has received a lot of attention in modern marketing. Both marketing academics and practitioners realized that comprehending how consumers experience. The creation of a marketing strategy requires an understanding of brands. to pay for products and services. There are several trade publications. that give helpful concepts and some ad hoc experiments measuring ences. (Brakus et al., 2009; B. H. Schmitt, 1999) In the opinion of Brakus et al. (2009) in understanding better brand experiences, brand-related stimuli might elicit the whole spectrum of sensations that could be comprehended. Although the study by Brakus et al. (2009) in the area of brand experience research was respectable and attracted academics' attention. However, it's not apparent where brand experience research is going at the moment. There is a lack of extensive research that would provide a deeper knowledge of the brand experience notion. (Khan & Rahman, 2015)

The dimensions used in measuring brand experience are very important to study because every business that is run has different conditions so proper dimension measurements are needed. According to the multidimensional view of B/C experience, customers could have several sorts of experiences. Based on the past researcher stated that the relationship dimension of brand experience is particularly useful for service brands. (Nysveen et al., 2013) Research on brand experience has been carried out by both practitioners (Coomber & Poore, 2013) and academics (Brakus et al., 2009; Chang & Chieng, 2006; Schmitt, 1999; Khan & Rahman, 2015)). Previous researchers have tested both unidimensional and multi-dimensional. however, the existing dimensions cannot be used generally for all types of businesses. For this reason, a more in-depth literature study is needed to be able to see what dimensions are suitable for SMEs in Indonesia to be able to maintain their business. Thus, the objectives of this paper are: (1) to bring a general understanding of the dimension of brand experience. (2) to recognize methodologies employed in previous brand experience studies. (3) to provide input on what dimensions are suitable to be applied to SMEs in Indonesia

RESEARCH METHOD

This paper's methodology is based on literature evaluations of journal papers, books, and internet news that are pertinent to the research field. Literature searches may be conducted both online and offline, including through reputable international journals, books, Google Scholar, and government official websites. The search was carried out by conducting a literature search on brand experience, especially the dimensions and methodologies used in measuring brand experience by previous studies. In addition, a search on SMEs in Indonesia is needed to be able to explain the object of research so that the dimensions of brand experience are suitable to be applied to SMEs in Indonesia. This study only takes

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references from articles journals, books and full-text documents. Thus, the limitations of this study may be due to limited database resources. Observations from the beginning of 2022 until now.

This study employs a quantitative approach. The advantages of this method are niable and correspond to a well-established strategy utilized in earlier studies of this sort even though such a qualitative procedure is by its very nature subjective because it depends on the estimates of the researchers who carry it out. (Umanailo et al., 2019)

RESULTS AND DISCUSSION

The brand experience may be defined as an individual customer's unique reactions to a brand and the behavioral reactions that are brought about by consumer interactions with the brand's design, brand identity, packaging, communication, surroundings, as well as social significance or relational components. Customer experience is the first brand strategy to predict whether or not customers would stick with a company. Consumers' lasting impressions of brands may communicate the worth of a brand. Experience is a vital aspect that a firm must take into account, according to the viewpoints presented above.

Over the period under study, brand literature transitioned from a utilitarian perspective to a more socially created connotation of brands. Since customers are becoming active producers and shapers of brand meanings, brands are no longer only in the control of marketers but rather are being developed through a never-ending series of interactive dynamics. (Black & Veloutsou, 2017; Cova & Dalli, 2009). Theoretical frameworks see experiences as a multidimensional phenomenon that takes into account customers' emotions, beliefs, behaviors, and relationships. According to (Prabowo, 2018) Andreini et al., (2019), The scholarly discussion has "just slightly been impacted" by brand experience, which still has to be developed.

Measurement of consumer experience with brands has developed from previous research to the present. The difference between past and present businesses is very clear, where businesses can be opened easily at this time, but are also very easily affected by existing conditions. The existence of business changes that are carried out online and the ease of business actors to open new businesses requires every business to be able to provide memorable experiences to consumers so s to create a relationship between consumers and business actors which in turn can create loyalty to consumers. (Khan et al., 2016; Khan and Fatma, 2017; Huang, 2017; Ferreira et al., 2019). Similar to this, an earlier study showed that emotional brand connection caused the brand experience to have a favorable impact on brand loyalty (Mostafa and Kasamani, 2020). Measurement of experience can not only be seen as something general, unidimensional is not enough to measure brand experience, for that previous research has measured brand experience multi-dimensionally. (Zarantonello et al., 2007; Brakus et al., 2009; Schmitt, 2009; Ong et al., 2015; Ong et al., 2018; Safeer et al., 2021; AL-Fakhri & Alabdullah, 2021; Nysveen et al., 2013). Table 1 shows a description of some of the dimensions used by previous research in measuring brand experience.

Table 1. Sources of brand experience dimensions are described in the literature.

No.	Brand Experience Dimension	References
1	Sensory, Emotions, Intellectual and behavioral	Zarantonello et al., 2007
2	Sensory, Affective, Intellectual and behavioral	Brakus et al., 2009 ; Schmitt, 2009 ; Ong et al., 2015, Ong et al., 2018 ; Safeer et al., 2021; AL-Fakhri & Alabdullah, 2021

3	Sensory, Affective, Intellectual, behavioral and Relational	Nysveen et al., 2013;

Based On past research, based on table 1 above and the details in Appendix 1, in general, the dimensions used in previous studies are almost the same. To establish brand experience, there are five crucial factors to consider, including: 1). Sensation, or the sensations that reach the senses of sight, hearing, and sensation about the brand, 2). Feelings, such as happiness and pride, are expressed by customers as a result of using the brand. Act, brand-related behaviors that develop, 4). Consider, the brand's stimulation of the consumer's thought. 5). Relation, the interaction between the brand and customers.

The most popular dimension measurement used is using the dimensions that have been tested by Brakus et al, (2009), namely Sensory, Affective, Intellectual and behavioral. Therefore, a description of the brand experience could include the individual consumer's sentiments, thoughts, and sensations as well as their behavioral responses to brand-related stimuli found in the packaging, communications, environments, identity, and design of a brand. In the measurement, each dimension has 3 question items.

The sensory dimension referred to “the brand's ability to make customers think”, while the affective dimension “induced feelings and sentiments”. The intellectual dimension referred to “a skewed favorable response to a brand’s purchasing and consuming activities”, and the behavioral dimension “included bodily experiences, lifestyles, and interactions with the brands”. Customers are more likely to purchase a brand and recommend it to others when they perceive it to have greater value. For example, Brakus et al, (2009) noted that favourable brand experiences raise a brand's value and, as a result, are more likely to make a customer brand loyal. Based on the results of earlier experiments, the following theory is put forth.

Consumers become happy and more devoted to the brand as a result of their earlier interactions with it. (Oliver, 1999) Positive brand experiences provide consumers with a sense of emotional and rational value for the brand. In the research conducted by Zarantonello et al., (2007) and Nysveen et al., (2013) they developed the brand experience dimension by adding emotional and relational dimensions. Relation experience refers to consumers ’perceptions of experiences that may differ somewhat across services and products. The dimensions of brand experience revealed by Brakus et al (2009) were validated based on a combination of product and service brands. According to Mosley (2007), brand experiences with products are less complicated than brand experiences with services since the latter need a higher degree of interpersonal complexity and connection quality. For this reason, the emotional dimension is added to the fifth dimension in measuring brand experience.

The tight competition in business, especially SMEs in Indonesia, makes business actors be able to strengthen their brand to ensure their business can survive. Today, it is not enough to just sell products, but SMEs must be able to deliver their brand experience to consumers. The brand experience strategy is one of the most needed branding strategies for SMEs in Indonesia. The amount of support provided by the government, especially from the ministry of tourism and the creative economy (Kemenparekraf) in Indonesia as well as assistance from both for-profit and non-profit organizations, has made SMEs in Indonesia able to rise from the business slump faced during the Covid-19 pandemic. However, business actors must be able to compete to survive. Forming a good experience that can be delivered to consumers can create stronger emotional bonds. In implementing the brand experience strategy, SMEs in Indonesia can adopt 5 measurement dimensions, namely Sensory, Affective, Intellectual, Behavioral and Relational. Although relational in previous studies focused on the service context, at this time, building strong relationships with customers, and fostering relationships is very important for SMEs in Indonesia. Customers who like a brand may become more loyal to it, want to use it, and be willing to pay more for it, which is known behavioral brand loyalty. They may also want to become more involved and promote positive word-of-mouth (WOM) and attitudinal loyalty.

CONCLUSION

The results of the study prove that the brand experience strategy plays an important role in becoming a strategy that can be adopted by SMEs in Indonesia. SMEs need a brand experience strategy to survive in a very tight business competition in Indonesia. In its application, SMEs in Indonesia need to adopt a multidimensional brand experience to be applied today and in future businesses. The dimensions that can be used are Sensory, Affective, Intellectual, behavioral and Relational experience. Once again, the emphasis should be on how SMEs create a meaningful experience for customers so that an emotional bond is formed between consumers and the SMEs brand. This strategy is very important and has been proven to increase customer satisfaction, improve relationships and create brand loyalty. For further research, it is recommended to add references related to the development of the Brand experience dimension and conduct studies in other contexts in terms of products and services specifically.

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Appendix 1

No	Author and Year	Definition	Dimensions	Items
1	Zarantonello et al., 2007	Brand experience is customers are exposed to brands and pay attention to the experiential parts of brand executions. (p.580)	1. Sensory 2. Emotions 3. Intellectual 4. behavioral	3 items 3 items 3 items 3 items
2	Brakus et al., 2009	Brand experience is subjective, internal consumer responses, sensations, feelings, cognitions and behavioural responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications and environments (p. 53)	1. Sensory 2. Affective 3. Intellectual 4. behavioral	3 items 3 items 3 items 3 items
3	Schmitt, 2009	Brand Experience define as Brand-related stimuli present in a brand's design and identity, packaging, communications, and locations stimulate internal consumer emotions (sensations, attitudes, and cognitions), as well as behavioral responses. (p.418)	1. Sensory 2. Affective 3. Intellectual 4. behavioral	3 items 3 items 3 items 3 items
4	Nysveen et al., 2013	Brand experience is defined as subjective, internal (sensations, ideas, and cognitions) and behavioral reactions elicited by brand-related stimuli found in a brand's design and identity, packaging, communications, surrounds, and also social meaning or a relationship element. (P.406)	1. Sensory 2. Affective 3. Intellectual 4. Behavioral 5. Relational	3 items 3 items 3 items 3 items 3 items
5	Ong et al., 2015	Brand Experience is defined as subjective, inner responses of a consumer that can be categorized into sensory, affective, intellectual, and behavioral response evoked by	1. Sensory 2. Affective 3. Intellectual 4. Behavioral	3 items 3 items 3 items 3 items

		restaurant brand related stimuli (p.253)		
6	Ong et al., 2018	Brand experience as the individual, internal reactions of a consumer in the form of sensations, emotions, cognition, and behaviors incited by branding stimuli (p.5)	1. Sensory experience 2. Affective experience 3. Intellectual experience 4. Behavioral experience	3 items 3 items 3 items 3 items
7	Iman AL-Fakhri, 2021	"Brand experience is subjective, internal consumer responses (cognitions, feelings and sensations) as well as behavioral responses induced by brand-related stimuli that are part of a brand's identity and design, environments, communications and packaging"	1. Sensory 2. Affective 3. Intellectual 4. Behavioral	5 items 3 items 3 items 5 items
8	Asif Ali Safeer, 2021	"Brand experience is subjective, internal consumer responses, sensations, feelings, cognitions and behavioural responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications and environments (p. 53)" adopted by brakus (2009)	1. Affective 2. Intellectual 3. behavioral 4. behavioral	3 items 3 items 3 items 3 items

Word of Mouth effect of Customer Relationship Marketing in Perspective of Brand Equity Budget Hotel: Conceptual Paper

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ABSTRACT

Word of Mouth is a trustworthy source a form of customer loyalty. Word of mouth has a concept of influencing and persuasive power. Concept Word of Mouth can be related to service-oriented like a hospital, tourism industry, and soon. The purpose of this paper is to explore the effect of word of mouth on customer relationship marketing and brand equity in a budget hotel. This study finds word of mouth positively impacts customer relationship marketing in the service process to build brand equity in a budget hotel. The concept of brand equity in the hotel sector has been discussed by researchers and practitioners in the marketing field over the last decade and is still an important issue that must be developed. Many previous studies have examined brand equity in the luxury hotel sector, but the budget hotel sector is still limited especially in Indonesian budget hotels. The factors that affect customer relationship marketing's ability to increase brand equity are discussed in this study. based on specific references in peer-reviewed publications, such that well-managed customer connections with or without a favorable word of mouth can help establish budget hotel brands in Indonesia. Another goal is to serve as a reference for theoretical frameworks and future research discussions to examine brand equity in the setting of budget hotels in greater detail.

Keywords: Word of Mouth; Customer Relationship Marketing; Brand Equity; Budget Hotel.

INTRODUCTION

Today's widespread use of hotel facilities and the type of hotel whose development is in demand by the public is one of the budget hotels. Budget hotels were first recognized in the 1920s in the US (Hua et al., 2009). Budget hotels have services that are almost the same as other star hotels. The only difference is the limited facilities and the low-cost (Hua et al., 2009; Sandri & Ghani, 2023). The facilities provided are only limited to bed and breakfast, therefore budget hotels are identical to cheap hotels.

Long-term prospects are bright for Indonesia's hospitality industry, which has been expanding since 2019. This sector has become monopolized as a result of the quick growth of cheap hotels. People rate cheap hotels through traditional and digital channels depending on their guests' experiences, which makes it difficult to draw in new business and keep hold of existing customer. (King, 2017; Shang et al., 2020).

In order to maintain customer loyalty, the management of budget hotels must be able to focus on client service. Given that there is intense rivalry in the supply of services and that consumers are now more discerning when choosing services based on past customer experiences (Ngoma & Ntale, 2019).

The phenomenon of customer displacement, whereby customers can change from one low-cost hotel to another based on the verbal reviews of previous guests, raises the question of whether the business can

keep customers over the long term in order to generate positive word-of-mouth and foster customer loyalty.
According (Barreda et al., 2015) Consumer relationships and positive word of mouth are promotional tactics that have cheap costs but result in significant customer loyalty.
In this study, word-of-mouth marketing is examined as a factor that influences relationship marketing in the hospitality industry and has the potential to increase customer loyalty to the brand. In this study, word-of-mouth was restricted to conventional platforms.

Brand Equity is one of the main ways to gain a competitive advantage in various industries. Brand equity as the “added value”. In the hospitality sector, Brand Equity is a crucial component for the success of any hotel, including the number of current guests and which prospective new ones it can draw. According (Aaker, 1991; Keller, 1993) customer is an important object of brand equity. The brand will be viewed by consumers in terms of advantages, features, and details about marketing and promotional initiatives. Brand awareness, brand associations, perceived quality, brand loyalty, and other brand assets are the five elements of Aaker's (1991) definition of brand equity (such as patents, trademarks, and channel relationships). According to Keller's (1993) theory of brand equity, a company's power comes from what its customers have previously heard, read, seen, and felt about it. In other words, a brand's strength resides in the perceptions of current or potential customers as well as their direct or indirect interactions with the brand.

Customer relationship marketing is a variable that has long been used in the field of service marketing and industry (Zineldin & Philipson, 2007). Customer relationship marketing aims to retain and manage existing customers rather than attract new customers because bringing in new customers costs more. (Ndubisi, 2007). If a company has good relationship marketing, it will build added value for the company and create positive word of mouth for other customers. (Kumar et al., 2010) also explained that customers who have trust and commitment to a company are expected to convey positive information about the company and its products. Therefore, customer relationship marketing is the right marketing strategy for service companies and industries to face competition for similar products. If the company manages customer relationships well, it will reduce the level of customer dissatisfaction after the perceived service. Customers will decide to use services based on trust, commitment, communication, and conflict handling which are dimensions of customer relations according to the customer relations (Ndubisi, 2007; Ndubisi & Wah, 2005) as well as recommendations from previous users.

WOM is an informal process by which individuals send information about an object, brand, or service. Word of Mouth is informal and non-commercial so it has the persuasive power that reduces the company's marketing costs (Gómez-Suárez & Veloso, 2020) furthermore (Ahuvia, 2006) defined WOM as “the degree to which the consumer praises the brand to others.” If consumers like a budget hotel brand, they will be happy to inform other people about the brand compared to other similar brands. (Ngoma & Ntale, 2019) also supports that “Word-of-Mouth communication is a good way for enterprises to catch the attention of new customers as these will largely rely on what the existing customers say about a company and its services”. Word of mouth is also a means of promotion to encourage customer relations. By improving customer relationships, trust also increases in budget hotel services. Customers who have word of mouth trust have an influence on every customer decision, making it easier for companies to maintain customer relationships. Therefore, with positive word of mouth for this service product, also supports customer marketing relationships in managing existing customers and new customers.

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THEORETICAL PERSPECTIVE

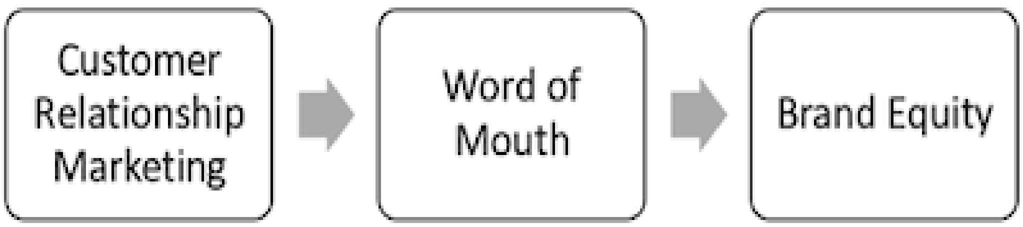

Figure 1: Research Model

The study's conceptual framework demonstrates the presence of independent, dependent, and mediating variables. According to the structure above, the independent variable directly affects the dependent variable. In other words, the independent variable affects the dependent variable in such a way that the outcome is reliant on the dependent variable.
In this study, the independent variables were determined to be elements that affect the development of Brand Equity, which includes Customer Relationship Marketing. According to earlier research by Jeon and Yoo (2021), there are positive and noteworthy effects of the interaction between customer relationship marketing and customer-based brand equity. This is consistent with the current relationship model. The following model suggests linking a mediating variable word of mouth that will influence how the independent variable and dependent variable relate to one another. This situation is consistent with a number of earlier research. The influence of word of mouth on the development of brand equity is substantial.

BRAND EQUITY THEORY

The theory of brand equity has experienced rapid development. Pioneers in brand equity are widely used as references in marketing research, namely Aaker and Keller. (Aaker, 1991; Keller, 2003) involves customers in identifying the brand. Aaker (1991, p. 15) defines brand equity as “a set of brand assets and liabilities linked to a brand, its name, and symbol, which add to or subtract from the value provided by a producer, by a product or service to a firm and/or to that firm's customers”. The difference between Brand Equity according to Aaker and Keller is in the brand equity dimension. Brand loyalty, as a dimension of brand equity, is defined as the customer's attachment to a brand (Aaker, 1991) and (Keller, 2003) stated as the main source of customer-based brand equity.

(Aaker, 1991) has a multidimensional concept consisting of loyalty, perceived quality and leadership, awareness and associations, and market behavior. From the consumer’s perspective, (Keller, 1993) defines brand equity as "the differential effect of brand awareness on consumer responses to brand marketing." According to Keller's (1993) theory of brand equity, a company's power comes from what its customers have previously heard, read, seen, and felt about it. Keller (1993) formulated the concept of brand equity into two things, namely brand awareness and brand image. In (Yoo & Donthu, 2001) continue research by (Aaker, 1991) add marketing activities as the antecedent of brand equity.

Services' inherent qualities, such as intangibility, are related to the significance of brand equity. Therefore, in addition to a promising future fulfillment, a service with significant brand equity boosts the customer's confidence in the purchase of an intangible good (Berry, 2000). It should be mentioned that hotels in the tourism industry use branding as a simple way for clients to identify and distinguish them from competitors. According to Yoo and Donthu (2001), the initial buying experience is one of the elements that contribute to brand equity creation. However, Fernández and Delgado (2011) demonstrate that in order to build a stronger relationship with clients, it is vital to use a product or service to provide extra value. Service marketing with greater experience can add more value (Cleff et al., 2014).

RESEARCH METHOD

This research calls for additional quantitative empirical research using primary data to be done. In the budget hotel industry, this study aims to comprehend the structure of the Word-of-Mouth variable associated with customer relationship marketing. Future empirical research is advised to focus on a sample of budget hotels in Indonesia at popular destinations with popular tourist interest.

CONCLUSIONS

This conceptual paper explores the issue of word of mouth that affects relationship marketing to brand equity based on peer-reviewed journal references. This study aims to provide a theoretical framework and discourse for further researchers to study more specific topics about the form of brand equity in budget hotels. The concept of brand equity in the hotel sector has been discussed by researchers and practitioners in the marketing field over the last decade and is still an important issue that must be developed. This is because brand equity for the budget hotel sector has not yet been established and further testing is needed. Many previous studies have examined brand equity in the luxury hotel sector, but the budget hotel sector is still limited, especially in Indonesian budget hotels. Further research is needed to measure the variables that affect brand equity from customer relationship marketing and word-of-mouth variables.

further testing needs to be done to prove that a company that has a well-managed customer relationship marketing will have a greater chance of achieving business through positive word of mouth, thus creating customer loyalty. Arnett and Badrinarayanan (2005) argue, if tested on different marketing studies it will produce a variety of different factors that will shape relational marketing. Researchers must be able to determine the components of customer relationship marketing that have a positive effect on word of mouth so that the overall performance of brand equity in the hospitality sector is presented. In the context of services, the influence of word of mouth is very dominant in determining customer decisions about a brand. Therefore, further studies on brand equity are focused on customers and consider other factors to specifically test brand equity in order to obtain valid and reliable conclusions.

Future studies could explore the extent to which word of mouth mediates the relationship between relationship marketing and customer loyalty in other types of service industries. Given the geographical and location differences, it is important for future research to examine whether the concept of brand equity can be applied to all types of hotels. The special issue is that customers can repurchase or continue to subscribe to hotel services with or without Word of Mouth because geographical and location factors are technical barriers to using hotel services and the many alternative choices of budget hotels today through digital platforms. this will help to eliminate the possibility of customers with false loyalty.

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A Conceptual Paper on the Relationship of Brand Experience, Brand Trust, and Brand Loyalty: Mediator Brand Love

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ABSTRACT

For years researchers have studied how consumers form like-dislike attitudes towards brands, the past few years have seen a burgeoning interest among practitioners and academics in consumers' love for brands. Brand love become an emergent concept in the domain of this experiential consumption (Roy, Eshghi and Sarkar,2013). The main objective of this conceptual paper is to examine the relationship between brand experience, and brand trust toward brand loyalty mediate by brand love. Brand loyalty has helped most of the firms to survive in the industry, retain customers and attract new customers. Brand love construct can influence attitudinal loyalty of consumer towards a brand (Albert and Valette-Florence, 2010). Among numerous determinants of brand loyalty, brand love can strengthen emotional ties between consumers and brands.

Keywords: Brand Experience; Brand Trust; Brand Love; Brand Loyalty.

INTRODUCTION

Branding of products or services is a very important step to build consumer-brand relationships (Bhakar et al., n.d.). Effective branding helps firms differentiate themselves from other competitors and build a loyal customer base. Branding act as a construct for the brand loyalty concept. Brand loyalty is the positive association consumers attach to a particular product or brand. Customers who exhibit brand loyalty are devoted to a product or service, which is demonstrated by their repeat purchases despite competitors' efforts to lure them away. In the marketing and retailing literature, brand loyalty has gained great interest from scholars and researchers (Kostritsa et al., 2020). Marketing, researcher, and academics highlight brand loyalty is the health of organizations (Padma and Wagenseil, 2018). It helps firms to gain an advantage over customer loyalty and influence the firm partner to remain (Tokman et al., 2012). Brand loyalty contributes to a continued competitive advantage by reducing consumers' willingness to select competitors as alternatives and deterring potential new competitors from entering the market (Oh and Park, 2020). It helps the firms to retain their customers and attract new customers. Firms need to strengthen their brands as it will tie their customers to them. It says by creating brand loyalty for a particular brand increases the initial entry barrier for competitors, increase the ability to predict future risks, and ensures that consumers have a positive attitude towards the company, thus it will result in profit generation (Oh and Park, 2020). Many academicians have been examining a variety of brand loyalty models for years to reveal these strategies.

Concept of brand experience has gained attraction in loyalty. A lot of organizations had produced products or services that give memorable experiences such Apple Iphone, Victoria Secret, Ford, and Disney Theme Park (Huang, 2017). This is the memory that customers will remember and make them come again or purchase the brand. Brand experience plays an important role in generating brand loyalty the success of an organization remains in stability which requires customer trust in the brand.

Trust can effectively reduce the uncertainties of customers in the process of purchase decision-making, and develop customers' belief in the reliability, honesty, profession and integrity of a brand. Thereby affecting the attitude loyalty and behavior loyalty. Brand trust is an important predictive variable of customer loyalty. However, people have controversy over whether the brand trust can directly affect the brand loyalty or whether there are other mediating factors that influence the brand loyalty. Brand trust has been argued as one of the important predictors of brand loyalty in the marketing literature

PROBLEM ISSUE AND STATEMENT

Consumer has becoming more heterogenous in their choices. Firms actually have lost their customer base every year, which show the challenges in the competitive environment. Firms need to increase their sales by 14% to both and new and existing customers as to increase the 1% of firms annual growth (Mohamed et al., 2019). There are many players in the market and thus they need to enhance their brand loyalty (Mohamed et al., 2019) in order to survive in the market. Previous research on loyalty focused more on behavioral loyalty compared to attitudinal which it said directly translate to sales revenue(J. Dawes et al., 2015; J. G. Dawes et al., 2021) and marketers also are interested on behavioral loyalty. Both are important to measure loyalty. Majority research on brand loyalty have gave a lot of attention on high involvement product/brand-category (Appiah *et al*., 2019; Diallo *et al.,* 2020; Huang, 2017; Nandi and Pattanayak, 2015). Previous study support high involvement product category is an important determinant of brand loyalty. However, (Kataria and Saini, 2019) proposed low-involvement product category also can have a high brand loyalty.

Hence, the above discussion entails study of brand loyalty lack on measuring in approach of attitudinal loyalty. Thus, the conceptual study will explore on both dimensions, behavioral and attitudinal in the context of private label brand loyalty.

PURPOSE OF RESEARCH AND RESEARCH QUESTIONS

The conceptual paper is intended to examine the relationship between brand experience, and brand trust towards brand loyalty with mediating effect of brand love in the context of private label brand in Malaysia.

SIGNIFICANT OF STUDY

The conceptual paper is significant to the retailers in Malaysia especially the SME retailers, which 80% of the private label brand (house brand or store brand) carried by Malaysian raised, made and grown (Aman,2019). The branding strategy help SME retailer to improve their brand image, enhance brand awareness align with the consequence of brand loyalty that resulting in the study. It also assists marketing manager to promote and pull out all the stop of consumer engagement to their brand. The most important contribution of this study will give a view how a firm can build and maintain their consumer-brand relationship with the implication of brand love to the brand loyalty.

DISCUSSION OF LITERATURE REVIEW

a. Brand Loyalty

Study of brand loyalty give a significant effect among academician and researchers. There are 200 definitions of brand loyalty that can be found (Knox and Walker 2001; Oliver 1999). Brand loyalty is the important in marketing and retailing as it strengthens the relationship of consumer with the brand.

When the price or product quality are change, consumers started to switch to another brand. It will reveal the consumer identity either they are loyal or not. As the loyalty of consumer goes higher, it assists firms to diminish the threat and attack of customers (Aaker, 2009). The sustain of firm competitive advantage can be determine by the great prominence of loyalty concept. Brand loyalty's literature consist of unnecessary measure. Unfortunately , not clear and insufficient of theoretical meaning (Dick and Basu, 1994). Variety of factor use to measure include percentage of purchase (Cunningham, 1966), sequence of buying (Kahn, Kalwani and Morrison, 1986) and probability of purchase (Massey, Montgomery and Morrison, 1970). Those are based on the frequent consumer purchase and no dynamic process (Berkowitz et al., 1978). Thus, it failed to understand because the content of study on brand loyalty failed to understand because it uncertain, not clear, or and the findings were contradict (Berkowitz et al., 1978). Brand loyalty consist of 2 dimension, behavioral and attitudinal loyalty. Previous research on loyalty focused more on behavioral loyalty compared to attitudinal which it said directly translate to sales revenue(J. Dawes et al., 2015; J. G. Dawes et al., 2021; Srinivasan et al., 2002) and marketers also are interested on behavioral loyalty. Both are important to measure loyalty

i. Behavioral loyalty

The behavioral loyalty adopted a quantitative measurement where it based on consumer purchase frequency in a category of specific brand. The definition is on the prior purchase (frequency) and considering a minor consumer commitment and motivation to the brand (Uncles *et al.,* 2003). The determinant of consumer loyalty is solely based on efficient frequent purchase without considering the other factor such emotional and cognitive (Tucker, 1964). The fact about brand loyalty is useful for marketers in interpreting performance metric for their own or competitor brands and plan for marketing strategy. In other arguments, purchase behavior (behavior loyalty) should not be consider as only determinant for loyalty (Dick & Basu, 1994) and large number of variable can be considered as its consequences.

ii. Attitudinal loyalty

Attitudinal loyalty evaluates the emotional and cognitive components (Appiah, Ozuem, Howell, and Lancaster, 2019). The emotion that customers attach to the brand (Ahn et al., 2020). The attitudinal loyalty which is defined by (Kandampully *et al.,* 2015; Oliver, 1999) customer's deep commitment to rebuy or repatronise preferred brand consistently in future, despite situational influences and marketing efforts having the potential that can cause switching behavior. Commitment measurement in interpersonal love theory measure long-term relationship (Sternberg,1986) of consumer which make them remain in the close relationship. The commitment involves feeling of passion to remain with the brand. Consumers more likely to engage with brand because of strong emotional experience, positive word of mouth and they influence others to repurchase the brand as they are. Loyalty requires high favorable attitude compared to other alternatives. Dick and Basu's (1994) framework are a refined concept that combined the effect of attitude toward brand and patronage behavior. Attitudes reflect behavior and is important that hold favorable attitude be counted as not the purchase because it gives better attitudinal towards brands (Sheth and Park,1974).

b. Brand Experience

Individual change attitude when all their senses and emotions are involved in a unique and lasting experience (Girish & Lee, 2019). Experience is the consequences of consumer involvement in the emotional, physical, intellectual and spiritual senses. Pine and Gilmore (1998) introduced experience and focused on staged experience, particularly for retail environment and event. Numerous studies consider of consumption activities include product experience including sports, games, and other leisure activities as brand experience (Holbrook *et al.* 1984). Developing in consumer behavioral studies has an important catalytic effect (Cova and Cova 2012). It provides a push factor for managerial to response on the future provocation by considering consumer emotional feeling and rational (Pine et al. 1998, 1999; Schmitt 1999a) According to Schmitt (1999a, p. 22), satisfaction no longer depend on price and product quality. Consumer's attraction now shifts to the product experiences that could influence to feelings and passions. The advantages of boosting utilization experience become a significant selling point. Researchers and academician have discussed extensively about brand experience outcome especially on brand loyalty (Brakus et al., 2009), brand credibility (Shahmin and Mohsin Butt, 2013), brand attitude (Zarantello and Schmitt, 2013), brand satisfaction (Brakus et al., 2009), affective commitment (Iglesias et al., 2011), brand attachment and brand commitment (Ramaseshan and Stein, 2014) and brand equity (Zarantello and Schmitt, 2013). Schmitt, (1999); Brakus *et al.,* (2009) have discovered variety of brand experience antecedents. Schmitt (1999) has identified five dimensions: sensory, affective, behavioral, intellectual, and relational. While Brakus et al. (2009) identified four dimensions – sensory, affective, behavioral, and intellectual experience.

c. Brand Trust

The construct of trust involves a calculative process based on the role of an object to continually perform its role and the relationship between cost and rewards (Ebrahim, 2020). It is defined as the willingness of a consumers to rely on the ability of a brand to perform as entitled. Brand trust provide several important advantages to marketers such as reduced perceived risk, mitigated doubts of consumers (Yousaf et al., 2020), improved brand performance (Chaudhuri & Holbrook, 2001), better corporate branding (Rampl and Kenning, 2014), positive interpersonal relationship in different cultures (Hegner and Jevons, 2016), helping in times of crisis and delayed product launches (Hegner, Beldad and Kamphuis, 2014) more acceptability for the corporate social responsibility initiatives (Yousaf et al., 2020). Brand trust is found in the research as a higher-order construct of cognitive, emotional, and behavioral dimension (Monahan & Romero, 2020). Success of consumer-brand relationship (Garbarino and Johnson, 1999) and relational marketing (Morgan and Hunt, 1994) has been influencing by brand trust.

d. Brand Love

Brand love become emergent concept in the main experiential consumption (Roy, Eshghi and Sarkar, 2013). Shimp and Madden (1988) pioneered in conceptual work on love in consumption. Their model of "consumer-object love" based similarity on Sternberg's (1986) triangular theory of love. Shimp and Madden (1988) describe describe and consumption activities. Based on his finding show consumers do have strong attachments to some "love object". Love to the object refer to the love not to a person but to the physical things (e.g., play a music instrument, animals, a painting and old and rusty car). There is a similarity between love to object in consumer context. It is based on Ahuvia's work comparing the mental model of interpersonal lover prototypes with the description of object love. Love is require in consumers relationship with brands (Fournier, 1998). Fournier and Mick (1999) describe love probably comprise the most intense and profound satisfaction. Carroll and Ahuvia (2006) define brand love as "the degree of passionate emotional attachment that a satisfied consumer has for a particular trade name". Brand love includes "emotion (passion) for the brand", "connectedness (attachment) to the brand", "positive evaluation(cognitive) of the brand", "positive emotions (affective) in response to the brand" and" affirmations love for the brand" (Ahuvia, 2005). However, yet consumers still speak lightly when they are using word love in address brand compared to when they say love to person. Despite, it not fully forms a strong interpersonal love (Ahuvia 1993, 2005b; Oliver, 1999; Shimp and Madden, 1988).

CONCEPTUAL MODEL DEVELOPMENT

This conceptual paper is attempted to examine the relationship of brand experience, brand trust towards brand loyalty and being mediated by brand love. A study has been made from several model that established by several authors. The conceptual model in figure 1 adapted from the Multidimensional Brand Loyalty model by Sheth and Park (1974) and Dick and Basu (1994), customer loyalty model. Therefore, as shown in figure 1, the study proposed:

H1a: Brand experience has positive relationship with behavioral loyalty.
H1b: Brand experience has positive relationship with attitudinal loyalty
H2a: Brand Trust has positive effect on behavioral loyalty
H2b: Brand trust has positive effect on attitudinal loyalty
H3a: Brand love has positive effect on behavioral loyalty
H3b: Brand love has positive effect on attitudinal loyalty
H4: Brand experience has positive relationship with brand love
H5: Brand Trust has positive relationship with brand love
H6: Brand love mediate the relationship between brand experience and brand trust towards brand loyalty

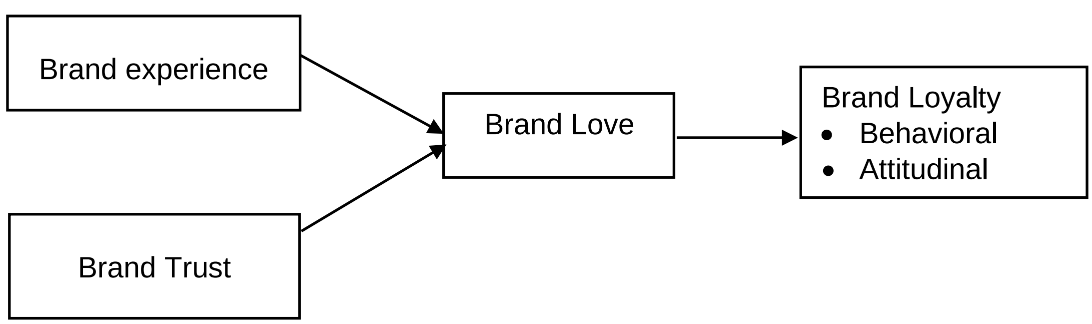

Figure 1: Proposed Research Model

CONCLUSIONS

The finding provides a gateway to study the relationship between brand experience, brand trust, and brand loyalty in context of private label brand in Malaysia. In order to proceed with empirical research, a wider range of literature need to be explored to obtain an insightful knowledge.

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Impact of Electronic Word of Mouth on Customer's Buying Intention: An Empirical Analysis in UK Perspective

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ABSTRACT

With the rapid increase of e-commerce, electronic word of mouth has emerged as an important means of referring users while making decision to buy products or services. Therefore, it is crucial to build good electronic word of mouth for the success of business. Keeping in view the importance of electronic word of mouth, present study empirically investigates the impact of electronic word of mouth on customers' buying intention in the presence of potential mediator i.e., trust. With the help of a survey-based questionnaire, the data were collected from 575 respondents by using a convenient sampling technique from universities of Bradford city, UK. The results confirm the internal reliability and validity of the constructs existing in this study. Further, the results of regression establish the positive and significant relationship between electronic word of mouth and customers buying intentions; that claim that trust is potential mediator. The results also indicate that the individuals are more inclined towards purchasing with a favorable given electronic word of mouth. Therefore, policymakers may develop policies that help higher management to build an effective electronic word of mouth for individuals, where they can share their experiences with other colleagues, family member, friends etc. The act will help create good electronic word of mouth about products or services that will perceive a sense of trustworthiness on others and intent to buy.

Keywords: Electronic word of mouth, customers' buying intentions, trust

INTRODUCTION

Global economic paradigm has been entirely changed with the advent of digital marketing and increased the ascendancy of consumer power (Nuseir, and Refae, 2022). It has also amplified the competition among organizations (Hagen, Risselada, Spierings, Weltevreden, and Atzema, 2022). It brought changes in the way, businesses, audiences or organizations communicate each other (Ukaj, Livoreka, and Jusufi, 2022). The term, digital marketing, refers to the utilization of promising technologies to reach marketing objectives (Tabuena, Necio, Macaspac, Bernardo, Domingo, and De Leon, 2022). Therefore, it requires a new set of know-how and skills. This style of marketing goes beyond the techniques, used in conventional marketing.

Digital marketing is referred to as largest and most appropriate way of marketing now days. It utilizes internet, digital technologies and social media platforms to approach their audience. It keeps the business connected with audience and helps in building brands that yield increased sales (Tasanen, 2021). Presently, there are 4.66 billion active users of internet (Carroll, 2021). These individuals represent 60% of the global population (Andrews, Newton, Adibi, Chenadec, & Bienge, 2021). With the passage of time, the number of active internet users is increasing at the rate of 7% annually (Kumar, Hamdan, & Sinha, 2022). Due to this increased number of internet users, digital marketing is growing rapidly (Terziu, 2022). According to statista (2021), there were 65.32 active internet users out of which 53 million active social media users in United Kingdom (UK) that represent 77.9% of their population. There is most advanced e-commerce market in UK. UK ranks third largest E-Commerce (Sayyida, et al., 2021) sales amounting 141.93 billion dollars in 2021 (Blakyta, and Vavdiichyk, 2021). UK is the leader in e-commerce in Europe with the share of online sales of 81% in the B2C segment (Blakyta et al., 2021).

Social media is a worldwide phenomenon. Social networking sites (SNSs) have brought dynamic changes in the way of interactions among individuals (Verduyn, Gugushvili, & Kross, 2022). Three common features of these platforms are the option of creating profile, building links and navigation of any updated information on the regular basis (Verduyn et al., 2022). Out of these SNSs, Facebook is the biggest social network globally with 2.9 billion active users (Khoa, Anh, Ly & Truong, 2022). Other SNSs like Wechat has 846 million monthly active users, Twitter has 319 million, Instagram has 600 million, and Line1 has 217 million (Tien, Rivas, & Liao, 2019). The active users of these SNSs spend approximately 2 hours daily (Sharma and Kautish, 2021). This huge shift towards online interactions, have changed the way of carrying business transactions as well. In today's global world and dynamic business environment, the online platform for trading (buying and selling) has emerged rapidly and changed the behavioural concepts and satisfaction concepts of the customers (Boshoff and Gray, 2004; Yuan et al., 2019). It has totally changed the business functions as well, especially, after the spread of Covid-19 pandemic. People have to stay at home and avoid crowded places. This scenario too caused dynamic shift from traditional way of doing business towards carrying online business transactions. Keeping in view these scenarios, organizations are striving hard to compete on online business platforms (Odilia, Sulistiobudi, and Fitriana, 2022).

Word of Mouth has been considered crucial in shaping attitudes and behavior of consumers (Brown and Reingen, 1987). There are contradictories views regarding the effectiveness of word of mouth. Literature shows that word of mouth is better and more effective than traditional way of marketing (Ratriyana, 2021; Dost et al., 2019). However, due to digitalization, word of mouth has been shifted towards e-WOM (Srivastava, and Sharma, 2017). E-WOM exactly works as traditional word of mouth but it is more rapid than traditional one. It can reach millions of individuals within few minutes that make in more influential than traditional word of mouth (Duarte, Silva, and Ferreira, 2018). Along with it, it is also helpful in seeking reviews from unknown individuals as well that was not possible in traditional word of mouth (Choi, 2020). The fundamental risks and challenges connected with buying decisions based on traditional word of mouth have been altered with the development of social media (King, Racherla, and Bush, 2014). These challenges may be lack of access to required information that is needed to take the purchase decision (Chen et al., 2015). One of the encountered problems is Inability of individuals, to directly communicate with the producer of the product or service (Aghdaie et al., 2022). One more issue of finding difficulty in complaining regarding the dissatisfactory results of the product or service (Kavitha, and Gopinath, 2022). Consumers also encountered difficulty in sharing their positive or negative feedback with the producer of products or services (Liu et al., 2020). However, social media invention made it easier for consumers to share their both negative and positive reviews (de Campos et al., 2018). Social media enabled e-WOM among individuals. Another important thing for e-WOM is the trust of consumers on these reviews. As, when individuals trust these reviews, they decide whether to buy or not buy the product or services (Jacobsen, 2018). Keeping all of these issues in view, this study intends to investigate the impact of e-

WOM on buying intention of consumers in the presence of potential mediator i.e. trust. This study claims that when individuals trust the feedback of other individuals (like friends, family members, peers, or any anonymous person), they are more willing to buy the product or service.

Literature on marketing, have showed that consumers reviews and information posted by them online, are influential tool of communication (Kim et al., 2018; Bartosik-Purgat, 2019; Pandey et al., 2020; Mason et al., 2021). With the passage of time, e-WOM is rapidly taking place, particularly through social media like Facebook, Instagram or twitter etc. Yet, there is a dire need to examine the significant relationship between e-WOM and buying intentions of the consumers through the mediating role of trust. Therefore, this study intends to examine the influence of e-WOM on customer buying intention in the United Kingdom (UK). The results of this study may be useful for the practitioners and policy makers to make decisions regarding their strategies to target their customers. The results may also assist in decision making for running online businesses so that their business may flourish as per expected. This study is also significant for academicians and scholars, as results will pave the way for future research on this field.

The research is significant for considering electronic word of mouth as a major variable because now days, it has a major role in making or breaking the customer buying intention, towards a specific product or a specific brand. Moreover, the study is also considering a very significant variable mix, including the customer buying intention, electronic word of mouth, and the factor of trust, which can significantly play a very important role in enhancing the customer buying intention positively for a specific product or service of a specific company.

Moreover, this can also significantly and positively enhance the level of trust of the customers towards a specific brand. All of this plays a very significant role in impacting the overall performance, sales and financial position of a company or a brand significantly and positively, so the study effectively focuses on all of these factors. Marketing and advertisement managers, policy makers and strategy designers of different brands can significantly focus on this study to generate and attract positive digital word of mouth for the brand or the company.

The objectives are as follows

- To examine the impact of e-WOM on customer's buying intention
- To examine the mediating role of trust between e-WOM and customer's buying intention

Following are the research questions of the study

- Does e-WOM influence customer's buying intention?
- Does trust mediate the relationship between e-WOM and customer's buying intention?

LITERATURE REVIEW

Electronic word of mouth

In today's global world and dynamic business environment, the online platform for trading (buying and selling) has emerged rapidly and changed the behavioural concepts and satisfaction concepts of the customers (de Oliveira et al., 2022). It has totally changed the business functions as well. Customer satisfaction has become the most crucial topic in recent studies and electronic word of mouth is a view or statement proposed by the potential and actual customer of the company or a brand. E-WOM has a heavy influence on the image of the company (Jalilvand et al., 2012). The specific characteristic of E-WOM is that it spreads over the internet only. When customers spread intentions and comments about the brand or company it goes beyond the border of the Countries because the world has become even more connected. In a digital advertisement, this concept is closely related to user-generated content

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(Bigne et al., 2021).

Customers' buying intention

Global digital insights indicate that 81% of the internet users search for the products or services with the intention of buying. Approximately 70% users actively visit online retailing stores and 51% actually purchase the online products or services (Cutshall et al., 2021). This industry amounted more than hundreds of billions of dollars worldwide (Elsafty, and Elshahed, 2021). Some of the most prevailed companies include Amazon, Alibab etc.

The final stage in carrying online transactions is intention of buying that searched product or service. So, online buying intention of customers is very crucial characteristic of online consumer attitude. Buying intention is a state where both customer and seller are ready to finalize the deal. The process of buying intention gets started with evaluating the product. While evaluating, customers use present experience and information received from external sources (Nayak et al., 2021). External component plays key role in the buying intention process by affecting the behaviors of the customers. Among many other external factors influencing buying intention of customers, opinion of their beloved ones, friends, and relatives, peers, and anonymous bodies from social media matters a lot. They evaluate the information provided by those ones while evaluating the use of products or services. If this information is positive, it increases the customer's buying intention. In case of negative reviews, customers feel reluctant while buying those products. It is very important for the business enterprises to build a positive perception in the minds of the individuals so that they buy the product and also positively influence the buying intention of others.

Trust

Customer trust in online and physical shopping is very important as it provides growth to the brand or company and satisfies the needs of the customers as well. With the happening of every transaction, the customers want something in return which is value in the products for them and the company in return wants the loyalty and trust of the consumer (Pourabedin and Migin, 2015). The customer has always high expectations from their firm or brand and in return by providing the value in products the company wants to have proper loyalty from them so that they cannot switch towards any other brand (Qahri-Saremi and Montazemi, 2019). Trust is a very important factor according to the study of Sheu and Chu (2017) as well, as according to the study, while entering a website or a shopping portal for the first time, customers are going to face extensive exploration process, which will also involve some extent of trust, knowledge and initial distrust, and these factors have been observed in the first experiences of the customers consistently.

Moreover, prior studies also consistently focus on the importance of building trust with the customer only after the customer has had an experience with the brand, but this study explores the impact of the factor of trust before this initial encounter of the customer with the brand (Verma and Yadav, 2021). Electronic word of mouth is a factor that can significantly and positively play a role in the establishment of trust between the brand and the customers even before the first encounter of the customer with the brand (Yen and Tang, 2019).

Electronic word of mouth and customers' buying intention

Literature evidence the significant impact of electronic word of mouth on customer's buying intention (Siddiqui et al., 2021; Lim, 2015; Jalilvand et al., 2012; Lee et al., 2022). It is also an easy and convenient way of dispelling the doubts regarding purchase decisions (Khasawneh et al., 2021). The findings of the research by Barton (2006) indicate that usually e-WOM influences buying intention when online shopping is done from web. It concluded that the buying intentions turn into action immediately after considering e-WOM messages by the consumers. This finding confirms the significant influence of e-WOM on buying intention of customers.

Among early studies on e-WOM on buying intention is done by Bickart and Schindler (2001). They experimented for the period of 12 week regarding the impact of user generated e-WOM and marketer generated e-WOM. The intention to buy a product was examined when individuals get information about the product or service from other sources. The results of the study showed that user generated e-WOM is more influential than the marketer generated. These indicate that users are more influenced by the opinion and reviews of other customers. They consider other consumers more credible than the producer or seller. According to the results of the study by Chevalier and Mayzlin (2006), there is a significant relationship between sales of book and online reviews regarding those books. Moreover, while comparing the results, they found that online reviews may influence the book sales negatively more than positively. This leads towards the powerfully influence of e-WOM on the buying intentions of the customers.

Trust as mediator between electronic word of mouth and customers' buying intention

According to the theory of reasoned action, there is a significant role of external influences and factors that can impact and shape the buying intentions of the customers. As electronic word of mouth has been proposed to be a very significant influence and factor that can positively shape and impact the buying intention of the customers, it is also very important to consider trust in this equation (Imbayani et al., 2018). Trust is a factor that can significantly and positively enhance the impact of electronic word of mouth on the buying intentions of the customers; trust is a factor that can directly and significantly play a role in enhancing the impact of electronic word of mouth positively on the buying intentions of the customers. Moreover, trust not only positively shapes and impacts the intention of the customers for buying the products of a specific brand, but also change the potential customers to the loyal customers of the brand (Ishida et al., 2016).

Several previous studies have also studied the mediating role of trust between electronic word of mouth and customer buying intention, it has been found out as a result of various studies that there is a significant mediation of trust between electronic word of mouth and customer buying intention (Lee and Choeh, 2020). Moreover, it has also been found out that trust plays a very significant role in shaping the first encounter between the brand and the customer as it already establishes a relationship of trust between the potential customer and the brand, resulting in satisfactory encounter of the customer with the brand (Nikhashemi et al., 2021). In online buying and selling electronic word of mouth is of great importance as it is the indicator of the intentions of the customers towards the buyer. According to the study of Nieto-García et al., (2017), it has been revealed that the E-WOM is a key determinant of customer attitude towards buying.

A corporate reputation is dependent on the trust of its loyal consumer. Whenever a corporate gets successful in attracting the loyal emotions of the customers these have provided the company with a great image and positive word of mouth electronically. Zainal et al., (2017), have argued that these emotions can only be gathered by the company through the valuable offerings in their products or services. Moreover, different studies have evidence about the importance of trust, and it has also been revealed that online customers are rational and have a lot of options that is why companies must strive hard and fight for attracting customers to their brands and products by only providing them with the superior offerings. On the other hand, the reputation of the corporate or brand can be affected through the misinformation which they get through the company (Giao et al., 2020).

Moreover, some of the studies have also proposed mixed impacts of trust as a mediator between electronic word of mouth and consumer buying intention (Verma et al., 2021). So, this study intends to analyze the impact of trust as a mediator between electronic word of mouth and customer buying intention in the light of the theory of reasoned action, to exactly propose the role of trust in between electronic word of mouth and the buying intention of the customers towards a specific brand. According to the review of the literature and the above discussion, the following hypothesis proposed.

H2: Trust mediates the relationship between electronic word of mouth and customer's buying intentions

Theoretical lens of the study

For the formation of theoretical basis of the study, the theory that is utilized and applied in this research is the theory of reasoned action, as it is a well-known factor that attitude is a very critical factor that accounts for the behavior of humans in several circumstances (Mohammed E Abd-Elaziz et al., 2015). So, attitude is often defined as learned disposition which is utilized for responding to constantly unfavorable or favorable manner according to the given behavior or object. Regarding this, the theory of reasoned action proposes that the behavior of an individual is determined on the basis of the intentions that the individual has to perform a specific kind of behavior (Balaji et al., 2016).

This kind of behavioral intention is known to be function of human's attitude for a specific behavior. Several researchers have previously adopted theory of reasoned action for the purpose of analyzing the relationship that is present between customer buying intention and electronic word of mouth. So, according to the theory, as the attitude of the humans toward specific kind of behavior is determined on the basis of salient beliefs regarding the behavior, so, it is also possible that the attitude of humans can be altered with the help of influencing primary beliefs. Which over here means that the attitude or the behavior of a person towards a brand can be altered and reshaped with the help of the influence of positive electronic word of mouth, resulting in significant level of customer trust and price tolerance towards the brand (García-de los Salmones et al., 2021). So, this theory is applied in this study in this context as well, with the belief that positive electronic word of mouth can significantly and positively influence the buying intention of the customers, resulting in significantly high level of purchase with the positive role of trust.

Theoretical model of the study

The theoretical framework of the study has been provided in the figure one below:

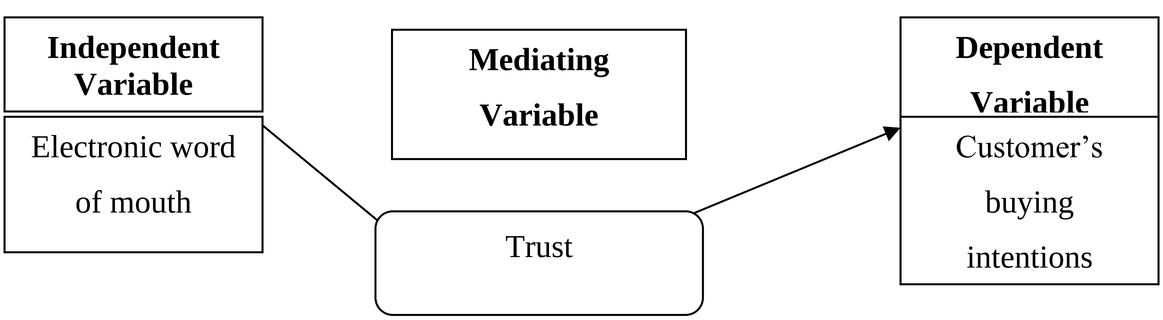

Figure 3.1: Theoretical Model of the study

H_1: Electronic word of mouth significantly impacts customer's buying intentions
H_2: Trust mediates the relationship between electronic word of mouth and customer's buying intentions

METHODOLOGY

Instrumentation

We have set criteria for audience identification and added this in Section A of the survey questionnaire. This section contains questions i.e. “Do you shop online?” As target respondents of our study are those individuals who shop online. 2nd question is “Are you a student at the University?”

An 5-item questionnaire that uses general statements to measure participants’ beliefs about word of mouth is adopted in this study for data collection. These items are adopted from the study of Ku, E. C. (2012). Items to measure customer buying intention are adopted from research conducted by “LAVAN ABDULLAH (2019). Moreover, I have chosen the 5-lickert scale as Five-point scales are then better theoretically because they provide three pieces of information: direction (positive/negative), intensity of opinion, and a neutral point. In direction we can understand whether respondents of our study are taking e word of mouth positively or negatively. And lickert scale from 1 to five will explain us the intensity of opinion of the respondents of our study.

Data collection procedure

This study has proposed a research model that explains the impact of independent variable (E-WOM) on dependent variable (Customer’s buying intention) through the mediating variable (Trust). The data is collected through survey questionnaire. Survey questionnaire is an appropriate way of data collection from a larger sample size with in a limited time period (Roopa et al., 2012). Convenience sampling technique is used to collect data. Convenience technique is used as the respondents of the study are from universities in UK; there are less chances of biasness or any ambiguity in data collection. Criteria of selection of the sample for data collection include individuals who are shopping online and they are university students in UK. Sample size is measured using de morgan’s table. The data analysis is carried by using SPSS software. Sample size is 575 students from universities of Bradford city.

ANALYSIS AND RESULTS

Descriptive Statistics

The study includes a sample of students from universities of Bradford city, UK. Data for the study were collected through a survey method. 650 questionnaires were distributed. Out of these 650 questionnaires, 612 were received back and 37 were discarded due to incomplete responses. Founded on the detailed review of the concerned literature and proposed model of the study, a total of 2 hypotheses were developed. These hypotheses were tested by employing Principal Component Analysis and multiple regression analysis.

Table 4.1: Demographics

Demographic Characteristics	Frequency	%
Gender		

Male	345	60
Female	230	40
Total	575	100.0

Table 4.1 indicates that out of 575 respondents, 345 (60%) are males and 230 (40%) are females.

Descriptive summary

This study was based on a survey of 13 items; responses of these items vary from one to five on a five-point Lickert scale. Mean scores of different items range from 2.88 to 3.02 and the value of standard deviation range from 1.42 to 1.47. 3 constructs electronic word of mouth, trust and customers' buying intention were measured using 13 items. Five items were used to measure electronic word of mouth, four items to measure trust, four items to measure customers' buying intention. 83.5% respondents answered that they shop online and only 16.5 answered no to the question. 57.9% answered that they more likely to shop only one time online however, 42.1% answered they more likely to prefer online shopping.

The reliability of the questionnaire was measured to check the internal consistency of the questionnaire. It is important to conduct reliability analysis of the questionnaire to check whether items of instrument measure what actually is needed to be measured (Creswell et al., 2003). The number of items and Cronbach's coefficient alpha is presented in the below table 4.2. The values of Cronbach's alpha show strong internal consistency of the items of the constructs. Such as electronic word of mouth (C-α=0.895), trust (C-α=0.920), and customers' buying intention (C-α=0.919). The results of reliability analysis are above (C-α=0.70) the minimum threshold, so the items of the constructs are internally consistent and are measuring that is intended to measure.

Table 4.2: Reliability and Number of Items

Constructs	Valid N	Number of items	Cronbach's alpha
Electronic word of mouth	575	5	.895
Trust	575	4	.920
Customers' buying intention	575	4	.919

Correlation

Correlation analysis is also conducted to check the linear connection among variables of this research. It shows that how much strongly variables are connected with each-other. Correlation may be positive or negative and ranges between +1 to -1. Moreover if correlation coefficient is zero, it shows no connection among variables. In this study Pearson coefficient is applied. The reason of applying this coefficient is that it is more appropriate for interval scale while comparing with Spearman correlation that is more suited for Ordinal scale. The results of correlation coefficient indicate positive association among the constructs of the study.

Table 4.3: Inter-Correlations among Constructs

Constructs	EWOM	TRUST	CBI
EWOM	0.895		
TRUST	.880**	0.920	
CBI	.727**	.794**	0.919

Note: Diagonal Value: Reliability, Non-diagonal value: Correlation

Factor Analysis

In order to establish the construct validity, principal; component analysis and varimax-rotation method with Kaiser Normalization is applied. Factor analysis is applied as it is helpful in the identification of the similarities in the groups of the constructs. It is also useful for data reduction. It also assists in the identification of uncorrelated factors that contains most relevant information in the original facets. With the help of factor analysis complex phenomenon may easily be interpreted and understood.

KMO Measure of Sampling Adequacy and Bartlett's Test of Sphericity

In order to evaluate the appropriateness of the sample, KMO measure of sample adequacy test is applied. It is crucial to apply this test as it helps in getting to know whether further tests are needed to apply or not. Values ranges from 0 to 1. 0.50 value of KMO is considered poor, 0.60 is considered acceptable and it is more appropriate if it is near to 1 (Hinton, Brownlow, McMurray, & Cozens, 2004). Table 5.3 is presenting the results of KMO and Bartlett's test. The results indicate that the values are greater than the minimum threshold of 0.60. The values of KMO measure of sample adequacy ranges from .772 to 0.867. KMO for electronic word of mouth=.867; KMO for trust=.853 and KMO for customers' buying intention=.772. The importance of the connection among items of the variables is checked by applying Bartlett's test of sphericity. It is important to check as if there no association among items, it is useless to apply factor analysis. Table 4.4 shows the results of the significance values of the Bartlett's test. The values are below 0.001 that indicates the correlation among the items of the constructs. When the null hypotheses are rejected then factor analysis may be applied.

Table 4.4: KMO Measure of Sample Adequacy and Bartlett's Test of Sphericity Chi-Square

Constructs	No. of items	KMO Measure of sample adequacy	Bartlett's Test of Sphericity Chi-square	Bartlett's Test of Sphericity Sig.

Electronic word of mouth	5	.867	1885.949	.000
Trust	4	.853	1716.306	.000
Customers' buying intention	4	.772	1834.801	.000

Exploratory Factor Analysis for Electronic word of mouth

In order to check the validity for electronic word of mouth, Principal component analysis is employed using varimax-rotation method with Kaiser Normalization. The outcomes of the analysis are given in Table 4.5. Five items are considered for measuring electronic word of mouth: (a) item (EWOM1) "Recommendations about shopping online are useful shopping information to me" with a loading value of 0.830; (b) item (EWOM2) "Recommendations about shopping online will affect my choice when I shop online" with value of loading .882; (c) item (EWOM3) "Recommendations about shopping online will provide me with different advisory opinion" with loading value .915; (d) item (EWOM4) "Recommendations about shopping online will change my purchasing motivation" with value of loading .901 and (e) item (EWOM5) "Recommendations about shopping online will change the items I intend to purchase" with loading value .658. The results of all items of electronic word of mouth are greater than the minimum threshold of 0.40 and confirm the convergent validity of the construct.

Table 4.5: Factor Loading Values for Electronic Word of Mouth Scale

Items	Electronic word of mouth	Loading values
Factor 1	Electronic word of mouth (5 items)	
EWOM1		.830
EWOM2		.882
EWOM3		.915
EWOM4		.901
EWOM5		.658

Exploratory Factor Analysis for Trust

In order to check the validity for trust, Principal component analysis is employed using varimax-rotation method with Kaiser Normalization. The outcomes of the analysis are given in table 4.6. Trust is measured using 4 items: (a) item (TRUST1) "I trust the social media websites information to be true" with loading value .852; (b) item (TRUST2) "I trust the information on Facebook to be true." with value of loading .901; (c) item (TRUST3) "The people who post information on the social media are trustworthy" with loading value .919 and (d) item (TRUST4) "I believe that the social media has the skills and expertise to meet most members' desires." with loading value .919. Therefore, all the items of trust satisfactorily meet the minimum threshold of 0.40 which prove the existence of convergent validity.

Table 4.6: Factor Loading Values for Trust Scale

Items	Trust	Loading values
Factor 1	trust (4 items)	
TRUST1		.852
TRUST2		.901
TRUST3		.919
TRUST4		.919

Exploratory Factor Analysis for Customers' intention

In order to check the validity for customers' buying intention, Principal component analysis is employed using varimax-rotation method with Kaiser Normalization. The outcomes of the analysis are given in table 4.7. Customers' buying intention is measured using 4 items: (a) item (CBI1) "Using social media platforms help me make decisions better before purchasing goods and services." with loading value .897; (b) item (CBI2) "Using social media platform increases my interest in purchasing products and services." with value of loading .875; (c) item (CBI3) "If I find out that the utility of a product or service is larger than personal devotions in terms of money, time and energy. I will consider buying this product or service." with loading value .898 and (d) item (CBI4) "I am very likely to buy products and services recommended by my friends on social media platforms." with loading value .915. Therefore, all the items of customers' buying intention satisfactorily meet the minimum threshold of 0.40 which prove the existence of convergent validity.

Table 4.7: Factor Loading Values for Customers' buying intention Scale

Items	Customers' buying intention	Loading values
Factor 1	customers' buying intention (4 items)	
CBI1		.897
CBI2		.875

CBI3	.898
CBI4	.915

Regression Analysis

The effect of electronic word of mouth is determined on mediating construct (trust) and mediating and on customers' buying intention through regression analysis.

The results indicate that electronic word of mouth is positively and significantly ($p<0.001$) associated with trust. Trust positively and significantly ($p<0.001$) is associated with customers' buying intention. This indicates that when individuals are facilitated with favorable electronic word of mouth they are more inclined towards shopping products or services. Therefore, it is of utmost importance for the organizations, businesses and services providers to build good electronic word of mouth so that more and more customers may be attracted and retained for their products or services.

Mediating Analysis

In order to test mediation, it is necessary that the association among independent, mediator and dependent variable is significant (Baron et al., 1986). For the purpose of testing mediation, both independent and mediator constructs are entered altogether as independent construct. In order to check mediation and moderation effects, the direct association of independent (electronic word of mouth) and dependent variable (customers' buying intention) and indirect relationship between independent and dependent variables by the means of mediator (trust) are checked through multiple regression and process by Andrew F. Hayes. The direct impact of electronic word of mouth on customers' buying intention is shown in table 4.8. The results show that the relationship is positive and significant. Hence, one assumption of mediation is satisfied. When the impact of independent variable decreases after entering the mediator, it is said that mediator partially mediates (equation i) the association. When the direct impact decreases as well as turns insignificant after entering the mediator then this is full mediation (equation ii).

Partial mediation= Direct impact decreases +Significant------------------------- (i)

Full mediation= Direct impact decreases + Insignificant------------------------- (ii)

Table 4.8: Direct Effect of Electronic word of mouth on customers' buying intention

	R^2	Unstandardized Coefficients		Standardized coefficients	Significance level
		B	Standard error	Beta	

EWOM	.528	.624	.025	.727	.000

The above table indicates that EWOM contribute to the customers' buying intention. The mediation (trust) among electronic word of mouth and customers' buying intention is examined through multiple regression analysis (see Table 4.9). The results indicate that trust fully mediates the relationship among electronic word of mouth and customers' buying intention.

Table 4.9: Multiple Regression with trust (Mediation)

	R^2	Unstandardized Coefficients		Std. coefficients		
		B	Std. error	Beta	T	Sig
EWOM	.633	.108	.046	.125	2.353	.019
TRUST		.668	.052	.683	12.819	.000

The above table indicates the results of the trust as mediator among electronic word of mouth and customers' buying intention. The outcomes show that trust fully mediate between electronic word of mouth and customers' buying intention as the when trust is put into as an independent construct along with electronic word of mouth, the significance level of electronic word of mouth turns insignificant along with the decrease in beta values of the respective variables. The beta value of electronic word of mouth is reduced to .108 from .624.

DISCUSSION

With respect to direct relationship of electronic word of mouth and customers' buying intention, one hypothesis is developed in this study. The results suggest that there is a direct positive relationship between electronic word of mouth and customers' buying intention. This outcome of the study is consistent with prior studies like Song et al., (2021), Zhao et al., (2020) and Nuseir, (2019). Individuals prefer purchasing products and services that are referred through electronically word of mouth (Hussain et al., 2018).

The results of this study have solved the problem of how electronic word of mouth impacts customers' buying intention in e-commerce and this research has also explored the relevant mechanism. From the perspective of meditating role of trust, the results confirm that it fully mediated the relationship between independent and dependent variable. This indicates that individuals refer purchasing products or services by trusting electronically provided suggestions or reviews by other individuals. These other individuals may be family members, friends, or other unknown sources.

With respect to mediating relationship of electronic word of mouth, trust and customers' buying intention, hypothesis 2 is developed in this study. The results suggest that trust fully mediates the relationship between electronic word of mouth and customers' buying intention. This outcome is consistent with the study conducted by Shankar et al., (2020). They investigated the impact of electronic word of mouth in adoption of mobile banking. Our research has confirmed the significant and positive mediating role of trust in enhancing consumers' intention to buy products or services.

CONCLUSION

This research into electronic word mouth-customers' buying intention relationship has contributed to the literature both theoretically and empirically through the investigation of electronic word of mouth in a western e-commerce industry perspective. The empirical findings of the study confirm the positive and significant relationship among electronic word of mouth, trust and customers' buying intention. The outcomes highlight the importance of good electronic word of mouth to enhance customers' buying intention. Moreover, trust plays vital role in retaining and attracting new customers. The theory of reasoned action has provided a strong theoretical support to comprehend underlying relationship. This study concludes that when individuals receive good reviews about the products or services they decide to purchase it.

Limitations of the Study

Though this study has made several contributions to the relevant literature, there are few limitations that may be needed to address in future studies. The implications of this study are noteworthy for the e-commerce industry from the aspect of dynamic business world understanding how and to what extent electronic word of mouth impacts customers' buying intention. Thus, the data has been collected from the students at universities from Bradford city, restricts the straight generalizability of the empirical outcomes.

Implications of the study

Despite the above-mentioned shortcomings, there are several practical implications of current study which are discussed below,

The results of this study may attract the attention of social e-commerce platforms and businesses. Now a day, business world is facing challenge of surviving in more dynamic situations as they have to compete electronically too. Businesses are getting shifted from traditional ways of doing business tasks towards carrying electronically through websites etc. this calls the need of best reviews about the products or services of the business online. Users are now just a way of one click to get information regarding the products or services they intend to purchase. It is of utmost importance to the managers, practitioners and policy makers to deal with issue of bad electronic word of mouth. They need to develop good relationship in e-commerce world with their users and strive hard to retain s well as attract new users. One of the key elements is trust in social e-commerce (Chong et al., 2018). Consumers prefer to buy the products when they trust the good reviews about the product. Therefore, these results of the study provide way of building good electronic word of mouth to get the customers' in this dynamic business world. This study suggest that practitioners, managers and policy makers need to understand the decisive role of electronic word of mouth and trust in gaining customers' attention. This study is also theoretically contributing by taking theory of reasoned action as theoretical lens to test the proposed mediating model.

The results of this study may be useful for the practitioners and policy makers to make decisions regarding their strategies to target their customers. The results may also assist in decision making for running online businesses so that their business may flourish as per expected. This study is also significant for academicians and scholars, as results will pave the way for future research on this field.

The research is significant for considering electronic word of mouth as a major variable because now days, it has a major role in making or breaking the customer buying intention, towards a specific product or a specific brand. Moreover, the study is also considering a very significant variable mix, including the customer buying intention, electronic word of mouth, and the factor of trust, which can significantly play a very important role in enhancing the customer buying intention positively for a specific product or service of a specific company.

Moreover, this can also significantly and positively enhance the level of trust of the customers towards a specific brand. All of this plays a very significant role in impacting the overall performance, sales and financial position of a company or a brand significantly and positively, so the study effectively focuses on all of these factors. Marketing and advertisement managers, policy makers and strategy designers of different brands can significantly focus on this study to generate and attract positive digital word of mouth for the brand or the company.

Recommendations for Future Research

This research work is an initiative step to provide empirical evidence by testing a proposed model of electronic word of mouth and customers' buying intention relationship in e-commerce industry in UK. This study suggests that future researchers or scholars may focus on the experiences of consumers of online shopping as a moderator between the relationships. Furthermore the proposed mediating model of this study may be tested in other industries and contexts to get more generalized results.

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