

# COMPILATION OF RESEARCH PAPERS ON SSH

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SOCIAL SCIENCES & HUMANITIES



EDITOR,  
TUAN SARIFAH AINI SYED AHMAD

OCTOBER 2023

COMPILATION OF  
**RESEARCH PAPERS**  
**ON SSH**



SOCIAL SCIENCES & HUMANITIES

## CHAPTER IN BOOK

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# FOREWORD

I am delighted to present the Compilation of Research Papers on SSH 2023 (Social Sciences & Humanities). It showcases remarkable research papers in social sciences from diverse disciplines.

I would like to extend our sincere gratitude to all the authors who contributed their work to this collection. Your dedication to the advancement of social sciences is evident in the quality and diversity of the papers included in this compilation. I would also like to thank the team from the publisher, MNNF Network for making this compilation possible.

The field of social sciences encompasses a wide array of disciplines. Each discipline offers unique insights into the complexities of human society, culture, and behaviour. Therefore, a broad range of topics presented in this compilation may spark your curiosity, challenge your assumptions, and broaden your perspective on the social and human dimensions.

Editor

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# The Evolution of Digital Era Did Impact the Intergenerational Communication in The Workplace

Noor Athirah Syazana Mat Noor & Salwa Abdul Patah

School of Human Resource Development and Psychology, Faculty of Social Sciences and Humanities, Universiti Teknologi Malaysia, Malaysia

*syazana1998@graduate.utm.my*

## ABSTRACT

"We are transitioning from the digital age to a new reality that we call the post-digital world due to the lightning-speed of change that is being driven by technology." However, intergenerational communication is hampered by variations in media preferences and interpersonal styles. It is different when the millennial, often known as Generation Y or the "first digital generation," have lived surrounded by digital technologies. This review paper theorizes that the millennial generation is bringing about a post-digital era that is changing how we live, work, and play. Then, this paper also reviews the bridge focused on the impact of digital evolution and intergenerational communication. The studies both are related to the impact of evolution of digital era towards the intergenerational communication. Some directions for further studies have been suggested. Findings showed various and mixed consequences on the variables. Specifically, many older adults perceived that intergenerational communication leveraged the relationship and supports towards the use of technology and understanding the digital usage at workplace. Managerial implication on the evolution of digital and technology which related to intergenerational communication will be discussed in the paper.

**Keywords:** evolution, digital, technology, intergenerational communication, workplace

## 1. INTRODUCTION

The evolvement in information technology has promoted the new appearance of new communication medias or in this digital era such as email, video conferences and even the advanced social networking services. Young adults or it can be mentioned as Millennial or Generation Y are typically the first to use these media, but older people have historically been hesitant to do so (Munoz et al., 2013). As stated in the epigraph, the millennial generation, often known as Generation Y, is at the forefront of technology use which referred to as the "first digital generation" since they have grown up immersed in digital technologies (Aikat, 2020) that born in between 1981 until 2000 (Rice, 2021). Generation Y was the first generation to reach maturity by 2001, which marked the beginning of the third millennium. As a result, they were known as the millennial (Aikat, 2020).

The internet penetration rate in Malaysia was forecast to continuously increase between 2023 and 2028 by 0.4 percentage points at 98 percent (Statista Research

Department, 2023). This can be seen when with just over 33 million people using the internet, Malaysians are some of the world's most tech-savvy and digitally connected people (Howe, 2023). Malaysians use social media to communicate, connect with others, and participate in and form their global community which there are around 26.8 million users, or 78.5% of the population (Howe, 2023). The most active social media users in Malaysia are those who were born during the internet boom and are between the ages of 25 and 34 and this group accounts for 32.5% of the country's total population, or around 8.4 million users (Howe, 2023).

As new media may become popular every few years, the distinct generations among colleagues may have distinct media tastes (Munoz et al., 2013). The communication between colleagues is asymmetrical as a result of these disparities in media preferences because older adults or employees do not use the same media as millennial. Kramer and Myers (2014) stated that millennial or employees that born with similar eras may have similar worldviews especially on the technological advances, societal trends and perspectives, historical events, the economy and even the other influences. By having this review papers on each generation, most organizational communication research on intergenerational issues focused on millennial employees' principles and views towards their elder colleagues.

According to HR Asia (2023), in Malaysia, the millennial generation is the most recent to join the full-time workforce at the start of the 21st century as they are actively attempting to strike a balance between the difficulties of daily life and their desire to influence societal change as a result of recurring crises, which have caused them to reevaluate their priorities. Millennials are frequently stereotyped as entitled and upbeat "digital natives," always linked to one another and to the world through technology, as well as being outgoing, self-reliant, and self-assured (Way and Medved, 2017). In addition to living a digital lifestyle, the 1.8 billion members of the millennial generation, roughly a quarter of the world's population which make up the largest generation in human history (Tilford, 2018). Due to this, this study will help to understand the intergenerational communication within colleagues in the workplace for a better comprehension.

By doing this review, it will encourage the researchers to investigate on the intergenerational communication and its engagement because it allows the employees a chance to learn the history of a previous generation, gives elderly people the opportunity to describe their legacies and connect with younger generations. Both generations will miss out on a valuable opportunity to relate to and engage with a different generation if today's researchers do not support and encourage intergenerational communication (Spudich and Spudich, 2010) especially in this fast-paced digital era.

One of the issues that had been highlighted is the work attitudes and values which involving the usage of digital or advanced technology in the workplace. As mentioned by Way and Medved (2017), the differences exist between millennial and Generation X meanings for the idea of work, and specifically for the colloquialism "a real job." Millennials frequently display high degrees of need for achievement, faith in organizations, and desire for growth at work and Chou (2012) stated that they want work itself to be more rewarding and fun by using the technology for settling their job. For example, the elderly, according to Gursoy et al. (2008), perceived that the millennials employees were thought to have poor work ethics, be unreliable, and view their current positions as merely "stepping stones" to higher ones as they used the digital or technology to be part of the job.

Then, feedback is one particular organizational or intergenerational communication method that has received attention in relation to millennial. Research shows that, even more than their feedback eager elderly colleagues, millennials seek frequent, positive, and open communication in the workplace (Way and Medved, 2017). They constantly gather



and readily share information (Chou, 2012). The utilization of technology and leveraging intergenerational communication are the main top focus for the study to remain enhancement in understanding the impact of intergenerational communication and the usage of digital technology. As stated by Way and Medved (2017), through digital platforms, elderly colleagues can provide groups of millennials feedback and advice at the same time, and reverse mentoring enables fruitful intergenerational communication that support two-way learning processes.

When it comes to technology, millennials bring to the workplace a variety of skills and viewpoints (Meister and Willyeard, 2010). The millennial workforce was raised in environments where technology was the focal point. Millennials who grew up with digital devices may be better able to "access, sort, categorise, and remember" information and interpret fast-moving visuals (Schullery, 2013). Gorman et al. (2004) argued that human resources must strategically utilize millennials when it comes to the implementation of new technological innovations because different generations of workers have different values and skills for using information and communication technology (ICT). According to Gorman et al. (2004), the millennial employees ought to coach and train the elderly employees on how to use ICT actively or in a leadership capacity.

This article's purpose to enhance the understanding of the digital era did impact the intergenerational communication in the workplace to familiarize the employees with the concept a good communication and interaction among the different generations with the assistance of technology really plays the important role in creating a positive working environment, especially in the fast-paced era. It also focused on the bridge that creating the gap between the different generations due to the evolution of the technology in communication skills. This will provide useful information and outcomes with the results from the reviews that will be done to the future study and researchers to acknowledge the relationship between the evolution of the digital era and the intergenerational communication did impact the employees in the workplace.

## 2. LITERATURE REVIEW

### The Evolution of Digital Era

Digital evolution and transformation had become an inevitable competitive strategy in most industries, including agriculture, healthcare, energy, and mobility, leveraged by the remarkable progress of digital technologies (Appio et al., 2021). A rising number of businesses have implemented a digital transformation plan that has altered their activities, processes, and capacities in terms of operations and business models. In response to changing business needs and environments, one of these is the development of digital platform strategy, which offers businesses a new approach to create value (Jingyao et al., 2022). A large number of complements have been created as a result of the rise of digital platforms using its technological and market resources. Likewise, a platform's value creation depends on complementors to innovate and evolve, especially in industries characterized by network effects (Jacobides et al., 2018).

In light of this context, the research reported in this study examined how digital media and related technologies can improve millennials' intergenerational communication competence or skills (ICC). By definition and range, ICC refers to a person's capacity for appropriate and effective communication across a range of cultural or generation contexts which included the main ICC elements are self-awareness, motivation, cognition, and tolerance for uncertainty (Aikat, 2020). Martin (2015) stated that in order to move beyond individualized, reductionistic conceptions, future theoretical study into ICC should

concentrate on frameworks that reflect a more holistic, relational, and spiritual perspective on ICC. As per study, it was recommended to the researchers to concentrate on conceptualizations that respect the numerous cultural identities, the fluid, dynamic, and contested nature of cultures, as well as intergenerational communication (Martin, 2015).

Furthermore, as digital platforms continue to evolve (Cennamo, 2018), platform owners can have new obstacles and challenges (Rong et al., 2013), requiring the governance systems to be modified and altered in order to handle the rising complexity (Jacobides et al., 2018). By having these evolvments of the technology and digitalization, it will offer the new value generation opportunities in terms of intergenerational communication skills which were ushering an emerging post-digital era that is redefining how people live, work, and play (Aikat, 2020). Millennials participate in the media and have an impact on technical advancements through their media consumption which actually influenced on the communication especially with the elderly in the workplace regarding to the job or tasks given (May and Medved, 2017).

In the context of understanding the existing communication uses and needs among older adults, Riche and Mackay (2010) conducted a study aiming to identify the key aspects of these adults that affect their independence and well-being. The researchers discovered that some forms of communication include ongoing knowledge of the other person's condition rather than the direct sharing of messages which is in other words, people frequently interpret what is happening to others using both personal and external indicators (Munoz et al., 2013). Additionally, communication patterns and rhythms play a crucial part in interactions with others particularly in the workplace.

### **The Intergenerational Communication**

Complexity and change are the norm in the face of significant demographic and cultural upheavals, increased diversity, technological disruption, and a post-pandemic workforce (Richards et al., 2023). Today's employment includes workers from different generations, making the impact of age diversity on workplace interactions or communication as an urgent priority (Richards et al., 2023). There is a pressing requirement to establish more productive connections between managers and employees or even the colleagues based on a recognition of generational variations, with an impact on organizational dynamics and success (Urick et al., 2017). While recent research has questioned generational labels, claiming there is "little empirical evidence that generations exist" (Rudolph et al., 2020), there is a sufficient body of research indicating differences exist between generational groups and these differences affect workplace experiences (Sánchez-Marín et al., 2020).

The Accenture report by Daugherty et al. (2019) stated, "Digital is no longer a differentiating advantage – it's now the price of admission". Since practically everyone is now connected to the internet, the post-digital era instead raises the bar for expectations rather than signaling the end of digital technologies (Aikat, 2020). Numerous national and international studies have examined how different generations interact and communicate with one another at work (Richards et al., 2023). Richards et al. (2023) also stated that work engagement is impacted by power distance, or the degree of perceived difference in rank, prestige, or authority among employees which can be often connected with age or generation and tenure. Industry leaders have also been encouraged by the post-digital era to take on its potential (Aikat, 2020). The post-digital media ecosystem mandates use of digital devices such as the mobile phone to accomplish daily tasks (Aikat, 2020) which focused on how the employees communicate in the workplace for a faster interaction.

Intergenerational communication also can be defined as generational diversity of a range of characteristics (Lyons and Kuron, 2014) including the differ in their preferences and pattern of organizations communication practices (Myers and Sadaghiani, 2010). As we can see that it was discovered that younger generations were more adept and more ease using new technology (Vogels, 2019) by utilizing varieties of media and technology to get their tasks or job done and tend to communication with others through learner communication media or by using the latest digital or technology in comparison with the elderly (Lester et al., 2012). This may provide some credence to the anecdotal evidence that is frequently found in the media, which suggests that intergenerational difficulties in the workplace are brought on by variations in the use of communication tools by each generational cohort, particularly when they must coordinate and synchronize communication practices to complete tasks (Myers and Davies, 2012).

Recent research on communication practices in organizations has also focused on computer-mediated communications such as emails, video-mediated communication and any social networking sites (Woodward and Vongswasdi, 2017). This related to the intergenerational communication which particularly each generational cohort makes normative choices for contact that are influenced by shared cultural influences and shared experiences that are particular to each generation which shown by the results in a preference for specific communication media over others that are exclusive (Rudolph, 2021). Here, it appears that different generations favor the same communication method for each type of information. For example, face-to-face communication was preferred by generational cohorts for receiving private and confidential information and for training, while using electronic media was also preferred for routine and procedural and time-sensitive information (Woodward and Vongswasdi, 2017).

### 3. METHODS

Following the PRISMA guidelines, we searched for English papers, peer-reviewed and published in a time range from 2010 until 2023. In terms of the exclusion criteria, works other than research articles published in peer-reviewed journals and theoretical writings on remote work were deemed unrelated to this review.

#### Information Sources and Search Strategy

Databases and search engines, such as ProQuest, Emerald Insights, Web of Science and Google Scholar were employed for the search, which started from June 2023 to August 2023 and applying the following combination of keywords: “digital era” or “intergenerational communication” or “evolution of technology” or “intergenerational relationship” or “digital multigenerational”.

The keywords were divided into two main topics: the definition of the digital era and the evolution regarding to the digital era and intergenerational communication dimensions, particularly in the workplace. These were searched in the publication title or/and abstract or/and paper keywords.

#### Data Collection Process

By using the PRISMA figure and after applying the inclusion and exclusion criteria, a final number of 10 papers was deemed suitable for this review. Literature table reports for each paper information about the methods such as methodology and sample, the digital era and the intergenerational communication definition also with the tested relationships.

#### 4. RESULTS

The details in of the results reported the high variability of the types of organizations, participants' attributes and the definitions of digital or technology era and intergenerational communication reported in the current literature. In spite of that, it is still possible to generalize the individual or generations to adapt the evolution of digital and technology abruptly.

Several studies showed that generations Z really experienced in using the digital aligned with the evolution of the technology globally. Such effects of the advancement of the digital really mediated the role of the generations which influence the intergenerational communication daily because of the level adaptation and skill were different and not synchronize especially to the older generations in the workplace. Other outcomes mentionable in this result related with the behaviour of the generations in order to accept the changes and learn how to polish their skills in using the digital and technology which actually effects the intergenerational communication that should take place for a positive working environment.

Some studies also reported that by having the development of the digital and technology at the workplace, it enhanced the relationship between the generations certainly improved the intergenerational communication as they tried to communicate across their boundaries in order to achieve the organizations' objectives. Among the selected studies, there is one study that mentioned about the work-life balance whenever the digital evolved as it will impact the whole working life of the employees which this part plays the role on intergenerational communication either by having it physically or virtually.

Compared to the other studies, there is one study that also focused on the privacy of the users while using the technology and how the digital evolves especially in the workplace as the older generation may not familiar with the applications and systems. It is different with the young generations that acquainted with the progression of the digital and technology aligned with the needs of this 21<sup>st</sup> century globally. In a study, it is shown that some of the impacts were negative which involving the intergenerational communication as the barriers of the digital really break-through, the generations to communicate effectively.

Studies about the digital and technology are heterogenous as well. Intergenerational communication itself really plays the role in having a good communication skill within the multi-generation with different adaptation and preference. However, this study elaborated from the results that the evolution of the digital can assist the intergenerational communication to become positive and accepted which can improve physically and virtually especially in the multi-generation organizations.

#### 5. CONCLUSION

This review considered that the evolution of the digital and advancement technology really portrayed the importance of adaptability in the intergenerational communication for the working life especially in this fast-paced era. The paper's purpose was to summarize that the assumptions about the revolution of the digital played the role in the communication as well as the benefits and opportunities that should be highlighted especially in the multi-generation organizations. However, our results showed a diverse picture linked with the intergenerational communication influenced by the evolution of the digital as it depends on the adaptability, acceptance and individual skills. This heterogeneity can be affected by the working environment as well and the support from the organizations in which it was implemented.

We anticipate that our findings will be doubly beneficial. First, future studies could examine how our analytical categories changed as a result of the digitalization and its evolution influenced the intergenerational communication. In other words, how the employee acceptance and perceptions have changed following the Industry Revolution 5.0 (IR 5.0) with fast-paced era.

Finally, based on the intergenerational communication sparks the concerned as nowadays the organization received a higher number of millennial and generation z enter the company, organizations will be able to rethink the most suitable and appropriate ways to handle the different generations and create a positive working environment. This will enhance the organizations to be thoughtful and calibrated viewpoint that takes into account the unique characteristics of the employees in adapting the intergenerational communication as well as the organizational and individual components necessary for its long-term viability.

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# It Takes Two to Tango: Unlocking Flood Preparedness in Malaysia Through Social Capital

Mohd Rozaimy Ridzuan<sup>1,2</sup>, Jamal Rizal Razali<sup>2</sup> & Noor Amira Syazwani Abd Rahman<sup>1</sup>

<sup>1</sup>Faculty of Administrative Science and Policy Studies, Universiti Teknologi MARA (UiTM) Pahang Branch, Raub Campus

<sup>2</sup>Centre for Human Sciences, Universiti Malaysia Pahang Al-Sultan Abdullah

*rozaimy@uitm.edu.my*

## ABSTRACT

The increasing frequency and severity of floods around the world are straining social capital, as communities affected by these disasters often rely on their social networks and mutual support systems to cope with the aftermath and recovery efforts. Strong social capital can enhance resilience, facilitating cooperation and resource-sharing among affected individuals and communities during flood crises. However, the literature on the social capital-disaster preparedness nexus has not been holistically examined. Therefore, the purpose of the study is to reduce the gap by investigating the extent to which social capital was practiced in flood preparedness initiatives in Malaysia. This study employs a qualitative research approach using a library search method, focusing on peer-reviewed articles to examine the role of social capital in flood preparedness initiatives within the Malaysian context. The data for this analysis is drawn from published works, particularly journal articles relevant to the subject matter. The study's findings yielded mixed results regarding the extent of social capital's application in flood preparedness initiatives in Malaysia. In light of these findings, this study provides several recommendations to stakeholders to enhance the integration of social capital into future flood preparedness efforts and foster more effective community resilience.

**Keywords:** Community participation, disaster risk reduction, flood, flood preparedness, social capital

## 1. INTRODUCTION

Many countries are experiencing an increase in the frequency of flood disasters, primarily due to climate change. These catastrophes typically strike floodplain regions, leading to widespread property destruction and loss of life (Ridzuan et al., 2023). According to Chan et al. (2018), the most severe consequence is the loss of life, accompanied by permanent psychological and mental damage for the victims. Historically, governments worldwide have primarily focused on structural flood mitigation measures to counter the effects of floods. However, relying solely on structural measures is insufficient to mitigate the impact of floods in the face of increasing climate variability and urbanization trends. In today's changing climate, the frequency and severity of extreme weather events are on the rise.



Traditional structural remedies alone will not be able to meet these developing difficulties. A more comprehensive approach is required to better limit the consequences of floods. This strategy should include both structural and non-structural interventions. Ridzuan et al. (2022) suggested that both interventions are critical in preparing both the government and the public for flood occurrences. Non-structural interventions are vital in improving flood preparedness, and the concept of social capital is an important component of these efforts. Fukuyama (1995) defines social capital as people's ability to collaborate for common goals in groups and organizations. Disaster scholars and policymakers have paid close attention to social capital because of its predictive implications on catastrophe preparedness, risk coping, recovery, and community resilience at both the community and individual levels (Adger, 2010; Aldrich, 2012).

According to Aldrich & Meyer (2014), much research and policy remain focused on physical infrastructure, with significant government investment in improving structures, despite evidence suggesting social variables drive community resilience. Several studies have demonstrated that social capital is critical for disaster preparedness (Chamlee-Wright, 2010; Minamoto, 2010). However, the research on the relationship between social capital and disaster preparedness has not been thoroughly investigated (Abunyewah et al., 2023). Only a small amount of study has been undertaken in Malaysia to determine how social capital helps flood preparedness measures. Therefore, the study's goal is to close the gap by researching the extent to which social capital was utilized in flood preparedness efforts in Malaysia.

## 2. LITERATURE REVIEW

### 2.1 Social Capital Definitions and Concepts

In contrast to physical capital, which exists in a fully material form, social capital only exists intangibly in the form of relationships between and among individuals (Coleman, 1988). This includes the exchange of information, trust, norms, and values. According to Huvila et al. (2014), social capital refers to the relational capital developed within and among people, families, and communities to achieve shared goals and reap rewards through cooperation. It is also defined as the flow of ideas, information, trust, and cooperation among individuals, families, groups, and social networks (Bourdieu, 1986; Woolcock, 1998).

Bonding, bridging, and linking are all types of social capital (Grootaert et al., 2004). The links that exist among members of the same community, whether they be blood relatives, acquaintances, neighbors, or those of the same ethnic background, are examples of bonding social capital (Putnam, 2000). External social capital generated by people of diverse racial/ethnic/geographic/professional/academic/gender identities is known as "bridging social capital" (Szreter & Woolcock, 2004). Social capital is created when individuals in the community connect with those in formal institutions like the government (Grootaert et al., 2004; Woolcock & Narayan, 2000). Based on the above definitions, it can be construed that social capital includes trust, information exchange, and cooperation among individuals, families, and communities, categorized as bonding, bridging, or linking. It serves as a valuable resource, especially in vulnerable areas with weak disaster management capacities and socio-economic challenges.

### 2.2 Disaster Management Cycles

Disaster studies concentrate on four essential factors to reduce damages: prevention, preparedness, response, and recovery (refer Figure 1). Disaster preparedness



is critical for individuals, communities, and even countries to mitigate the effects of disasters (Sadaka et al., 2020). Pre-disaster actions such as prevention, mitigation, preparedness, and early warning were recognized as critical by world leaders and development planners led by the United Nations to reduce the devastating impact of catastrophes (O'Keefe et al., 1976). The paradigm has shifted from responding to disasters to managing disaster risks (Behera, 2023). On a global scale, the United Nations introduced two policy frameworks, namely the Hyogo Framework for Action (2005-2015) and the Sendai Framework for Disaster Risk Reduction, which shifted the focus towards reducing vulnerability rather than solely strengthening infrastructure. Disaster preparedness now encompasses a set of proactive measures aimed at mitigating the impact of impending disasters. These measures include stockpiling essential food supplies, clothing, first aid supplies, medications, and preparing emergency shelters. Additionally, assessing risks to people, places, and assets, conducting capacity-building training, and sharing safety procedures are integral components of disaster preparedness (Behera, 2023).

### 2.3 Social Capital and Flood Preparedness

According to the United Nations Development Programme (UNDP), "cooperation, coordination, collective action, and information sharing" are the cornerstones of effective disaster management (UNDP, 2016, p. 39). Human, monetary, physical, natural, and social capitals are widely recognized as enormous and essential resources for catastrophe risk management and have been the subject of extensive academic investigation. Social capital is seen as one of the key factors among all other capitals in the review article as a means of effectively facilitating the reduction of the effect and impact of catastrophes to a considerable extent (Koh & Cadigan, 2008). Aldrich (2012) and Norris et al. (2002) both note the importance of social capital in helping people and communities respond to and recover from the devastating effects of natural catastrophes. People and communities can benefit from social capital as a resource before, during, and after a crisis for enhanced disaster risk management. Early warning, stockpiling, shelter preparation, repairing of partially damaged houses, early warning, prepositioning of rescue equipment, first aid, and other lifesaving exercises are all made easier by social capital before a disaster occurs (Behera, 2023).

By working together, people with high levels of social capital can "raise awareness of common issues, foster open dialogue about how to address them, and ultimately mobilize political will to lower disaster risk" (Mayunga, 2007, p.7). Those living in areas rich in social capital are more inclined to make preventative measures a priority. People in the Philippines' Antique province, for instance, work together to build dams for flood protection (Bankoff, 2007). Individuals' ability to accept warnings and take preventative measures against disasters is greatly enhanced by their amount of bonding social capital (Nakagawa & Shaw, 2004; Hawkins & Maurer, 2010). Social capital, according to Gaisie et al. (2021), increases Ghanaians' preparedness and thus their resistance to floods. When institutional disaster management capacities are low, reaction time is short, and socioeconomic deprivation is widespread across geographic areas, social capital emerges as a valuable asset in the most at-risk cities of the developing world (Abunyewah et al., 2023).

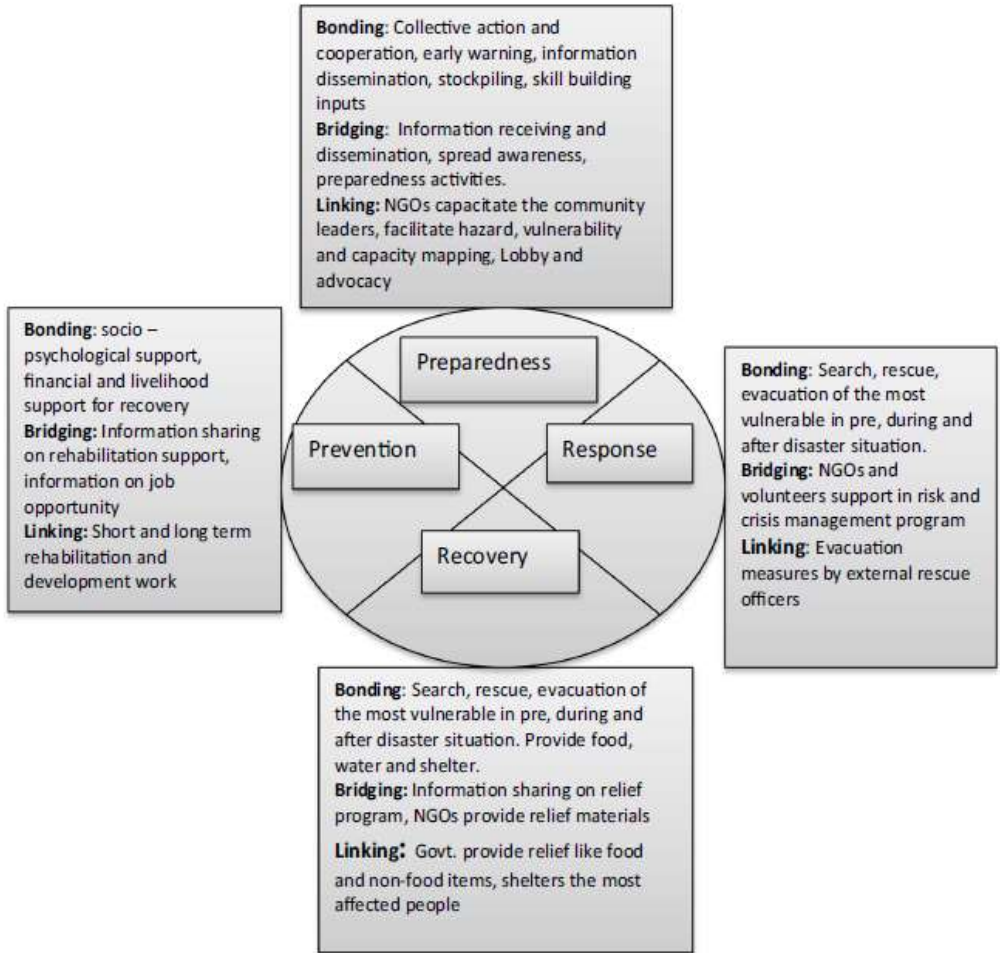


Figure 1: Role of Bonding, Bridging, and Linking Social Capital in Disaster Management Cycle. (Behera, 2023).

### 3. METHODOLOGY

This qualitative study involves searching library databases for relevant literature. The analysis of social capital's impact on flood preparedness in Malaysia is based on a review of scholarly articles. The study aims to inductively examine the role of social capital in influencing flood preparedness levels in Malaysia by surveying secondary sources and compiling pertinent information and results on its function in disaster risk management, particularly in flood preparedness.

### 4. FINDINGS AND DISCUSSION

Sobian (2016) asserts that the public's involvement in disaster risk reduction (DRR) is minimal, with voluntary efforts constituting the bulk of the effort. Budgetary limits, time constraints, human resource constraints, capacity constraints, and the limitations of existing technologies and resources all limit the extent to which the public can participate

in DRR. A lack of discussion on the topic, a failure to emphasize the community's function in disaster management, and an underestimation of the community's capacity to contribute to overall disaster management efforts are all factors that contribute to the community's role in disaster management being overlooked. Community-based disaster risk management (CBDRM), as described by Abdul Rahman (2018), is a preventative method of handling disaster preparedness in Malaysia. Groups most at risk are encouraged to take part in initiatives to reduce their vulnerabilities and boost their capacities. The goal of this program is to encourage participation from residents and government officials to better detect, analyze, eliminate, track, and evaluate threats in the area. As a result, individuals gain the agency to act on their initiative in implementing solutions. This goes beyond the typical disaster management model, which puts the bulk of its focus on recovery and rebuilding in the wake of a catastrophe.

Zahari & Ariffin (2013), Asmara & Ludin (2014), and Sadeka et al. (2020), among others, have performed studies that provide light on the relationship between social capital and flood preparedness in a variety of contexts. Zahari & Ariffin (2013) investigated Segambut, a Kuala Lumpur neighborhood prone to flooding as part of their study. The study's community-based organization (CBO) was found to have informed its members about the risks of flooding in advance of its occurrence by using the public announcement system at the surau, despite the absence of a formal flood warning system in the area. Precautionary steps taken by the CBO and locals in advance of probable flooding occurrences are also examined in their study. They have taken numerous preventative measures that are common knowledge, as evidenced by the responses they gave after witnessing multiple incidents of flooding affecting residents. Community members and those who are just living in that area are both recipients of this information from the CBO. Children were moved to higher ground, valuables were moved to higher cabinets, shelves were installed in the ceiling to protect belongings from water damage and theft, and other similar measures were taken in preparation for the flood.

Asmara & Ludin (2014) looked at the Muar neighborhood to learn how social capital might strengthen a neighborhood's resilience to floods. The residents of the Segamat district appear to have a positive outlook on the flood management strategy currently in place, as seen by their high level of preparedness. Also, in comparison to responsible authorities like local government, social welfare agencies, utility service providers, and the National Security Council (NSC), family and community organizations may appear to be more prepared for future flood disasters. This finding implies that people with these traits are better prepared, more self-reliant, and less dependent on governmental agencies when dealing with flood-related disasters. Households and communities may raise the ground level of their dwellings as one alternative. The findings point to a change in how households and communities see flood catastrophes, with the burden of responding to them shifting from the shoulders of a select few to the shoulders of the entire community. More people are working together and sharing information, which has improved evacuation procedures and lessened the likelihood of adverse outcomes. Household and community perception mapping is crucial since it could aid in the development of mitigation strategies in the event of future flood disasters.

Sadeka et al. (2020) conducted research in Tasik Chini, Malaysia, with the Orang Asli community to evaluate their level of social capital and flood disaster preparedness. A large percentage of families were found to have very deep bonds with each other and with their extended family and neighbors. Mutual trust and help between friends and family members are indicative of a strong social network among the Orang Asli communities. However, the Orang Asli families show little activity in connecting and bridging networks with other people and groups, mostly because of their negative views of those outside their

group. A lower level of disaster readiness was also seen among Orang Asli households. The research also showed that few people participate in either awareness activities or flood control committees. It was also discovered that they have little interest in joining such efforts.

The aforementioned empirical evidence suggests that Zahari & Ariffin (2013) emphasize the significance of robust community ties, namely bonding social capital when institutional disaster management systems are lacking. The proactive involvement of the CBO in notifying people and disseminating information exemplifies the beneficial influence of community cohesion on disaster preparedness. The study conducted by Asmara & Ludin (2014) highlights the importance of both bonding and bridging social capital. The community's elevated degree of preparedness can be attributed to the presence of a robust feeling of community and self-reliance. The transition from a reliance on authorities to a shared sense of responsibility reflects the influential role of social capital in promoting resilience. In their study, Sadeka et al. (2020) emphasized the significance of various types of social capital, such as bridging and linking, in the context of disaster preparedness. The limited connectivity of the Orang Asli community impeded their ability to contact external networks, restricting their access to essential resources and support systems, consequently leading to lower levels of preparation. This emphasizes the need for treatments that try to increase contact with people outside of one's immediate circle and boost confidence in receiving help from others beyond one's inner circle. Collectively, these publications shed light on the value of social capital in emergency management and disaster prevention. Preparedness efforts could benefit from strong community ties and positive perceptions but could be hampered by feelings of isolation and skeptical attitudes towards outside assistance. Building and utilizing social capital within communities is crucial to making them both disaster-resistant and quick to respond.

## 5. RECOMMENDATION AND CONCLUSION

In conclusion, this study, titled "It Takes Two to Tango: Unlocking Flood Preparedness in Malaysia through Social Capital," underscores the critical role of social capital in enhancing flood preparedness in the Malaysian context. The public's limited involvement in DRR is influenced by various factors, including budgetary constraints, time limitations, human resource limitations, capacity constraints, and the constraints posed by existing technologies and resources. In contrast, Segambut and Segamat communities have taken collective measures to prepare for floods. In these communities, families and community organizations appear to be more self-reliant in dealing with flood-related disasters, reducing their dependence on governmental agencies.

The situation differs among Orang Asli communities, where a significant proportion of families have strong bonds within their group and with extended family members and neighbours. Despite these close-knit relationships, the Orang Asli families are less active in forming connections and networks with individuals and groups outside their community. This hesitance is primarily attributed to their negative perceptions of outsiders. It is essential to appoint community liaisons or cultural mediators who can bridge the gap between Orang Asli communities and external agencies. These individuals should be familiar with both cultures and capable of facilitating communication and cooperation. The community should also be made aware of the benefits of working together, including improved disaster preparedness, increased access to resources, and economic opportunities. Orang Asli community members should be actively involved in decision-making processes related to flood disaster preparedness and risk reduction, empowering them to play a significant role in shaping policies and programs that affect their community

This study's findings highlight the importance of community cooperation and mutual aid in enhancing flood preparedness in Malaysia, illustrating the role that social capital plays in bolstering resilience in the face of flood-related challenges. New and better policy instruments for flood catastrophe management should be formulated, operationalized, and implemented with the use of both social capital and state resources. To achieve comprehensive and holistic flood catastrophe management and reduce overall flood losses in Malaysia, all levels of government, from federal to state to local, must embrace an inclusive process of incorporating non-state actors (in the form of social capital).

The importance of community involvement in DRR has been recognized in both the Hyogo Framework for Action 2005-2015 (HFA) and the Sendai Framework for Disaster Risk Reduction 2015-2030 (SFDRR). In Malaysia, the National Security Council Directive 20 (NSC 20) serves as the standard operating procedure (SOP) for disaster management. Originally drafted in 1997, this document acts as a policy framework for disaster management and delineates the general responsibilities of government organizations at the local, state, and federal levels during crises. However, it lacks clarity regarding the role of the community in disaster planning and response. The need for community involvement in disaster management is not adequately emphasized in the NSC 20. Therefore, it is recommended that the NSC 20 document be revised to include explicit language outlining and emphasizing the importance of public and local community engagement in disaster management. The community should actively participate in all phases of disaster management, and as such, guidelines, methods, and processes for such involvement should be incorporated.

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# Identifying Factors Influence Work Performance amongst Kelantan Workers

Nor Sabrina Zahari<sup>1</sup>, Hadhifah Fadhlina Ismail<sup>2</sup>, Mohd Fahmi Zahari<sup>3</sup> & Nurul Ayunie Noor Azume<sup>4</sup>

Faculty of Business Management, Universiti Teknologi MARA Kelantan, Malaysia<sup>1,2,4</sup>

Science, Computer and Mathematics Departments, Universiti Teknologi MARA Pulau Pinang, Malaysia<sup>3</sup>

*sabrina207@uitm.edu.my*

## ABSTRACT

This study is conducted to examine the factors that influence work performance in organization among Kelantan State workers. The objective of the study was: (a) to identify whether work condition influences the work performance; (b) to identify whether office layout influences the work performance of the employees and (c) to identify office equipment affects the work performance of the employees. For the purpose of this study, selected workers from Kelantan State from different background are chosen for 130 employees were selected through random sampling technique. To achieve the objectives, data were collected through a questionnaire. The data analysis showed that work condition, office layout, office equipment have significant influences towards workers performance of Kelantan workers. Overall comparisons reflected that office equipment and working environment dominant over work condition and office layout more in work performance among the employees.

**Keywords:** Work performances, work condition, office layout, office equipment and organization.

## 1. INTRODUCTION

Work performance is crucial to the success of any field of profession. Every worker must contribute to the company's vision and objectives. There is no overall slogan for employee performance; it all comes down to how businesses manage, upskill, and motivate their personnel. Employee performance measures how successfully or poorly an employee performs their assigned work obligations and how quickly they satisfy deadlines or criteria. Measuring employee work performance can assist employers in identifying any flaws in their employee training program and as employers can take further initiative on how to improve the employee work performance.

According to Silitonga and Sadeli (2020), employee performance is frequently interpreted as representative of the organization's performance and has a direct impact on the organization's image. Good work performance can have many advantages for an organization. It can lead to increased productivity, better customer satisfaction, and higher profits. Employees who perform well can also help create a positive work environment that



fosters teamwork and collaboration. Additionally, good work performance can lead to career advancement opportunities for employees.

## 2. PROBLEM STATEMENT

Work performance issues can be caused by various factors. Some of the most common performance problems in the workplace include low-quality output, tardiness or absenteeism, failure to finish tasks on time, and lack of commitment. By improving the performance of an employee, the overall performance of an organization is automatically improved (Ying, 2012).

It is important for managers and employers to identify these issues and address them promptly. Work performance issues can lead to many problems in an organization, such as decreased productivity, low morale, and increased turnover rates. It's important for managers and employers to address these issues promptly and provide support to employees who may be struggling with their work performance.

One of the measurements to relate with work performance is the happiness index. The happiness index is an instrument mostly used by the researchers, community, organizers and policy makers who are seeking to know and try to enhance individual happiness. Employees tend to be happier and more hardworking once they are in good working environment and in good culture. Research by Oxford University's Saïd Business School also found that workers are 13% more productive when happy. Therefore, it's important for managers and employers to create a positive work environment that supports employee well-being and fosters performances.

In this study, the main focus of factors is about work environment that can influence work performances. When the physical environment of the office is good, it positively impacts on the employees' desire to acquire more skills and their level of enthusiasm towards work (Al-Omari & Okasheh, 2017). Similarly, a poor work environment can contribute to staff dissatisfaction with their jobs (Hoboubi et al., 2017). Thus, this study aims to ascertain the work environment elements such as work condition, office layout and office equipment affecting work performance.

## 3. LITERATURE REVIEW

Employee's performance and work performance are frequently influenced by the environment or condition in which they work. Working condition is one of the important things in improving labour performance (Sunarsi, 2019). Each aspect or element of the office environment can have a physical and psychological impact on labour (Quible, 2014). The previous statement is further strengthened by Sunarsi (2019) which mentioned that the work environment or condition indeed affects the physiology and psychology of employees at work, be it the physical or non-physical environment. A conducive working environment also provides a sense of security, allowing worker to perform at their best which positively contributed to their work performance.

Work performance is often affected by the layout of their work areas. Certainly, a well-planned layout does have a positive impact on one's performance at work. The three components of office layout – equipment, the flow of work, and employees are interrelated to produce efficient work areas as it determines labour satisfaction (Quible, 2014) which has a positive relationship with work performance (Inayat & Khan, 2021). According to one study, its analysis yielded results indicating a link between high perceived performance levels and office design (Göçer, Candido, Thomas, & Göçer, 2019). Another study conducted by Kwon & Remøy (2019) yielded results indicating office layout is extremely

important for user satisfaction. Thus, these studies agree with the earlier statement that supports a positive relationship between work performance and office layout.

A study by Hamidi et. al. (2020) found that there is a relationship between labour performance and office equipment and furniture. Moreover, selecting office furniture and equipment requires considerable attention from those responsible for the process. The researcher also stated that equipment and furniture are two other important factors that the organisation should consider before purchasing. This is because giving the process the care and attention it deserves will generally increase employee satisfaction with the equipment and furniture they use. According to Quibble (2014), careful selection of equipment and furniture is needed due to the increased need for employees to perform at work. Munarko (2022) mentioned that office equipment can increase work efficiency and maximize work output.

#### 4. RESEARCH METHODOLOGY

This study uses a quantitative research method where data is collected from a survey through the distribution of questionnaires. For this study, the total population refers to workers in Kelantan State. Thus, the researchers had distributed 130 sets of questionnaires.

Random sampling is applied in this study to divide the respondents from the population out of the total population (Sekeran & Bougie, 2009). Random Sampling technique is implemented in this study. When random sampling is used, each element in the population has an equal chance of being selected. In this study, the survey was conducted in dual-languages (i.e., English and Malay). The 5-points Likert Scale is adopted to allow respondents to express how much they agree or disagree with a particular statement. It ranges from “strongly agree = 1” to “strongly disagree = 5” (Saul, 2008).

Analysis of the data only used Microsoft Excel by applying Analysis of ToolPak. Excel’s Analysis ToolPak is an add-in program that provides data analysis tools. It includes tools for statistical analysis, such as descriptive statistics, regression analysis, ANOVA, and t-tests.

#### 5. FINDING

The analysis of this study also includes the analysis of demographic factors. Table 1 shows a total of 130 workers in Kelantan State were involved in this survey. Most of the respondents were female (60.8%), followed by males (39.2%). The race group majority is come from Malay by 97.7% and followed by Chinese is 1.5% and also Indian just 0.8%. this is consistent because majority in Kelantan people consist of Malay. The age group of the majority of respondents was between 18-28 years old with 78.5%, followed by the group of respondents between 29-39 years old with 15.4%. The majority of the respondents in this study were workers from self-workers by 40.8% followed by private sector about 30.8% and government sector only 28.5%. Most of the respondents has working experience 1-3 years were almost 40.8% followed by below than 1 year experience 31.5%. Working experience for 4-6 years contribute 15.4% but 7-9 years and also above 10 years working experience contribute only 6.2% for both categories.

Table 1: Demographic Analysis

Profile		Frequency	Percentage
Gender	male	51	39.2
	female	79	60.8
Race	malay	127	97.7
	chinese	2	1.5
	Indian	1	0.8
	Others	0	0.0
Age	18-28	102	78.5
	29-39	20	15.4
	40-49	6	4.6
	50 above	2	1.5
Status	single	100	76.9
	married	29	22.3
	others	1	0.8
Occupation	government sector	37	28.5
	private sector	40	30.8
	self employed	53	40.8
Working experience	below 1 year	41	31.5
	1-3 years	53	40.8
	4-6 years	20	15.4
	7-9 years	8	6.2
	above 10 years	8	6.2

Table 2: Normality test

Item/Variable	Work conditions	Office layout	Office equipment	Work performance
Mean	1.978	2.149	2.171	2.098
Kurtosis	-0.472	-0.659	-0.711	-0.370
Skewness	0.170	0.134	0.013	0.257

Based on Table 2, all mean scores for the variables are above 1.5 (between 1.9 until 2.171). For the normality test, the value of skewness is less than 0.5 indicated that the data are comparatively symmetry and the value of kurtosis fall within the range of negative (kurtosis > 3 indicate that the data are widely spread around the mean). The result shows that the data are normally distributed.

Table 3: Descriptive Statistics

Variables	Mean	Standard Deviation
Work conditions	1.978	0.660
Office layout	2.149	0.648
Office equipments	2.171	0.614
Work performance	2.098	0.661

Table 3 shows the mean and the standard deviation for all variables involved in this study. The respondents were asked to rate the variables statement from 1 to 5 (1 = strongly

disagree, 2 = disagree, 3 = mixed feeling/neutral, 4 = agree, and 5 = strongly agree). The mean for work conditions is 1.978, office layout 2.149, followed office equipment 2.171 and also work performance is 2.098. Furthermore, the respondents were asked to rate the dependent variable statement from 1 to 5 where 1 = strongly agree, 2 = agree, = mixed feeling/neutral, 4 = disagree, and 5 = strongly disagree. From these figures it indicates that the respondents agreed about the factors influence the workers in Kelantan.

Table 4: Reliability test

Variable	Cronbach's alpha	Number of items
Work conditions	0.953	5
Office layout	0.930	5
Office equipment	0.931	5
Work performance	0.942	5

The most popular technique for assessing reliability, such as the dependability of a measuring scale or internal reliability, is Cronbach's alpha ( $\alpha$ ) (Nunnally & Bernstein, 1994) Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. So, these Cronbach's Alpha has been used as a reliability coefficient to determine the internal consistency of the scale. Table 4 shows all of the variables are regarded as excellent or reliable when the Cronbach's alpha value  $> 0.9$ .

Table 5: Summary Statistics

Regression Statistics	
Multiple R	0.872630431
R Square	0.76148387
Adjusted R Square	0.755804914
Standard Error	0.326573424
Observations	130

According to Table 5, the R Square for the model is 0.761 that indicates 76.1% of the dependent variable (work performances) can be explained by the three independent variables (work conditions, office layout and also office equipment).

Table 6: ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	3	42.90177	14.30059	134.0887198	4.78856E-39*
Residual	126	13.43793	0.10665		
Total	129	56.33969			

\*Significant at 0.05 significant level

Refer to Table 6 above, this is the Analysis of Variance (ANOVA) shows that the significant F value is 4.78856E-39 with a 0.05 significance level. Thus, the regression model for the three predictors (work conditions, office layout and also office equipment) have statistically significantly explained the variation in work performances.

Table 7: Summary of Regression Coefficient

	Coefficients	Standard Error	t Stat	P-value
Intercept	-0.038070444	0.110349	-0.345	0.730669903
Work conditions	0.19199831	0.062453	3.074285	0.002587493*
Office layout	0.3469872	0.069911	4.96325	2.19989E-06*
Office equipment	0.465694432	0.079702	5.842939	4.11756E-08*

\*Significant at 0.05 significant level

Based on coefficients value in Table 7, it shows all the variables are positive relationship with work performances. One percent improvement in work conditions will influence 0.19% increase in work performance. One percent increase in improvement of office layout will influence 0.34% in work performance. For office equipment, if one percent increase improvement in office equipment so it will influence 0.46% work performance.

Refer to Table 8, the individual t test by using p values, all the variables are statistically significant influence towards work performance when all the p values are less than significant level 0.05. besides that, the variable office equipment is the highest influence towards work performance (when the t stat value is the highest 5.843)

## 6. CONCLUSION

The findings from this research conclude that work condition, office layout and office equipment are the determinants of work performance. These factors were found significant in affecting the work performance among the workers in Kelantan State. By understanding the determinant of work performance, the suitable action can be taken in order to manage and control work performance related event or acts. Thus, some recommendations to employer, stakeholders and also policy makers to creating policies to monitor and assess the performance of workers and help supporting programmes to encourage and boost the workers performance. Though, continued research is needed to improve this study and to address the limitation of the present study.

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# Artificial Intelligence Applications in Education Towards Student's Performance: A Proposed Framework

Purnomo M Antara, Asma' Rashidah Idris, Aini Hayati Musa, Sarah Mardhiah Selamat, Farrah Nadia Baharuddin & Raja Mayang Delima Mohd Beta

Faculty of Business and Management, Universiti Teknologi MARA, Negeri Sembilan, Malaysia

*purnomomantara@uitm.edu.my*

## ABSTRACT

The evolution and emergence of AI had changed the landscape of educational approaches. This paper propose a framework in examining the application of Artificial Intelligence in education towards student's performance. The Technological Acceptance Model will be used as underpinning theory to assess the perceived ease of use and perceived usefulness of artificial intelligence application in education and how the usage of AI will affect the student's performance. Understanding this is crucial for educators, policymakers, and learners alike, as it provides multiple perspective on the challenges and opportunities that shape the education landscape today.

**Keywords:** Artificial Intelligence, Education, Performance, TAM.

## 1. INTRODUCTION

Artificial Intelligence (AI) has emerged as a transformative force in numerous domains, reshaping the ways in which we interact with technology, data, and information. One particularly promising frontier for AI is the realm of education. The integration of AI into education has the potential to revolutionize teaching and learning, providing personalized, data-driven insights to improve student performance, engagement, and overall educational outcomes. As we navigate the ever-evolving landscape of AI-driven educational technologies, it becomes essential to develop a robust conceptual framework that theorizes the application of AI in education and its impact on student performance.

The aim of this conceptual paper is to delve into the multifaceted relationship between artificial intelligence and education, examining the theoretical underpinnings, practical applications, and potential implications of AI in enhancing student performance. Through this exploration, we hope to shed light on the evolving dynamics of the educational ecosystem and offer a roadmap for educators, policymakers, and researchers seeking to harness the potential of AI to optimize teaching and learning.

## 1.1 The Evolution of Education

Education has been a cornerstone of human society for centuries, evolving in response to changes in technology, culture, and the demands of a rapidly evolving world. Traditionally, education has primarily relied on face-to-face interactions, physical textbooks, and standardized testing as the key tools for disseminating knowledge and assessing student performance. However, with the advent of the digital age, new opportunities have emerged, offering a fresh perspective on education. Education is a fundamental element of human civilization, constantly evolving to meet the needs of changing societies, technologies, and educational philosophies. This essay will trace the evolution of education through key historical phases, highlighting pivotal moments in the development of educational systems and methods. It is essential to understand the historical context of education to appreciate the modern educational paradigms (Smith, 2018).

The advent of technology, particularly the internet, has revolutionized education. Distance learning and online education have become prevalent, offering accessibility and flexibility to learners of all ages. E-learning platforms, virtual classrooms, and open educational resources have transformed the way education is delivered and received (Wilson et al., 2018). The 21st century has brought a renewed focus on skills like critical thinking, creativity, communication, and collaboration. Personalized learning, powered by adaptive technologies and artificial intelligence, tailors educational experiences to individual student needs. This approach aligns with the idea that education should not only impart knowledge but also develop skills and competencies necessary for an ever-changing world (Brown & Lee, 2017).

## 1.2 The Emergence of Artificial Intelligence

Artificial Intelligence, which refers to the development of computer systems capable of performing tasks that typically require human intelligence, has gained tremendous momentum in recent years (Brown & Smith, 2021). Machine learning, deep learning, natural language processing, and data analytics have all contributed to the rise of AI. These technologies are now being integrated into various sectors, including healthcare, finance, manufacturing, and education. The foundations of AI can be traced back to the mid-20th century when pioneers like Alan Turing and John McCarthy began exploring the concept of machine intelligence. Turing's work on the Turing Test and McCarthy's coining of the term "artificial intelligence" laid the groundwork for future developments (Turing, 1950; McCarthy, 1956). The 21st century witnessed the proliferation of AI in daily life. AI-driven personal assistants, recommendation systems, and autonomous vehicles became a reality. AI also made significant inroads in healthcare, finance, and customer service (Russell & Norvig, 2021). The emergence of AI has raised complex ethical and societal questions. Issues like bias in AI algorithms, job displacement due to automation, and privacy concerns have become focal points of discussion. Researchers and policymakers are actively addressing these challenges (Bostrom & Yudkowsky, 2014). The field of AI will remain a dynamic and exciting area of exploration, with ethical considerations and responsible development playing pivotal roles in its future direction.



### 1.3 The Intersection of AI and Education towards Student's Performance

The education sector has witnessed a significant transformation with the integration of AI. Artificial Intelligence (AI) has emerged as a groundbreaking force in the field of education, bringing about significant changes in the way we teach, learn, and assess educational outcomes. AI applications range from adaptive learning systems that provide tailored content to each student, virtual tutors, and smart content recommendation systems, to automating administrative tasks and generating data-driven insights for educators (Johnson, 2019). The integration of Artificial Intelligence (AI) into education has the potential to revolutionize the way students learn, interact with content, and ultimately, improve their academic performance. However, the successful implementation of AI in education depends on whether students and educators are willing to accept and use these technologies. To explore this crucial aspect of AI in education, the Technological Acceptance Model (TAM) serves as an effective theoretical foundation. Next section delves into the TAM as an underpinning theory for studying AI applications in education and its impact on student performance.

## 2. LITERATURE REVIEW

### 2.1 Technological Acceptance Model (TAM)

The TAM was developed by Fred Davis in the late 1980s and later expanded by Venkatesh and Davis (2000). It is a widely recognized model used to explain and predict user acceptance of technology. TAM is based on the premise that an individual's intention to use a technology is primarily influenced by two key factors: perceived ease of use (PEOU) and perceived usefulness (PU). PEOU represents the extent to which an individual believes that using a technology is free from effort, while PU reflects the belief that using the technology will enhance their job performance or productivity (Davis, 1989). To study how AI applications influence student performance, we can apply TAM to understand the acceptance of AI technology by both educators and students.

#### 2.1.1 Perceived Ease of Use (PEOU)

Perceived Ease of Use (PEOU) refers to the extent to which an individual believes that using a particular technology will be free from effort and not require substantial cognitive or physical exertion. It is a critical component that helps explain user behavior, adoption, and acceptance of technology. In essence, PEOU reflects the user's perception of how user-friendly, straightforward, and uncomplicated the technology is (Davis, 1989). Studies applying PEOU have found that when users perceive a technology as easy to use, they are more likely to adopt it. For instance, research in the e-commerce context has shown that consumers are more inclined to make online purchases when they find the website's navigation and checkout process straightforward and uncomplicated (Agarwal & Prasad, 1997). Therefore, it was hypothesized that:

*H1: Perceived ease of use will affect the usage.*

Besides, study by Chasandra et al. (2020) examined the relationship between PEOU and PU in the context of smartphone adoption. The study found a positive and significant relationship between these constructs, indicating that users who perceived smartphones as easy to use were also more likely to consider them useful. Therefore, it was hypothesized that:

*H2: Perceived ease of use will affect the performance.*

### 2.1.2 Perceived Usefulness (PU)

Perceived usefulness, in the context of AI applications, relates to how educators and students perceive the impact of AI on their learning experience and performance. For educators, this may involve evaluating whether AI tools help in lesson planning, grading, or delivering personalized instruction. For students, it could be about how AI applications enhance their understanding of concepts, engagement, and ultimately, academic achievement (Venkatesh et al., 2003). In the workplace, employees are more inclined to accept and use technology that they believe will improve their job performance. When an enterprise resource planning (ERP) system is perceived as useful for streamlining business processes, managing data efficiently, and facilitating decision-making, employees are more likely to embrace it (Legris, Ingham, & Colletette, 2003). Therefore, it was hypothesized that:

H3: Perceived usefulness will affect the usage.

### 2.1.3 Usage and Performance Impact

Goodhue and Thompson (1995) and Ioimo and Aronson's (2003) studies found that usage is a predictor of individual performance. This study suggests that students or lecturers who are using AI in education can directly improve student's performance. Therefore, we suggest the following hypothesis:

H4: Usage will affect the performance.

As a summary, the research framework was developed, and four hypotheses will be tested in this study. If the AI is perceived ease of use for students and lecturers, it will lead to the usage of AI in education (*H1*) and perceived usefulness (*H2*). Besides, if the students and lecturers perceived AI to be useful, it will lead to the usage (*H3*) of AI in education. In addition, the usage of AI will result in greater student's performance (*H4*). The research model developed in this study will enable more useful results to be generated.

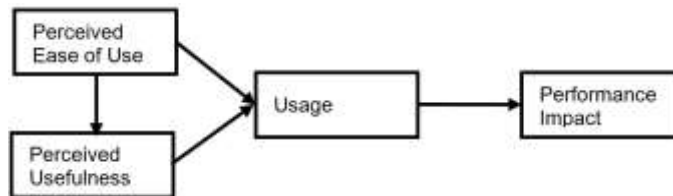


Figure 1: Research Framework and Propositions of the Study

## 3. CONCLUSION

The Technological Acceptance Model (TAM) has been a foundational framework for understanding the factors that influence the acceptance and usage of technology in various contexts. Its core principles of perceived usefulness and ease of use have provided valuable insights into individuals' decision-making processes when it comes to technology adoption. Over the years, TAM has been applied in a wide range of fields, from e-commerce to healthcare and education, helping researchers and practitioners better understand technology acceptance and usage patterns. As technology continues to evolve, TAM and its extensions remain relevant for analyzing and predicting user behavior in a rapidly changing digital landscape. The Technological Acceptance Model (TAM) offers a robust theoretical foundation for studying AI applications in education and their impact on student performance. By focusing on perceived ease of use and perceived usefulness,

researchers can gain valuable insights into the factors influencing the adoption of AI in educational settings. Empirical studies have shown that a positive perception of AI technologies can lead to improved student outcomes. However, as AI continues to transform education, addressing contextual variations, ethical concerns, and the changing role of educators remains essential. By further investigating the intersection of AI and education through the lens of TAM, researchers can contribute to a deeper understanding of this transformative partnership.

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# Demographic Shift and Financial Stability: Implication for Banking Institutions

Asma' Rashidah Idris, Raja Mayang Delima Mohd Beta, Aini Hayati Musa,  
Farrah Nadia Baharuddin, Sarah Mardhiah Selamat,  
Purnomo M Antara & Asiah Ali

Faculty of Business and Management, Universiti Teknologi MARA, Negeri  
Sembilan, Malaysia

*asmar440@uitm.edu.my*

## ABSTRACT

This paper discusses the profound impact of demographic change on banking institutions. It explores the implications for banking intermediation, regulatory compliance, financial needs, wealth management and estate planning, digital accessibility, long-term care financing, and risk management. Through comprehensive analysis and adaptation strategies, banks can proactively address the challenges and opportunities presented by an ageing population.

**Keywords:** Demographic shift, Finance, Financial Stability, Banking Institution

## 1. INTRODUCTION

Since the late 1990s, research on the demographic change has gained significant attention from economists and researchers. Demographic shift refers to changes in the size, structure, and distribution of a population over time, often involving factors like birth rates, death rates, and migration patterns. Most countries will experience substantial demographic shifts in these coming decades due to changes in fertility, life expectancy, and migration (Bloom, Canning and Malaney, 2000).

## 2. IMPLICATION FOR BANKING INSTITUTION

It is claimed that demographic change might have a negative impact on GDP per capita. Demographic change is likely to affect the banking intermediation ratio due to growing non-banking financial intermediaries such as insurance companies, investment funds and pensions. This indicates that demographic change is probably gives strong pressure on the demand for banking institutions; in form of loans and deposits (Imam, 2013).

The effect of demographic changes on financial stability is commonly discussed in the economic literature. According to the theory of asset meltdown hypothesis, a surge in the proportion of pensioners as percentage of the total population triggers a decline in asset prices as pensioners are unproductive agents who dissave during their old age. Thus, there might be fewer economically active individuals who act as buyers in the capital markets (Schich, 2008).

## 2.1 Regulatory Compliance

Regulatory frameworks may need adjustments to address the unique financial challenges and protection needs of an ageing population. Banks must stay compliant with evolving regulations. By recognizing and proactively addressing these impacts, banks can position themselves to meet the changing demands of their customer base and contribute to financial stability in the context of an ageing population (Davis, 2007; Eichengreen 2023).

## 2.2 Shift in Financial Needs

As number of old-age population is more than working population, the financial needs evolve. Banks must adapt old-age population products and services to cater to retirees for example focusing on wealth management, retirement planning, and healthcare financing. These financial needs will increase demand for retirement-focused financial products, such as annuities and pension plans, requires banks to develop and offer tailored solutions (Singh, 2013)

## 2.3 Wealth Management Challenges

Managing accumulated wealth becomes crucial. Banks may need to provide specialized advisory services to help older clients navigate their financial portfolios (Gamble, Boyle, Yu, and Bennett, 2015). There is a growing need for estate planning services. Banks can offer expertise in areas like wills, trusts, and inheritance planning to meet these demands (Ogawa and Matsukura, 2007).

## 2.4 Digital Literacy and Accessibility

The digital realm can be like learning a new language for older individuals. Not all of them have grown up with technology, making it challenging to adapt due to unfamiliarity with devices, software, and online interfaces. Additionally, changes can be overwhelming, and the fast-paced nature of technological advancements make them feel like they are constantly playing catch-up. Therefore, banks must ensure that their digital services are user-friendly and accessible for older customers. Addressing potential challenges related to digital literacy becomes essential (Peicheva and Raycheva, 2016).

## 2.5 Long-Term Care Financing

With the increasing healthcare expenses linked to an ageing population, banking institutions can certainly consider engaging in partnerships or services related to financing and insurance for long-term care. Forming partnerships with insurance providers or developing specialized financial products for long-term care can strategically position banks. This approach enables them to meet the distinct needs of an aging population, offering solutions that alleviate the financial challenges associated with long-term care and promoting a more holistic approach to financial well-being (McPake and Mahal, 2017).

## 2.6 Risk Management

Assessing and managing risks associated with an ageing clientele, such as credit and longevity risks, becomes integral for banks to maintain financial stability (Rostgaard, 2015).

### 3. CONCLUSION

As demographic change continues to unfold, banking institutions must proactively adapt to meet the evolving needs of their customer base. Regulatory compliance, product innovation, digital accessibility, and risk management emerge as pivotal areas of focus. By strategically addressing these challenges, banks can position themselves to thrive in an era characterized by significant demographic shifts.

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# Digitalization Towards Human Resource Management: A Conceptual Paper on Challenges and Opportunities

Sarah Mardhiah Selamat, Aini Hayati Musa, Asma' Rashidah Idris, Farrah Nadia Baharuddin, Purnomo M Antara & Raja Mayang Delima Mohd Beta

Faculty of Business and Management, Universiti Teknologi MARA, Negeri Sembilan, Malaysia

*sarah468@uitm.edu.my*

## ABSTRACT

The present era of rapid digitalization across all industry has led to better business opportunities in the global market. To be specific, the digitalization towards human resource (HR) enable HR professionals to easily gain, access and solve many complexities in making decisions for employees. While many job openings exist and educational programmes are adjusting to produce more candidates for the jobs opening, many employers are concerned with the talent pool available. Major challenges of digitalization towards HR have been identified in this study. This paper proposes the conceptual framework on the challenges faced by HR professionals, which are skill gaps and training needs, data security and privacy concerns, resistance to change, and cost and resource allocation. It is hoped that the proposed conceptual framework may contribute to the body of knowledge as additional potential variables for scholars. Besides, it is hope to significantly assist HR professionals in performing their functions more effectively.

**Keywords:** Digitalization, skill gaps, data security, resistance to change, resource allocation

## 1. INTRODUCTION

The digitalization of human resource management (HRM) has become a strategic imperative for most contemporary manufacturers (Ghobakhloo, Vilkas, Stefanini, Grybasukas, Marcinkevicius, Petraite & Sarvari, 2023; Wang, Zhang, Xiong, Li, Liu & Ma, 2022). An increasing number of enterprises are seeking digitalization and digital transformation to renew their strategies to adapt to environmental change (Wang *et al.*, 2022). Furthermore, digitalization is believed to offer countless opportunities to the employers nowadays as various benefits are increased efficiency, improved data management, enhanced employee experience, and improved organization's agility (Wang *et al.*, 2022). Wang *et al.* (2022) emphasized that the advancement of digital technologies provides window of opportunity for managers to deal with the challenges of business activities and cost control.

Technological advancement has led to many challenges to HR professionals to make decision in recruiting, training and retaining talented employees who can assist in



exponential growth in an organization (Arora, Prakash, Mittal & Singh, 2022; Wang *et al.*, 2022). Despite of many possible values supporting digitalization, smaller enterprises are struggling with the technological transformation needed by this paradigm (Ghobakhloo *et al.*, 2023). Furthermore, enterprises that possess digitalization in practice, tend to devote more resources to adapt with digitalization transformation. In order to enhance performance of the enterprises, there are several challenges that Human Resource (HR) professionals need to address.

## 2. LITERATURE REVIEW

### 2.1 Skill gaps and training needs

With the increasing usage of computers and machines, employees' skills and knowledge must be constantly update in order to produce innovative products and provide better service. While the largest need are employees with the skills to build the enabling networks and technologies, the shift that employees are expected to be skilled in knowing how to maximize the potential of digitalization (Schirf & Serapiglia, 2017).

Despite of many schools, colleges and universities, as well as technical and vocational education and training (TVET) programmes have been offered, there are still complaints and dissatisfaction from employers as to the readiness of these potential employees attributed to changing skill sets and moving targets of evolving technology (Schirf & Serapiglia, 2017). Achtenhagen and Achtenhagen (2019) argues for a need to upgrade qualifications, as digitalization makes work and production processes more interdependent and complex. In some industries, new methods of work are being introduced all the time and employees have little opportunity to learn. Therefore, organizations must be able to provide appropriate training to their employees so that they will be able to perform their job according to the level of knowledge and skills.

### 2.2 Data security and privacy concerns

With the digitalization of human resource processes, a large amount of sensitive employee data is stored electronically, make it vulnerable to cyber threats. In practice, cyber security is a constantly evolving cycle of threat re-assessment and vulnerability identification (Schirf & Serapiglia, 2017). Organizations need to spend high costs for strong data protection and to keep from breaches and unauthorized access.

Despite the hype need of preserving data security and privacy, many companies are facing with the problem of hiring knowledgeable security professionals to defend their information technology (IT) systems (Schirf & Serapiglia, 2017).

### 2.3 Resistance to change

Technological changes has become one of the external forces of change to an organization. Employees might resist to accept the transformation of digitalization towards HR processes due to lack of understanding, lack of flexibility, fear of unknown, fear of job displacement, or simply aversion to change (Ghobakhloo *et al.*, 2023; Srivastava & Agrawal, 2021).

Srivastava and Agrawal (2021); added that resistance to change by employees is a major constraint to the successful introduction of new structures and practices within an organization, whereby the uncertainty felt by employees during the change process may result in negative feelings towards the organization. Therefore, it is essential for the



organization to implement change management strategies that address these concerns and facilitate a smooth transition.

## 2.4 Cost and resource allocation

Budgeting constitute important and fundamental of financial management which is part of internal control systems used for effective and efficient resource allocation (Kwarteng, 2018). Human resource or staffing is one of the major functions in management, which relates to making decision in relation to resource allocation for the achievement of organizational objectives (Kwarteng, 2018).

Using digital technology to transform traditional human resource practices is one of the dominators of digitalization strategies which integrates all the related systems within an organization (Andersen, Nielsen & Kim, 2019). Implementing and maintaining digital HR systems can be expensive, especially for smaller enterprises. With the potential to reduce costs and improve human performance, cost on resource allocation is given significant attention (Wang *et al.*, 2022; Andersen, Nielsen & Kim, 2019). To conclude, allocating sufficient resources and budget for the implementation, training, and maintenance of digital HR technologies is a significant challenge that organizations need to address.

## 3. METHODOLOGY

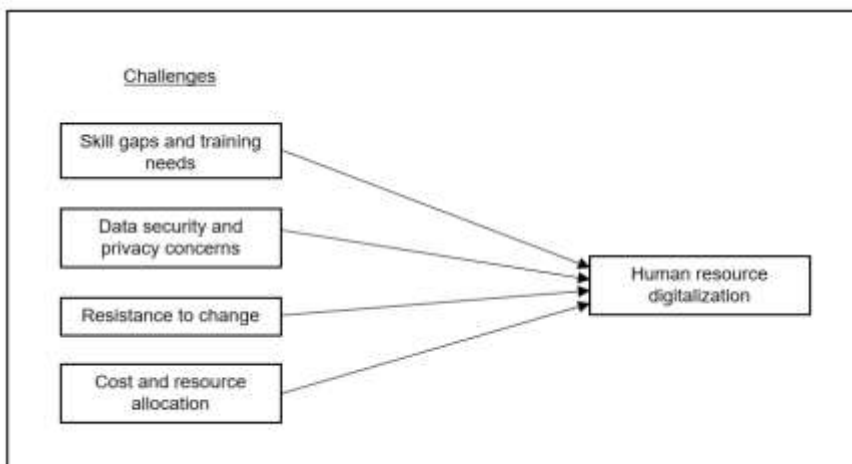


Figure 1: The proposed conceptual framework

## 4. CONCLUSION

Schools, colleges and universities can better prepare their graduates the more they can integrate experiences that emphasize these skills into their coursework, which later will lead to more satisfied employers have wide pool of talent employees. Inevitably, transforming traditional practice to digitalization could increase cost but it would be beneficial towards new generations of technologies and new platforms for data storage and record keeping management.

To address these challenges, HR professionals need to invest in comprehensive training programme, robust data security measures, effective change management strategies, and continuous monitoring of regulatory compliance. Besides, management should take suggestions from employees on how to improve the adoption of technology to

enhance the functions of HRM and thus, fostering a culture of continuous learning and adaptability can help employees embrace the digital transformation of HRM.

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# The Role of Food Quality, Price and Responsiveness in Developing Customer Satisfaction in Local Restaurants

Farrah Nadia Baharuddin, Purnomo M Antara, Sarah Mardhiah Selamat,  
Aini Hayati Musa, Asma' Rashidah Idris &  
Raja Mayang Delima Mohd Beta

Faculty of Business and Management, Universiti Teknologi MARA, Negeri  
Sembilan, Malaysia

*farrahnadia@uitm.edu.my*

## ABSTRACT

Customer satisfaction is one of the critical elements in any business. It associated with customer is the key to profits for any business and business are dependent on their customers. In today's fierce competition, customers expectation as well as customer perception should be fulfilled to reach customer satisfaction. Therefore, this conceptual paper aims to identify the influence of food quality, price of the product, responsiveness on customer satisfaction in the context of local restaurants services with the aim to provide a better understanding of customer satisfaction in this context.

**Keywords:** Customer satisfaction, food quality, price, responsiveness, local restaurant.

## 1. INTRODUCTION

The intense competition in the hospitality industry has led the key players to monitor environmental changes in the industry. As many consumers compare two or more products or services in the same products category, they are consciously concerned about food quality, the quality of service from the restaurant as well as the physical environment quality of the restaurant (Rajput & Gahfoor, 2020). Furthermore, Majeed et al. (2022) revealed that price is one of important factors in creating customer satisfaction. The study by Saad Andaleeb and Conway (2006) found that responsiveness by the frontline employees has significantly impact on customer satisfaction in the restaurant industry, By fulfilling the expectations with excellence of customer service, therefore, it achieves greater customer satisfaction. As such, maintaining the excellent service quality is the best practice to maintain customer satisfaction as well as customer loyalty in the local restaurant (Razak et al., 2020). Failure to do so, there are possibilities to lose their customers and struggle to service in the industry.

## 2. LITERATURE REVIEWS

### 2.1. Food Quality

One of the important elements in the restaurant industry is the quality of food the being served to customers. Food quality is one of the substantial conditions to fulfil the needs and expectations of the customers. As such, the food quality is the necessities elements to fulfil the restaurant's overall experience. therefore, by providing quality of the food by the restaurant, it is considerably to customer satisfaction (Rajput & Gahfoor, 2020). The elements of food quality inclusive the factors of the presentation, taste, freshness, menu variety, nutrition as well as temperature. Furthermore, food quality is significantly impact on the customer satisfaction among Malay food restaurants in Malaysia (Bashir et al., 2022).

### 2.2. Price of the Food

Customers will purchase products or services if they perceived the products or services are worth of their money and they consider the purchase to be valuable to them. Therefore, customers satisfaction is fulfilled if they believe that the money, they spend is worthwhile on the hight-quality products or services matches their expectations. Hasbullah et al. (2021) found that price fairness is one of the critically significant on customer satisfaction among fast food restaurants in Malaysia. Moreover, the study by Wicaksana et al. (2021) reveals that price has a positive and significant effect on customer satisfaction among customers in Bali Resort.

### 2.3. Responsiveness of the Frontline Employees

Responsiveness is defined as the ability of a firm to respond to the needs of customers in terms of speed, quality as well as flexibility. The study of Saad Andaleeb and Conway, (2006) found that customer satisfaction was influenced most by responsiveness of the frontline employees, followed by price and food quality. The previous study also found that responsiveness is significantly influenced on customer satisfaction among restaurants customers (Putta, 2023). It also consistent with the findings of Murad and Ali (2015) that acknowledged that responsiveness performed a highly significant on customer satisfaction among fast food and conventional restaurants in Pakistan.

### 2.4. Customer Satisfaction

Customer satisfaction develops the feelings of well-being as well as pleasure from feelings of fulfilment of customer expectations from the services. Customer satisfaction is defined as "the customer's subjective assessment of the consumption experience, grounded on certain associations between the perceptions of customer and objective characteristics of the product" (Pizam et al., 2016). Therefore, customer satisfaction in which the cumulative experience of consumption that develop good feelings. In order to maintain survival in hospitality industry in the context of restaurant, managers should focus on customer satisfaction as it affect on revisit intention (Rajput & Gahfoor, 2020).

### 3. METHODOLOGY

The study attempts to assess the factors that influence customer satisfaction among customers of local restaurants in Malaysia. The proposed independent variables are food quality, price of the food as well as responsiveness of the frontline employees. The dependent variable is customer satisfaction among hijab fashion consumers. The structured questionnaire will be given to respondents in regard to assess their customer satisfaction among local restaurants customers. Moreover, several statistical tools will be adapted for the study, namely, descriptive analysis, correlation as well as multiple regression. Thus, the proposed conceptual framework are as follows: -

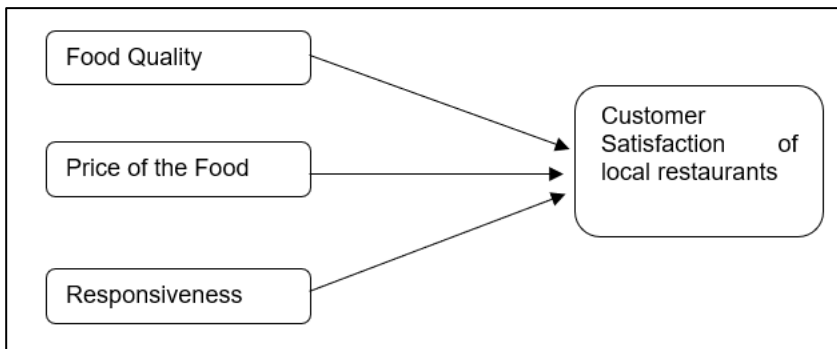


Figure 1: The Conceptual Framework of the study

### 4. CONCLUSION

In this paper, the study is proposed to conceptually assess the factor influencing customer satisfaction on local restaurants among customers in Malaysia. Food quality, price of the food as well as responsiveness of frontline employees are the proposed variables in developing customers satisfaction on local restaurants among local restaurants consumers. It is hoped that the proposed framework will contribute for scholars, local restaurants managers as well as marketers in providing fruitful insight. Thus, it is recommended for future researchers to do an empirical study on the proposed framework.

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# The Role of Packaging, Brand Reputation and Product Quality as Influence Factors in Selecting Cosmetic Products

Aini Hayati Musa, Farrah Nadia Baharuddin, Sarah Mardhiah Selamat,  
Asma' Rashidah Idris, Purnomo M Antara &  
Raja Mayang Delima Mohd Beta

Faculty of Business and Management, Universiti Teknologi MARA, Negeri  
Sembilan, Malaysia

*aini\_hayati@uitm.edu.my*

## ABSTRACT

In any business, one of the most important components is customer satisfaction. Any business's ability to make profit depends on its ability to serve its clients, and thus is related to customers. Customers' expectations and perceptions must be met in today's cutthroat market in order to achieve their satisfaction. Good packaging not only keeps the goods safe but also raises the bar on perceived quality in general. In the cosmetics sector, firms must invest in research and development, as well as strict quality control, because the quality of their products directly affects consumer trust and brand reputation. Due to its direct impact on customer loyalty, sales, and overall performance, building and maintaining a good brand reputation is crucial for organizations. Thus, the purpose of this conceptual paper is to better understand consumer satisfaction in the context of the cosmetic industry by identifying the impact of product quality, brand reputation, and packaging on customer satisfaction.

**Keywords:** Packaging, brand reputation, product quality, product, cosmetic product

## 1. INTRODUCTION

One of the most crucial factors in the publication of eye-catching pictures is packaging. Colors, symbols, items, and emblems have historically been the most significant and intensive shipping connections between customers and brand owners. Given that consumers frequently associate product packaging with positive feelings, it functions as a silent salesperson. Clients may choose a product packaged with recycled materials out of concern for the environment. A pretty notable challenge for advertising is the ongoing progress of packaging due to the combination of growing consumer awareness and fierce competition. (Rambabu and Porika, 2020).

In marketing, an organization's reputation is determined by stakeholder evaluations of its ability to live up to expectations over time. Brand reputation is a significant factor in the cosmetics industry. Customers trust well-established brands with a solid reputation. You're more likely to believe in a brand's new launches if you've used their items in the past and know them well. A product's perceived worth can be influenced by a brand's strong reputation. If a reputable brand produces goods, customers could be willing to pay

extra for them. In addition to being an instructive and protective component, packaging plays a significant role in marketing within the cosmetics business. Brand awareness, customer decisions, and the general user experience are all impacted. That is why it is so important to the creation and promotion of cosmetic products.

In the cosmetics market, brand reputation is vital. Customers frequently seek out companies that have a good reputation for their products' quality, safety, and moral behavior. A strong brand reputation in cosmetics is influenced by various factors such as product efficacy, safety, customer feedback, ingredient disclosure, ethical sourcing, and marketing. Sustaining a favorable image necessitates constant excellence and prompt attention to client issues. It is also impacted by the brand's dedication to sustainability and position on matters such as environmental responsibility and animal experimentation.

## 2. LITERATURE REVIEW

### 2.1. Packaging

Our proposal, grounded in Gestalt theory, suggests that the functionality of packaging can facilitate the consumption of products. This means that the packaging itself possesses features that actively assist users in accomplishing their consumption aims, hence supporting the goals that consumers have in mind while utilizing it. As a result, the packaging starts to play a crucial role in how a product is perceived overall (Baccarella et al., 2021). Additionally, packaging can draw customers' attention and influence their POS decision-making (Phillips and Bradshaw, 1993; Prendergast and Pitt, 1996; Wells et al., 2007). (Husić-Mehmedović et al., 2017; Orquin et al., 2020; Underwood et al., 2001). Consequently, increased product sales may result (Silayoi and Speece, 2004; Baccarella et al., 2021). Packaging that enhances customer value and positively influences product evaluations can be designed to actively facilitate product use and boost convenience of use (Baccarella et al., 2021).

One of the key elements of promotion, price, and structuring is packaging. A true, ground-breaking bundle would be discovered by many shoppers, raising people's expectations for what they would be able to buy. Excellent packaging that leaves a lasting impression on the customer. Customers continue to think along those lines, wanting to search for the item even after making a purchase, thereby putting themselves forward. Given the competitive markets for packaged food goods, packaging design is crucial as a tool for branding and marketing. An important part of a package is its visual components, which many customers use to symbolize the product—especially those who are not very involved or hurried. Although the majority of consumers have said that they use label information, they would want it to be more straightforward (Silayoi and Speece, 2004; Rambabu and Porika, 2020).

### 2.2. Brand Reputation

Research supports the idea that consumers typically have stronger brand attachments (Lin et al., 2011). Prior research has demonstrated that value consciousness positively affects consumers' perceptions of items (Riquelme et al., 2012). It makes sense to assume that value-conscious consumers will have greater faith in their judgment, which will enhance the brand's standing (Nik Hashim et al., 2023).

While there are different definitions for brand reputation, scholars generally concur that reputation is the result of the cumulative views or assessments of many stakeholders about the brand over an extended period of time (Fombrun and Van Riel, 1997; Rust et al., 2021; Shamma and Hassan, 2009; Veloutsou and Moutinho, 2009). Put differently, brand



reputation is built through the accumulation of brand images (Veloutsou and Delgado-Ballester, 2018). Brands need a good reputation in order to succeed and make money (Herbig and Milewicz, 1993; Veloutsou and Moutinho, 2009; Arantola and Juntunen, 2023).

According to Burmann et al. (2009), brand has a significant role in influencing consumers' decisions to buy and use products. Corporate identity and brand identity are synonymous in this study (Balmer and Greyser, 2006). Brand identity, according to Nandan (2005), is the means by which an organization tries to define itself. According to Nandan (2005), a company creates its brand identity to differentiate itself from competitors by combining a number of elements, including brand vision, brand culture, brand strategy, and brand presentation. Brand identity expresses brand managers' idea of "how a brand should be perceived by its target audience" and serves as a crucial tool for inspiring and guiding effective brand building (Aaker and Joachimsthaler, 2000, p. 27; You and Hon (2021).

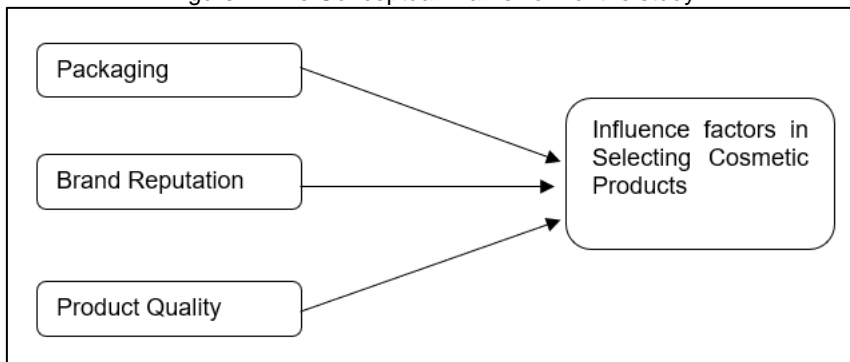
### 2.3. Product Quality

Customer perceptions of a product's excellence and performance are known as perceived quality. According to Zeithaml (1988; Aaker (1991), perceived quality is a representation of consumers' opinions of the general excellence or superiority of a product or brand. Subjective quality is determined by how consumers perceive the product's overall quality, while objective quality is determined by the physical makeup or engineering of the product (Grunert, 2005; Dubey et al, 2020).

## 3. METHODOLOGY

The aim of the study is to assess the variables that affect Malaysian consumers' satisfaction with cosmetic products. The proposed independent variables are packaging, brand reputation, and product quality. The dependent variable is influence factors in selecting cosmetic products. To gauge the respondents' level of satisfaction with cosmetic purchases, a standardized questionnaire will be provided. Multiple regression, correlation, and descriptive analysis are some of the statistical techniques that will be modified for the study. Thus, the proposed conceptual framework are as follows:

Figure 2: The Conceptual Framework of the study



## 4. CONCLUSION

In this paper, the study is proposed to conceptually assess the variables that affect Malaysian consumers' satisfaction with cosmetic products. Packaging, brand reputation,

and product quality are the proposed variables in this study. It is intended that the suggested framework will help academics, managers, and marketers by offering insightful information. It is therefore advised that future researchers do an empirical investigation using the suggested paradigm.

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# Workplace Vitality: A Holistic View - Balancing Burnout and Excellence from an Islamic Perspective

Raja Mayang Delima Mohd Beta, Sarah Mardhiah Selamat, Aini Hayati  
Musa, Asma' Rashidah Idris, Farrah Nadia Baharuddin  
& Purnomo M Antara

Faculty of Business and Management, Universiti Teknologi MARA,  
Negeri Sembilan, Malaysia

*drmayang@uitm.edu.my*

## ABSTRACT

In today's dynamic and competitive work environments, the concept of workplace vitality has gained paramount significance, as organizations and individuals seek to thrive while maintaining well-being and balance. This research delves into the multifaceted realm of "Workplace Vitality: A Holistic View - Balancing Burnout and Excellence from an Islamic Perspective." Workplace vitality, which encompasses well-being, productivity, and harmony, is crucial for both individual and organizational success. The study explores the pervasive issue of job burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, and its far-reaching consequences. It delves into how job burnout influences in-role and extra-role performance, considering the core job responsibilities and voluntary contributions that shape work-life balance. What makes this research unique is the incorporation of Islamic principles into the analysis. Islam, a way of life deeply rooted in ethical values, offers a holistic framework to address the challenges of modern work life. By considering Islamic concepts such as 'Ihsan' (striving for excellence), 'Sadaqah' (acts of goodness), and 'Barakah' (blessings), this study seeks to uncover effective strategies for mitigating burnout and enhancing in-role and extra-role performance while promoting well-being and harmony. This research recognizes the global relevance of the issues it addresses, as burnout knows no boundaries. The study aims to offer actionable insights and guidance to individuals, organizations, and scholars seeking to create workplaces that foster vitality, excellence, and holistic well-being, irrespective of cultural or religious backgrounds. By examining the interplay between burnout, performance, and Islamic principles, it aspires to contribute to a comprehensive and inclusive discourse on these vital topics.

**Keywords:** Workplace Vitality, Job Burnout, Islamic Perspective, In-Role and Extra-Role Performance, Well-being, Holistic Work-Life Balance

## 1. INTRODUCTION

In today's rapidly changing and highly competitive work environments, the concept of workplace vitality has taken center stage as organizations and individuals strive to achieve sustainable success. This thesis delves into the multifaceted realm of "Workplace Vitality: A Holistic View - Balancing Burnout and Excellence from an Islamic Perspective." The workplace, often considered a crucible for human experience, offers unique challenges

and opportunities. One of the critical challenges faced by employees and organizations alike is the phenomenon of job burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. Burnout has far-reaching consequences, impacting not only individual well-being but also the performance of organizations.

This research endeavors to explore the interplay between job burnout and workplace vitality through the lens of Islamic principles. Islam, a comprehensive way of life, offers invaluable insights into achieving balance, excellence, and well-being in both professional and personal spheres. By considering the Islamic perspective on work, which encompasses concepts such as 'Ihsan' (striving for excellence), 'Sadaqah' (acts of goodness), and 'Barakah' (blessings), we aim to uncover effective strategies to mitigate burnout and enhance in-role and extra-role performance.

## 2. PROBLEM STATEMENT

The modern workplace is a dynamic and demanding environment where employees and organizations are continually striving for success, productivity, and well-being. Yet, the prevalence of job burnout has become a significant issue, undermining individual and organizational vitality. Job burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, has far-reaching consequences, affecting not only employee well-being but also the performance and sustainability of organizations.

The challenge lies in understanding how job burnout influences both in-role and extra-role performance, encompassing core job responsibilities and voluntary, value-added contributions, and how these factors relate to the broader context of work-life balance. With a view to addressing this challenge, this research seeks to explore these critical dimensions and their impact through the unique perspective of Islamic principles. The issue of job burnout is universal, transcending cultural, geographical, and organizational boundaries, making it essential to consider diverse perspectives and approaches in its mitigation. An Islamic perspective, deeply rooted in a holistic way of life and ethical values, offers a distinctive and holistic framework to address this issue, promoting not only individual well-being but also fostering a positive work environment.

By recognizing this problem statement, we acknowledge the imperative to study the dynamic interplay between job burnout, in-role and extra-role performance, and the ethical, spiritual, and practical guidance provided by Islamic principles. The need for an integrated approach that balances burnout and excellence while respecting cultural diversity is underscored, thereby contributing to the development of effective strategies and interventions that can alleviate burnout and enhance overall workplace vitality. This research endeavors to shed light on this intricate relationship, with the aim of offering guidance to individuals, organizations, and scholars seeking to create workplaces that embody excellence, harmony, and holistic well-being, regardless of their cultural and religious backgrounds.

## 3. IN-ROLE AND EXTRA-ROLE PERFORMANCE FROM AN ISLAMIC PERSPECTIVE

In Islam, the Quran contains a complete code of life for the individual and society. *Alhamdulillah* (Praise be to Allah), the Quranic way of life is far superior to the 'isms' that modern man has invented out of sheer ignorance. Who can give better guidance than the Creator Himself always being questioned. In other words, for whatever position, the person must be responsible and accountable not only to himself or herself but also to the

employers, to the society which includes the environment and most importantly to God. These responsibilities are in fact aligned with current management practices. Likewise, Islam also advocates hard work, and the holy Qur'an has used the term "itqan" to mean perfect order or perfectionism. Perfectionism means not only working hard but also means excellent execution. In Islam, working with good intentions is a must and the means for doing it are more important than the ends themselves. Thus, perfectionism (itqan) advocates working hard and effectively as well as with the right means and with good intentions.

### 3.1. Perceived Job Burnout from an Islamic Perspective

A person's religious belief has an important bearing on his personality and his outlook in life. By putting the trust in God, a believer minimizes the stress on him by reducing his responsibility and power to control his failures. The researcher explained in details how the Quran deals with such situations. From the Islamic perspective, Allah S.W.T says in the Holy Quran that humans will be tested with emotional disturbances, the losses are a part of trial for them. Whatever people are given is a gift from God which people are not their owners. Everything belongs to God and returns to Him. Hence, if people do not own these things why mourn their loss or wax proud on receiving them. Only God knows what the ultimate destiny is. People cannot peek into their future. People have a limited free will; people are free to choose between good or bad, to believe in God or not to believe in Him, but people have no control over future not related to our ability to act in the present. Worrying over such things is of no use. Rejection of faith in the Quran is described as a disease, its cause being arrogance and reluctance to accept truth.

## 4. FINDINGS AND ANALYSIS

### 4.1 The Effect of Religious Personality in the Relationship between Job Demands and Perceived Job Burnout

According to Zainudin (2015), analyzing the moderating effect for the model with latent construct is very complicated. The normal modeling procedure using interaction terms is not practical with latent constructs since it would cause problems with model convergence as well as distortion of standard errors. In the end, it resulted in model misfit and the procedure stops.

Table 1 The Moderation Test for Religious Personality Group Data

	Constrained Model	Unconstrained Model	Chi-Square Difference	Result on Moderation	Result on Hypothesis
Chi Square	2151.7830	1943.4420	208.341	Significant	Supported
DF	493	492	1		

*H6: Religious Personality has moderating effect in the relationship between job demands and perceived job burnout* Supported

The moderation test for High religious personality is significant since the difference in Chi-Square value between the constrained and unconstrained model is 208.341, while the Degree of Freedom is  $493 - 492 = 1$ . For the test to be significant, the difference in Chi-

Square value must be higher than 3.84 with 1 degree of Freedom (Zainuddin, 2015). The test of hypothesis for moderation that has been carried out found that the moderator variable for High religious personality does moderate the relationship between job demands and perceived job burnout.

Table 2 The Moderation Test for Low Religious Personality Group Data

	Constrained Model	Unconstrained Model	Chi-Square Difference	Result on Moderation	Result on Hypothesis
Chi Square	1130.1189	1097.6994	32.4195	Significant	Supported
DF	493	492	1		
<i>H6: Religious personality has moderating effect in the relationship between job demands and perceived job burnout</i>					Supported

The moderation test for Low religious personality is significant since the difference in Chi-Square value between the constrained and unconstrained model is 32.4195, while the Degree of Freedom is  $493 - 492 = 1$ . For the test to be significant, the difference in Chi-Square value must be higher than 3.84 with 1 degree of Freedom (Zainuddin, 2015). The test of hypothesis for moderation that has been carried out found that the moderator variable for Low religious personality does moderate the relationship between job demands and perceived job burnout.

## 5. CONCLUSION

As presented in the conceptual model, religious personality was expected to have a positive moderating role between job demands and perceived job burnout. These perspectives are necessary and would be sufficient to establish a moderation effect (Namazia & Namazi, 2015). Accordingly, this study proposed that religious personality would moderate the job demands and perceived job burnout. The result of the data analysis has shown a significant and positive link between job demands and perceived job burnout when religious personality was being tested as the moderator in the relationship existed. The higher religious personality possessed by the academicians may overcome the perception of facing job burnout with a high job demands.

The result also showed that the link between those academicians who faced with high work pressure and emotional demand was much related to the anti-social personality that will increase their in-role performance. However, those academicians who were facing with high emotional demand may also need to have a strong ritual behaviour of religious personality that might increase their both performance in in-role and extra-role. From the analysis, it can be seen that those academicians who were facing with role conflict which may disrupt their extra role performance, might need a very strong pro-social personality for example in their relationship especially with co-workers, friends, colleagues and other related person. Last but not least, the analysis also revealed that academicians who faced with work hassles possessed pro-social behaviour that still can increase their extra-role performance.

With increasing organizational demands and complexity, organizational leaders are apt to struggle with work overload and burnout. However, little research has been conducted that examines spirituality and its relationship to burnout and the specific spiritual practices contributing to leaders' emotional and psychological health, sense of well-being, and organizational effectiveness. Pastors, one viable group of leaders, encounter



leadership and spirituality issues as part of their ongoing personal development and vocational calling.

Research has shown that the average pastor works between fifty and sixty hours per week, spends limited time in personal spiritual formation activity, and lacks a close personal friend or support-accountability network (Jenkins, 2002; Jenkins & Wulff, 2002). While nurturing others spiritually, pastors often tend to neglect their own personal spiritual growth (Hall, 1997). Burnout has been identified as a complex psychological syndrome comprised of three constructs: (a) emotional exhaustion, (b) disengagement, and (c) reduced personal accomplishment (Maslach & Jackson, 1986).

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# Content Validation of the INCLUSIVE-SDER INDEX: A Teaching and Learning Pedagogical Preparedness Questionnaire in Catering Towards Inclusivity for Visually and Hearing-Impaired (Sensory Disabilities) Learners

Surinder Kaur Satwant Singh & Mardziah binti Shamsudin

Language Centre, National Defence University of Malaysia

*surinderkaur@upnm.edu.my*

## Abstract

This study explores the readiness of teaching institutions in Malaysia, specifically tertiary institutions towards inclusive education. A set of 63 items were constructed into a questionnaire investigating the teaching and learning pedagogical preparedness for both visually and hearing-impaired learners (sensory disabilities) and the results were analysed quantitatively via statistical analysis. The questionnaire was piloted to 10 respondents and further validated by two senior lecturers. The piloted questionnaires were formulated into four sections, studying institution readiness in terms of i) learning resources & course delivery, ii) assessment mode, iii) facilities / assistive devices and iv) instructor readiness for a specific language teaching and learning program. A face validity and content validity were performed on the items, and minor amendments were made upon piloting the survey. The findings demonstrate reliable internal consistency with Cronbach's Alpha = 0.79. It can be concluded that the "Inclusive-SDER Index" is a valid and reliable instrument and can be readily used in assessing the pedagogical readiness for inclusive education at tertiary education, especially in catering towards learners with sensory disabilities and further encourage inclusivity among learners in Malaysia.

**Keywords:** *Inclusive Education, Pedagogical Preparedness, Sensory Disabilities*

## 1. INTRODUCTION

Inclusive education is currently viewed as a global movement in the world of education (Tomlinson, 2017). The introduction of inclusive education brings a shift in the paradigm of thinking within the education system as well as the social world. Due to its' impact on several aspects of our lives today, it is crucial for all parties to understand that inclusive education is indeed significant in terms of ensuring that all students in Malaysia are allowed access towards the same education opportunities. The ideology is clear and relevant, which is to enable education for all, including learners with specific sensory disabilities. The development of this questionnaire aims at investigating the level of preparedness of tertiary institutions in Malaysia in terms of supporting inclusivity for learners with sensory disabilities, as well as to support the Government's aspirations

towards achieving the Sustainable Development Goals (SDG), through which the social model fulfils SDG goal 4, achieving quality education.

**2. LITERATURE REVIEW**

**2.1 Inclusivity for learners with sensory disabilities**

According to Supiah (2005), the number of learners with impairments related to the sense of sight and hearing has constantly been increasing every year and this growth appears worrying. More often, students who belong to this group are separated and taught in special classrooms. Supiah (2005) further explains that these students are often excluded from normal classes and are only seen as “different”. Walton (2023) explains there needs to be an understanding in various aspects before inclusive education is carried out. These aspects include teacher readiness, facilities and other crucial conditions that could accommodate to these changes. Interestingly, according to the Malaysian Education Roadmap progression, much of inclusion specifically in terms of meeting with learner’s classroom basic needs and assistance in learning ends at Secondary Schools. Figure 1.0 describes this progression.

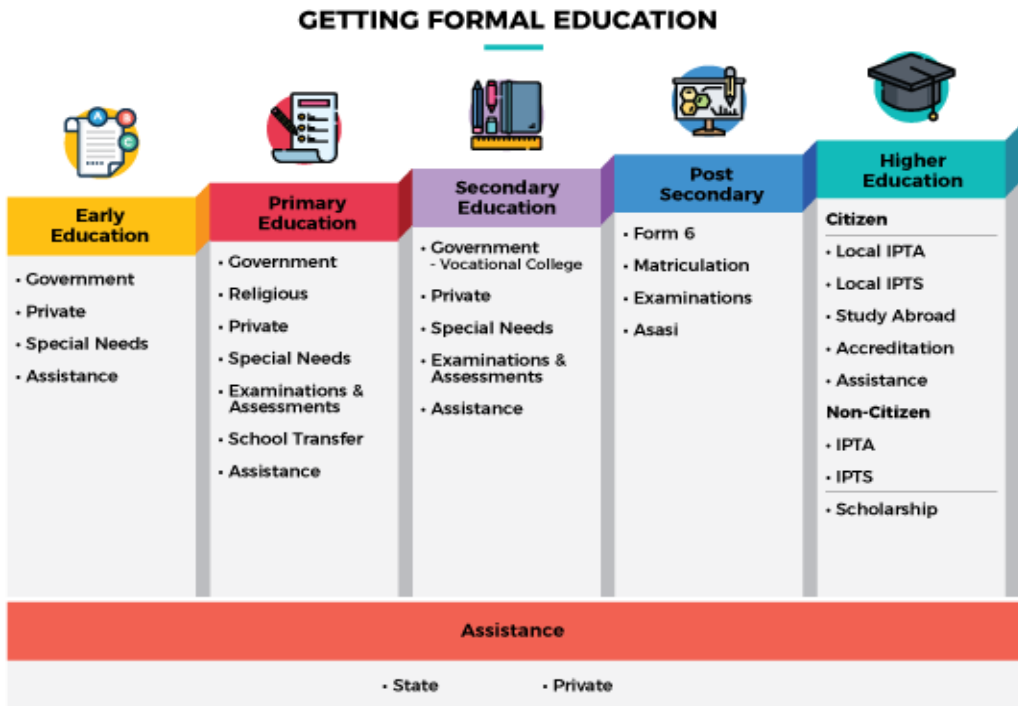


Figure 1.0 Malaysian formal education pathway, by MAMPU (2021)

Based on the figure above, it is evident that the tertiary education pathway in Malaysia has supported the notion of inclusivity, however this effort ends at tertiary level, especially when students with special needs and disabilities unfortunately often choose to end their education pathway after secondary schools.

**2.2 Sensory Impairments; Definitions and Education opportunities**

Learners with visual disabilities refer to those in need of extra help due to vision problems. The World Blind Welfare Council considers a student to be visually impaired if he or she is unable to see directly, the ability to see no more of 6/60 or 20/200 with Snellen Test or generally have limited vision by being able to see with only 20c/o of lighting (Siti Rubiyani Omar & Abd Aziz Sulaiman, 2017). Students with hearing disabilities on the other hand, refer to those who have hearing problems. They have a display of certain characteristics, such as paying less attention in the classroom, failure in understanding instructions, being less involved in activities related to speech, often asking questions about assignments repeatedly, being weak in academic achievement, possess poor communication skills and have awkward conversational manners and constantly trying to read lips while communicating (Siti Rubiyani Omar & Abd Aziz Sulaiman, 2017).

Preliminary studies conducted by researchers within the domains of public tertiary or higher learning institutions in the Klang Valley area revealed that majority of these institutions where not fully prepared to accept students with sensory disabilities sight and hearing because they don't have infrastructure and conducive facilities, learning resources and course learning inappropriate, assessment mode that cannot be carried out to less students sensory effort and also the readiness of teaching staff who are still at the level low. Hence, this index can be a guide for institutions to not only prepare, but also review their current teaching curriculum and pedagogy to suit the preferences or to be inclusive towards these group of learners.

### 3. METHODOLOGY

The validation of this index was conducted both qualitatively and quantitatively, whereby qualitatively, two senior language lecturers were appointed to review the items in the index. Simultaneously, the questionnaire was piloted to 10 respondents to obtain the *Alpha-Cronbach* Value. This qualitative approach revealed the Internal consistency values of all items as well as according to specific sections which represent a part of the main theory for this research.

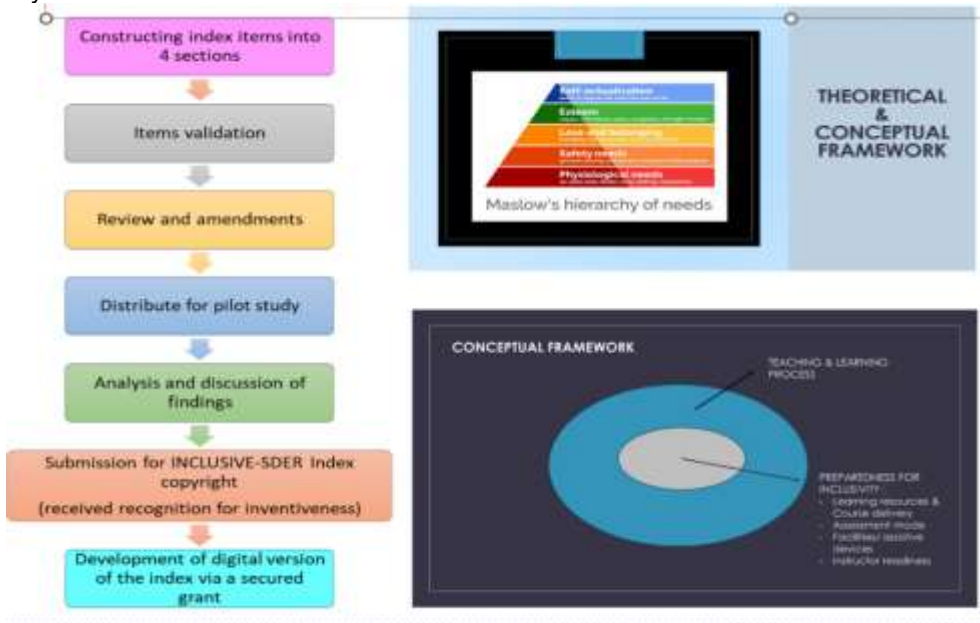


Figure 2.0 Research Process, Theoretical & Conceptual Framework of the Study

#### 4. RESULTS AND DISCUSSION

This study provides a comprehensive content validation of the Inclusive SDER index, based on both qualitative and quantitative methods. To verify the reliability of the index, Cronbach's alpha score was calculated. An overall Cronbach's alpha coefficient of 0.79 indicated satisfactory internal consistency and demonstrated the instrument's reliability. Cronbach's alpha values for each section, as well as for the overall index completed by the 10 experts were also calculated. The obtained alpha values ranged from 0.75 to 0.85, indicating that the index was considered reliable and that the items were considered suitable for use (Way & Kah, 2023). The overall Cronbach's Alpha value for each section and overall questionnaire is shown in Table 1.

Table 1 The Cronbach's Alpha value for each section and overall questionnaire

Section	Cronbach's Alpha Value
Learning Resources and Course Delivery	0.75
Assessment mode	0.71
Facilities and Assistive Devices	0.78
Instructor Readiness	0.85
Overall	0.79

To determine the face validity, the index was distributed to 10 language instructors that are generally experts in their own areas. The language instructors covered men and women, different age groups, years of teaching and the number of times they received training for inclusive education. They were asked to identify the weaknesses and ambiguities of the index, as well as provide constructive comments on its clarity, rationality, conciseness, and appropriateness, and lastly, improve it. In terms of content validity, comments, and ideas from these 10 experts are taken into consideration for further development of the index. Their suggestions for modification or elimination were used in refining the index.

Based on their feedback and comments, almost all experts expressed that the items constructed has clarity and can be easily comprehended. However, some words or terms that may cause different interpretations were revised. Other comments that are to include the definition of learners with impairment, categories of the items, the order of the items, the composition of items and the extent to which the set of items comprehensively covers the components wished to be measured. A few changes were made to the items in the index before the official distribution process. Example changes are shown in Table 2.

Table 2 Example of changes made to the index based on the feedback of experts in the process of content validation.

Feedback	Context	Changes to the questionnaire	Example of changes
Item order and significance	Items should be rearranged in a logical order to avoid misunderstandings.	The order of items was reorganized.	For example, item regarding Learning Resources and Course Delivery were moved to the first part of the survey.
Comprehension and clarity	Some of the experts expressed that the items are comprehensible and	A few items were reworded and rephrased.	For example, one item in the Assessment

clear enough, but somehow needed specific terms to enhance clarity.

Mode item was reworded:  
 - There is an audio/speech technology available to assist learners during their assessment.  
 - There is an audio/speech application or software available to assist learners throughout their assessment.

## 5. CONCLUSION AND RECOMMENDATION

This study explores the validity and reliability of an index aiming at finding out the readiness in assessing the pedagogical readiness for inclusive education. Both the quantitative and qualitative show a structure composed of 63 items arranged in four different sections, has the clarity and good reliability indicators. Hence, this index can be a beneficial, easy and quick tool for the Ministry of Higher Education, public and private higher learning institutions, as well as teaching professionals to analyse their readiness towards inclusive learning. The responses given by respondents of this index is crucial in manoeuvring the direction of implementing inclusive education, as well as determining the best practices and strategies for learners with impairments in classroom. In the light of these findings, it is matter of interest for future research to include a larger scale of respondents and hopefully may help to generate more impactful findings.

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# A Framework Development of Organization Commitment Using Active Learning

Goh Kok Ming

SJKC Hua Lian 1

*kokming888@gmail.com*

## ABSTRACT

This systematic literature review delves into the pivotal role of active learning in fostering organizational commitment. Leveraging pedagogical, technological, institutional, and digital technology support, the study unveils profound findings that illuminate the intricate relationship between active learning strategies and an organization's commitment to its employees. Pedagogical strategies form the bedrock of active learning, embracing diverse learning methods that cater to various employee preferences. Technological innovations emerge as a vital enabler, offering dynamic platforms for immersive learning experiences. Institutional commitment, as exemplified by leadership involvement, is a linchpin for driving active learning initiatives. Furthermore, digital technology support has emerged as a powerful catalyst, allowing for tailored learning experiences and the facilitation of continuous feedback and assessment mechanisms. The systematic literature review underscores the symbiotic relationship between active learning and organizational commitment. It reveals that active learning initiatives, with their multidimensional approach, not only enhance employee engagement but also serve as a crucible for skill development. This immersive learning culture paves the way for a significant cultural shift towards lifelong learning. Organizational commitment is bolstered as employees experience a sense of shared responsibility for their professional development. This heightened commitment fosters a more engaged and competitive workforce. In conclusion, this review unveils the multidimensional nature of active learning's impact on organizational commitment. It serves as a clarion call for organizations to embrace active learning strategies, underpinned by pedagogical, technological, institutional, and digital support, to invigorate their commitment to employee growth and development, ultimately gaining a competitive edge in the market.

**Keywords:** Active learning, organizational commitment, strategies

## 1. INTRODUCTION

Organizational commitment and active learning are two fundamental elements that play pivotal roles in the development and success of both individuals and institutions. Organizational commitment refers to the level of dedication and loyalty an employee feels towards their organization, while active learning is an educational approach that promotes engagement, participation, and critical thinking among learners. Together, these concepts intersect in the realm of employee development and organizational growth. Organizational commitment is essential for fostering a positive workplace culture and employee retention. It leads to increased productivity, employee satisfaction, and a shared sense of purpose within the organization. Active learning, on the other hand, is a dynamic educational



strategy that empowers individuals to take charge of their learning journey, equipping them with the skills and knowledge necessary to excel in their roles.

In this context, the integration of active learning techniques within organizational settings can nurture and strengthen organizational commitment. By promoting continuous learning, skill development, and problem-solving, active learning not only benefits individual employees but also contributes to the overall growth and adaptability of the organization. This synergy between organizational commitment and active learning serves as the foundation for a thriving and resilient workforce and institution. In this paper, we will explore the interplay between organizational commitment and active learning, delving into how these two concepts can mutually reinforce each other, leading to a more engaged and committed workforce that drives organizational success

## **2. LITERATURE REVIEW**

### **2.1 Active Learning**

A robust literature review on the application of active learning within organizational settings reveals the transformative potential of this approach. Active learning, traditionally associated with educational contexts, has gained recognition for its effectiveness in enhancing employee development and organizational success. Research by Johnson et al. (2014) highlights the practicality of active learning in organizational environments. It emphasizes that organizations employing active learning methods empower their employees with critical thinking skills, problem-solving abilities, and a culture of continuous improvement. This is essential in a rapidly changing business landscape where adaptability is paramount.

Furthermore, active learning aligns with the principles of knowledge management (Dalkir, 2005). It facilitates the sharing of tacit knowledge among employees through collaborative activities and discussions, leading to the creation of a knowledge-rich workplace. In doing so, active learning becomes a cornerstone in cultivating a learning organization (Garvin, 1993), where learning is not just an event but an ongoing process embedded in the organizational culture. However, it is crucial to acknowledge the challenges associated with implementing active learning in organizations. These challenges may include resistance to change, resource allocation, and the need for skilled facilitators. Research by Marsick and Watkins (1990) provides insights into strategies to overcome these challenges. In conclusion, active learning holds immense potential in fostering a culture of continuous learning and development within organizations. It empowers employees to adapt to changing business landscapes, drives knowledge sharing, and contributes to creating learning organizations. As the business world evolves, active learning emerges as a valuable tool for organizational success.

### **2.2 Organizational Commitment**

Organizational commitment, a concept central to the field of organizational behavior, has been extensively explored by scholars. Meyer and Allen (1997) introduced the widely acknowledged model of organizational commitment, comprising affective, continuance, and normative commitment. Affective commitment is marked by employees' emotional attachment to the organization, continuance commitment by perceived costs of leaving, and normative commitment by a sense of obligation to stay. Research by Meyer, Stanley, Herscovitch, and Topolnytsky (2002) suggests that affective commitment is linked to positive outcomes such as job satisfaction and performance. Employees with a strong emotional connection to their organizations are more likely to engage in discretionary

efforts that benefit the organization. In contrast, continuance commitment may lead to passive compliance, as employees feel compelled to remain due to economic or social pressures.

Furthermore, organizations that foster normative commitment through ethical leadership and shared values tend to have more committed employees. Normative commitment implies that employees feel an ethical obligation to stay, reinforcing their long-term commitment to the organization (Meyer & Herscovitch, 2001). It is worth noting that organizational commitment has significant implications for turnover, as high levels of affective commitment reduce the likelihood of employees leaving voluntarily (Meyer, Becker, & Vandenberghe, 2004). Thus, understanding and managing the various dimensions of organizational commitment is crucial for enhancing employee retention and engagement in today's dynamic workplace.

### **2.3 Development of Organizational Commitment Through Active Learning**

Organizational commitment, a critical aspect of employee engagement and retention, has garnered significant attention in the realm of organizational behavior. Scholars such as Meyer and Allen (1997) have identified three key components of organizational commitment: affective commitment, continuance commitment, and normative commitment. Affective commitment signifies employees' emotional attachment to their organization, while continuance commitment is linked to perceived costs of leaving. Normative commitment, on the other hand, reflects a sense of obligation to stay with the organization.

Active learning, a pedagogical approach that emphasizes interactive and engaging learning experiences, has been increasingly recognized as a catalyst for the development of organizational commitment. Research by Tannenbaum and Cerasoli (2013) highlights the connection between active learning in the workplace and affective commitment. Engaging employees in learning activities that are relevant to their roles fosters emotional attachment to the organization.

Moreover, the integration of active learning into organizational culture has been associated with normative commitment. When employees perceive that their organization invests in their development through continuous learning opportunities, they often feel morally obligated to remain committed (Meyer & Herscovitch, 2001). In conclusion, active learning initiatives within organizations play a vital role in cultivating employee commitment. By nurturing emotional attachment and a sense of obligation, organizations can enhance their workforce's commitment levels, ultimately leading to improved retention rates and organizational success.

## **3. METHODOLOGY**

In this paper, the systematic literature review used a comprehensive search strategy, including the formulation of a clear and focused research question related to the relationship between active learning and organizational commitment. This research synthesis followed the PRISMA guidelines, ensuring transparency and rigor in the review process. The systematic literature review examined a range of studies that explored the impact of active learning practices on organizational commitment. Key findings may include the positive effects of active learning on increasing employee engagement, job satisfaction, and overall commitment to the organization. The review also highlighted potential factors influencing the relationship, such as leadership, organizational culture, and the type of active learning interventions employed.

#### 4. RESULTS AND DISCUSSION

Fostering organizational commitment through active learning involves several essential elements that engage employees and create a positive work environment. Here are the key elements:

- **Engaging Collaborative Learning Activities:** Active learning involves interactive and engaging activities that encourage employees to participate actively in their learning. These activities can include problem-solving exercises, group discussions, and hands-on projects. Engaging activities make learning enjoyable and create a sense of commitment. Group projects and team-based learning encourage interaction, teamwork, and a sense of belonging within the organization. Collaborative learning fosters a commitment to the collective success of the team.
- **Feedback and Reflection:** Providing regular feedback and opportunities for self-reflection allows employees to assess their progress and make improvements. Feedback helps in recognizing achievements and addressing areas for growth, which contributes to a commitment to continuous improvement.
- **Leadership Support:** Leadership plays a significant role in fostering commitment. When leaders actively support and participate in active learning initiatives, it demonstrates the organization's dedication to employee development. Leadership support also inspires employees to commit to their own growth.
- **Digital Technology Support:** Incorporating these technological elements into active learning initiatives not only makes learning more engaging and efficient but also demonstrates the organization's commitment to its employees' growth. This, in turn, fosters a reciprocal commitment from employees to the organization's goals and success.

These elements work together to create an environment where employees feel valued, engaged, and committed to the organization (see Figure 1). Organizational commitment is nurtured when employees perceive that their learning and development are prioritized and that they are an integral part of the organization's success.



Figure 1: The essential elements of developing organizational commitment through active learning

## 5. CONCLUSION AND RECOMMENDATIONS

The paper emphasizes the importance of active learning strategies in fostering organizational commitment. It may also highlight implications for organizations aiming to enhance employee commitment and retention by implementing active learning initiatives. This systematic literature review contributes to our understanding of how active learning practices can influence organizational commitment, providing insights that can guide organizations in fostering a more committed and engaged workforce. The development of a framework for active learning within an organization can lead to several key recommendations and significant contributions aimed at fostering organizational commitment. Firstly, it's recommended that the framework includes a blend of learning methods, catering to diverse learning styles and preferences, ensuring that employees can engage actively in ways that suit them best. Moreover, it's crucial to involve leadership actively in these initiatives, setting an example and signaling the organization's commitment to continuous growth. Additionally, a system for continuous feedback and assessment of the active learning programs should be integrated to adapt and improve based on employee input and evolving organizational needs. These recommendations contribute to enhancing employee commitment by offering tailored learning experiences, fostering a culture of growth, and creating a sense of shared responsibility for professional development.

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