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Antecedents and consequences of organizational gendering

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Abstract

This paper centers on organizational gendering, assessing the effects of old boys' networks, women's networking and risk-taking behaviors on gendering, as well as the impact that gendering has on turnover intentions. Several theories are invoked to explain these relationships, as well as the mediating effect of organizational commitment on the relationship between gendering and turnover intentions. Electronic surveys were administered to members of a women's alumni center of a well-known university in the northeastern United States. The survey was intended to ascertain the respondents' perceptions of a variety of organizational and career-related issues. Perceived obstacles associated with old boys' networks enhance perceptions of gendering, and women's risk-taking behaviors reduce these perceptions. However, women's networking exacerbates perceptions of gendering. In addition, gender perceptions increase turnover intentions, and this relationship is stronger through organizational commitment, and as a result commitment mediates this relationship.

Keywords: Organizational Gendering; Old Boys' Network; Networking; Risk-Taking; Turnover Intent; Organizational Commitment

1. Introduction

Gender can be debilitating to women's careers (Ortiz-Walters *et al.*, 2010; Schruijer, 2006), particularly as it is socially constructed throughout society and its microcosms and manifested in perceptions of glass ceilings, glass cliffs, and other barriers to success. As a result, females continue to perceive gender inequality and discrimination in the workplace significantly more than do their male counterparts (Florentine, 2017; Parker, 2017). A 2016 survey conducted jointly by InHerSight and Kununu found women to be less satisfied than men when it came to the overall female-friendliness of their companies' policies and practices. Women believe they have less opportunities for promotions and salary increases than men, whereas men see little differences in opportunities across gender. Evidence from the Pew Research Center shows that women employed in majority-male workplaces are much more likely to perceive gender discrimination (Parker, 2017). An imbalance of male and female representation tends to gender an organization, whereby the organizational culture takes on many of the stereotypical traits of the majority. As such, male-gendered cultures favor ambition, the acquisition of wealth, and differentiated gender roles, all of which have traditionally typified men in society. Since men have been participating in the workforce far longer than women, organizations have predominantly developed masculine cultures rather than valuing the contributions of those who fit the more traditional female stereotypes. In fact, Kalaitzi *et al.* (2017) identified organizational culture as a prevailing barrier to women's advancement, citing stereotypes about organizational resistance to women in top leadership positions.

While the demographic make-up of an organization can influence perceptions about who and what is valued (Kartolo and Kwantes, 2019), organizations which actively recruit women find themselves with more female representation in management (Ng and Sears, 2017), and so it is possible to shift the balance and thus the culture. In that vein, this study centers around perceptions of gendering, using organizational culture as the focal point. Under the premise that gendering is socially constructed, it is through the female lens that gendered organizations become salient to a variety of individual and organizational outcomes.

A review of the gendering literature suggests that gendering has an indirect effect on turnover intentions, as mediated by organizational commitment. We therefore address this mediating effect, as compared to the direct effect of gendering on turnover intentions, to determine whether mediation is the stronger of the two. In addition, to more fully understand the role of organizational gendering, we have identified old boys' networks and women's networking and risk-taking behaviors as potential antecedents to perceptions of gendering. Our literature review addresses these antecedents of gendering perceptions, and then turnover intentions as a consequence, along with the mediating effect of organizational commitment (see Figure 1). We then present empirical results, address their theoretical and practical contributions, and make suggestions for future research on organizational gendering.

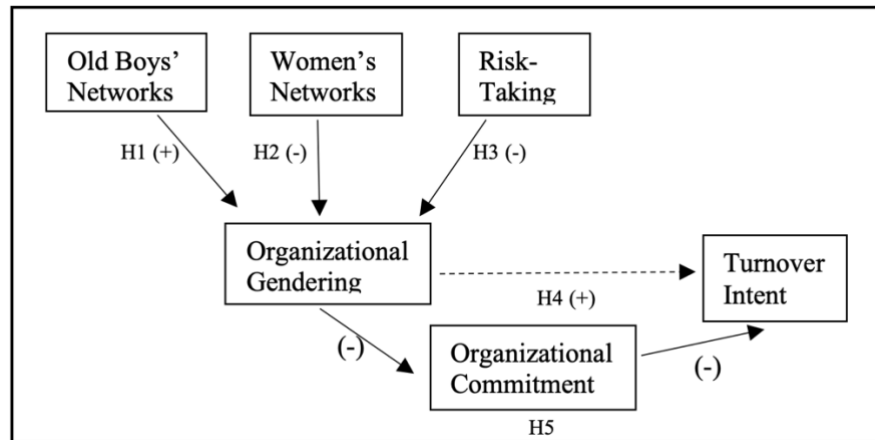


Figure 1. Hypothesized Model

2. Background and Hypotheses

2.1 Organizational Gendering

Gendering is not a new area of study, having been developed in the 1960s as a way for women's rights proponents to increase the visibility of women's experiences across a variety of realms. Distinct from the physiology of sex, gender is socially constructed. Gendering begins at childhood, through interaction with others, such as parents, teachers, and peers, whereby boys and girls are often treated differently. They often play separately on the playground, with boys tending to play rules-based, competitive games, and girls playing more cooperatively. As a result, children develop gendered identities that carry over into adulthood, reproducing the values, attitudes, and behaviors that are deemed appropriate for that identity (Sociology of Gender). Based on societal expectations of gender appropriateness for adults, women should display communal (nurturing, interpersonally sensitive) qualities and men should display agentic (independent, assertive and ambitious) qualities (Wood and Lindorff, 2001).

The fact that women and men are socialized to be different represents a gendered social order, and it is deeply rooted in many aspects of life in Western societies. It made its way into the organizational consciousness in 1990 when Joan Acker coined "gendered organizations", to capture the advantage, exploitation and control that distinguishes males from females in the work environment. Hartmann, (1976) added patriarchy to the concept of organizational gendering, asserting that women are subordinated in the workplace in a number of ways, including being disadvantaged upon entry, and that men act to maintain that subordination while protecting their own privileges. It is therefore not surprising that a dominant theme in the literature is that bureaucratic organizations are inherently gendered masculine (Britton, 2000).

Most studies on organizational gendering have investigated the ways in which industries (Ringblom and Johansson, 2020; Saifuddin *et al.*, 2019), as well as occupations and jobs (Symeonaki and Filopoulou, 2017), are gendered. Other attempts to understand gendering have been framed within the organizational culture paradigm (Mills, 2005). According to Acker (1990), it is a mistake to think of any institution (including culture) as gender free. As a result, company policies, management behavior and the like can be gendered. Specifically, what we see in organizations is that men generally hold more instrumental attitudes, whereas women hold more altruistic and socially conscious attitudes (Ng and Sears, 2010), each of which further shape organizational culture.

The organizational gendering process occurs through interpersonal interactions between and among men and women. However, there appears to be limited research on what precipitates those interactions and hence gendering. Contemporary practices, such as flattened hierarchies, team-based approaches, and telecommuting, seem to affect organizational gendering to some degree (Conrad *et al.*, 2010), but the persistence of old boys' networks appears to best mirror the social construction of gendering in early life. This is particularly evident in the way that boys play competitive games among themselves and typically erect borders to defend against female intruders. These parallels are supported through several aspects of social networking theory, as described below.

2.2 Old Boys' Networks and Organizational Gendering

Networks can be thought of as the relationships that create a system of information, contact, and support (Whiting and de Janasz, 2004). Their presence can help individuals understand the political and cultural aspects of an organization (Ibarra and Andrews, 1993), and can provide a source of social capital (Molloy, 2005) and power (Perriton, 2006) through increased exposure to others. Networks have been shown to affect career success, with research linking them to increased salary, promotions, and career satisfaction (Seibert *et al.*, 2001). Networks can be formal or informal, with most research focusing on the informal types, which are not officially recognized by the organization (McGuire, 2000), include members with common interests, and often used to socialize with colleagues. Whether formal or informal, networks are characterized in terms of *nodes* (individual actors, people, or things within the network) and the *ties* or *edges* (relationships or interactions) that connect them.

Research shows that networking is important for both men and women (Metz and Tharenou, 2001), although there are basic differences in the structures of men's and women's networks. Men's (or old boys') networks tend to be larger, with weaker ties and greater membership diversity (Ibarra, 1997). They also tend to be highly embedded, composed of actors who show preference for transacting with other actors inside rather than outside the network (Granovetter, 1985; Uzzi, 1996). Finally, men have proportionately more formal networks than women do, but it is men's informal networks that are the more fully developed. Given that many conversations occur in traditionally male-dominated environments, networks of friendships and connections help men to use their positions of influence by providing favors and information to help other men. As such, these networks also tend to provide instrumental benefits, including advancement (Forret and Dougherty, 2004).

Using the social constructionist perspective (Ely, 1995), it can be argued that old boys' networks contribute to organizational male gendering. The socialization that takes place through these informal interactions solidifies one's place as part of an in-group. Even when women may not be officially excluded from these venues, early socialization results in less perceived extra-organizational time to participate, in which case male dominated networks can be perceived as obstacles to women's careers. It is therefore expected that the perception of the obstacles created by old boys' networks play an important role in the social construction of a male-gendered organizational culture.

H1: The perception of old boys' networks as an obstacle to career success will increase perceptions of organizational gendering.

2.2 Women's Networking and Organizational Gendering

2.3

As pervasive as gender is, it is constructed and maintained through daily interaction and therefore can be resisted (Lorber, 2000). In fact, research suggests that women who do their own networking perceive less male gendering in their organizations. Further, a meta-analysis has shown that social capital, which is comprised of the quantity of people an employee knows in other functions or at higher levels (e.g. Seibert *et al.*, 2001) and the extent to which an employee engages in networking activities (e.g. Igbaria *et al.*, 1994; Ng *et al.*, 2005), have the largest positive impacts on promotion.

While networking can be beneficial across genders, research shows that men and women engage in networking activities for different reasons, with men networking in order to promote their careers, and women doing so for the purpose of social support (Ibarra, 1992) or to increase their agency (Biese and Choroszewicz, 2019). However, networking can also have a positive effect on women's careers (Forret and Dougherty, 2001), including accelerated promotions (Sabatier & Carrère, 2015) and can increase their self-confidence and personal development (Stamm, 2010). This leads to an increase in their perceived ability to take on leading roles and pursue better job opportunities. Some have speculated that these benefits are due to increased access to information, greater visibility, career advice, social support, and business leads (Green, 1982). Therefore, we would expect that women who believe networking is beneficial and therefore participate in networking activities will perceive significant career benefits and as a result, feel less like their organizations are dominated by males and/or stereotypical masculine values.

H2: Women who view networking behaviors as helpful to their careers will perceive less organizational gendering than those who do not.

2.4 Women's Risk-Taking and Organizational Gendering

It is well-documented that women are adverse to risk, whereas men are typically more tolerant of it (Rolison and Shenton, 2020) and even tend to view risky situations as opportunities. There continues to be a societal stereotype, with such instrumental behaviors considered legitimate for men but not for women. As a class, then, women may not be perceived as management material (Dunegan and Duchon, 1989). However, women who engage in risk-taking behavior take on characteristics displayed primarily by males and thus improve person-environment fit in organizations that are male-gendered.

Further, according to Cooper-Thomas *et al.*, (2014), proactive behaviors have benefits beyond their immediate scope, whether intended or not. For example, in the absence of strong networks of relationships, trusting others in the organization is a risk-taking behavior. Even if the system and policies are primarily by and for men in the organization, displays of trust are stereotypically masculine and also improve person-environment fit, therefore precluding any sense that the organization is gendered against them.

H3: Women who view risk-taking behaviors as helpful to their careers will perceive less organizational gendering than those who do not.

2.5 Organizational Gendering and Turnover Intent

Turnover is the culmination of an employee's intentions to leave the organization and continues to receive attention in the OB literature for good reason. The costs of turnover are both direct and indirect, disrupting operations in a number of ways. These include the selection, recruitment, and training of new employees (Staw, 1980), as well as reduced morale, loss of social capital, and an increased workload for those that remain (Dess and Shaw, 2001). Given that more than 38 percent of all turnover in 2018 was attributable to employees who quit in the first year (Work Institute, 2019), research continues to address what drives turnover intentions, with several studies suggesting that organizational gendering in one form or another plays an important role, particularly for females.

According to Tiwari *et al.* (2019), females are likely to develop intentions to quit when their organizations are male dominated, with cultures are characterized by biases that increase the glass ceiling. In studying the job attitudes of accountants, Baird *et al.* (1998) reported that women may be just as committed to their careers but are more likely to leave for better opportunities elsewhere. Reasons cited by women were solely related to affective measures such as how much they liked their jobs and tasks and whether they felt that they were part of their organizations. Men, on the other hand, expressed intentions to leave for additional reasons such as economic factors.

Evidence from other research, though not gender-specific, connects turnover intentions to many of the issues found in gendered organizations. In a study of medical representatives working in Pakistan, Nazim and Shahid, (2012) found turnover intentions to be significantly impacted by both distributive and procedural justice perceptions, attitudes which are often addressed in the glass ceiling literature. Turnover intentions have also been empirically and significantly linked to a lack of opportunities to participate and make influential decisions (Kuean *et al.*, 2010). In addition, increased effort leads to turnover intent (Kuean *et al.*, 2010), as it increases perceptions of inequity. Finally, intentions to leave are reduced when employees accept company values (Wright and McMahan, 1992), although this will be less likely when cultures are gendered and values are not shared.

Powell and Butterfield (2015) invoked several existing theories of gender discrimination to demonstrate the effect of organizational gendering on promotions to top management positions, including theories of patriarchy (e.g. Marshall, 1984; Strober, 1984) and rational bias theory (Larwood *et al.*, 1988), both of which are helpful in explaining how gendering might affect turnover intentions as well. Patriarchy, for example, marginalizes women as decision-makers, and the literature reviewed in this section suggests that this will increase turnover intentions as well. Rational bias theory explains why men in the organization perpetuate gender discrimination as long as they believe their organizations are not interested in eliminating it. This creates perceptions of bias and injustice, which the literature associates with turnover intentions.

H4: Women's perceptions of organizational gendering will be positively related to their intentions to leave.

2.6 Gendering and Turnover Intent: Organizational Commitment as Mediator

Just as turnover intent is among the strongest predictors of actual turnover, organizational commitment is one of the leading drivers of turnover intentions. The link is well-established in the literature (Allen and Meyer, 1990; Van Dyk and Coetzee, 2012; Guzeller and Celiker, 2019; Taing *et al.*, 2011). Although studies have argued that the different commitment dimensions (affective, continuance, and normative) interact to create distinct profiles of commitment

which may bear on outcomes (e.g Meyer *et al.*, 2013; So *et al.*, 2016; Stanley *et al.*, 2013), all three dimensions are theorized to have an adverse relationship to turnover intentions (Meyer and Herscovitch, 2001). In fact, Stanley *et al.*, (2013) argue that internal drivers (such as affective commitment) are closely related to employees voluntarily leaving their organizations.

While the previous section suggests that organizational gendering leads to turnover intentions, there is perhaps more evidence to suggest that gendering reduces commitment which then impacts turnover intentions, and commitment has been found to differ by gender (Kulesa *et al.*, 2005; Voloshin, 2016). Commitment among males has been linked to leadership practices, rewards, and company image. Achievement orientation, more typical among males than females, creates a perception that ongoing commitment will lead to career advancement. Commitment among females has been linked to empowerment, development opportunities, work-life balance (Kulesa *et al.*, 2005) and just-world beliefs (Jones, 2002).

Organizational gendering can potentially reduce commitment for a number of reasons, depending on how that gendering is displayed. For instance, according to the theory on Perceived Insider Status, when an organization offers different inducements to different groups (Hipple, 1998) who contribute equally, employees may either see themselves as part of the well-treated group or the one that is marginalized. As this inducement-contribution cycle continues, it creates a pattern of differential treatment, resulting in perceptions that some employees are more valuable (i.e. insiders) and that others are expendable (i.e. outsiders). Human Capital Theory (Becker, 2009) suggests that organizations tend to invest in employees who they expect will provide returns to the organization. The support, as it is perceived, is another signal regarding insider or outsider status. When organizations are in fact male-gendered, men are perceived as insiders and women are perceived as outsiders. Additionally, Lind and Tyler (1988) suggest that perceived justice is important to commitment because of the belief that the organization cares about employee well-being.

In a study of accounting employees (Baird, 1996), men and women were equally likely to leave their jobs, but their intentions to do so were motivated by different factors. While organizational commitment (and affective commitment in particular) was the sole predictor among women, men were additionally motivated by economic factors. More recently, Tiwari *et al.* (2019) found a strong relationship between organizational commitment and turnover intentions among a sample of women, with glass ceiling perceptions as a strong predictor of commitment. Based on this, together with the discussion above, we have reason to believe that it is through commitment to the organization that gendering leads to turnover intentions.

H5: Affective organizational commitment will mediate the relationship between organizational gendering and intentions to leave.

3. Methods

3.1 Data Collection

Electronic surveys were administered to members of a women’s alumni center of a well-known university in the northeastern United States. The survey was intended to ascertain the respondents’ perceptions of a variety of organizational and career-related issues. 399 completed surveys were submitted directly to the researchers, who ensured their confidentiality. Sample demographics are shown in Table I.

Table 1. Sample Demographics (as percentage of total sample)

Current Position	Age		Marital Status		Org Tenure (yrs)		Education		
Clerical	1.2	>25	13.5	Single, no dependents	38.9	3 or less	45.2	Bachelors	49.0
Staff	9.5	26-30	18.0	Single with dependents	4.0	4-6	26.0	Master	49.5
Professional	33.1	31-35	12.3	Married, no dependents	19.2	7-10	11.8	Doctorate	1.5
Supervisor	8.0	36-40	12.3	Married with dependents	37.2	11-15	11.0		
Mid.Manager	27.6	41-45	13.3			16-20	6.0		
Executive	14.8	46-50	14.0						
No Answer	5.8	51-55	11.3						
		56 +	5.3						

3.2 Measures

3.21 Old Boys' Network

This three-item measure was based on items from Afza and Newaz (2008) and Tran (2014) that asked respondents to rate the extent to which they perceived such networks to be obstacles to women's careers. The items addressed corporate structure and practices that favor male employees, as well as male domination of senior positions. Responses were given on a 5-point Likert scale from "not an obstacle" to "high obstacle". Cronbach's Alpha for this measure was 0.85.

3.22 Organizational Gendering

This four-item measure was taken from Jawahar and Hemmasi (2006) and asked respondents to indicate their agreement to statements about whether women are respected equally in their organizations and whether there are equal career development opportunities for men and women. Responses were given on a 5-point Likert scale from "Strongly Disagree" to "Strongly Agree". Cronbach's Alpha for this measure was 0.89.

3.33 Women's Networkin

This three-item measure was also based on items from Afza and Newaz (2008) and asked respondents to rate how helpful they believed certain activities were to women's advancement in general. These included spending time (e.g., socializing) in the workplace with superiors and influential individuals, as well as socializing with superiors and influential individuals outside of the workplace. Responses were again given on a 5-point Likert scale from "not helpful" to "greatly helpful". Cronbach's Alpha for this measure was 0.73

3.34 Risk-Taking

This three-item measure was based on items from Afza and Newaz (2008) and asked respondents to rate how helpful they believed certain characteristics were to women's advancement in general. These included the willingness to take business risks, expressing interest in high-stake, challenging and visible assignments, being entrepreneurial, and taking initiative. Responses were given on a 5-point Likert scale from "not helpful" to "greatly helpful". Cronbach's Alpha for this measure was 0.79

3.35 Affective Organizational Commitmen

This four-item measure came from Allen and Meyer (1990) and asked respondents to indicate their level of agreement with statements regarding their sense of belonging to their organizations and their emotional attachment to their organizations. Responses were given on a 5-point Likert scale from "Strongly Disagree" to "Strongly Agree". Cronbach's Alpha for this measure was 0.86

3.36 Turnover Intent

This four item measure came from the Michigan Organizational Assessment Questionnaire (Cammann, 1983) and asked respondents to indicate their level of agreement with statements about whether they would leave their current employer if given the choice and how often they think about doing so. Responses were given on a 5-point Likert scale from "Strongly Disagree" to "Strongly Agree". Cronbach's Alpha for this measure was 0.95.

4. Results

Confirmatory Factor Analysis (CFA) was performed using AMOS and indicated that the six-factor model provided a good fit to the data, .90; CFI = 0.97; TLI = 0.96; RMSEA = 0.05. Table II provides the means, standard deviations, and correlations among the variables.

Table 2. Means, Standard Deviations, and Correlations

	Mean	St Dev	Old Boys' Network	Gendering	Networking	Risk- Taking	Org Commit
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Old Boys' Network	3.78	1.01					
Org Gendering	2.68	.97	.52*				
Networking	3.53	.90	.24*	.27*			
Risk-Taking	3.97	.78	-.08	-.29*	.22*		
Org Commit	3.38	.92	-.19*	-.50*	-.13*	.27*	
Turnover	2.62	1.17	.24*	.58*	.22*	-.25*	-.73*

P < .05** *n* = 399

4.1 Direct Effects

Hypotheses 1, 2 and 3 were tested using multiple regression. As shown in Table III, the results of the regression indicated that the three predictors explained a significant amount of the variance ($R^2=.38$, $F(3,395)=79.88$, $p<.05$). Hypothesis 1 suggested a positive relationship between a participant's perceptions that old boys' networks will act as an obstacle to career success and the degree to which they consider their organization to be male-gendered. The beta coefficient for OBN is positive and significant ($\beta=.43$, $p<.05$). Therefore, *H1 is supported*.

Hypothesis 2 suggested a negative relationship between a participant's perceptions that women's networking behavior will be helpful to their careers and the degree to which they consider their organization to be male-gendered. However, the beta coefficient for networking is positive and significant ($\beta=.24$, $p<.05$). Therefore, *H2 is not supported*.

Hypothesis 3 also suggested a negative relationship between a participant's perceptions that risk-taking will enhance career success and the degree to which they consider their organizations to be male-gendered. The beta coefficient for Risk-taking is negative and significant ($\beta=-.37$, $p<.05$). Therefore, *H3 is supported*.

H4 was tested using the bivariate correlations shown in Table 2. The relationship between women's perceptions of organizational gendering and intentions to leave is significant and positive ($r = .58$, $p < .05$). As a result, *H4 is supported*.

	Model			
	B	SE B	β	p (sig)
OBN	0.43	0.04	0.44	0.00
Networking	0.24	0.05	0.23	0.00
Risk-taking	-0.37	0.05	-0.30	0.00
R^2		0.38		

4.2 Mediation effects

H5 was tested using the bootstrapping procedures described by Hayes and Scharkow (2013). For this we conducted a mediation analysis with the PROCESS macro (Model 4; 5000 bootstrapped samples) to test the mediation effects of organizational commitment on the relationship between perceptions of organizational gendering and turnover intentions. The direct path from perceptions of gendering and organizational commitment was negative and statistically significant ($b=-.47$, $p<.05$). In addition, the direct path from gendering and to turnover intentions was positive and statistically significant ($b=.35$, $p<.05$), and the direct path from commitment to turnover intentions was also negative and statistically significant ($b=-.75$, $p<.05$). The indirect effect was tested using non-parametric bootstrapping. In this case the Indirect Effect (IE) was positive ($IE=.35$) and statistically significant: 95% CI = (.28, .44). Therefore, *H5 is supported*.

5. Discussion

This paper provides insight on organizational gendering, explaining why it persists, what it means for organizational outcomes, and how it can be decreased. Four of the five hypotheses were supported, confirming expectations that perceived obstacles associated with old boys' networks enhance perceptions of organizational gendering, and that the perceived benefits associated with risk-taking reduce perception of gendering. However, counter to expectations, women who believed networking helps their careers actually perceived gendering to a greater degree. Expectations about the consequences of gender perceptions were confirmed, with results showing that gender perceptions indeed increase turnover intentions, and that this relationship is even stronger through organizational commitment than without it and as a result commitment mediates this relationship.

While beliefs in the power of risk-taking are manifested in lower perceptions of gendering, the opposite is true for the belief in the power of networking, and these seemingly contradictory findings deserve attention. With the effect of risk-taking in the expected negative direction, we find that women who believe in risk-taking do not perceive their organizations as particularly male-gendered. This is consistent with our theoretical arguments that risk-taking, as a stereotypical masculine behavior, helps level the playing field since both women and men are then displaying similar traits. It also improves person-environment fit for women who now exhibit the traits that are more accepted and rewarded in male-gendered organizations. The effect of women's networking on perceptions of gendering was also significant but not in the anticipated negative direction. As a result, women who believe that networking will help their careers perceive more gendering, perhaps due to the limited opportunities that women have to network in the first place. Women are often excluded from social events and workplace interactions in which men engage (McCarthy, 2004). They disproportionality face several situational and social barriers that may discourage them from participating (Tonge, 2008), given that networking is often conducted after work hours and may conflict with family responsibilities. As such, women may not benefit from networking to the same extent as their male counterparts (Ibarra, 1992). In fact, efforts expended toward networking may underscore the barriers that they face and only strengthen their perceptions of gendering.

5.1 Theoretical Implications

While studies on gendering in organizations date back 30 years, most have used jobs or occupations as the unit of analysis, with very few considering the gender of organizational culture (Britton, 1997). Organizations are often microcosms of their national cultures, and since masculine/feminine cultures exist at the national level (Hofstede, 1980), it makes sense that organizational cultures will feed off the same stereotypes. In addition, this study adopts a social constructionist perspective to assessing gendering, suggesting networking and risk-taking as a means to reduce those perceptions. Finally, both antecedents and consequences are addressed here, making gendering the true focal point of the investigation. The paper is comprehensive in its literature review of the effects on gendering and, in turn, the direct effects of gendering on other outcomes, and includes moderating and mediating variables.

5.2 Practical Implications

Organizational cultures tend to support those who fit with their values, norms and behaviors, and when women perceive male gendering, they may leave for other opportunities or even start businesses of their own. If they stay, neither the female employees nor their organizations benefit in such an environment. As shown in the literature review and supported in this study, both the employees and their organizations play a crucial in creating and managing these perceptions. Organizations that perpetuate old boys' networks, where members share bonds that extend beyond work and where the unwritten rules define the insiders and outsiders, will begin to lose female employees, whether in physicality or in spirit. This is particularly true when women join the workforce with predispositions regarding the obstacles presented by old boys' networks. The prevailing view of leadership should perhaps shift from conventional displays of confidence (e.g. swagger, firm handshakes, boastfulness) to recognize those whose gendered upbringings discourage those behaviors. Organizations can incentivize diverse perspectives and perhaps balance gender representation in leadership roles. Meanwhile, women can take action as well to lessen their perceptions of gendering, in which case organizations should consider orientations and development programs that encourage and incentivize them to take risks which allow them to reconstruct their organization's gendered social order. Organizations might therefore be wise to promote female risk-taking behaviors in order to neutralize the male/female differences with respect to person-environment fit and thus reduce perceptions of gendering that can ultimately lead to an exodus of female employees.

5.3 Limitations and Future Directions

To our knowledge, this study is the first to address organizational gendering within the cultural paradigm since the emergence of the “Me Too” movement is therefore particularly timely. However, it does come with some limitations. For example, it is commonly thought that studies with single sources of data are less robust as those using multiple sources, and this be especially true for subjective data. In addition, data were collected from women who are all members of the same university association in the northeast United States. As a result, generalizability to other female populations may be limited. Future studies may address this with matched samples from other university centers as well as within and across organizations. In addition, it might be interesting to compare findings across male and female respondents, since they tend to differ on an overall basis when it comes to perceptions of gendering. Another avenue of inquiry might be whether gendering perceptions are more prevalent in masculine societies, as well as whether national culture characteristics such as masculinity/femininity are mirrored by the perceptions held by local nationals.

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Developing Female Intrapreneurship-A study about the role of Female Entrepreneurs employed in the University Partnership Programme in London, U.K.

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Abstract

Female academics from a business background produce better results and appreciation than female academics who do not have a business background. These female academics who demonstrated intrapreneurial characteristics were more celebrated for their academic contributions by the students than the female academics who were from non-business background. Student's feedback revealed that female academics who own business may influence the results of entrepreneurship education and facilitate the students learn from their direct commercial experience. By combining policy analysis with empirical data, the present qualitative study explored two important issues: how female academics demonstrate intrapreneurial competencies which are influencing the students' achievements, and how to groom female academics with entrepreneurial exposure in the University partnership setting. The findings indicated that the success patterns of female academics who were involved in business outside their university are able to strengthen the entrepreneurial knowledge of the students than the female academics who came from a non-business background.

Keywords: University Partnership programme, Female academics, Intrapreneurship Non-business background;

1. Introduction

Educational institution acquaint with policy makers introduces Entrepreneurship Education to stimulate the higher education students and prepare them for employment and business opportunities. It is equally the responsibility of higher education institution, to train the learners for commercial world where the cognitive thinking and proactive way is a key driver of success (Audretsch 2014). Cognitive Entrepreneurship education should focus more on developing the individual's ability to turn their ideas in to opportunities as an entrepreneur or as an intrapreneur. The mainstream universities can easily achieve this by allowing their academics to connect and collaborate with business directly or indirectly. However, Universities partnership programmes recruit academics in their early research stage or academics who are not connected with any business as their focus is teaching not on the research. This stifles the university partnership programme students to increase the employability skills or the entrepreneurial abilities.

The recent feedback and the final results from the non-traditional students revealed that the female academics connected with business provided better classroom experience than the female academics who hailed from non-business background. So the author in this paper discusses about the challenges faced and opportunities available for female academics from – business and non-business background. The author also provides an insight about how female academics from business background have demonstrated intrapreneurial competencies within the institution and also in the classroom. The following research objectives and questions explained the purpose of this research.

Research questions:

- 1) how female academics connected with the business background can demonstrate their intrapreneurial competencies?
- 2) What are the challenges encountered by female academics from a non-business background in University Partnership programme?

Research Objectives:

- To study the intrapreneurial competencies demonstrated by female academics connected with Business
- To examine the challenges faced by female academicians who are not connected with Business background.
- To provide recommendations to university partnership programmes about developing female intrapreneurship
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1.1. Female academics and Entrepreneurship:

Entrepreneurship departments are emerging day by day within the higher education and further education scenario. These departments play a crucial role in influencing and executing the entrepreneurial mindset among the staff and the students for capacity building activities. (Audretsch, 2014). Such capacity building activity includes setting up a University partnership programme with Private higher education institution. This opens the door or a platform for international student's especially non-traditional students. Entrepreneurial competencies cannot be taught whereas entrepreneurship is a way of thinking (Leitch, Hazlett, and Pittaway 2012; Mustar 2009). To sustain these non-traditional students who are returning to education after a long gap requires academics who are directly connected with business. They share the knowledge and identify the gap of the student's especially non-traditional students who requires even digital supports. Female academics act as a knowledge gatekeeper in promoting or articulating innovation. This will include enabling the non-traditional students from digital immigrants to digital natives (Prensky2011).

Intrapreneurship

Intrapreneurship is entrepreneurship by employees in existing organisations (Antoncic and Hirsh, 2003). The academic environment has been changing over the past few decades and the contribution of academic facilitators in terms of knowledge transfer has obtained a great plethora of research success. Indeed, the boundary of the academics who demonstrates entrepreneurial competencies are not defined clearly and lead to the question of how far the academic intrapreneurship can be promoted? To answer this question, one should have an idea about what is intrapreneurship? According to Schumpeter "Intrapreneurship consists of doing things that are not generally done in the ordinary course of business routine" However, Stimulating intrapreneurship requires practicing entrepreneurial culture within the institution and becoming more intrapreneurial should be considered a learning process (Wakkee, I., Elfring, T. & Monaghan, S,2010).Female academics from a business background employed in higher education setting demonstrates more intrapreneurial competencies rather than female academics comes from a non-business background.

Female academics and intrapreneurship in higher education

Female academics from business background provides firsthand commercial experience to traditional and non-traditional students. However, they are able to support more nontraditional students as the non-traditional students returning to education comes with bags of experience and they require academic mentorship and career guidance and they returned to education aiming to become their own boss or develop their entrepreneurial mindset to become an intrapreneur (Taniguchi and Kaufman, 2005). These students with family and parental responsibility struggle to juggle between their academic, business and family life. Female academics demonstrates intra-preneurial competencies by bringing innovation into the classroom and also provide networking opportunities to the students. The philosophy of female academic intrapreneurs encourage students to equip them for their future.

The role of female entrepreneurs employed in Higher education

Female entrepreneurs employed by University Partnership programme to teach Entrepreneurship education has the ability to create new products or services or business process from existing ones as they are already an entrepreneur externally and an intrapreneur internally. This concept can be applied to build the entrepreneurial capacities among the students to enhance their employability skills.

Risk-taking and a change orientation

The character of any entrepreneur is risk taking, so female academics who are connected with the business can enable the students to take calculative risks by providing them a firsthand commercial experience by arranging additional activities such as Global business club. This will prepare the non-traditional students who are pursuing their higher education in University Partnership Programmes.

Pro-activeness and Healthy competition:

As female academics who are not connected with the commercial environment directly or externally may be proactive, however, as their level of exposure is limited due to their early career research stage and may sometimes only be theoretical. Healthy competitions can be organized among those female academics to come out with new initiatives or projects that will benefit the students as well as the organization.

Income generation

Entrepreneurial Universities with entrepreneurial mindset generate income by an academics who are directly connected with the business. These academics generate revenue by attracting research funding. However, in University Partnership programmes academics who connected with the business directly through their knowledge can encourage such activities and also transfer their knowledge to the non-traditional students by providing academic and career mentorship. (Perkmann, M., Walsh, K. (2009).

Innovation and Intrapreneurship

Female Academics from an entrepreneurial background deal heavily and effectively with the issues in their pedagogy by introducing innovative teaching methods, promote design thinking process. Students, particularly, non-traditional students are highly encouraged to get ready to become the intrapreneurs of next generation when they have a need to juggle between their family, career and their student life (Firend, Al. R. 2019; Rasmussen, E., Mosey, S. & Wright, M. 2014).

For example QAHE's first student magazine developed by non-traditional students where they had an opportunity to participate in various entrepreneurial activities within the class room introduced by a female academics from a business background as they combined their theoretical knowledge and practical experience while delivering such lectures. (Siegel, Donald S., and Mike Wright. 2015b). Academic entrepreneurs build, amend and shape the future of non-traditional student's towards entrepreneurship which gives the learners an opportunity to establish themselves by being independent (Siegel, Donald S., and Mike Wright. 2015b).

2. Methodology

The author used case study method to study about the female academics who were directly involved with the business and the challenges faced by them in an academic environment especially university Partnership programme. The author used primary and secondary sources of data for the purpose of this study. Female entrepreneurs employed as academic were chosen for the purpose of this study who were involved in University Partnership programme in London U.K teaching various modules for business studies only. A detailed interview was conducted. Data from the Journals, articles newspapers, internet, books and concerned organizations have been used for the secondary data.

Female academic who are also entrepreneurs were identified, and the author conducted semi structured interview and also some of them via telephone. The researchers categorized their interview data into four sectors - facilitating factors, hindering factors, policy recommendations, and suggestions from the female academics coming from non-business background (not an entrepreneurs) – and also how they could engage the learners effectively and promote employability among learners. The author agreed to maintain confidentiality and created a supportive environment in which each member of the team felt safe to share all ideas, perspectives and conclusions.

3. Findings

3.1.

Challenges encountered by the female academics from non-business background

One of the challenges encountered by the female academics who are intrapreneurs is the liberty to manage between different modes of knowledge production, using different opportunity, novelty and advantage-seeking processes. Female academics who acquire or have acquired entrepreneurial skills recognize suitable entrepreneurial opportunities and possess the characteristics to take risks. They can also transfer such skills into the classroom environment by engaging traditional and non-traditional students.

Academic researchers who tied up in collaborative research are explicitly commissioned by contract researchers (Van Looy et al. 2004). The door is widely opened for female academic intrapreneurs when competing with other departments in hiring and promotion. Says one of the female academic entrepreneurs involved in delivering Human resource management for a partnership programme in London, 'However, funding opportunities were given to male academics who are entrepreneurs rather than female comes from non-business background as there is an issue of worthiness needs to prove especially if the female academics are in their early career research stage.

The researcher finds that female academics from business background are able to bring innovations into the classroom and equip the student community more than the female academics comes from a non-business background. However, grooming intrapreneurship among female academics from a non-business background will be difficult if they are not ready to change. Intrapreneurship is effective in attracting and retaining talent. When individuals are given a chance to ideate, create and execute themselves, there is a lot more job satisfaction.

Lack of Ownership among the female academics who are from non-business background as they are afraid to come out of their comfort zone.

Ways to develop intrapreneurial competencies among female academics who are not connected with the business

1. Enable people: University partnership programme must prepare its intrapreneurs with decision making and independence. Female academics must feel ownership for the improvements and advancement they have generated. In this respect, academics who are intrapreneurs need to be encouraged to create solutions independently of the chain of command

2. Be apparent

Allow individuals to access to information. Trusting employees with important company information and making them feel included in organizational decisions will make them feel like more involved in the business as well as its systems and processes, regardless of their own individual roles.

4. Recommendations

4.1. Management support

Everyone is not an entrepreneur. Some demonstrate their entrepreneurial competencies in their work place than others. In every company, intrapreneurs already exist within them, but they need to be discovered, nurtured and boosted. University Partnership and Industry Partnership programmes should be launched to support the female academics who wanted to connect with the business to provide firsthand experience to the students in the class room. Colleges offering university partnership programme should encourage or motivate female academics to become an intrapreneurs. Strong leadership support is required to promote and communicate the value of research commercialization.

4.2. Government support:

Greater level of support and funds should also be allocated to University Partnership programmes specially to promote more female academics to become intrapreneurs. This will encourage female students to come forward and learn the experience to become a future entrepreneur. Funding mechanism is also essential for universities to commercialise their research activities. Government should establish such mechanism so that University Partnership programmes also receive their share.

4.3. Research institutions acts as intermediaries

Research institutions recognized by government should act as an intermediary between the university researchers and the industry users to commercialize their research activities. Banks and other financial institution should come forward to support the commercialization process and fund the University research setting. This will encourage more female academic entrepreneurs to establish their research and acts as gatekeepers. (Etzkowitz, Henry. 2003.)

4.4. Entrepreneurship and skill Development programme

Entrepreneurship and skill Development programme should be established in university Partnership programmes and indoctrinating entrepreneurship into universities' teaching and research activities and developing an entrepreneurial culture in universities; Research department should establish a better support system in terms of getting patent and copy right and a fair reward system should be initiated to motivate female academic entrepreneurs specially in their early career stage.

4.5. Access to mentorship

Female academic entrepreneurs should have access to mentorship and experienced female entrepreneurs should acts as a mentor to motivate emerging female academic entrepreneurs to support others in the process of employability.

6. Conclusion

Female intrapreneurship is one of the emerging fields where there are opportunities for female academics to contribute to the growth of their institution. These intrapreneurs work with non- traditional students, industrial experts and also the relevant stake holders to enhance the quality of classroom education by bringing innovation and equipping students. So there is a need to develop entrepreneurship among female academics who can shape the future of non-traditional students, who do not be reluctant to equip themselves (Firend, Al. R., 2019; Cohen et.all 2002). Therefore, developing female intrapreneurship in the academic institution through various initiatives and support will promote the learners and increase the employability of the students. The number of graduates who establish their own businesses and become self-employed is low when compared to the number of graduates who build their business during their studies or after they completed their higher education. So it is the responsibility of the University Partnership programmes to make available to its students by developing intrapreneurship among female academics who can influence the students not only by theory on the other hand by practice. The author tried her level best to elucidate the role and came out with managerial implications and further research. Limitations and lessons learnt are also included in this article

6.1. Implications of Future Research and lessons learnt

The present study aims to bring out the need and importance of developing intrapreneurial mindset or characteristics among female academics to provide first- hand commercial experience. This will develop an entrepreneurial mindset among the non –traditional business studies students in London. Further studies can be conducted among traditional students who are from social science disciplines.

6.2. Lessons learnt

There is a need for female academics to become intrapreneurs to develop and enhance their skills and bring out different classroom ideas to engage and influence the non- traditional students.

An intrapreneur needs to have a sense of direction and able to influence others while catering to the needs of the business and also keep that in mind students are no longer the prisoners of their traditional teaching methods. Good support system is one of the requirements for an entrepreneurial activity especially networking. This is applicable to the female academics to enable themselves and the student community

6.3. Research limitations

The case setting limits the applicability of the research to other traditional university institutions as in traditional university settings the academics were recruited mostly during their mid-level career stage or who are very experienced in research and funding. The female academic intrapreneurship provides a series of logically related conceptual bins that form a basis for future research. This study is limited to non-traditional international business studies students and may not be applicable to traditional learners who are not pursuing business degrees.

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Factors Influencing Customer's Trust in Online Shopping in Selangor, Malaysia

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Abstract

Electronic commerce has grown to be a part of Malaysia's economic development in line with the growth of internet. The purpose of this research is to explore the influence of customer trust in the mechanism of online shopping in Selangor, Malaysia. The outcome and the findings of this research will be beneficial to online retailers as well as online shopping industry by providing valuable knowledge and key fundamental issues associated with the industry. This study has found transaction security and privacy control, product quality, customer service quality, website design and reputation have significant influence on online trust.

Keywords: E-commerce; Online Trust; Transaction security and privacy control; Product quality; Customer service quality; Website design; Reputation

1. Introduction

1.1. Background of the Study

The evolution of faster internet connectivity and the availability of powerful online tools has transformed the landscape of doing business and resulted in a new commerce arena. Electronic commerce has facilitated many advantages to companies that seek to expand globally and geographically by gaining new customers with search engine visibility and lowering cost. Electronic commerce also enabled customers to eliminate travel time and cost to visit and reach their preferred physical store. In this matter, consumers can visit the web stores from the comfort of their homes and offices as they sit in front of the computer (Jane, 2006). Efraim Turban et al. (2010) describe electronic commerce as it is "the process of buying, selling, transferring, or exchanging products, services, and or information via computer networks, mostly the internet and intranet". The concept of online shopping was first coined before the (WWW) was in use with real time transaction processed from a local television. Online shopping has become very popular in recent years, and Amazon is among the company that have become very successful in online business. During the internet bubble in 1999-2000, the founder of Amazon Jeff Bezos introduced the first online bookstore with a presence only on the internet. Later, many online shopping portals such as MSN.com and Yahoo.com also establish online shopping channels where customers have been offered variety choice of products. Through online shopping, customers can buy variety of products comprising books, clothes, accessories, cosmetics and many more. With so many sellers in online, many consumers do not know whom they should trust (Majid & Firend, 2017). However, Success of electronic commerce depends on many factors. Trust is among the determinant of factor that is behind the success of e-commerce. Trust is a multifaceted and can be viewed from many angels such as transactions, information content, product, technology and institution. In the context of electronic commerce, trust is especially important since uncertainties exist in interactions over the internet.

Therefore, trust is something that e-commerce must strive and takes a period of time to achieve it. Several researchers have expressed that trust is critical component influencing the success proliferation of electronic commerce. Previous studies have also shown that trust is very important to online settings (Collier & Bienstock, 2006; Gefen & Straub, 2003; Majid & Firend, 2017) and trust has been considered as a key factor in online shopping (Gefen et al., 2003b; Gefen & Straub, 2003; Grabner-Kraeuter, 2002; Pavlou, 2003). Moreover, Quelch & Klein (1999) suggested that trust is important factor in increasing purchase over the internet, especially at this early stage of a commercial development.

1.2. Problem Statement

Electronic business also referred to as e-business is just more than buying selling. Electronic business simply involves sharing information, communicating with suppliers and collaborating with external partners to be able to conduct the business. However, with the increase of number of new businesses adopting the internet use as a way to conduct a business, customers are becoming vulnerable to risk. In fact, internet enabled many companies to seek opportunities and expand their business via internet but at the same time, criminals have find their way to harm others and criminals nowadays take advantage of cyber-space to use for crim.

Common threat customers can experience may include hacking, cracking, masquerading, eavesdrop, spoofing, sniffing, Trojan horses, viruses, wiretaps, and many more. Therefore, the internet-based crime has increased dramatically along with the popularity of online shopping. Although previous studies have concentrated on online shopping in the world, there is still a need for a closer examination of the online shopping intensions in specific countries (Firend Al. R., & Qian, Wang, 2018; Bobbit & Dabholkar, 2001; Goldsmith, 2002; Salisbury, et al., 2001). Subsequently, online shopping involves higher level of risk compare to visiting a physical store or shop because simply online transactions lack the physical assurances of traditional shopping experience (Grabner & Kraeulter, 2002). Despite that all these risks that are reducing the sale through online shopping.

Therefore, trust must be created so that customers feel secured to purchase through online. Hence, lack of trust can lead an e-commerce to derail. As trust is one of the factors influencing the successful proliferation of e-commerce, it also affects a number of factors essential to online transaction such as security and privacy control as well as web-site design (Gefen, 2000). Understanding these factors would significantly play a crucial role in devising appropriate measures to facilitate trust.

Firend Al. R. (2018) and Yoon (2002) suggest that trust should always be given substantial weight in relation of the virtually (faceless and store less) of online transactions that base their own existence on the level of customer trust. So, Pew internet reports that online vendors were able to alleviate customer's online privacy and security issues, the percentage of online buyers would increase from 66% to 73%. Nielsen study: 86% of the world's online population has used the internet to make a purchase.

Thus, this research intended to ascertain the influence of customer trust towards online shopping in Selangor, Malaysia.

2. Literature Review

2.1. Transaction Security and Privacy Control

The first variable is transaction security and privacy control. Transaction Security involves in extent risk and wants a statement promising return policy (Yoon, 2002). Transaction security represent to the probability that a purchase results in loss of money or other resources. A high level of security in the online shopping platform has a significant positive correlation on customer trust, owing to the lowered risk involved with exchanging information (Yoon, 2002, Monsuwe, Dellaert & Ruyter, 2004). However, Newcomers are more likely to worry more about credit card theft than experienced users of the website (George, 2002).

While Privacy control is directly related to customer trust that is a vital competitive advantage in the online environment (Spar & Bussgang, 1996, Yang, Ahmed, Ghingold, Boon, Mei & Hwa, 2003). A privacy concerns has been frequently cited and is the key reasons consumers do not engage to make online purchase over the internet (Firend Al. R., 2018, George, 2002). However, concerns over privacy span the dimensions of environmental control and secondary use of information control. Control over secondary use of information is whereby consumers perceived ability to control the use of personal information for other purpose during the transaction. So, this variable will measure the influence of Transaction Security and Privacy Control on customer trust towards online shopping.

2.2. Product Quality

The second variable is product quality. Online consumers are difficult to examine or test the product to make sure that they are satisfied with what they will receive later after purchase. Product quality is an intrinsic property of a product.

Product quality is very critical especially in the context of online shopping. Enhancing product quality will have long lasting positive effect in improving customer satisfaction (Christian & France). A high-quality product conveys image about the product information and boosts consumers' confidence about the vendor. The perception of quality of product depends on various aspects such as product features. Product quality means to incorporate features that have a capacity to meet consumer needs and provide customer satisfaction by altering products (goods) to make them free from deficiencies or defects (Juran, 2005).

Subsequently, offering a wide range of products is often a key for online vendors to keep customers coming back. Online vendors who have offered a wide range of products and selection seem to be more successful (Christian & France, 2005). Thus, superior product assortment results in positive influence of customer satisfaction (Szymanski & Hiise, 2000), particularly if the customer wants an item that isn't widely available.

On the other hand, online consumers are concerned for product information that must be described for sale with texts, photos and multimedia files. Online consumers are also concerned for product returns if the product do not satisfy and meet their satisfaction. Product returns is one of the hassles consumers experience and it involves higher costs for returning products purchased on online. A research conducted by university of Illinois showed that despite the convenience of online shopping, lower prices are often combined with lower product quality. Although shopping is more convenient than ever before, manufacturers have little incentives to make and produce high quality products when selling their wares over the internet (Liu, 2012). So, this variable will measure the influence of product quality on customer trust towards online shopping.

2.3. Customer Service Quality

The third variable is customer service quality. Good customer service is lifeblood of any business, be it traditional or online business. Providing excellent customer service is all about bringing customers back (Susan, 2008). Thus, customer service Customer services are so important in demining the success of online shopping. Customer service is the provision of service to customers before, during and after a purchase (Firend Al. R., 2017; Turban, 2002). Customer services play an important role in online shopping so that to generate income and revenue. A good customer service experience undoubted can change the perception a customer has on online shopping.

Subsequently, delivery speed is the amount of time necessary for the package to go from the distribution centre to the customer's address (Christian & France, 2005). Delivery problem is a very common issue existing in the online shopping environment. On the other hand, the time lag between consumers making the purchase by conducting the transaction and the final delivery of the products can even too long. Online consumers are concerned that online vendors may not satisfactorily deliver the goods ordered or that the merchandise may be inferior incorrectly selected or even may never arrive (Abramson & Hollingshead 1999).

Research indicates that delivery performance enhances customer online buying satisfaction. Furthermore, other dimensions of good online customer service include replying online customer promptly, and handling complaints. So, this variable will measure the influence of customer service quality on Customer Trust towards Online Shopping.

2.4. Website design

The design of the company's (Website) is extremely important as such design may encourage customer trust to return and make repeat purchase to that particular website (Ballantine, 2005). Effective website design includes navigation capability or visual appeal of the website (Cyr, 2008). In fact, there are many different categories of products and services, in order to avoid straying on a website; the website functionality should work quickly and correctly. Thus, poorly constructed components will only leave customers become frustrated and distrust the site. On the other hand, the company's website should be appealing. Subsequently, content is the actual substance of a website and this also demands attention nowadays days.

Therefore, too much of content formatting may leave a bad impression of the minds of your visitors. Other important things that need to be given priority when designing website include colour, the type of words, the space of the webpage, the website map and so on. Therefore, key elements of a good website design should include its appearance, content,

functionality, and usability. Hence, this variable will measure the influence of website design on Customer Trust towards Online Shopping.

2.5. Reputation

Reputation is very important in order to make ecommerce profitable. The next biggest concern for consumers after security and privacy is reputation of online vendors. Simply, consumers do know the reputation of vendors they are dealing with. Therefore, having a good reputation leads to competitive advantage, because reputation affects image of ecommerce business (Richard, 2010). A positive reputation helps online vendor's keep to attract and retain good consumers. A good reputation enables online vendors the ability to charge a premium for their products and services. Online consumers value reputation above the price and are willing to repeat purchase if consumers feel they will be getting a good deal (Patrick, 2011). Other factors associated with reputation include size of vendor, the vendor perceived integrity, and the vendor perceived competency. Therefore, this variable will measure the influence of reputation on customer trust towards online shopping.

3. Research methodology

3.1. Research Framework

A research framework is used to describe possible courses of action or to present a preferred approach to an idea or thought. A research framework also can serve like maps that give coherence to empirical inquiry, and depend upon the research question or problem (Marza 2007; Majid & Firend, 2017). The conceptual framework for this research is illustrated in the figure below. The independent and dependent variables have been stated below:

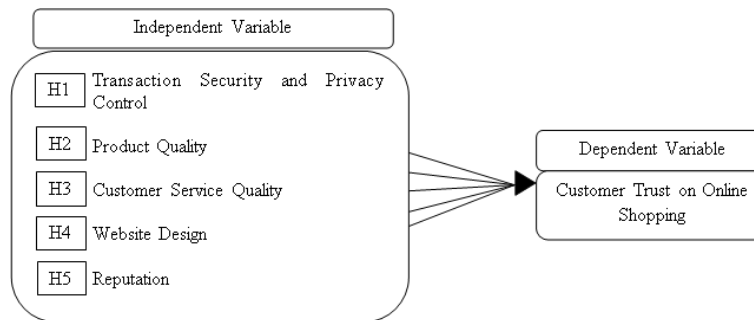


Fig. 1. Research Framework

3.2. Research Hypothesis

A hypothesis is described as a tentative statement about the relationship or correlation between two or more variables. A hypothesis on the other hand is a specific, testable prediction about what you expect to occur in a research (George, 2003). Generally, there are two types of hypothesis null hypothesis and alternative hypothesis. Based on proposed model on Figure 1, the hypotheses in this study are as follows:

- H1: There is a significant relationship between transaction security and privacy control and customer trust in online shopping.
- H2: There is a significant relationship between product quality and customer trust in online shopping.
- H3: There is a significant relationship between customer service quality and customer trust in online shopping.
- H4: There is a significant relationship between website design and customer trust in online shopping.
- H5: There is a significant relationship between Reputation and customer trust in online shopping.

3.3. Sampling

Target population of this research were people from Selangor who have been previously shopping online. The rule of thumb utilized here for the selection of sample size was Krejcie & Morgan's rule of thumb (Krejcie & Morgan 1970). The sampling size of this research is 150 participants that were selected out of the entire population.

3.4. Organization of the Questionnaire

The questionnaire consists of five sections. The first part which is Section A measures "Transaction security and Privacy Control" on Online shopping. Section B measures Product quality on online shopping. Section C measures customer service quality on online shopping. Section D measures website design on online shopping. Section E measures Reputation on online shopping.

3.5. Administration of the Questionnaire

This research employs self-administered questionnaires. Self-administered questionnaire is a questionnaire that a respondent completes on his/her own, using either on paper or computer.

Questionnaire is a type of survey method use a standardized set or list of questions given to individuals or group of people. Subsequently, self-administered questionnaires offer enables the researcher to reach a large number of potential respondents in a variety of locations such as using online questionnaires. Thus, distributing and completing the questionnaires will approximately five days.

Self-administered questionnaires are one of the most frequent used methods for collecting data from the respondents. Self-administered questionnaires take time, and cost. However, survey questionnaires can be completed in either supervised or unsupervised settings.

The design of the questionnaire surveys conforms to the opinions of Saunders, Lewis, and Thornhill (2009) used Likert-style rating scale in which respondents to both surveys were asked their level of agreement to set of questions under each variable. The format used for indicating level of agreement was a 5-point-scale which ranges from 1 indicating strongly disagree to 5 indicating strongly agree. The distribution of the questionnaire took place in Selangor and the questionnaire was self-administered directly to the target population in a time duration of three (3) weeks, each week with number of questionnaires distributed and collected from the research population as shown in the table 3.6.3 below. 155 questionnaires were distributed and 150 were collected back and analyzed. The response rate was 96.8%.

Table 1. Administration of Questionnaire

Weeks	Number of Questionnaires Distributed	Number of Questionnaires Collected for Analysis
Week 1	60	58
Week 2	50	50
Week 3	45	42

4. Result and discussion

4.1. Demographic Analysis

4.1.1. Gender Distribution of Respondents

Table 2 below present the gender distribution of the respondents. It shows that out of the total number of respondents (n=150) the number of males (59.3%; n= 89) that took part in the survey was more than that of females (40.7%; n= 61). This results show that there were more of males than females that took part in the questionnaire survey.

Table 2. Gender Distribution of Respondents

Gender	Frequency	Percent
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Male	89	59.3
Female	61	40.7
Total	150	100.0

4.1.2. Distribution of Respondents According to Online Shopping

This questionnaire item required the respondents to respond to the question “Have you heard about Online Shopping”? The responses gathered and analysed revealed the following; 26 (17.3%) of the respondents responded “I have heard about it but not sure about it”; 33 (22.0%) of the respondents responded “I have heard about it understand it”; while the majority (60.7%; n=91) of the respondents responded “I have heard about it use it”. This result reveals the high level of awareness of the respondents about online shopping hence necessary for answering the questions in the section B.

Table 3. Distribution of Respondents According to Online Shopping

	Frequency	Percent
Heard but not sure	26	17.3
Understand it	33	22.0
Use it	91	60.7
Total	150	100.0

4.1.3. Distribution of Respondents According to Making Online Purchase

This questionnaire item required the respondents to respond to the question “Have you ever make online purchase or have you ever know anyone that make online purchasing”? The responses gathered and analysed revealed the following; 95 (63.3%) of the respondents which made up the greater percentage responded “I have made online purchase”; and 55 (36.7%) of the respondents responded “I know someone who had make online purchase”. This result shows that a majority of the respondents are actually critical to the answering of this questionnaire judging by the greater number of them that have actually purchased something online.



Fig. 2. Distribution of Respondents According Making Online Purchase

4.1.4. Distribution of Respondents According to Opinion on Online Purchasing

This questionnaire item required the respondents to respond to the question “What is your opinion on online purchasing”? The responses gathered and analysed revealed the following in order of response frequency; 30 (20.0%) of the respondents responded “Shipping cost is very high”; 26 (17.3%) of the respondents responded “Risk of loss of privacy”; 21 (14.0%) of the respondents responded “Less expensive”; 15 (10.0%) of the respondents responded “Insecure”; 15 (10.0%) of the respondents responded “Offer discount”; 12 (8.0%) of the respondents responded “Risk of getting low quality products”; 9 (6.0%) of the respondents responded “Secure”; 8 (5.3%) of the respondents

responded “Fraud or Theft of credit card transaction”; 7 (4.7%) of the respondents responded “Less Hassle”; while 4 (2.7%) of the respondents were not specific and responded “Others”.

Table 4. Distribution of Respondents According to Opinion on Online Purchasing

	Frequency	Percent
Secure	9	6.0
Insecure	15	10.0
Expensive	3	2.0
Less expensive	21	14.0
Less hassle	7	4.7
Offer discount	15	10.0
Shipping cost is very high	30	20.0
Risk of loss of privacy	26	17.3
Fraud or Theft of credit card transaction	8	5.3
Risk of getting low quality products	12	8.0
Others	4	2.7
Total	150	100.0

4.1.5. Distribution of Respondents According to Trust Online Purchasing

This questionnaire item formed the basis of the independent variable of this research and it required the respondents to rate their trust in online purchase bearing in mind that all the factors are put right. In response to this item, the largest percentage of the respondents (n =113; 75.3%) responded “Strongly Agree”; (n = 20; 13.1%) responded “Agree”; (n =12; 8.0%) preferred to stay “Neutral”; (n =4; 2.7%) responded “Disagree”; while one person (0.7%) responded “Strongly Disagree” The responses show a high degree of trust placed on online purchases judging from the independent variables hence the respondents have a positive evaluation of the variables that leads to trust in online purchasing.

Table 5. Distribution of Respondents According to Trust Online Purchasing

	Frequency	Percent
Strongly Agree	113	75.3
Agree	20	13.3
Neutral	12	8.0
Disagree	4	2.7
Strongly Disagree	1	0.7
Total	150	100.0

4.2. Reliability Analysis and Validity

Table below is a visual display of the reliability measure of the variables tested in this research. The Cronbach Alpha for the variables were all above 0.7 meaning that all the variables used in this research study are considered reliable and this suggests that the items concerned adequately and consistently measure a single construct for each tested variable.

Table 6. Reliability Analysis

Variable	Cronbach Alpha	No. of Items	Interpretation
Transaction security and Privacy control	0.834	4	Excellent
Product quality	0.753	4	Good
Customer service quality	0.810	4	Excellent
Website design	0.838	4	Excellent
Reputation	0.745	4	Good

4.3. Hypotheses Testing

H1 analysis: The Pearson's correlation coefficient (r) equals to 0.805 which shows that a strong positive correlation exists between "transaction security and privacy control" and "customer trust in online shopping". This statement implies that an increase in the level of perception of transaction security and privacy control causes a corresponding increase in the trust level the customers have in purchasing goods and services online.

H2 analysis: The Pearson's correlation coefficient (r) equals to 0.891 which shows that a strong positive correlation exists between "product quality" and "customer trust in online shopping". This statement implies that an increase in the quality of product up for sale online causes a corresponding increase in the trust level the customers have in purchasing the product online.

H3 analysis: The Pearson's correlation coefficient (r) equals to 0.768 which shows that a strong positive correlation exists between "customer service quality" and "customer trust in online shopping". This statement implies that an increase in the quality of customer service causes a corresponding increase in the trust level the customers have in purchasing goods and services online.

H4 analysis: The Pearson's correlation coefficient (r) equals to 0.879 which shows that a strong positive correlation exists between "website design" and "customer trust in online shopping". This statement implies that an increase in simplicity, attractiveness, design and perception of the website causes a corresponding increase in the trust level the customers have in purchasing goods and services online.

H5 analysis: The Pearson's correlation coefficient (r) equals to 0.688 which shows that a strong positive correlation exists between "reputation" and "customer trust in online shopping". This statement implies that an increase the reputation of the online company causes a corresponding increase in the trust level the customers have in purchasing goods and services online.

Table 7. Hypothesis Testing

		Customer trust in online shopping	Hypothesis testing
Transaction security and privacy control	Correlation Coefficient	.805**	Hypothesis accepted
	Sig. (2-tailed)	.000	
Product quality	Correlation Coefficient	.891**	Hypothesis accepted
	Sig. (2-tailed)	.000	
Customer service quality	Correlation Coefficient	.768**	Hypothesis accepted
	Sig. (2-tailed)	.000	
Website design	Correlation Coefficient	.879**	Hypothesis accepted
	Sig. (2-tailed)	.000	
Reputation	Correlation Coefficient	.688**	Hypothesis accepted
	Sig. (2-tailed)	.000	

4.4. Multiple Regression Analysis

Table 8 shows that there is a correlation between the 5 independent variables (Transaction security and Privacy control; Product quality, Customer service quality, Website design and Reputation) with the dependent variable; Customer trust in online shopping ($R = .919$). The independent variables in this study (Transaction security and Privacy control; Product quality, Customer service quality, Website design and Reputation) explain 84.4% of the variance in Customer trust in online shopping ($R^2 = 0.844$) and 83.9% of the variance of Customer trust in online shopping (Adjusted $R^2 = 0.839$). Table 9 (ANOVA) show that the regression coefficient is significant ($F(5, 233) = 50.95, p < 0.01$).

Table 8. Model Summary (Regression Statistics Table)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 ^a	.844	.839	.322

Transaction security and Privacy control; Product quality, Customer service quality, Website design and Reputation

a. Predictors:
(Constant),

Table 9. Analysis of Variance (ANOVA)

Model	Sum of Squares	df	F	Sig.
Regression	81.049	5		
Residual	14.951	144	156.118	.000 ^b
Total	96.000	149		

Privacy control; Product quality, Customer service quality, Website design and Reputation

a. Dependent Variable:
Customer trust in online shopping
b. Predictors:
(Constant), Transaction security and

5. Conclusion

This study has found Transaction security and Privacy control, Product quality, Customer service quality, Website design and Reputation. have significant influence on online trust. The correlations between the independent variables and the dependent variable were statistically significant using an alpha level of 0.01. From the results gotten after the conduction of a correlation test it was deduced that as the independent variables of the studies increases, there would be a corresponding increase in the dependent variable. The highest correlation was between product quality and customer trust in online shopping ($r = 0.891, p\text{-value} = .000$).

The pattern of positive and statistically significant correlations indicates that participants who were satisfied with one aspect of the independent variable and requirements tended to be satisfied with other aspects as well.

According to the correlation tests, the attitude that consumers have do influence their online shopping intentions and businesses should keep in mind that consumers these days are very knowledgeable, and by surfing over the internet, they can see the difference between different products within few seconds. Competition in being creative is very important. Furthermore, multiple linear regression analysis was used to evaluate the combined influence of all five independent variables on the dependent variable. Results of the regression revealed that 84.4% of variation in the dependent variable is caused by the combined variation of the independent variables. This shows a very strong relationship and proves that the factors that were studied in this research do have an impact on customer's online purchase intentions and attitudes.

Consequent to the finds in the objectives one and two it is pertinent to make recommendations thus; that companies, advert agencies that are directly and indirectly linked to the sales and promotion of consumer products online should in line with the findings of this research make good the security and privacy features in which they interact with the potential customers who are in need to purchase their products because as seen in the research findings, this contributes

positively in increasing customer trust in online shopping and the if customer trust is increased, there would be a corresponding increase in customer purchase intention.

In addition, it is recommended that the website for the products for sale are attractive, that the reputation of the companies is enhanced via strategic means; that the service offered to customer are of high quality and that the products offered are also of high quality as all these have been shown in the research findings to have a significant and strong positive relationship with customer trust in online shopping which is directly linked to increase in customer purchase intentions.

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Social media and small business in the U.K. The case of Bournemouth

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Abstract

This research aims at evaluating the impact of social media marketing on the development of small business in the city of Bournemouth United Kingdom. Methodology employed encompassed primary and secondary data that has been collected through a survey of managers working in small businesses in Bournemouth. Findings suggest that major advantage of the adoption of social media as a primary marketing strategy as it helps small businesses in the promotion of branding, pricing and enhances customer loyalty and retention. Findings further suggest that common social media platforms such as Facebook, Twitter, Instagram, YouTube and WhatsApp are widely applied as tools amongst small businesses. The use of these channels helps small businesses attaining awareness, branding, recognition and contributes to the development and growth of small businesses in the city of Bournemouth. Findings further shows that younger managers are savvier in the utilization of social media as a tool for promoting your businesses.

Keywords: Social media; small business development; Facebook, Twitter, Instagram, YouTube and WhatsApp, branding; Bournemouth; U.K.

1. Introduction

Digital marketing and its connected channels are significant to the effectiveness of marketing programs, in an environment where technological improvements creating a paradigm shift and constant disruption. Digital marketing not only helps the companies in knowing their customers but also helps in communicating with them. Digital marketing involves promotion of products and services through web, mobile, social media and direct mail. Medium and large companies have started making use of social media marketing in combination with print media, advertising on televisions. They have started giving more focus to social media marketing as it helps in building and maintaining communication with the customers along with understanding their demands (Ryan, 2016). Many small business organizations have also started using social media marketing for extending their customer base which is critical for their business expansion (Grant, 2016).

Social media marketing is now recognized as a prominent marketing tool that can be used by the organizations for supporting exceptional marketing function (Tuten and Solomon, 2014). It can help companies in connecting with their customers by inexpensive and fast means of learning about customer wants. Social media marketing can be defined as an online or digital platform that is developed for facilitating interaction or networking among a large number of users (Walker, 2014).

Social media marketing helps in brand recognition by providing new modes for circulating the brand's content and voice among the target customers. It helps the companies more accessible for both present and prospective customers. Along with this, it also makes a company more recognizable and familiar to the existing customers. Social media marketing also helps the organizations in improving their brand loyalty (Schivinski and Dabrowski, 2016).

1.2 Research Question

Research questions provide direction to the research work for attaining the research objectives, effectively. In the context of this research study, the research questions are mentioned below:

1. What is the impact of social media on small businesses in Bournemouth?
2. Does the use of social media marketing contribute to the growth of small businesses in Bournemouth?

An answer to these research questions will help in examining the extent to which social media marketing proved to be helpful in the sustainable development and growth of small businesses in Bournemouth. It will also assist in analyzing the impact of social media marketing from different perspectives; on small business operating in Bournemouth.

1.3 Research Aim and Objectives

Research Aim

The principal focus of this research is to identify the significance of social media marketing on small business development in Bournemouth. In the same context, the chief aim of this research work is on critically analyzing the impact of social media marketing on the development and growth of small businesses in Bournemouth.

Research Objectives

In addition to above mentioned aim, the research work has also addressed certain objectives for gaining a broader perspective of the research subject. Research objectives are as follows:

- To determine whether social media marketing has a positive impact on small businesses in Bournemouth
- To determine if there is a correlation between the use of social media marketing and profitability, brand awareness, customer loyalty, engagement in small businesses in Bournemouth
- To determine if the use of social media marketing serves as a competitive advantage to small businesses

1.4 Research Significance

This research study will be provided in-depth information regarding the impact of social media marketing in the development of small business entities. As this research study will provide detailed information regarding the impact of social media marketing on growth and expansion of small businesses that will be helpful for the managers of small business entities in Bournemouth. Small business can easily attain business objectives, such as high market share, competitive position and brand equity. It will help them in understanding the significance of social media network in brand promotion. Along with this, it will also acknowledge them with the strategic management approaches that they can use for maximizing the benefit of social media marketing in increasing sales.

In addition to this, the information gathered in the research will help small businesses to determine the correlation between the incorporation of social media marketing, brand awareness, profitability, customer loyalty and engagement in small businesses established in Bournemouth. Along with this, the research work will help the staff member of small businesses in Bournemouth to determine whether the use of social media marketing as a promotional tool helps in achieving a competitive edge or not. Furthermore, the research will also make contributions in the academic field by serving as a pivotal information source for the future researchers. It will help academic learner in evaluating the importance of social media marketing in the UK.

2. Literature Review

According to Napoli (2011), the online environment in recent years is perceived by users from a new approach; that is in a commercial manner. An arrival of online stores and emergence of social media have transformed users into customers. Furthermore, the most vital role of social media has altered the way of communication for the marketers and the customers (Napoli, 2011). In the similar context, Chu and Kim (2011) examined that information society has an impact on the product evaluation and decision-making processes of the customers. In recent years, social media has evolved as an innovative medium of acquiring a new product with the help of peer communication (Chu and Kim, 2011).

Ioană and Stoica (2014) assert that Internet based accompanied by virtual communities have transformed corporations, consumers and societies with wide access to improved communication ability and better social networking. Social media covers digital platforms used for connecting individuals who may be known or unknown to each other but essentially have mutual interests. Therefore, social media networking can be described as the websites that link billion of users from different parts of the world with similar viewpoints, hobbies and interests. YouTube, Blogs, Facebook and Pinterest, are prominent social networking sites (Ioană and Stoica, 2014).

In the opinion of Strauss (2016), social media can be used by small companies for a variety of purposes. Whether its content marketing, customer support, social selling, social media provide can perfect opportunity to small companies in reaching their target audience and brand building (Strauss, 2016). However, as examined by Smith (2015), with the availability of different platforms and fierce competition; it might be difficult for small entities to set their brand apart and carve out place on Instagram, Twitter and Facebook (Smith, 2015). Hollensen (2015) however suggest, that social media is a crucial tool for execution of customer relationship management (CRM), an important function of every company in today's competitive business environment. CRM is defined as the development and management of long-term relationship in mutual interest with the customers. Social media marketing supports the companies in cultivating more lucrative and profitable relationships with the customers. It also helps in learning more about existing customers

along with attracting new customers (Hollensen, 2015). In the same perspective, Chou (2014), examined that majority of the companies considering social media marketing as a fundamental approach to customer relationship management that emphasizes on strengthening the customer relationship. It enhances customer relationship by quickly responding to their queries made on social media channels such as Facebook, Twitter, Pinterest, WordPress and review site (Chou, 2014).

According to Strauss (2016), the usage of social media platforms such as Facebook, Twitter, websites by the companies for promoting their products and services is known as social media marketing. The majority of the social media platforms have their built-in analytics tools that enable organizations to keep track of its engagement of advertising campaigns, progress and success (Strauss, 2016). Presently, organizations address their stakeholders including existing and potential customers, suppliers, employees, bloggers, journalists and the general public through social media marketing (Aaker, Kumar and Day, 2008).

In same aspect Chou (2014), analyzed that an important feature of social media marketing is that it supports both, customer-to-business (B2C) interaction and customer-to-customer (C2C) interaction. Customers use social media networking in daily life for numerous reasons. Companies use social media networking with the help of their social groups which exert a noticeable impact on the consumer buying intent, behavior and implicitly on their buying decision (Chou, 2014). Therefore, it has been analyzed that social media marketing can make useful contributions in brand promotion and attract customers for every company irrespective of size and nature of business.

According to Davila and Epstein (2014), the companies establish marketing objectives before making a selection of appropriate social media tool for marketing purpose. Setting objective permits companies to concentrate on winning strategies and immediately pivot as things alter. The companies while using social media for brand promotion ensure that every social media post is in the context of the strategic goal rather than just collecting shares, likes and pins. The companies also ensure that the strategies and the content displayed on social media platforms focus on building brand awareness with a positive customer perception for their respective business (Davila and Epstein, 2014).

In relation to the same aspect Lamberton and Stephen (2016), argued that using social media tools and other digital marketing tactics along with traditional marketing approaches by the businesses have primarily focused on gaining new customers by driving traffic. Businesses make consistent efforts for driving traffic by sharing, posting updated information about the company on its website or social media page. This approach of frequently updating information on social media platforms helps companies in informing their customers about every crucial detail that exerts influence on their demand pattern (Lamberton and Stephen, 2016).

2.1 Evaluation of the Social Media Marketing Tools for Small Businesses Operating in the UK

According to Safko, (2010), the maintenance of effective long-term relationships with important and privilege customers is known as Customer Relationship Management (CRM). CRM focuses on developing more profitable and lucrative relationships with consumers and learning more about their needs and preferences regarding the products. Social media refers to any online or digital platform which is designed to facilitate networking or interaction between users, as it is considered as a significant part of the CRM. Social media marketing is becoming an important tool in the execution of CRM. There are four types of social media channels or tools which are used in today's competitive environment to develop the businesses and to focus on gaining a competitive advantage. Social networking sites are used to connect individuals that are either known to each other or unknown but have mutual interests in interacting with each other. Prominent social media marketing tools include Facebook and Pinterest (Safko, 2010).

Hays, Page and Buhalis, (2013), stated that numerous business organizations, especially both small and large business, use social networking websites in order to connect online with individuals to share information about products and services provided by the companies. Blogs are another popular type of social media channel which is used for marketing purposes. WordPress and Twitter are other platforms for the companies as well as consumers to connect with each other. These types of channels are unidirectional in a way that the site owner uses

the platform to express and share their opinions about a specific product or service. The third type of social media tool identified is the user review site which is accessed by almost all the companies. This type of channel integrates the connectivity aspects of social networking sites and opinion sharing aspects of the blog. These kinds of social media marketing tools offer both advantages and disadvantages to businesses (Hays, Page and Buhalis 2013).

Small companies in the UK could likely be benefited if positive reviews are shared on user review sites about the products and services, but they could also be adversely affected by negative reviews. Private message boards and chat rooms are also termed as essential tools as these are related to the communities in which people come together to discuss specific topics of interest. Examples of these tools include Mumsnet which is aimed at parents, especially mothers, and Reddit, which has some topic-focused sub-boards regarding small businesses in the UK.

According to Poynter, (2010), social media is a major element of a content distribution plan executed by the companies and the essential part of branding and marketing strategy. The mode of interaction and networking characteristics for each social media channel are different from the other. Content creation and sharing on Facebook is different from doing it on YouTube or Twitter. Different networks require different marketing approaches and evaluations for achieving success. The other kinds of social media marketing tools that are used by small business companies in the UK are YouTube and Instagram. These marketing tools are also effective and can be useful for the businesses that are operating in the UK. In the current scenario, there is an essential need of using social media marketing tools for marketing purpose. The most significant marketing tool that can be used for marketing purpose is Facebook (Poynter, 2010). Nowadays, almost all the small businesses in the UK have their pages on Facebook for sharing information of the products manufactured by these companies.

3. Research methodology

This research is an exploratory research. Exploratory research design is suitable for the study as it helps in explore research subject with varying depth levels. Additionally, it also helps in determining the data collection method and the sampling methodology which can render important findings for attaining research aim and objectives in an effective manner (Bergh and Ketchen, 2009).

The method which illustrates the flow of research work is known as the research approach. Inductive and deductive approach is the two widely used reasoning methods implemented in research studies. Deductive research approach begins with general theory and then gradually moves towards extracting a specific theory due to which it is also known a top-down approach (Denscombe, 2012). On the other hand, inductive research approach begins with particular observations, determines regularities, detects patterns for developing a tentative hypothesis. Deriving a generalized theory or conclusion is its final result. It is known as bottom-up research approach (Gratton and Jones, 2010).

3.1. Data Collection Techniques

In order to collect adequate data about the research area for the purpose of attaining research aim and objectives; two different data collection approaches have been considered. The justification of the reasoning is as following:

3.2. Primary Data Collection Method

In order to gather substantial information related to the impact of social media marketing on the growth, development and expansion of small business organizations in Bournemouth, a survey through questionnaire has been conducted with managers of small businesses (target population) in the city of Bournemouth, U.K. Bournemouth is a region with a limited number of small businesses, so it is an appropriate geography having the potential for development of small businesses. In this context, small businesses are defined as companies employing less than ten employees and having an annual turnover less than €2million (Wilson, 2016). Survey questionnaires will be forwarded to managers through emails; requesting them to give their contribution in the data collection process for accomplishing the research purpose. Survey questionnaire was an effective instrument in collecting responses from relevant respondents. The target population prove very effective in the study as they provide significant insight and information gained through experience in their respective companies. Their insight helped in providing information in the context of particular and related aspects enlightening the significance of social media marketing in increasing sales and profitability of small companies in Bournemouth, U.K. Additionally, survey questionnaire method proved helpful in collecting first-hand data to analyze personal experiences in the context of the research area of the respondents (Creswell, 2013).

3.3. Secondary data collection method

The secondary data collection method also played a supportive role in the triangulation process of data analysis. It helped in considering the views of other researchers and scholarly work done on the topic (Bergh and Ketchen, 2009; Bryman, 2015). Thus, secondary data was highly valuable to compare research approach, methodology and analysis. Secondary data has been collected from a variety of sources including, report, and peer reviewed scholarly work published in academic journals. These sources have been incorporated in the literature review segment of the study. It has helped in formulating a strong theoretical base in the context of use social media marketing tools and its impact on the development of small business enterprises. This method helped in getting further insight into the conceptual information that was pre-processed for obtaining a precise, informative conclusion.

3.4. Access to Primary and Secondary Data

The research study has followed an integrated triangulation approach by gathering qualitative, as well as quantitative information pertaining to research subject for making it an informative source for future researchers and readers (Flick, 2015). In the effort to acquire pertinent secondary information, scholarly articles and academic books were reviewed for procuring significant information on the significance of marketing through social media platforms done by small companies of Bournemouth. These diverse literature sources were referred for eliminating any authenticity related issues in the research that might arise due to the reliance on a single information source only. Therefore, for accomplishing the purpose of obtaining secondary information, archival records were investigated that illustrated the advantages of using social media platforms for accelerating the growth of small businesses in Bournemouth. On the other hand, collecting first-hand information; a visit to small companies in Bournemouth was made, with the purpose of research was discussed with. Additionally, emails and contact numbers of managers were collected from administrators. Managers were contacted then, to informing them regarding needed contribution for research purpose. Further, instructions were given to them regarding the questionnaire and their free consent was also taken. Once all initial requirements have been fulfilled, a survey questionnaire were mailed to managers of small firms operating in Bournemouth city, requesting them to participate in the questionnaires.

3.5. Sampling Technique and Sample size

The population from which sample has been drawn includes managers of small business enterprises operating in Bournemouth. Sample drawn consisted of 25 managers of small companies in the city of Bournemouth. It is an appropriate sample size for gauging the perception of the population (managers involved in the marketing function) regarding the significance of social media marketing in encouraging the development of small businesses in Bournemouth. The perspectives of this population will be important and aligned with the research subject. Random sampling technique has been used for selecting a sample for ensuring that the results are not influenced by any bias attitude (Crowther and Lancaster, 2012).

3.6. Conceptual Framework

The literature review resulted in the conceptual framework shown below, which is adequate for achieving the research subjects. The conceptual framework encompasses a systematic evaluation of major themes developed in accordance with research question, aim and objectives. In this context, the principal theme is the impact of social media marketing and its contribution to growth and development of small businesses in the U.K. The variables that constitute sub-themes are profitability, customer loyalty, customer retention, brand promotion and competitive advantage. Systematic examination of the main theme along with important variables helped in deriving relevant information in more detail to answer research subject.

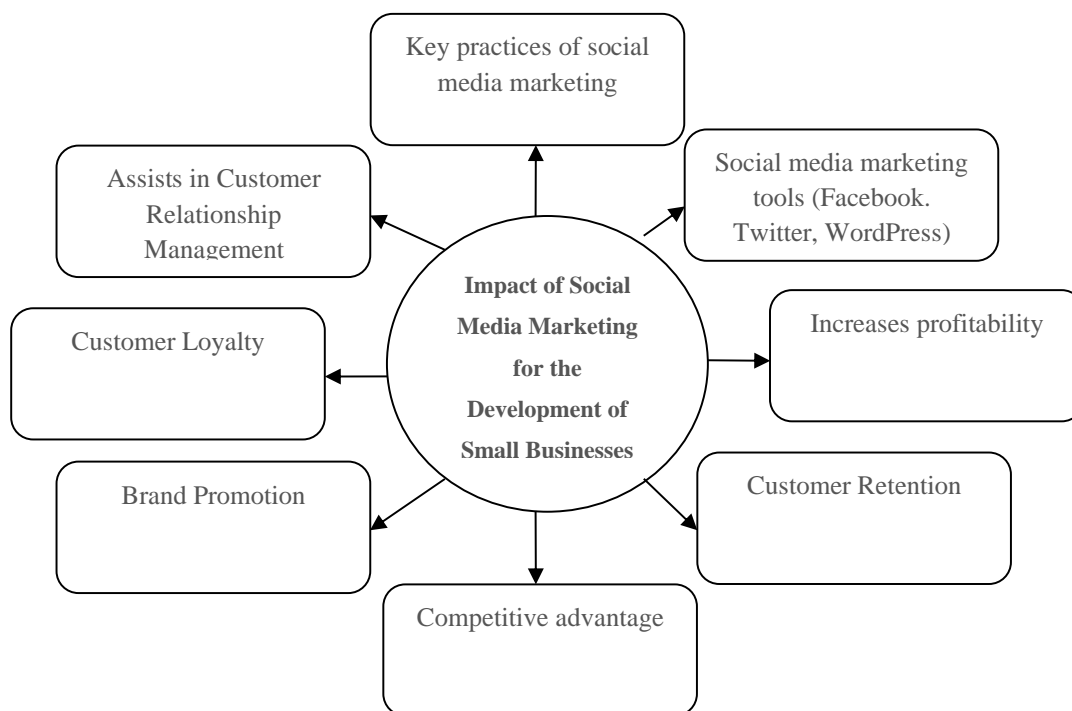


Figure 1: Conceptual Framework

4. Result and discussion

Amongst a total of 25 respondents (managers), 10 respondents had an experience of 0-5 years. It was observed that a total of 5 respondents had a work experience of 6-10 years. Further, 5 respondents possessed an experience of 11-15 years and 5 respondents possessed an experience of more than 15 years. It reflects that a majority of managers possessed a work experience of 0-5 years in the small-scale companies located in Bournemouth. The total of 25 managers who were asked about their involvement in the social media activities, a total of 60% mentioned that they were actively engaged in one form or another of social media activities. In addition, it was observed that a total of 40% managers were directly involved in social media activities of their company.

Amongst the total respondents who were asked about the type of social media platform for the purpose of their promotional and marketing activities, 32% respondents mentioned that they use Facebook and Twitter as a platform for their marketing activities. In addition to this, only 8% respondents mentioned that they use LinkedIn for their promotional activities. Further, 20% respondents mentioned that they use the platform of YouTube for the purpose of their marketing activities along with 20% respondents who mentioned that they use Instagram for marketing. Also, 20% respondents mentioned that they are using WhatsApp as a medium to promote their products and services. Out of the total of 25 respondents who were asked about the regularity of their engagement in social media marketing, 40% respondents mentioned that they were engaged in the social media marketing on a daily basis. In addition to this, a total of 40% respondents were involved in the social media marketing strategies on a weekly basis. The results further depict that a total of 20% respondents were involved in the activities of social media marketing on a monthly basis.

When managers of small business were asked "does social media marketing helps in generating revenues with social marketing practices", the majority of the respondents (18) replied 'Yes', whereas 7 replied 'No' in response to the same. This has indicated that managers experience positive growth in revenues with the implementation of social media strategy. As for the question related to the contribution of social media to the company's revenues, a question was asked

in sequence to managers "Is social media marketing supporting the growth of company's business?" In response to this question, it has identified that 22 managers replied 'Yes. The remaining 3 managers replied 'No' in response to the question. Managers, who are in favor of social media marketing that supports business growth, stated that social media marketing helps in stimulating familiarity of their business across the city and beyond, since people at distant locations are able to be communicated with. Managers have stated that social media has given exposure to reach to wider masses across the U.K. and beyond the city parameters.

Amongst total of 25 managers who were asked about the significance of promotion of their company through the use of social media marketing, 80% of managers mentioned that they find it easy to promote their company through the use of social media marketing. Furthermore, 20% of managers stated that they do not find it easy to promote their company through the use of social media platform. Results shows that a majority of managers find it easier in promoting their businesses through social media marketing. The next question is related to the advantages of incorporating social media marketing for ensuring sustainable business development. This question has provided clear information about the role of social media in ensuring the development of business. Out of the total sample size of 25 managers, 15 managers were replied 'all of the above' options that use of social media not only helps in single aspect, while it has wider implications for brand promotion to the profitability growth. However, 7 managers believed that brand promotion is the major advantage of incorporating social media marketing for ensuring sustainable business development. Out of the remaining respondents, 2 managers consider the role of managers in the context of business development in respect of attaining competitive advantage. 1 manager replied that profitability increment is the advantage of incorporating social media marketing for sustainable business development

In specifics to the location of Bournemouth, managers were asked to state if there is any correlation between social media marketing and brand awareness, customer loyalty and profitability for the development of small businesses functioning. The majority of the respondents were strongly agreed (14), and 7 respondents agreed with the relationship. Out of the remaining eight managers, 3 were neutral in their response that does not state any positive or negative correlation between variables. However, one manager disagreed that there is no correlation persisted between social media and business-related variables and ultimate relationship with the development of the business functioning. The last open-ended question was asked about social media marketing appropriateness for supporting the continual development of small business operating in Bournemouth. The majority of managers were replied social media is the platform for communication with wider customers' base and considered an effective means of promoting business. Open-ended answered revealed that social media helps in brand building through product and service promotion across all social media platforms, such as Blogs, YouTube, Facebook, Twitter, Instagram and Pinterest. The low cost of advertisement emerged as another reason for choosing social media marketing, that helped control cost. Some managers stated the benefit of social media for making relationship with current and prospective customers. Adding that social media significantly contributes towards promotion of products and services, branding and creation of awareness.

Findings further shows that managers are increasingly engaging in social media marketing activities on a regular basis as they master the process. This research further found that the use of social media marketing strategies helps companies in wider Bournemouth area that, the use of social media platform helps businesses better understanding the needs and preferences of their customers. This helps managers to modify products and decimate information across social media platforms to execute organizational content distribution plans. Findings further suggest that an increasing engagement by managers is considered as an increasingly significant component of the marketing and branding strategy of the companies to enhance brand value. This supports the findings of Hennig-Thurau, Hofacker and Bloching (2013). Positive correlations allow to confer that engagement in social media marketing activities provides significant advantages in customer loyalty, customer retention, pricing competitive advantages and contribution to profitability.

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Cash flow and corporate financial performance of listed conglomerate companies in Nigeria

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Abstract

The study examines the relationship between cash flow and corporate financial performance of listed conglomerate companies in Nigeria. It utilized documentary data collected from annual reports and accounts of the sampled companies for the periods 2005 – 2014. Data was analyzed by means of correlation analysis using Pearson correlation. The results of the study revealed a strong positive and significant impact of Cash Flow from Investing and Financing activities on corporate financial performance proxied by ROA, while Cash Flow from Operating activities has a positive and insignificant impact on financial performance proxied by ROA of the listed conglomerate companies in Nigeria. It was also found that Cash flow from Operating, Investing and Financing activities have a positive and significant impact on corporate financial performance (ROE) of listed Conglomerate companies in Nigeria. The study recommends that although increasing financial leverage reduces agency cost associated with equity, Listed Conglomerate companies in Nigeria should not rely more on financial leverage because excessive leverage has a negative impact on financial performance.

Keywords: Cash flow, Operating, Investing, Financing and Financial Performance

1.1 Introduction

The economic well-being of any business in production or in servicing depends on careful monitoring and management of the flow of cash within and outside that organization. Cash is a vital component of any business and required effective management because even profitable businesses can go bankrupt when they failed to manage their cash effectively, particularly when they operate in rapid-growth or seasonal industries (BDBC, 2014) and without which a business may not survive. Cash flow statement being one of the main financial statements is required to be published by a company, it entails information on cash receipts and payments during the fiscal year and it helps users in predicting future cash flow. According to International Accounting Standard (IAS) 7 the cash flow statement is categorized into 3 major classes - Operating cash flow which measures a company's ability to generate cash from its day to day activities; investing cash flow captures the changes in a company's investments, that is it reflects how an organization cash is used to provide securities such as acquiring properties, equipments, making capital expenditures and to expand and financing cash flow examines how a company finances its endeavors and how it rewards its shareholders through the payment of dividend.

Corporate financial performance measures the results of a firm's policies and operations in monetary terms. These results are reflected in the firm's return on investment, return on assets, return on equity and value added among others and the performance objectives are that an enterprise must generate sufficient cash through operating, investing, and financing activities (Needle, Powers & Cross, 2007). Reinforcing this, Uremadu (2004) and Firend and Shaki (2008) maintained that a business firm should be able to devise various ways for selecting components of its cash flow which would be used in the company's operation to raise its productivity or achieve performance. According to Turcas (2011) performance assessment is one of the most important financial problems in a company as a result of using different financial resources and methods to carry out profitable projects so as to achieve maximum return for their shareholders. A firm being profitable does not mean the firm is solvent due to the fact that profit is not cash. The solvency, flexibility and financial performance of a firm are set on the firm's ability to generate positive cash flow from its operating, investing and financing activities. It therefore becomes important to understand the extent to which cash flow impact on the financial performance of companies.

Firms use different financial resources and methods to carry out profitable projects so as to achieve maximum return for their stockholders and the ability of a company to determine internal and external resources of an organization, supply capital and prepare financial plan is important for its growth and development. A firm being profitable does not

mean the firm is also solvent due to the fact that profit is not cash. According to Turcas (2011) the solvency, flexibility and the financial performance of the firm are set on the firm's ability to generate positive cash flows from the operating, investing and financing activities. Hence, inadequate cash flow planning with regards to investing activities it will have a negative impact on the financial performance by lowering cash inflow and increasing cash outflow. Likewise, business' inability to secure necessary financing from banks and other creditors', as well as the timing of ongoing loan or other credit account payment, may undercut a business financial performance when there is absence of borrowing power reducing the business cash inflow and a surge in payment due in a particular period increases the cash outflow. It therefore becomes important for companies to understand the relationship that exists between their cash flow and financial performance so as to develop a suitable cash flow mix in order to maximize shareholders values. Managers also have a tendency to hold large proportion of firm assets in the form of cash and cash equivalents in order to reinvest on other physical assets, make payments to stockholders and to retain some in the firm. Apparently they do not invest cash to the advantage of shareholders rather they hold it in pursuit of negative NPV projects for their benefits and according to agency theory, the conflicts of interest between shareholders and managers over payout policies are especially severe when the organization generates substantial cash.

Several studies have revealed that the relationship between cash flow and corporate financial performance ranges from negatively significant (Ashiani, 2005; Watson, 2005; Zhou *et al* 2012; Ali *et al* 2013; Thanh & Nguyen; Chikashi, 2013; Heydari *et al* 2014) to positively significant (Miar, 1995; Brush, *et al* 2000; Shahmordi, 2002; Adelegan, 2003; Khoshdel, 2006; Mong'o, 2010; Guda; Velnampy & Kajanathan, 2013; Frank and James, 2014; Nwanyanwu; Ghanbari *et al* 2015). This is due to different research methodology, different conceptualizations and operationalizations of variables, and different nature of sectors of studies. Most of these studies are conducted in various sectors and economies of the world, with few conducted in Nigeria such as Frank and James (2014) Food and Beverages companies, Nwanyanwu (2015) Hospitality and Printing media and Amah, Michael and Ihendinihu (2016) Banking sector. The study of Frank and James (2014) covers only a sub section of manufacturing companies listed in the Nigerian Stock Exchange for the period of 5yrs. These years are considered to be inadequate to draw a conclusion as a result of the samples size, the study of Nwanyanwu (2015) covers Small and Medium Hospitality and Printing Medias using only Net Profit as a proxy for performance while the study of Amah, Michael and Ihendinihu (2016) cover only four banks listed out of the eleven listed in the Nigerian stock exchange using Net profit as a proxy for performance for the period of nine years. Therefore, this study uses two measures of financial performance: Return on Assets and Return on Equity and extends the study period to ten years. In addition, none of these studies were conducted in the listed Conglomerate Companies in Nigeria. It is in this regard that the present study aims to carry out the study on the relationship between cash flow and corporate financial performances of listed conglomerate companies in Nigeria for the period of 10 years (i.e. 2005-2014).

This paper therefore is aimed at examining the impact of cash flow on corporate financial performance of listed Conglomerate companies in Nigeria and it consist of five sections, section 1 is an introduction, section 2 reviews literature on cash flow and corporate financial performance Section 3 explains the methodology for the study, section 4 presents and discusses the result of the study and finally, section 5 deals with the conclusion and recommendations for the study.

2.0 Theoretical and literature review

This study is informed on the basis of several theoretical frameworks that cash flow affects corporate performance and the extent or degree to the effect depend on operating policy, investment policy and financing policy adopted by the company. The theory that emerged and presented a clear direction and firm's behaviour about cash flow (Net cash generated from operating, investing and financing activities) is Agency cost.

Companies conduct different strategies for survival and developing their activities. One of these activities is attempting to decrease firms' expenses. According to the agency theory, agency conflicts arise from the possible divergence of interest between shareholders and managers of firms. The primary duty of managers is to manage the firm in such a way that it generates returns to shareholders thereby increasing the profit figures and cash flows (Elliot & Elliot, 2002). According to Gul *et al* (2012), agency costs can be reinforced in different ways; such as advantageous behaviour from a number of managers who focus on increasing their own power or position, extra consuming from the obtained incomes, ineffective investment decisions and mismanagement in accounting or frauds in firm's business contracts. Negative consequences of these actions emerge as destroying stock holders' assets and properties and also the performance. Murphy (1985) argued that managers tend to increase the size of companies even if it harms the interest of shareholders, as quite often their remuneration and prestige are positively correlated with company size, while according to Boodhoo (2009), the contribution of agency theory is that leverage firms are better for shareholders as

debt level can be used for monitoring the managers. Thus, higher leverage is expected to lower agency costs, reduce inefficiency and thereby lead to improvement in corporate performance (Akintoye, 2008). Agency theory therefore examines how management's behaviour could be directed at stockholder's interest by reducing agency cost to increase financial performance. Amah, Micheal and Ihendinihu (2016) examined the relationship between cash flow and financial performance of listed banks in Nigeria. The study sampled four banks listed in the NSE for the period of 9 years (2005 - 2013). Data collected were subjected to statistical analysis using correlation. Net profit as performance proxy was used and the study revealed that cash flow from operating activities has a significant and strong relationship while cash flow from investing and financing activities has negative and weak relationship with performance of the sampled banks.

Ghanbari, *et al* (2015) conducted an investigation of cash flows' effect and financial performance of companies listed in Tehran Stock Exchange. Data from 183 companies were collected for the period 2009 – 2013 using statistical features such as efficiency, mean, standard deviation and regression analysis test, Student t test and Fisher F test to analyze on ROA as the dependent variable and Accounting cash flow (ACF), Equity Cash Flow (ECF), Free Cash Flow (FCF) and Capital Cash Flow (CCF) as the independent variables. The researchers found that there is a meaningful relation between accounting cash flow, equity cash flow, free cash flow, capital cash flow with financial performance of listed companies in Tehran Stock Exchange. In Nigeria, Nwanyanwu (2015) carried out a study on cash flow and organizational performance of Nigerian Hospitality and Print Media using 45 small and medium enterprises from the two sectors. Data were collected and analyses were done through the means of descriptive statistic and Pearson product moment coefficient of correlations using SPSS. Variables of the study were Net Profit as the dependent variable and cash flow from operating activity as the independent variable. The result indicated that a significant strong positive relationship between cash flow position and net profit. Consequently, cash flow position determines the extent of net profit performance of organizations in the hospitality and print media.

Further, Frank and James (2014) examined the relationship between cash flow and corporate performance in the food and Beverages sector of Nigeria. Data used were obtained from the Nigerian Stock Exchange for the period 2007 – 2011 and were analyzed using multiple regression technique. Return on Assets (ROA) represents the dependent variable and the three cash flow components as the independent variables. The study found that Operating and Financing Cash flow have significant positive relationship with corporate performance while investing cash flow and corporate performance have significant negative relationship. Heydari, *et al* (2014) investigated the relationship between free cash flow and performance of listed firms on Tehran Stock Exchange. Data obtained for the study covering a period from 2006 – 2012 were analyzed using correlative regression on Return on Assets (ROA), Return on Equity (ROE), Tobin's Q and Stock return as the dependent variables and free cash flow as the independent variable. They found that there is a negative relationship between free cash flow with all evaluative factors of performance. It also revealed an increase in the conflict of interest between managers and property owners due to free cash flow which leads to decrease in the firms' performance.

Tariverdi, Amanolahi and Faal (2014) also conducted a study on the effects of components of a 4 part model of cash flow statement on operational performance of listed Tehran Stock Exchange. All firms enlisted in the Stock Exchange were included in a time range of 5 years from 2007 – 2011. The DVs ROA and ROE and IVs, Cash flows resulting from investments' return (CFIR), Cash flows resulting from interest paid for financing (SF), Cash flows of investment (CFI) and Cash flows of financing (CFF) were analysed using Pearson correlation. The study revealed that there is positive relationship between CFIR and ROA and ROE, a negative relationship between SF and ROE and ROE and no meaningful relation between CFI, CFF and ROA and ROE. In Nairobi, Ojode (2014) studied the effect of free cash flow on profitability of firms listed for the period 2009 – 2013 on 30 sampled firms. Using Pearson correlations on data revealed that there is a strong negative relationship between free cash flow and profitability of listed firms.

Also, Gheshlaghi, Ahamdzadeh and Faal (2014) carried out a research on the cash flow statement component effect on management performance using 138 firms listed on the Tehran Stock Exchange for the period of 5 years, 2008 – 2012. Using multiple linear regression on the variables Return on Assets (ROA) and Return on Equity (ROE) as performance measures and the independent variables Cash flow from Financing activities (CFF), Cash flow from Investing activities (CFI), Cash flow from Operating activities (CFO) and Cash flow from Return on Investment and Interest paid to finance (CFRI&SF). The research finding shows that there is negative relationship between cash flows from investments activities and return on assets. Also, there is no relationship between cash flows from operational activities and financing activities and return on assets.

Thanh and Nguyen (2013) examined the effect of banking relationship on firm performance, using a sample of 465 companies listed on Vietnam Stock Exchange for the period 2007 - 2010. They used multiple regressions to analyze

data and the result, among others shows that cash flow has negative relationship with firms return on equity. An investigation of comprehensive income and firm performance a case of electric appliances industry of Tokyo Stock Exchange was carried out by Chikashi (2013) for the period 2009 – 2011. Data obtained were analyzed using pool regression and the study revealed that cash flow and firm performance have a significant negative relationship. In addition, comprehensive incomes published by the firms were superior to other earnings or cash flow variables in predicting the future stock value. In another research conducted by Velnampy and Kajanathan (2013) on cash position and profitability among listed Telecommunication firms in Sri Lanka over a period of seven years, from 2005 - 2011. Data from two firms were analyzed using Pearson correlation analysis and the researchers found out that there is significant relationship between cash position ratio and Return on assets (ROA) and Return on equity (ROE) in one firm and in the other there was no significant relationship between the cash position ratio and ROA and ROE. Galogah, Pouraghajan and Makrani (2013) investigated on the relationship between free cash flow and stock return using listed firms on the Tehran Stock Exchange for the period 2006 – 2011. Samples of 140 companies were used and data collected on dependent variable, Stock returns (R) and the independent variable free cash flow (FCF) were analyzed using multivariate regression model. The result indicated that there is a negative relationship between the company's free cash flow and common stock return.

A study on the relationship between cash flow and profitability of small and medium enterprise in Nairobi was conducted by Guda (2013) for the period 2008 – 2012. A descriptive study was applied in this study using primary data obtained from individual small and medium enterprise firms. The data was organized into a panel, analyzed using a fixed effect regression model to obtain coefficients of the variables. The study revealed that there is a significant relationship between profitability and cash flow. Zhou, et al (2012) examined the relationship between free cash flow and financial performance of listed Real Estate Companies in China. Principal component analysis and regression analysis on data from 2006 – 2011 were used. The study revealed that there is a significant negative relationship between free cash flow and financial performance of companies. Thus, according to their results, free cash flow leads to reduce financial performance of companies because excess cash flow is not conducive to the company's financial performance as a result of the problems associated with agency costs of free cash flow.

Mong'o (2010) analyzed the impact of cash flow on profitability among commercial banks in Kenya over the period from 2005- 2009. It was specifically conducted to explain the influence that various components of cash flows have on profitability growth. Multiple regression models were used to analyze the data and the findings of the study indicate that Cash flow from the financing and the investing activities have a great positive influence on the banks' profit while operating cash flow has a negative effect. From the empirical studies reviewed it has been found that there is no consistency in the use of variable, sector and economy thereby resulting to diversified outcome. The studies of Frank and James (2014) and Ghanbari *et al* (2015) have used ROA; Nwanyanwu (2015); Mongo (2010), Guda (2013) and Amah, Micheal and Ihendinihu (2016) have used NP; Tariverdi, Amanolahi and Faal (2014); Gheshlaghi, Ahmadzadeh and Faal (2014), Velnampy and Kajanathan (2013) have used ROA and ROE; Ojode (2014) have used ROCE; and Galogah, Pouaghajan and Makrani (2013) have used SR and Hydari *et al* (2014) have used ROA, ROE, SR and Tobin's q as measures of financial performance. The studies of Hydari *et al* (2014); Ojode (2014); and Galogah, Pouaghajan and Makrani (2013) have used the three cash flow components in their studies of Free cash flow and profitability.

The studies of Frank and James (2014); Nwanyanwu (2015); Ghanbari *et al* (2015) and Amah, Micheal and Ihendinihu (2016) have found that cash flow from operating activities and financial performance have a significant positive relationship while the studies of Mongo (2010), Guda (2013) and Gheshlaghi, Ahmadzadeh and Faal (2014) found that the relationship between cash flow from operating activities and financial performance is significantly negative. Cash flow from investing activities has a significant relationship with financial performance in the studies of Ghanbari *et al* (2015), Guda (2013) and Mongo (2010), while in the studies of Frank and James (2014), Gheshlaghi, Ahmadzadeh and Faal (2014) and Amah, Micheal and Ihendinihu (2016) the relationship is negative. The relationship between the cash flow from financing activities and financial performance is positive according to the studies of Mongo (2010), Guda (2013) and Frank and James (2014) while according to Ghanbari *et al* (2015) and Amah, Micheal and Ihendinihu (2016) it is negatively related. The difference in the outcome of these studies is as a result of the sectors and economies of the study. Mong'o (2010) and Amah, Micheal and Ihendinihu (2016) studies were conducted on the Banking sector in Kenya and Nigeria respectively while that of Nwanyanwu (2015) and Guda (2013) were on Small and medium Enterprises in Nigeria and Nairobi respectively. Ghanbari *et al* (2015) opined that cash flow can decrease the risk related to operations thereby leading to an increase of companies' performance and Guda (2013) opined that a company generating healthy cash balances will invariably have a high financial performance. Hence, cash flow is absolutely critical for the existence and survival of an organization.

3.0 Research Methodology

This section explains the research design, population of the study, sample size and sampling technique, sources and methods of data collection, techniques of data analysis, variables of the study and their measurements as well as the model specification.

Ex-post facto design was used for this study owing to the fact that the study utilizes the annual reports and accounts of sampled firms. The relationship between cash flow and corporate financial performance was explored, with cash flow as independent variable and corporate financial performance as the dependent variable.

3.1 Population and Sample Size

The population of the study is made up of all listed Conglomerate companies in the Nigerian Stock Exchange, and their years of listing and incorporations are as follows:

Table 1: Population of the Study

S/N	COMPANY NAME	YEAR OF INCORP.	YEAR OF LISTING
1	A.G. Leventis Nigeria Plc	1958	1978
2	Chellarams Plc	1947	1977
3	John Holt Plc	1961	1974
4	SCOA Nigeria Plc	1969	1977
5	Transnational Corporation Nigeria Plc	2004	2006
6	UAC of Nigeria Plc	1931	1974

Source: Generated by the researcher from the NSE 2013/2014 Fact book

Table 1 shows the total population of the study, out of which the sample population was drawn and the criteria for choosing this population was based on two criteria. First is the year of companies listing which should be at least 31/12/2004 and secondly, the availability of data from 2005 – 2014. All companies met these criteria with the exception of Transnational Corporation Nigeria Plc due to unavailability of data. The five (5) companies that emerged were used as sample size for the study, thereby making sampling unnecessary

3.2 Data Collection and Techniques of Data Analysis

Data was extracted from the annual reports and accounts of the sampled companies from 2005 - 2014 which were used for the computation of ratios on cash flow and corporate financial performance and in analyzing the relationship between Cash flow measures and corporate financial performance, the study employed Descriptive statistics, Pearson correlation coefficient and multivariate regressions as adopted by Pouraghajan *et al* (2013); Velnampy and Kajanathan (2013); Guda (2013); Tariverdi, Amanolahi and Faal (2014) and Gheslaghi, Ahmadzadeh and Faal (2014). A robustness test was conducted in order to improve the validity of all statistical inferences for the study. The tests include Multicollinearity, Heteroskedasticity, Normality and Hausman specification test.

3.3 Study Variables and their measurements

The variables in the research were divided into 3 groups: Dependent variables which are Return on assets (ROA) and Return on equity (ROE); the Independent variables are Cash flow from Operating activities (CFO); Cash flow from investing activities (CFI) and Cash flow from financing activities (CFF) and the control variables are Firm Size (Size) and Financial Leverage (FL). The summary of the study variables and their measurements are shown below:

Table 2: Summary of Variables and their Definitions

Variables	Symbols	Variables definitions	
Return on Assets	ROA	Before Tax Net Profit divided by Total Assets _{it}	Dependent
Return on Equity	ROE	Net Profit after Tax divided by Equity	Dependent
Cash Flow from Operations	CFO	Net cash flow from Operating activities of firm _i in the year _t divided by cash and cash equivalent ending	Independent

Cash Flow from Investing	CFI	Net cash flow from Investing activities of firm _i in the year _t divided by cash and cash equivalent ending	Independent
Cash Flow from Financing	CFF	Net cash flow from financing activities of firm _i in the year _t divided by cash and cash equivalent ending	Independent
Size	SIZE	Natural Logarithm of Total Assets	Control
Financial Leverage	FL	Total Liabilities divided by Total Assets	Control

Source: Developed by the Researcher from literature viewed.

3.4. Regression model of the research

Model 1

$$ROA_{it} = \beta_0 + \beta_1 CFO_{it} + \beta_2 CFI_{it} + \beta_3 CFF_{it} + \beta_4 SIZE_{it} + \beta_5 FL_{it} + U_{it} \dots \dots \dots 1$$

Model 2

$$ROE_{it} = \beta_0 + \beta_1 CFO_{it} + \beta_2 CFI_{it} + \beta_3 CFF_{it} + \beta_4 SIZE_{it} + \beta_5 FL_{it} + U_{it} \dots \dots \dots 2$$

β_0 is the constant coefficient (the intercept) $\beta_1 \dots \beta_5$ is the coefficient of the independent and control variables. This co-efficient of the explanatory variables ($\beta_1 \dots \beta_5$) can be estimated by the use of General Least Square technique. Panel data was adopted in this study. This combines simultaneously cross section and time series data. The Model adopted in this research study is in line but with slight modification with that of Wang (2010); Pouraghajan *et al* (2013); Guda (2013); Velnampy and Kajanathan (2013); Heydari *et al* (2014); Tariverdi, Amanolahi and Faal (2014) and Gheslaghi, Ahmadzadeh and Faal (2014).

4.0 Results and discussion

4.1. Descriptive Statistics

Table 4.1 provides summary statistics for the variables of the study. The summary statistics include, among others, the mean as the measure of central tendency and the measure of standard deviation as a measure of dispersion. These were computed from the statement of financial position and income statements of the sampled companies.

Table 4.1: Descriptive Statistics of the Variables

VARIABLE	MEAN	STD. DEV.	MIN	MAX
ROA	0.058	0.124	-0.422	0.380
ROE	- 0.032	2.099	-14.216	2.731
CFO	1.776	8.543	-6.902	54.500
CFI	1.159	3.525	-3.501	19.989
CFF	-1.964	6.715	-30.200	4.672
SIZE	6.955	0.284	6.500	7.423
FL	0.524	0.254	0.152	0.993

Source: Generated by the Researcher from the Annual Reports and Accounts of the sampled companies (2016) using Stata (Version 11)

Table 4.1 presents the descriptive statistics of dependent and independent variables of the study. The Table shows the mean, standard deviation, minimum and maximum value. The mean ROA of the sample firm is 6% while that of the ROE is 3%. This result indicates that for every ₦100 worth of total assets employed an average of ₦6 was earned and a maximum of ₦38 as before tax profit, while an average of ₦3 was earned and a maximum of ₦273 as after tax profit on every ₦100 equity share issued. Cash flow from operating activities has a mean of 1.78 and a maximum of 54.5. This indicates that the maximum amount of cash generated from operating activities is ₦5,450 and a minimum of – ₦690 of cash out flow. An average of ₦178 was generated by listed conglomerate companies in Nigeria on cash flow from operating activities. The standard deviation of 8.54 shows high level of dispersion.

Cash flow from investing activities has a mean of 1.16, which ranges from minimum of a negative 3.50 and a maximum of 19.99. This indicates that listed conglomerate companies in Nigeria generate an average of ₦116 of cash from

investing activities and a maximum amount of ₦2000 and the level of dispersion between the mean is 3.5. Cash flow from financing activities has a negative mean of 1.96 which ranges from a minimum of -30.20 to a maximum of 4.67 and the level of dispersion between the mean is 6.72 which is high. The control variables used in the study reveal that the mean value of Firm Size is 6.75 and a standard deviation of 0.28 indicates a low level of dispersion in size of the companies during the study period. The minimum value of 6.5 and the maximum value of 7.4 indicate that listed conglomerate companies in Nigeria do not differ significantly in size. The mean value of Financial leverage (FL) is 0.52 indicating an average of 52% on the five listed conglomerate companies in Nigeria over the ten years period to 2014. This indicates that most of the sampled companies have a ratio of higher than 50% of total liabilities to total assets and the standard deviation indicate a low dispersion between the mean of 0.25.

Correlation results

The correlation matrix table shows the relationship between all pairs of variables in the regression model. In an effort to establish the nature of the correlation between the dependent and the independent variables and also to ascertain whether or not multicollinearity exists as a result of the correlation among variables, Pearson correlation analysis was used to assess the relationship between the variables of cash flow and corporate financial performance. Table 4.2 presents the correlation between the dependent (ROA and ROE) as well as the explanatory variables (CFO, CFI, CFF SIZE and FL) respectively.

Table 4: Correlation Matrix of Dependent and Independent Variables

VARIABLES	ROA	ROE	CFO	CFI	CFF	SIZE	FL	VIF
ROA	1.0000							
ROE	0.2664	1.0000						
CFO	-0.0559	-0.3504	1.0000					1.77
CFI	0.2980	-0.2109	0.4116	1.0000				5.34
CFF	-0.1268	0.5472	-0.5959	-0.8869	1.0000			6.73
SIZE	0.2954	0.1354	-0.2403	-0.3632	0.3478	1.0000		1.33
FL	-0.5011	-0.1583	0.2948	0.2098	-0.2679	-0.4121	1.0000	1.27

Source: Generated by the Researcher from the Annual Reports and Accounts of the sample companies (2016) using Stata (Version 11)

Table 4 shows the correlation coefficients on the relationship between the dependent variables (ROA and ROE), independent variables (CFO, CFI and CFF) and the control variables (Size and Financial leverage). The values of the correlation coefficient range from -1 to 1. The sign of the correlation coefficient indicates the direction of the relationship (positive or negative). The absolute values of the correlation coefficient indicate the strength, with larger values indicating stronger relationships. The correlation coefficients on the main diagonal are 1.0 because each variable has a perfect positive linear relationship with itself. As shown in table 4.2, the correlation coefficient for model 1 shows that the dependent variable (ROA) and the explanatory variables (CFI and Size) is 0.298 and 0.295 respectively, which is not close to 1; this indicates that CFI and the control variable Size with ROA are positively weak correlated while CFO, CFF and FL (-0.056, -0.127 and -0.501) are negatively correlated with ROA. On the other hand model 2 of the regression show that ROE with CFF and Size is 0.595 and 0.135 indicates a strong positively correlation and a positively weak relation respectively, while the correlation coefficient between ROE with CFO, CFI and FL is -0.350, -0.211 and -0.158 respectively indicates that ROE has a negatively weak relation with CFO, CFF and FL. Table 4.2 also shows that CFO has a negative relation with CFF and Size with the exception of CFI and FL which are positively related. CFI has a negative correlation with CFF and Size but the correlation with FL is positive. CFF is negatively correlated with FL and positively related with Size and Size is negatively correlated with FL.

The test for multicollinearity was conducted using Variance Inflation Factor (VIF). The results on Table 4.2 provide evidence of the absence of Multicollinearity. This is because the results of the VIF test ranges from a minimum of 1.27 to a maximum of 6.73 indicating the absence of collinearity problem. According to Baum (2006), the rule of thumb states that there is evidence of collinearity if the VIF is greater than 8 while other researchers argued that even the VIF of not more than 10 portraint non-existence of collinearity Tobachnick and Fidell (1996) as cited in (Sabari, 2012).

Regression results

Table 5 presents the OLS and RE regression results of the dependent variable (ROA and ROE) and explanatory variables (CFO, CFI, CFF, SIZE and FL) of the Conglomerate companies in Nigeria.

Table 5. Regression Result of cash flow and corporate financial performance

Variables	MODEL 1 (ROA)						MODEL 2 (ROE)					
	OLS REGRESSION			RANDOM EFFECT			ROBUST REGRESSION			RANDOM EFFECT		
	Coef	T	P	Coef	Z	p>/z/	Coef	T	P	Coef	Z	p>/z/
CFO	.001	0.54	0.594	.001	0.54	0.591	.005	-0.49	0.626	.054	1.93	0.054
CFI	.032	3.82	0.000	.032	3.82	0.000	.011	0.85	0.398	.843	7.19	0.000
CFF	.010	1.90	0.065	.010	1.90	0.058	-.019	-1.84	0.073	.601	8.70	0.000
SIZE	.121	2.30	0.026	.121	2.30	0.021	.050	1.22	0.228	.280	0.39	0.700
FL	-.226	-3.94	0.000	-.226	-3.94	0.000	-.155	-3.37	0.002	.092	0.12	0.908
Cons	.686	-1.81	0.077	-.686	-1.81	0.070	-.191	-0.65	0.522	-1.921	-0.37	0.714
R-squared	0.5200						0.6805					
Adj R-squared	0.4654						0.6442					
Within							0.3094			0.6884		
Between							0.8949			0.6033		
Overall							0.5200			0.6805		
F value	9.53						18.74					
Prob>F	0.0000						0.0000					
Normality Test							0.396					
Hausman test (Prob>Chi2)							0.2381			0.9943		

Source: Generated by the Author from Annual Reports and Accounts Data of Conglomerate listed Companies in Nigeria using STATA (11)

Table 5 presents the OLS, Robust and RE regression results of the variables. The OLS regression result was presented after carrying out various tests in order to improve the Heteroskedasticity, Normality and Hausman test.

The heteroskedasticity test reveals that there is no presence of heteroskedasticity in the first model as indicated by the probability of the chi square 0.4651. This signifies absence of heteroskedasticity and the existence of homoscedasticity in model 1. For the second model, the result of the test shows a significant probability of 0.0000 at 1% significance levels, which implies that heteroskedasticity exist. This was later corrected through the OLS robust test and robust estimation is considered when there is a strong suspicion of heteroskedasticity or where it exists. A normality test was conducted to check whether the error of prediction is normally distributed. The Skewness/Kurtosis test was used to check whether residuals are normal. The result indicates a P-value of 0.3956 which is greater than 0.05 suggesting that the normality assumption does hold. In addition, Hausman specification test for model1 and 2 reveals that RE regression result is more efficient than the FE as evidenced by the prob>chi 0.2381 and 0.9943 which is greater than 5%. Although robust regression, OLS and RE are presented on Table 5 the discussion is restricted to only RE

Table 5 shows the results of the two models and in model 1 the R² for both the OLS Regression and Random Regression is 0.5200 implying that 52% variation in the dependent variable (ROA) of the listed conglomerate companies in Nigeria is caused by the explanatory variables (CFO, CFI, CFF, SIZE and FL), while remaining of the change is as a result of other variables not addressed by this model. This shows that 52% of financial performance proxied by (ROA) in the listed Conglomerate Companies in Nigeria is jointly explained by the explanatory variables. Similarly, the value of F- statistics 9.53 and the p-value of 0.0000 at 1% level of significance confirm fitness of the model. In Model 2 the Adj R² for the OLS Robust Regression is 0.6442 implying that 64% variation in the dependent variable (ROE) of the listed conglomerate companies in Nigeria is caused by the explanatory variables (CFO, CFI, CFF, SIZE and FL), while remaining of the change is as a result of other variables not addressed by this model. This shows, that about 64% of financial performance, proxied by (ROE) in the listed Conglomerate Companies in Nigeria is jointly explained by the explanatory variables. Similarly, the p-value of 0.0000 at 1% implies fitness of the model. The overall R² of the Random Regression depicts 0.6805. This shows that the variable employed in the model explain about 68% variations in the dependent variable ROE of the Conglomerate Companies in Nigeria.

The regression results also shows that cash flow from operating activities was found to have an insignificant positive impact on ROA and a significant impact on ROE at 5% significance level, CFI and CFF were found to have a significant impact on financial performance (ROA and ROE) at 1% significance level, Size of the firm had also positive significance impact on ROA but insignificant impact on ROE while Financial leverage was found to have a significant negative impact on ROA and an insignificant positive impact on ROE.

Based on the analysis and interpretation of the above results, the following are the summary of the major findings of the study.

- i. Cash flow from operating activities has an insignificant positive relationship with financial performance proxied by ROA and a significant positive relationship with financial performance proxied by ROE of listed Conglomerate companies in Nigeria.
- ii. Cash flow from investing activities has a positive significant relationship with financial performance proxied by ROA and ROE of listed Conglomerate companies in Nigeria.
- iii. Cash flow from financing activities has a positive significant relationship with financial performance ROA and ROE of listed Conglomerate companies in Nigeria.
- iv. The firms' size has a positive significant impact on financial performance (ROA) of listed Conglomerate companies in Nigeria but the impact on ROE is insignificant.
- v. Financial leverage (FL) has a negative significant impact on financial performance (ROA) and a positive insignificant effect on ROE of listed Conglomerate companies in Nigeria.

5.0 Conclusion and recommendations

Based on the findings the study concludes that cash flow from operating activities has influence on the financial performance (especially ROE) of listed conglomerate companies in Nigeria. The relationship is positive indicating an increase in cash flow from operating activities will lead to an increase in financial performance of listed conglomerate companies in Nigeria. Financial performance of listed conglomerate companies in Nigeria is therefore influenced by the cash flow generated from operating activities. The study also concludes that cash flow from investing and financing activities has an impact on the financial performance of listed conglomerate companies in Nigeria. As it was shown, there is evidence of strong significant relationship between cash flow from investing and financing activities and financial performance. Thus, the financial performance of listed conglomerate companies in Nigeria are affected by the cash flow generated from their investing and financing activities.

In addition, the study concludes that firm size also affects the financial performance of listed conglomerate companies in Nigeria. The results showed evidence of positively significant influence of size on ROA although the effect was insignificant with ROE. Thus, the financial performance of listed conglomerate companies in Nigeria is affected by size. Financial leverage on the hand was found to have a significant negative effect on ROA and a positive effect on ROE. Thus, financial performance of listed conglomerate companies in Nigeria is also affected by financial leverage. Based on the conclusions made it is recommended that firstly more efforts are needed at the firm's level to identify other variables impacting financial performance of firms since it has been identified that cash flow is not the only factor affecting the financial performance of listed conglomerate companies in Nigeria secondly, Although increasing financial leverage is one of the possible way of reducing the agency cost associated with equity by restructuring ownership claims at the same time changing the aims and aspiration of managers to fully maximize the value of the company's assets at their disposal. The companies should not rely more on financial leverage because it affects financial performance negatively and increases the risk of bankruptcy. They should therefore set a policy so as to keep bankruptcy cost at a lower level and finally Management efficiency is required in managing costs, increasing efficiency and financial performance of listed conglomerate companies in Nigeria. For managers to be more effective and to become more prudent and avoid undertaking risky investments their equity participation should be increased.

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Explicating the Nexus in perceived organizational support, career development and academic staff intention to stay in Nigerian Universities context: A mediating approach

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Abstract

Retention of academic staff in the educational system is of great significance to avoid intellectual loss and knowledge breakdown. Given the cost associated with loss of academic staff especially in the university system, the current study investigates the influence of perceived organizational support, career development on academic staff intention to stay in Nigerian universities context and how job satisfaction governs the nature (mediates) of the relationships. As a quantitative research, 368 academic staff were sampled from public universities located in South West Nigeria through self-administered survey using disproportionate sampling technique. SPSS and Partial Least Squares (PLS-SEM) were utilized for data analysis. The overall findings of the study reveal that significant positive nexus exist between perceived organization support, career development and academic staff intention to stay in Nigerian universities. The findings of the current study also underscore the mediating role of job satisfaction in explicating the relationships between perceived organization support, career development and academic staff intention stay. Thus, job satisfaction is an underlying mechanism through which perceived organizational support, career development and academic staff intention to stay relationship could be better understood in the Nigerian universities' context. The concluding parts entail implications, limitations and suggestions for future studies.

Keywords: Perceived organizational support; Career development; Job satisfaction; Intention stay

1. Introduction

Academic staff remains one of the most crucial resources in the university system and failure to effectively manage, maintain and retain them may lead to knowledge breakdown and intellectual loss. They play a very vital role in the development of higher educational system (Yusuf & Ogbudinkpa, 2017), and the realization of Education For All (EFA) goal and accomplishment of socio-economic growth of Nigeria (Needs Assessment in the Nigerian Education Sector, 2014). Substantial studies (e.g., Abdulrahman & Adebola, 2014; Onah & Anikwe, 2016) have shown that adequate retention of academic staff in higher institutions facilitates growth and strengthen educational system. However, the issue of academic staff retention in the university system especially the talented ones has become a serious challenge across the world (Onah & Anikwe, 2016).

In a broader scope, Yousaf (2010) observes that industrialized countries are better able to maintain employee retention than developing countries. In view of that, Adedeji and Ugwumadu, (2018) as well as Raji, Ladan and Abu (2018) posited that developing nations like Nigeria experience high employee turnover rate than developed ones. In support of this assertion, Omonijo, Oludayo, Eche, Uche and Ohunakin (2015) affirm that despite numerous studies on employee turnover, Nigerian education system, in which universities are inclusive, still experiences problem of teaching staff retention. Also, Abdulrahman and Adebola (2014) specifically pointed out to low level of intention to stay among academic staff in Nigerian universities claiming that quiet number academic staff seeks better opportunities elsewhere.

More importantly, problems associated with inability to retain academic staff are costly. Among these include additional recruiting cost, disruptions of course offerings, discontinuities in departmental and student planning, and loss of student graduate advisors, loss of knowledge and experience regarding the institution, and the increase in time and cost in training novice academics with serious impact on quality of services and the image of the institution (Pienaar & Bester, 2008; Ng'ethe, Iravo & Namusonge, 2012; Zhou & Volkwein 2004). Considering the costs implication, investigating variables connected with academic staff intention to stay is of great significance to promote quality education and reduce associated costs (Lisa, Jos, Beishuizen & Monique, 2017). It is therefore critically important to investigate factors that

influence academic staff intent to stay in higher educational institutions particularly universities-the hub of research and learning.

In view of this, extant literature has identified some notable factors that trigger employee intention to stay or leave. These behavioral factors includes job satisfaction (Chin, 2018; Grissom, Nicholson-Crotty, & Keiser, 2012; Hassan & Mara, 2014; Yau-De, Chyan, & Kuei-Ying, 2012), perceived organizational support (DeConinck, & Johnson, 2009; Imran, Ali & Islam, 2014; Wong & Wong 2017), career development (Kroon & Freese, 2013; Yarbrough et al., 2016); psychological contract (Blomme, Van Rheede, & Tromp, 2010; Kickul, & Lester, 2000; Umar, 2016) job stress (e.g., Arshadi & Damiri, 2013; Chiang & Chang, 2012; Liu & Onwuegbuzie, 2012; Siddiqui & Jamil, 2015), perceived organizational justice (Azami, Ahmad & Choi, 2016; Gim, & Mat Desa, 2014; Khalid, AbdulRahman, Muqadas, 2018), organizational commitment (Jehanseb, Raheed & Rasheed, 2013; Tarigan & Ariani, 2015; Tnay, Othman, Siong & Lim, 2013). However, perceived organization support, career development and job satisfaction have been respectively considered in the current study due to strong influence they have on employee intention to stay or leave (Chen, Rasdi, Ismail Asmuni, 2017; Hassan & Mara, 2014; Liu, Yang, Yang & Liu, 2015).

Moreover, there is still dearth of studies with respect to perceived organization support and intention to stay or leave in the educational settings especially in the developing context as majority of studies on the subject-matter focused on industrial settings (Chin, 2018; Wong, Ramalu & Chua 2019; Wong & Wong, 2017). Despite that, considerable number of studies on perceived organization support, career development and intention to stay still remain inconclusive in the literature (Liu, Yang & Liu, 2015; Mohd Zin, 2017). This means, there is a missing link which may necessitate introduction of an intervening variable (mediator) with a view to better understanding the nexus between perceived organization support, career development and employee intention to stay. In additional, limited studies (e.g., Mohd Zin, 2017, Othman & Lembang, 2017) have been conducted on employee intention to say unlike intention to leave. Consequently, job satisfaction has been considered in the current study as a potential mediating variable because of strong linkage it has been proven to have with perceived support, career development as well as employee intention to stay or leave (Alam & Asim, 2019; Liu et al., 2015; Rahman & Syahrizal, 2018; Shah & Jumani, 2015; Shujaat, Nisa & Ahmad, 2013).

It is against these backdrops that the study seeks to examine mediating role of job satisfaction in explicating the nexus between perceived organization support, career development and academic staff intention stay in Nigerian universities context. The remainder of the paper includes literature review and hypotheses development as second section, methodology, results and discussion, and conclusion.

2. Literature review and hypotheses development

This section conceptualizes each of the variables of the study by making out from literature nexus between perceived organization support, career development and intention stay with a view to developing hypotheses of the study. Also, it explicates how job satisfaction could play a mediating role between the independent variables (perceived organization support and career development) and dependent variable (intention to stay).

2.1. Intention Stay

Employee intention to stay has been conceptualized as employee retention by many studies due to connection between the two (Firend Al. R., 2019; Coombs, 2009; Chew & Chan, 2008; Mohd Zin, 2017). Employee retention is seen as employees' desire to remain with current organization (Coombs, Ellenbecker, 2004; 2009; Kim et al., 1996). However, the current study conceptualizes intention to stay in connotation of employee retention as the willingness of employee to continue working with a particular organization. As argued by Ajzen (1991), intention is the antecedent of behaviour, thus it gives a glimpse of actual turnover (employee leaving the organization) and there are various predictors of intention to stay or leave ranging from individual, team and organizational factors (Van der Heijden, Peeters, Le Blanc & Van Breukelen, 2018).

2.2. Perceived Organization Support

Dawley, Houghton and Bucklew (2010) conceptualize perceived organizational support (POS) as the extent to which employees perceive that their contributions are valued by the organization and that the organization cares about their well-being. The conceptualization of Dawley et al. (2010) is similar to the submission of Rhoades and Eisenberger

(2002); Eder and Eisenberger (2007) who are of the opinion that POS is employees' subjective perception as to how their organization value every effort exerted by them towards achieving its objectives as well as how their well-beings are being catered for. Thus, POS is considered as an individual-level concept. Theoretically, an employee who perceives more support from organizations, tend to increase his positive mood at work, which in turn, increases loyalty and intention to stay (Lee, Lee & Lum, 2008; Loi, Ngo & Foley 2006). Therefore, POS is an important variable in the current study to boost academic staff intention to stay.

2.3. Career Development

Career development is a continuous process of creating opportunities for employees to grow in a way that is beneficial for the employee and organization. Career development is an effective develop employees for current and future career challenges (Firend Al. R., 2019; Horwitz, Teng, & Ahmed, 2003; Presbitero Roxas & Chadee, 2016). Al-sharafi et al. (2018) as well as Field & Thomas (1992) posited that career development is all-time course of action to develop employee towards a personally determined and evolving preferred future. The essence is to helps organization retain the best people by recognizing and responding to the needs of individual employees. Thus, in the current study has conceptualized career development as series of programs provided by organizations to expand knowledge horizons, skills and abilities of employees with a view to developing them personally and professionally for current and future opportunities in their career.

2.4. Perceived Organizational Support and Employee Intention to Stay

Allen, Shore and Griffeth (2003); Paille and Bourdeau (2010); Rhoades and Eisenberger (2002) etc argue that employees who feel supported in terms of materials and psychological well-being by their organizations are less likely to seek job opportunities elsewhere. For this, a number of studies (e.g., Ahmad, Ismail, Amin & Islam, 2014; Chaudhary, Bidlan & Darolia, 2015; Paille, et al. 2010; Smith, 2005; Stamper & Johlke, 2003; Wong & Wong, 2017) have established substantial nexus between perceived organisational support and employee intent to stay or leave. They observed that employees who perceive adequate support from their organization are most likely to have positive outlook concerning their organization and consequently increases intention to stay and decreases intention to leave. Tumwesigye (2010); Liu, Yang, Yang and Liu (2015) specifically established in their study that perceived organizational support reduces employee intention to leave as it enhances their loyalty and commitment to organization. Hence, it is a key technique to enhance employees' sense of positive mood at work and loyalty to organization (Arshadi, 2011; Perryer, Jordan, Firms & Travaglione, 2010; Rhoades and Eisenberger, 2002). Moreover, Firend Al. R., (2019) and Mohd Zin (2017) asserted that POS is an important factor that employees do evaluate before making decisions as to whether to leave or stay in the organization.

H₁: Based on the aforementioned arguments, it is hypothesized that a significant positive nexus exists between POS and employee intention to stay

2.5. Career Development and Employee Intention to Stay

There have been substantial numbers of empirical studies (e.g., Chen, Rasdi, Ismail & Asmuni, 2017; Yarbrough, Martin & Alfred, 2016; Kroon & Freese, 2013, Norzaidi, Anis, Faiza & Intan, 2013) establishing that career development/advancement is a significant predictors of employee intention stay. Specifically, findings of Gamage and Herath (2013) on IT Professionals in Sri Lanka clearly pointed out that career development is positively significant with intention to stay. Aguenza and Mat Som (2012) carried out a study with a view to examining motivational factors that enhance employee retention and engagement. The findings revealed that career development programs are the major motivational factors of employees' retention in Malaysian firms. Similar to the Aguenza and Mat Som (2012) is the study of Kwenin (2013) in Ghana where career development was found to be positively related to employees' retention and consequently affect intention to stay. Firend Al. R., (2019) and Cardy & Lengnick-Hall (2011) argue that organizations that provide opportunities for career development have tendency to improve commitment level and intention to stay of their employees. Conversely, studies (e.g., Rahman & Syahriza, 2018; Presbitero, Roxas & Chadee, 2016; Weng & Xi, 2010) have also shown that absence of career development opportunities within an organization contributes significantly to employee intention to leave. In line with the extant literature reviewed, it is hypothesized that:

H₂: Significant positive nexus exists between career development and employee intention to stay

2.6. Mediating role of Job Satisfaction

Spector (1997) defined job satisfaction as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs”. Job satisfaction is the overall positive feelings an employee has toward his or her job (Sailaja & Naik, 2016) and considered as one of the most widely studied work related attitudes variables (Alam & Asim, 2019; Dicks & Ferrin, 2002; Ghada, Walid, & Mohammed, 2017; Mitterer, 2017) found to be relevant to employee positive/negative behaviors in an organizational context (Ahmad, Iqbal, Javed, & Hamad, 2014; Ismail & AbdRazaq, 2016; Kasim & AbdulGaffar, 2012; Tarigan, & Ariani, 2015). Additionally, Sujat, Sana, Aftab and Ahmed (2013) assert that career development has direct linkage with employee job satisfaction in that employees hold their organizations in high esteem once their career goals are being achieved along with organizational goals. Resultantly, they become more satisfied with their job and increase desire to remain as members of the organization. More so, it is believed that employees who perceive much support from their organization are likely to feel satisfied with their job and in turn, have lower intent to leave such organization (Al-khateri, Abuelhassan, Khalifa, Nusari & Aleem, 2018, Hassan, Noreen & Hafeez, 2018).

Besides, job satisfaction is directly linked with perceived organisational support and career development (Liu, Yang & Liu, 2015) and seems to be a potential mediator in career development-turnover intention relationship (Rahman & Syahrizal, 2018 & Hassan, et al., 2018). Hence, job satisfaction may serve as an underlying mechanism to enhance perceived organizational support and intent to stay relationship. More so, job satisfaction has been found to perform the role of mediation between variables by existing studies especially work-related attitudes relationship (see Al-khateri et al, 2018; Hassan, et al., 2018; Imran, Ali, & Islam 2014; Rahman & Syahrizal, 2018; Tarigan & Ariani, 2015; Tarkar, Dhamija, & Singh, 2019). Thus, in the current study, job satisfaction is considered as a potential mediating variable in the relationship between perceived organizational support and academic staff intention to stay, and between career development and academic staff intention to stay. The above arguments thus provide evidence to hypothesize that:

H₃: Job satisfaction mediates the nexus between perceived organizational support and academic staff intention to stay

H₄: Job satisfaction mediates the nexus between career development and academic staff intention to stay

2.7.1. Theoretical Framework

This study adopts social exchange theory to further underpin the relationship of perceived organizational support, career development, job satisfaction and intention stay.

2.7.2. The Social Exchange Theory

The social exchange theory has widely been used to study behaviour in organization in an attempt to better understand the reciprocal or exchange relationship that develops between employees and the organisation (Baran, Shanock & Miller, 2012; Cropanzano & Mitchell, 2005). Blau (1986) describes this type of exchange as an exchange process involving two steps. First, the actor’s behaviour is contingent upon the reward from the environment; and second, the environmental reward is contingent upon the actor’s behaviour. Thus, the idea behind social exchange theory is law of reciprocity. In law of reciprocity, individuals should help those that have helped them and in return, over time, may come to expect that others will return such an act of good behaviour (Rhoades & Eisenberger, 2002). Based on this, it can be argued that individuals who perceive a sense of organizational support and feel that the current organization has helped fulfilled his career needs will feel obligated to reciprocate in a positive manner. The employees’ positive reciprocal act may include loyalty to the organization which results in a decreased intention to leave the current organization (Albalawi, Naughton, Elayan & Sleimi, 2019; Raji, Ladan & Abu, 2018). Conversely, where employees perceive otherwise, it may result to low intent to stay in the organization.

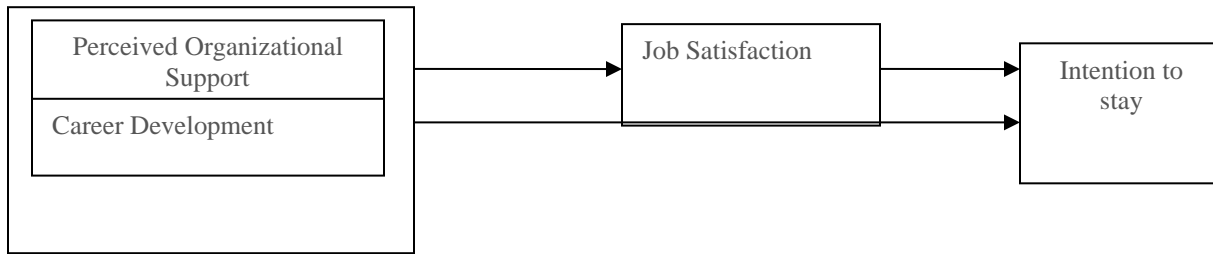


Figure 1: Model of the study

3. Methodology

A cross-sectional research design was the approach employed in this study to collect data from respondents through a structured questionnaire. According to Sekaran and Bougie (2013), the approach is less time consuming and cost effective as against longitudinal approach. The targeted population was 8735 academic staff of public universities from southwest Nigeria. In line with Krejcie and Morgan (1970) and the supposition of Hair, Hult, Ringle, and Sarstedt (2014), the study arrived at 368 sample size given the population. Using disproportionate sampling technique, 368 questionnaires were administered across the studied universities of which 343 was valid, indicating 93.2% response rate. Based on the view of Sekaran (2003), a minimum of 30% response rate is tolerable for a survey. Subsequently, SPSS version 21 and Smart PLS 3 were utilized to analyse the data collected. Again, in order to ensure valid and reliable results, measurement and structural model approaches (i.e., a two-stage approach) were used as recommended by Hair, Ringle, and Sarstedt (2011) to carry out data analysis.

Table 1. Construct Measurement

Construct	No of Items	Source
Intention to Stay	6	Coombs (2009) & Stassen and Ursel (2009).
Perceived Organisation Support	5	Eisenberger et al. (1997)
Job satisfaction	6	Mac Donald & MacIntrhe (1997)
Career Development	5	Price (2001)

All the items used were anchored on 5-Likert scale ranging from 5= 'strongly agree' to 1 = 'strongly disagree'.

4. Data analysis and findings

4.1. Assessment of Measurement Model (outer model)

Measurement model explicates how each construct is measured and this could be acknowledged through the assessment of indicator reliability, internal consistency and convergent validity (Hair et al., 2017), see figure 2.

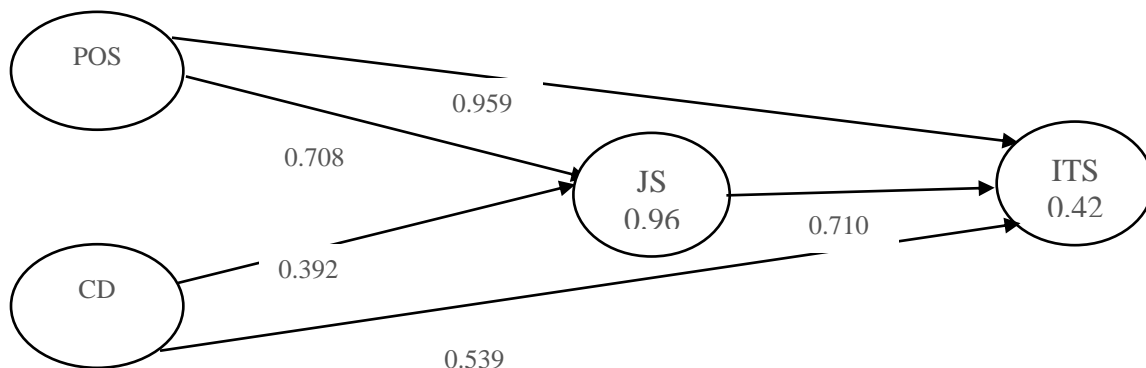


Figure 2: Measurement Mode

Table 2. Indicator Reliability, Internal Consistency, and Convergent Validity

Constructs	Items	Loadings	CA	CR	AVE
Perceived organizational support	POS4	0.880	0.655	0.852	0.743
	POS5	0.844			
Job Satisfaction	JS1	0.796	0.694	0.811	0.521
	JS2	0.800			
	JS3	0.582			
	JS5	0.685			
Career Development	CR1	0.630	0.762	0.834	0.506
	CR2	0.575			
	CR3	0.783			
	CR4	0.778			
	CR5	0.763			
Intention to Stay	ITS1	0.636	0.780	0.856	0.601
	ITS3	0.808			
	ITS4	0.861			
	ITS5	0.778			

Note: AVE represents Average Variance Extracted; CR represents Composite Reliability; CA represents Cranach's Alpha

Table 3. Discriminant Validity (HTMT criterion)

	CD	ITS	JS	POS
CD				
ITS	0.577			
JS	0.862	0.721		
POS	0.706	0.794	0.881	

Note: JS = Job Satisfaction; POS = Perceived Organizational Support; CD = Career Development; ITS = Intention to Stay

Table 2 and Figure 2 illustrate the indicator reliability of each of the items used in measuring the study constructs. Indicator reliability indicates how fitting and reliable can items measure a particular construct in a given research (Hair, Black, Babin & Anderson, 2010). Based on the view of Hair et al. (2014), items are expected to load beyond 0.5 values to fulfill indicator reliability. As depicted in Table 2 and Figure 2, individual indicator reliability has been attained since items loading values range from 0.575 to 0.880. However, Items (e.g., POS1, POS2, POS3, JS4, JS6, ITS2 & ITS6) that failed to meet up with the threshold values of 0.5 and above were deleted (Hair et al., 2011) while the succeeding items were re-run with a view to getting reliable results at structural model stage. Also, table 2 depicts the internal consistency reliability of each construct. Internal consistency reliability (construct reliability) assesses whether an item measuring a construct are similar in their scores, i.e., how high are correlations between items (Hair et al., 2017). To check for internal consistency reliability, CR and CA values are normally assessed, and CR should be 0.7 or above (Hair et al., 2017) while CA is placed at 0.6 or above (Sekaran, 2003). With reference to this study, both CR and CA are above the threshold values of 0.7 and 0.6 correspondingly. Thus, it can be said that consistency reliability has been affirmed.

It is also significant to appraise convergent validity. According to Hair et al. (2017), convergent validity is the extent at which a measure positively related to another measures of the similar construct and can be confirmed through the assessment of AVE. AVE is the grand mean value of the squared loadings of the indicators in relation to the construct (sum of the squared loadings divided by the number of indicators (Hair et al., 2017), and its value should be 0.5 or ahead (Hair et al., 2011). As such, the AVE values displayed in Table 2 above are beyond the minimum threshold values of 0.5. In view of that, convergent validity has been established in the current study. To conclude the assessment of measurement model, discriminant validity needs to be estimated. It refers to the degree at which a construct considerably be at variance from other set of constructs by empirical standards. Taking into consideration recent research, Fornell-Larcker criterion has been critically scrutinized and found not to really detect issues in discriminant

validity (Henseler et al., 2015). Thus, heterotrait-monotrait ratio (HTMT) was used to assess discriminant validity as against Fornell-Larcker criterion. HTMT is described by Hair et al. (2017) as the ratio of the between-trait correlations to the within-trait correlations. As depicted in table 2, the HTMT values of all pairs of constructs in the matrix are below the limit value of 0.90 (Hair et al., 2017). All in all, it can be concluded that the required constructs validity of the current study has been ascertained.

4.2. Structural Model

Having evaluated the measurement model, the need to run the structural model-the second stage in the inferential analysis is pertinent. The essence is to establish the results of direct effect of perceived organizational support and career development on academic staff intention to stay and the mediating effect of job satisfaction on academic staff intention to stay.

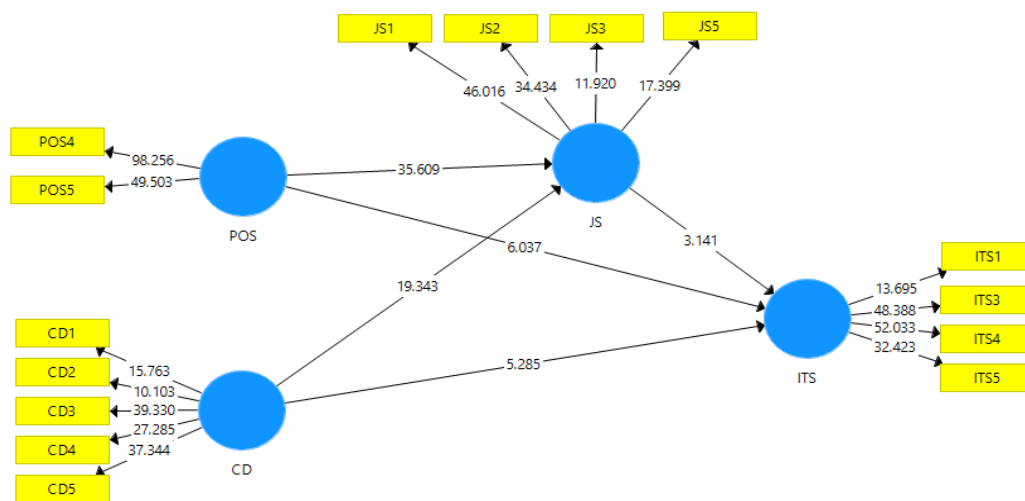


Figure 3: Structural Model

Table 4. Test of Hypotheses

	Beta	STDEV	T Stat	P Values	BCI		Decision
					5%	95%	
Direct Path		R ² = 0.426					
POS -> ITS	0.959	0.159	6.037	0.000	0.627	1.264	Supported
CD -> ITS	0.539	0.102	5.289	0.000	0.346	0.752	Supported
Mediation Effect		R ² = 0.961					
POS->AFC-> ITS	0.503	0.161	3.130	0.002	0.825	0.195	Supported
CD->AFC-> ITS	0.279	0.090	3.112	0.002	0.451	0.102	Supported

Note: JS = Job Satisfaction; POS = Perceived Organizational Support; CD = Career Development; ITS = Intention to Stay

As depicted in figure 2 and table 5, 0.426 represents R² value in the model that exogenous latent variables (perceived organizational support, career development and job satisfaction) explain 42.6% of the variance in the endogenous latent variable (intention to stay). Furthermore, the direct results ($\beta = 0.959$, $t = 6.307$, $p < 0.01$; $\beta = 0.539$, $t = 5.289$, $p < 0.01$) demonstrate that both perceived organizational support and career development have positive significant effect on intention to stay respectively. Thus, the hypotheses earlier stated in this study that perceived organizational support and career development would have positive significant effect on academic staff intention to stay were empirically

supported. As for mediation results, the R^2 value of 0.961 denotes that perceived organizational support and career development explain 96.1% of the variance in the mediating variable (job satisfaction). Following Preacher and Hayes (2008)'s mediation analysis procedure, the mediation results ($\beta = 0.503$; $t = 3.130$, $p < 0.01$; $\beta = 0.279$, $t = 3.112$; $p < 0.01$) reveal that job satisfaction significantly mediates the effect of perceived organizational support and career development on intention to stay. Besides, the 95% confidence interval which do not include zero is also a confirmation of mediation results of this study.

Table 5. Effect Size of Exogenous variables on Endogenous Variables

Construct	f^2 (ITS)	Effect Size
JS	0.026	Small
CD	0.122	Small
POS	0.090	Small

Note: JS = Job Satisfaction; POS = Perceived Organizational Support; CD = Career Development; ITS = Intention to Stay

Based on the results obtained from table 5, it shows that intention to stay is explained by job satisfaction, career development and perceived organizational support with effect size of 0.026, 0.122 and 0.090 respectively. In line with the suggestion Cohen (1988) and Hair et al. (2013), threshold value of 0.02, 0.15 and 0.35 are often used to describe small, medium and large effect size (f^2). In this case, all the constructs of this study have small effect size.

Table 6. Predictive Relevance of Exogenous Variables

Construct	SSO	SSE	$Q^2 = 1 - SSE/SSO$
Intention to stay	1,804.000	1,357.222	0.248

Note: SSO (sum of squared observations); SSE (sum of squared prediction errors)

Table 6 represents the *blindfolding* result of the cross-validated redundancy (Q^2) of the reflective endogenous latent variable of this model. As shown in the table, the cross-validated redundancy (Q^2) is greater than zero. Hence, it clearly indicates that there is a path model predictive relevance (Chin, 1998; Hair et al., 2014; Hayes, 2009).

5. Discussion of findings

The hypothesized relationships in this study have been empirically supported indicating that significant positive nexus exist between perceived organizational support, career development and academic staff intention to stay through job satisfaction within Nigerian universities context. The findings of the current study emphasize the relevance of job satisfaction in explicating the influence of POS and career development on academic staff intent to stay. This means, as academic staff of Nigerian universities perceive more of organizational support such as favorable working condition (e.g., rewards/pay, promotion, job enrichment) and career development, their level of job satisfaction increases resulting to higher intention to stay. Thus, the higher the perception of academic staff with regards to organizational support and career development, the higher their level of job satisfaction, which in turn raises the desire to stay of academic staff in the in Nigerian universities.

In addition, social exchange theory buttresses the findings of the study as it offers a general approach to law of reciprocity in employee-employer working relationships (Firend, 2016; Firend, Chun, 2018; Rhoades & Eisenberger, 2002). Explicitly, academic staff shows feeling of satisfaction with their job as a form of reciprocal act expected of them due to perception of support and development in career, leading to stronger desire to remain with the current organization. Summarily, the current study provides an insight into the role played by perceived organizational support and career development in enhancing academic staff desire to remain in their current organization via job satisfaction. The findings obtained from the current study share some similarities with the findings of Alkhateri et al. (2018); Chen, et al. (2017); Imran et al. (2014); Liu et al. (2015) and Rahman and Syahrizal (2018).

6. Conclusion

The current study underscores the relevance of perceived organizational support and career development in increasing academic staff intention to stay in Nigerian universities and how job satisfaction controls the nature (causal mechanism or process) of the relationships. Relatively limited studies have been conducted on combinatory effects of perceived organizational support and career development on academic staff intention to stay especially in the developing context. The inclusion of job satisfaction in the model as a mechanism to better understand the relationships is a key contribution to the study. Theoretically, the contribution of the current study to the field of organizational behavior and human resource management (HRM) cannot be overemphasized as it unveils the power of perceived organizational support and career development to heighten job satisfaction level and consequently strengthen intention to stay.

In practical sense, this study recommends to universities management and other stakeholders in the educational system especially in the Nigerian universities context to put forward organizational support policies in terms of good working condition viz and viz fair compensation and rewards, recognition, promotion and should also foster career development climate with a view to increasing academic staff job satisfaction level, and in turn promoting strong intent to stay in their current organization. As a result, such enhanced policies on organizational support and career development would make academic staff develop positive feelings at work and enhance their intent to stay in the system. However, given that this study utilized cross sectional research approach, the approach may not guarantee making casual inferences from the studied population (Firend, Al R., 2016; Sekaran & Bougie, 2010). Therefore, future studies may employ longitudinal research approach for data collection. Furthermore, since the current study has empirically established the underlying role of job satisfaction in influencing perceived organizational support, career development and academic staff intention to stay, it would be noteworthy to replicate research of this nature across diverse settings or sectors aside education, as this would validate generalization of the results of the current research.

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The Impact of COVID-19 on Myanmar Travel and related businesses

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Abstract

The world faced the worst economic crisis since the World Health Organization (WHO) announced COVID-19 as a pandemic on March 11, 2020. This situation also causes an overall slowdown in Myanmar's economy. In Myanmar's economy, the tourism business has played a significant role. According to the World Travel & Tourism Council (WTTC), the tourism sector's total contribution to Myanmar's economy was US\$ 4.9 billion or 66.6 % of G.D.P. in 2017. The number of people working in tourism-related jobs was more than 580,000 in 2018, making up over 2.5 % of total employment.

This article is the purpose of the study "The Impact of COVID 19 on Myanmar Travel and related businesses". The study is using both primary data and secondary data. Primary data is collected by interviewing random people working in Tourism and related businesses with a series of qualitative questionnaires. The findings indicate that the future of European Travel is unknown, and they will not come until the end of 2021. But the conclusions proposed that visitors from neighboring countries, especially China, Thailand, and South Korea, will come around the end of 2020. And Tourism sector should be promoted to the Domestic Market. All people are ready to implement the recovery plans and actions to move better forward to the future tourism industry by the support of Government and related organizations.

Keywords: Myanmar, COVID 19, Tourism, Travel, Pandemic

1. Introduction

It is a well given fact that Myanmar is a beautiful, vast country full of rich traditions, exquisite food, and wonderful natural scenery. Tourism in Myanmar is a developing sector and a source of primary income. So Myanmar's Government has supported the development of the Tourism industry since 1992, and the Ministry of Hotels & Tourism (MOHT) prepared the Myanmar Tourism Master plan (2013 – 2020). The tourism industry is an umbrella industry networked with many other sectors in the economy, including hotel, community-level operations, education, financial, agriculture, medical, travel and transportation, construction, real estate, retail, and vice versa (Chaudhuri & Yamin, 2017).

For many years Myanmar had between 200.000 and 250.000 tourists arriving at Yangon airport every year. Until 2013 Yangon airport was the only entry point to Myanmar, but from August 2013 onwards, four land border crossings with Thailand have been opening for tourism. From 2013 to 2016, the visitor numbers dramatically increased. As the number of foreign tourists increases, so do business opportunities. In comparing data from the years 2011 and 2017, we see that the number of travel agencies experienced significant growth from 759 companies to a total of 3,050 companies in operation. Also, the number of tour guides is increasing from 3,160 to 7,820, and the number of hotels grew from 731 to 1,590.

In 2016 and 2017, visitor numbers dropped due to the unrest in Rakhine and the Northern Shan region. For this effect, Western and European tourist's arrival declined. Myanmar has been shifting its tourism promotion towards the Chinese and South-East Asia Markets. In 2018 the Government rolled out a visa on arrival (VOA) for tourists from mainland China, Hong Kong, and Macao. From October 1, 2019, onwards, visitors from Italy, Spain, Russia, Germany, Switzerland, and Australia can also get a Visa on Arrival. The total number of tourists increased by 33% in 2019, mostly due to the promotion of Chinese tourism.

In the early 2020 March, COVID 19 virus started in Myanmar, and people encountered the Government's lockdown system. Many travel tourism and related businesses were severely affected. All transportation services stop suddenly, and flights are grounded. Domestic trip ways and most tourism attraction festivals like water festival, Kason pouring festival, and then donation festivals of up-country in Myanmar also stopped. Myanmar has seen COVID-19 impact its people and economy in several ways.

The direct impact is high on the Myanmar Tourism sector and indirect as a consequence of conduct around the world. Depending on the duration of the crisis, revised scenarios indicate that the potential shock could range between a 60-80% declines in the international tourism economy in 2020. Beyond immediate measures to support the tourism sector, countries are also shifting to develop recovery measures. These include considerations on lifting travel restrictions, restoring traveler confidence, and rethinking the tourism sector. The union minister of Ministry of Hotels and Tourism (MOHT), U Ohn Maung, announced that the ministry has been working on the post-COVID recovery plan since April 2020.

a. Objectives

The objectives of this research are

- -To study the impacts of COVID 19 on Tourism and Related Services
- -To discover the comprehensive tourism recovery plans
- -To encourage investment and effective collaboration between public and private sectors
- -To emphasize local tourism development

2. Literature Review

The COVID-19 is an ongoing global pandemic of coronavirus disease 2019 (COVID 19), caused by the severe acute respiratory syndrome. The outbreak is starting from Wuhan, China, in December 2019. The World Health Organization declared the epidemic a Public Health Emergency of International Concern on January 30, 2020, and a pandemic on March 11. Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus. The COVID-19 virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes. There are no specific vaccines or treatments for COVID-19. Coronavirus disease (COVID-19) outbreak confirms cases in the world are confirmed in 9296202 and 479133 confirmed deaths in 216 countries as of June 26, 2020.

The coronavirus (COVID-19) Pandemic is, first and foremost, a humanitarian crisis affecting people's lives, and has triggered a global economic crisis. This Pandemic has very tangible impacts on the tourism sector, which is critical for many people, places, and businesses, with the effect, mainly felt in countries, cities, and regions where tourism is an integral part of the economy. Tourism generates foreign exchange, drives regional development, directly supports numerous types of jobs and businesses, and underpins many local communities. On average, the sector contributes directly to 4.4% of G.D.P. and 21.5% of service exports in the Organization for Economic Co-operation and Development (OECD) countries. According to the World Tourism Organization (UNWTO).

Since the Government confirmed Myanmar's first cases of COVID-19 on March 23, it has increased measures to prevent the spread of the coronavirus. Public gatherings, events, and conferences are either postpone or cancel everywhere. Many restrictions have been placing on travel. In cities such as Yangon, limitations on movement are stricter than elsewhere, and a soft lockdown has imposed. After 12 weeks, on June 26, total confirmed cases are 293 and six deaths, and 215 people are recovering, and back to normal, it is 74% of confirmed cases. National and regional governments have rolled out increasingly stringent social distancing measures to mitigate the Pandemic's spread, including localized lockdowns of buildings and streets with confirmed cases, "Stay at Home" programs, de facto curfews, and mandatory quarantines for travelers. The State Counselor also launched a public handwashing campaign and home-made mask campaign (Rich & Franck, 2016).

The peak season for tourism in Myanmar is between May and November. By February, most hotel bookings and tour packages are canceling for March, April, and May. According to recent surveys, almost 90 percent of tourism-related MSMEs have seen decreased revenues. Nearly 80 percent had very little business, and 60 percent had to reduce their workforce, either by laying off staff or putting staff on furlough or unpaid leave. Moreover, 42 percent have increasing

debt due to lack of cash flow, and another 42 percent also had trouble with their supply chains due to border and airport closures. From March 29 to June 30, 2020, the Myanmar government has suspended the issuance of all types of visas to all foreign nationals, except diplomats accredited to Myanmar, United Nations official's resident in Myanmar and crew of ships and aircraft operating to and from Myanmar. The Myanmar government is conducting temperature and travel history screening at all ports of entry.

International Airlines will temporarily suspend flights until June 30. And also, buses and other public vehicles carrying more than seven people except trucks transporting essential goods and supplies are temporarily banned from using the region's highways. All hotels, motels, guest houses, and inns are reopening according to the Ministry of Health and Sports guidelines. Restaurants are also open with the rules and guidelines of the Ministry of Health and Sports. Other Tourism Activities Amusement parks, National parks, Museums, Recreational areas have been temporarily closed until further notice. All mass gatherings, festivals, and entertainment events are currently banned. COVID-19 is experiencing a substantial economic loss from drastic decreases in the number of tourists. Tourism businesses and authorities can take strategic actions to reduce the impacts and restore tourism demand. Tourist destinations must take action now and continue to do so once COVID-19 has controlled to minimize adverse effects and restore tourism numbers (Firend, 2020).

3. Methodology

To implement the objectives, both primary data and secondary data are using in this study. Secondary data sources are compiled and adopt from online databases of Ministry of Hotels & Tourism of Myanmar, Ministry of Health & Sports, Union of Myanmar Travel Associations, Myanmar Hotelier Associations, and other related researches on COVID 19 Pandemic.

Primary data are collecting by personal interviews with a set of survey questionnaires. The questionnaire is semi-structured as it both contains open and close type questions. And questionnaires are prepared based on the economic situations before COVID-19 Pandemic and current circumstances. The primary data are collecting from 50 owners of Hotels, Motels, Travels & Tours, Car Rental Services, Restaurants, and other related services. A qualitative method is using for 20 different questions. The questions include the name of the business and existence, the type of business. Region of the company, number of employees before COVID 19 and current, approximate monthly income before COVID 19 and present, business impact effected by the COVID 19, percentage of Visitors' market before COVID 19, current status and targeted visitors' market for post-COVID 19, response actions to the collapse of tourism demand, precautions plan, Government and other associations support schemes. These relief programs would like to see and sharing stories that faced during the Pandemic.

4. Findings

The survey represents 50 valid responses from Tourism, and related sectors, 90 percent of responses were from the Yangon and Mandalay regions, the most popular areas of tourism. The survey discovered that 90 percent of Tourism and related sectors had a significant negative impact on the Coronavirus Outbreak. According to the data, 90 percent of tourism and associated services decreased revenues and had trouble due to the lack of cash flow. Almost 70 percent had to reduce their workforce, either by laying off staff or putting staff on unpaid leave. Therefore, 80 percent of business operation had temporarily closed. And also, almost 80 percent of respondents did not get any support from Government and related associations. Thirty percent of respondents said they would have to close down their business operations entirely if they did not receive any help.

Respondents understand that strict prevention and control measures have had a more significant impact on people's consumption philosophy, behavior, and demand in the past three months. So, people have higher requirements for travel products and services from tourism services. So, they all follow and learn the instructions from the Government and prepare the safety and precaution plans. Ensuring the safety of the guests and the staff has become the main factor of the tourism industry. And respondents expect that domestic tourism will provide recovery in the near term. The domestic travel market will significantly grow compared to the international tourism market to release the community's homebound stress as an immediate effect. Another growing market after such Pandemic is the Visiting Friends and Relatives. Hence, stakeholders in this tourism industry should make special attention to this market. The demand for

rural locations will show a significant growth compared to the crowded urban areas with high population density. The practiced social distance experience remained in the minds of people. Tourism is a significant part of economies in most countries; therefore, governments around the world have introduced unprecedented measures to contain the virus, restrictions on travel, business operations, and people-to-people interactions have brought the tourism economy to a standstill. Many countries are now entering a new phase in fighting the virus while at the same time managing the reopening of the tourism economy. That is a complex and challenging task, and quantifying the impact on the tourism economy is difficult.

At the same time, to rebuild the positive image in the guests' mind-set, it is essential to initiate strong marketing and promotional campaigns both locally and internationally. International tourism organizations suggest that the tourism sector can further improve the quality of tourism products, such as raising the standard of food and accommodation, reducing the shopping arrangements, less tight itineraries, and increasing small group boutique tours. To establish a new setup for tourism, the people who are involved in the tourism sector could provide more diversified tourism products, for example, private customized small group tours, F.I.T., and in-depth experience tours. All tourism-related vendors should promote flexible services, such as flexible prices and flexible cancellation policies, to attract potential travelers. The industry stakeholders should be reinforced and stimulated to rethink the processes and systems to perform better with innovative and low-cost strategies when the industry starts up again. More technology-based innovations, reduced production, and delivery making the process more convenient for all the participants without compromising on security would lead to immediate benefits in the industry level recovery process.

5. Discussion and conclusion

It is seeing that the tourism industry is playing a significant role in the Myanmar Economic environment as the evidence and the data shown by this research. As it contributes to the state's gross domestic products and employment, the Government has to encourage continued successful collaborations among the stakeholders, from cultural business, transportation and accommodation groups, and tourism agencies to Federal agencies to make the local and oriental tourism market unique (Diao, & Wang, 2020). It is needed to be improved transportation resources plan for different groups of visitors such as recreation seekers, nature visitors, heritage tourists, adventure lovers, youth tourists, backpackers, and holiday tourists. Workers in all the respective fields must highly train and to be skillful at providing safe and best service because the travelers in the current period might be more sensitive according to the situation than those of previous times before COVID-19. As the undertaking Humanitarian Response Plan COVID-19 and restrictions are expecting to be finalized by the end of July, the domestic market should be the first targeted segment to be focused on attraction and promotion by following the directives from WHO and the Ministry of Hotel & Tourism. Cleanliness should also be visible in Restaurants, souvenir shops, food stores, and other public places. Being supported financially, technically, and politically from the Government is essential for the measurable recovery of the tourism industry and maintaining domestic and foreign demand. Though Coronavirus Pandemic has a massive impact on the travel industry, Myanmar is still the best place for travelers to be safe.

6. Recommendation

Based on the findings of the surveyed data, Myanmar Tourism Economy has heavily hit by the COVID-19 Pandemic. The tourism industry has always been one of the sectors hardest hit by pandemics and crises. More research should be carried out with academia's support to see the specific impact within an individual business. For tourism recovery plans, the Ministry of Hotels and Tourism provides guidelines for implementing a strategic recovery plan for the Myanmar Tourism Industry in the post-period of COVID-19. To prepare comprehensive tourism recovery plans, all the tourism sector's concerns need to rethink, rebuild destinations, and encourage innovation and investment. To recover the industry level globally, service providers and human resources within the tourism and hospitality industry must obey the announcements and advice from global institutional structures such as UNWTO and WTTC.

Myanmar Government relaxed taxes reduced and exempt license fees, and loans provided for the hotels and tourism business. But current credits and exemptions are not sufficient to revive all tourism and related businesses. People in the tourism sector believed that Government's support was needed to encourage investment and active collaborations among the public and private sectors. According to the study, the expectation is that domestic tourism will recover shortly. In Myanmar, Domestic tourism comprises more than one-third of the sector's total contribution to tourism G.D.P. (by the record of Myanmar Domestic Pilgrimages and Tour Operators Association). Myanmar Tourism Marketing (M.T.M.) is planning to launch a domestic tourism campaign with the Ministry of Hotels & Tourism and

other travel associations. Hoteliers, travel agents, and other service providers should be continuously kept in touch to emphasize local tourism development.

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Perceived Organizational Support, Job Satisfaction and Turnover Intention: Does Organizational Commitment Matter in the Development Context?

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Abstract

Employee turnover is an issue of concern and thus remains a global phenomenon especially in a developing context. Considering the negative cost implications of employee turnover in organizational settings, the present study examines the effect of perceived organizational support and job satisfaction on turnover intention of banking staff in Nigeria and whether organizational commitment could play a mediating role in the relationships. A survey was carried out on 366 banking staff in Lagos-Nigeria with a view to obtaining data through questionnaire using simple random sampling technique. Data obtained was analysed through SPSS and Partial Least Squares (PLS-SEM). Findings of the study demonstrates that perceived organization support has negative significant effect on banking staff turnover intention whereas job satisfaction shows an insignificant negative effect on banking staff turnover intention. Results of the study also reveal that organizational commitment plays a mediating role in perceived organization support, job satisfaction and banking staff turnover intention relationships. Thus, organizational commitment is an important underlying mechanism that requires consideration while explicating the relationship between perceived organization support and turnover intention, even more important in job satisfaction and turnover intention relationship. The concluding parts include implications of the study, limitations of the study and suggestions for future studies.

Keywords: Perceived organizational support, Career development, Job satisfaction, Intention stay

1. Introduction

The banking industry is recognized to be a vital sector of the economy due to its intermediate role between the surplus and deficit units of the economy. The industry is regarded as the financial pillar of a nation and pivotal of economic growth and development (Penrose, 2013). Specifically, the Nigerian commercial banks, a fragment of Nigerian banking industry has been contributing significantly to the industry. According to Central Bank of Nigeria (CBN) Annual Statistical Bulletin in 2018, the Nigerian commercial banks contribute around 42.3% to the total assets of the Nigerian financial system and 2.82% to the Gross Domestic Product (GDP). In spite of the indispensable role played by commercial banks in the Nigerian economy, it is worrisome to see that employee turnover rate in the industry is alarming. Statistical evidence shows that the rate of employee turnover in the industry rose from 10.4% to 13.3% from the First Quarter of 2017 to Third Quarter of year 2018 (National Bureau of Statistics [NDC], 2018) and as at the Third Quarter of 2019 the turnover rate in the industry still persists. Recent study of Adedeji and Ugwumadu (2018) on employee loyalty and retention also confirm high labour turnover rate in the Nigerian commercial banks. More so, Keltner and Finegold (2012) globally reported 35%-50% employee turnover rate in the industry. By implication, the problem of employee turnover is a global phenomenon and thus remains a great a challenge to human resource managers.

According to scholars such as (e.g., Ma & Trigo, 2008; Steel & Lounsbury, 2009) have generally considered turnover intention as a strongest predictor of turnover itself. As such, studies of turnover intention have become increasingly relevant in the context of organization, particularly when considering its negative cost implications (Aydogan & Ekmekcioglu, 2016; Campbell, Perry, Maertz, Allen & Griffeth, 2013; Wong & Wong, 2017). Some of the negative cost implications as mentioned by Aslam, Rehman and Imran (2015) as well as Muqadas, Rehman, and Aslam (2017) includes additional recruitment cost, additional training and development cost for new employees. According to Nyberg and Ployhart (2013), employee turnover negatively affects performance, competitive advantage and productivity of organisations. Given the negative costs implication of employee turnover, there is need for more studies to better understand its predictors, especially its possible mechanism through which it ensues (Raji & Aliyu, 2018).

Substantial empirical studies have identified some predictors of employee turnover intention among them are perceived organizational justice (Azami, Ahmad & Choi, 2016; Gim, & Mat Desa, 2014; Khalid, AbdulRahman, Muqadas, 2018), perceived organizational support (POS) (DeConinck, & Johnson, 2009; Imran, Ali & Islam, 2014; Wong & Wong 2017), job satisfaction (Chin, 2018; Hassan & Mara, 2014; Hassan, Noreen & Hafeez, 2018), psychological contract (Blomme, Van Rheede, & Tromp, 2010; Kickul & Lester, 2000; Umar & Ringim, 2015) organizational commitment (Jehanzeb, Raheed & Rasheed, 2013; Tarigan & Ariani, 2015; Tnay, Othman, Siong & Lim, 2013), job stress (e.g., Arshadi & Damiri, 2013; Liu & Onwuegbuzie, 2012; Siddiqui & Jamil, 2015). However, POS, job satisfaction and organizational commitment have been specifically considered in the current study because of strong correlation they have been reported to have with employee intent to leave (Chin, 2018; Erat, Erdil & Kitapçı, 2012; Imran, Ali & Islam, 2014; Raji & Aliyu, 2018; Hassan & Mara, 2014; Tumwesigye, 2010).

However, quite a number of the aforementioned studies majorly focus on the direct effect of POS, job satisfaction on employee intention to leave (e.g., Paille, Bourdeau & Galois, 2010; Krishnan & Mary, 2012; Kumar 2014; Iqbal, Ehsan, Rizwan & Noreen, 2014). This provides an evidence of probable missing intervening variable between POS and intention to leave and between job satisfaction intention especially in the developing context (Arshad, 2011; Imran, Ali & Islam; 2014; Wong & Wong, 2017). It is therefore rational that a systematic examination of indirect effects among these constructs in the developing context is carried out using organizational commitment as an intervening variable.

Basically, POS and job satisfaction have been proven in the literature as reliable antecedents of organizational commitment (Albalawi, Naughton, Elayan & Sleimi, 2019; Imran et al., 2014 Wong & Wong, 2017) and that employee turnover intention is a consequence of organizational commitment (Khalid, AbdulRahman & Muqadas, 2018; Perryer Jordan, Firms & Travaglione, 2010; Mishra, Mishra & Grubb, 2015). Considering the aforementioned argument, organizational commitment shall be considered as a potential mediating variable explaining the relationship between perceived organisational support, job satisfaction and employee turnover intention in the context of Nigerian commercial banks. The remainder parts of the paper are literature review and hypotheses development, methodology, results and discussion as well as conclusion.

2. Literature review and hypotheses development

This section deals with conceptualization and existing relationship among variables of this study with a view to developing hypotheses of the study. It further explicates how organizational commitment seems fit to play a mediating role between the independent variables (perceived organization support and job satisfaction) and dependent variable (turnover intention) (Firend Al. R., Chun, C. C., 2018).

2.1 Turnover Intention

Turnover intention is considered more relevant in the field of behavioural and management studies than actual turnover for it gives an insight to probable psychological and cognitive behaviour of employees and therefore can be affected by many external factors (Griffeth Hom & Gaertner, 2000). Turnover intention is defined by Lee, Lee and Lum (2008) as the subjective perception of employees to withdraw from the current job. It is a deliberate and mindful determination to leave the organization (Iqbal et al., 2014; Matz, Woo & Kim, 2014). According to Ramsey (2007), turnover intention is a behavioural expectation that comes before the actual turnover. Besides, it is practically difficult to trace an employee who have already left the organisation for surveying and more often than not, the response rate to survey is quite low (Johnsrud & Rosser, 2002). Hence, the need to study turnover intention is more relevant in this study. In line with the study context, turnover intention is conceptualized as a premeditated willingness of bank staff to quit his current job.

2.2 Perceived Organizational (POS)

The general perception formed by employees regarding the rate at which their contributions are being valued including well-being can be termed POS (Rhoades & Eisenberger, 2002). POS entails employees' emotional well-being, coordinated efforts concerning their job and organization, as well as behaviours that can elevate the organization to lofty status (Kim, Eisenberger & Baik, 2016). According to Shafique, Din, Nadeem, Din and Nawaz (2018), POS is shaped by the nature of work environments and the practices of human resource managers resulting in formation of employee perception regarding their job and organization. Theoretically, an employee who perceives more support from organisations, tend to increase his positive mood at work, which in turn, increases commitment level and decreases turnover intention (Lee, Lee & Lum, 2008; Loi, Ngo & Foley, 2006).

2.3 Job satisfaction

Job satisfaction is one of the major factors influencing intention to leave (Alam & Asim, 2019; Wang, Jin, Wang, Zhao, Sang & Yuan, 2020). Job satisfaction is defined as the feeling of pleasure and accomplishment resulting from policies of human resource (Purani & Sahadev, 2008). It is also viewed by Lee and Liu (2007) as the feelings or perception of people about their job and its various facets. Factors influencing job satisfaction includes work itself, remuneration, job stress, working conditions, role conflicts, work environment and workloads among others (Atefi, Abdullah, Wong & Mazlom, 2015; Blaauw et al., 2013; Lu et al., 2017).

2.4 Organizational Commitment

The concept of organizational commitment is considered to be the most important element of an institution's goals and values (Khalili & Asmawi, 2012) since it has great influence on employee intent to leave (Firend, R., Shaki, M., 2008; Jang & Kandampully, 2018; Jehanzeb, Rasheed & Rasheed, 2013; Wong & Wong, 2017). Organizational commitment is defined by Begraim (2010) as the employee felt obligation to remain with the organization. Kreitner and Kinicki (2006) define it as the level at which an individual identifies and commits him or herself to organizational objectives. Organizational commitment encompasses three components: *affective commitment*, *continuance commitment* and *normative commitment* (Meyer & Allen, 1991 & 1997). As further explained by them, *affective commitment* refers employee's emotional bond to, identification with and involvement in the organization. It is said that employees with affective commitment stay with an organization because they want to. *Continuance commitment* is a commitment that is based on cost consequences when choosing to leave the organization. In this case, individuals are more concerned about what they are likely to lose should they choose to quit. Thus, employees stay in the organization because they need to. *Normative commitment* is a kind of commitment that hinges on moral obligations to maintain employment relationships with the organization. Hence, employees remain committed to the organization because they feel it is the 'right' and 'moral' duty to do so (Martin & Roodt, 2008). This implies that employees continue to maintain their membership of the organization because they ought to.

2.5 POS and Turnover Intention

Based on organizational support theory, employees view their organization in either positive or negative entity as reflected in the manner in which they are treated by their organization (Eisenberger, Huntington, Hutchison & Sowa, 1986). That means, POS enhances positive feelings and lower negative feelings in the workplace. Besides, a number of empirical studies have linked POS to employee intention to leave. For instance, Rhoades and Eisenberger (2002) found a negative relationship between POS and intention to leave in their study. Accordingly, they submitted that employees who feel supported by their employer are less likely to look for job opportunities outside and perform better at workplace. It is therefore logical to assume that an organization that values the contributions of her employees and cares about their well-being are more likely to retain them because they would feel a sense of belongings and loyalty to the organization. The study of Allen, Shore and Griffeth (2003) and Chaudhary, Bidlan and Darolia (2015) support the idea that individual employees who perceive greater organizational support, are less likely to withdrawal from their organization. Joo, Hahn and Peterson (2014) report that there is a significant and inverse relationship between POS and turnover intention. This is also consistent with the findings of Perryer, Jordan, Firms and Travaglione (2010) and Arshadi (2011) that POS negatively influenced employees' intentions to quit. However, relatively limited studies (e.g., Ahmad, et al. 2014; Paille, et al. 2010; Wong & Wong, 2017) found non-significant relationship between POS and employee intent to leave. Based on the above expositions, it is hypothesized that:

H1: There is negative significant relationship between POS and turnover intention

2.6 Job Satisfaction and Turnover Intention

Job satisfaction has been linked with work-related attitudes of employees (Chaudhary et al., 2015). As such, employees who are satisfied with their job are likely to show positive disposition to their organization. Tandung et al. (2016) observed that job satisfaction plays a crucial role in employees' attraction and retention within an organization. Azeez, Jayeoba and Olawale (2016), Luz, Paula, and de Oliveira (2018) as well as Nawaz and Pangil (2016) found job satisfaction as one of the important determinants of employee turnover. Ahmad, Mohamad, Mohd Roslan, Ahamad and Abang (2012) reported in their study that job satisfaction reduces employee turnover intention. The study of Shah and Jumani (2015) also found a negative relationship between job satisfaction and employee intent to leave. Findings of

the study carried out by O'Connor (2018) revealed that a moderate inverse relationship exists between job satisfaction and turnover intention. They concluded that employees who feel satisfied with their job are less likely to quit their job. In line with empirical evidence, the following hypothesis is put forward:

H2: There is a negative significant relationship between job satisfaction and turnover intention

2.7 Mediating role of Organizational Commitment

Substantial empirical evidence have reported that POS enhances organizational commitment (e.g., Chiang, Han, & Chuang, 2011; Eisenberger et al., 1990; Erat, Erdil & Kitapci, 2012; Imran et al., 2014; Tang et al., 2017), and that organizational commitment also reduces employee intent to leave (Abdulkadir & Orkan, 2009; Culpepper, 2011; Rhoades & Eisenberger, 2002; Jang and Kandampull, 2018; Jehanzeb et al., 2013; Ucar & Otten, 2010). More so, several empirical studies have also linked job satisfaction to increased commitment and work engagement (Gebremichael & Rao, 2013; Kirk-Brown & Van Dijk, 2016; Pohler & Schmidt, 2016).

The social exchange theory of Blau (1986) also supports the view that when individuals and organizations enter into employment relationship, it is expected that the organization provides a supportive, fair, and good working environment in exchange for loyalty and commitment on the part of the employees (Rupp & Cropanzano, 2002), and failure to meet up with employees' expectations may result in increased negative attitudinal disposition from employees (Allen et al., 2003). Based on the aforementioned discussions, theoretical and empirical evidences, it is hypothesized in the present study that:

H3: Organizational commitment mediates the relationship between POS and employee intention to leave

H4: Organizational commitment mediates the relationship between job satisfaction and employee intention to leave

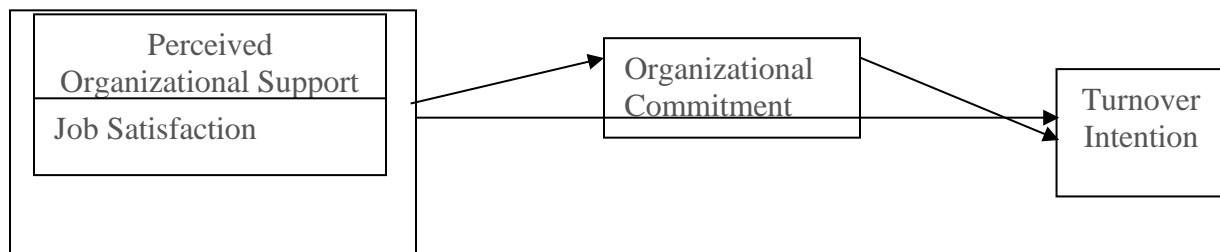


Figure 1: Model of the study

3. Methodology

3.1 Population of the Study

The targeted population was 7596 staff of commercial banks located in Lagos city Nigeria.

Sample Size

The sample size for the study was determined using Dilman sample size formula (2007).

$$n = \frac{(Np)(p)(1-p)}{(Np-1)(B/C)^2 + (p)(1-p)}$$

where

n = the actual sample size

Np= size of population

p= the population proportion is 0.5

B = sample error at 0.05 (5%)

C = confidence level at 0.05 is 1.96.

Therefore,

$$n = \frac{(7596) (0.5) (1-0.5)}{(7596-1) (0.05/1.96)^2 + (0.5) (1-0.5)}$$

$$n = \frac{1899}{5.193} = 366$$

3.2 Sampling Technique

In selecting the study's respondents, simple random sampling technique was utilised as against non-probability sampling. This is because, this method of sampling gives each unit of the population an equal possible chance of being selected as part of the sample (Freund & Wilson, 2003) and it offers the most generalizability as each and every element can fall within the sample (Sekaran & Bougie, 2013). Thus, 366 copies of questionnaire were distributed to each bank staff using simple random sampling technique.

3.3 Measurement and Instrumentation

Table 1. Construct Measurement

Construct	No of Items	Source
Intention to Leave	4	Mobley (1977); Cammann et al., (1979)
POS	5	Eisenberger et al., (1997)
Job satisfaction	6	Mac Donald & MacIntrhe (1997)
Organizational Commitment	7	Ziauddin et al., (2010)

All the items used were anchored on 5-point likert scale ranging from 5= 'strongly agree' to 1 = 'strongly disagree'.

4. Data analysis

SPSS version 21 and Smart PLS 3 were utilized to analyse the data collected. Consequently, to ensure valid and reliable results, measurement and structural model approaches (i.e., a two-stage approach) were used as recommended by Hair, Ringle, and Sarstedt (2011) in Smart PLS 3 to carry out data analysis.

4.1 Response Rate

Table 2. Response Rate Analysis

Response	Frequency/Rate
No. of distributed copies of questionnaire	366
No. of returned copies of questionnaire	357
No of returned and usable copies of questionnaire	349
No. of returned copies of questionnaire but non-usable	8
No. of copies of questionnaire not returned	9

Response rate	98%
Valid response rate	95%

In essence, Table 2 shows valid response rate of 95%, and based on the view of Sekaran (2003), a minimum of 30% response rate is acceptable for a survey. This shows that the response rate of the study is satisfactory

4.3 Measurement Model

Measurement model explains how each construct is measured and this was achieved through the assessment of indicator reliability, internal consistency and convergent validity (Hair, Hult, Ringle & Sarstedt, 2017). Figure 2 is a measurement model showing indicators loading.

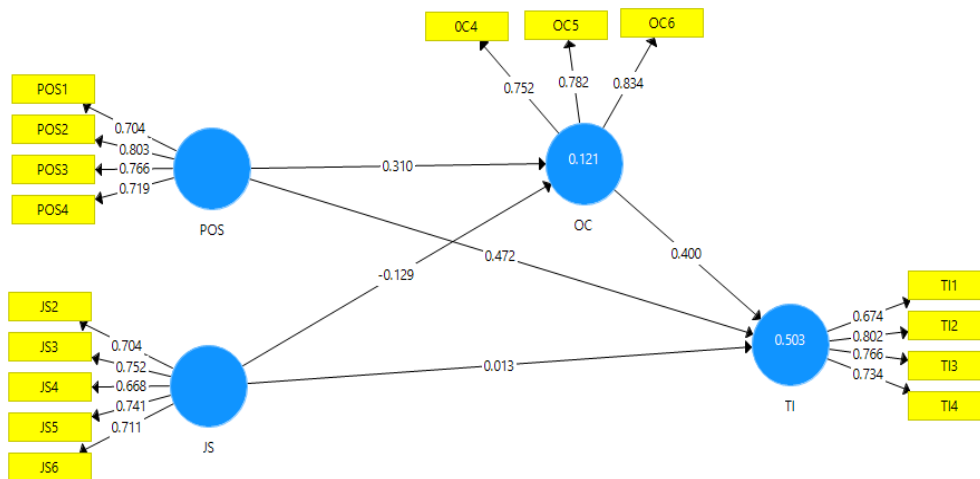


Figure 2: Measurement model

Constructs	Items	Loadings	CA	CR	AVE
POS	POS1	0.704	0.746	0.836	0.561
	POS2	0.803			
	POS3	0.766			
	POS4	0.719			
Job Satisfaction	JS2	0.704	0.780	0.840	0.512
	JS3	0.752			
	JS4	0.668			
	JS5	0.741			
	JS6	0.711			
Organizational Commitment	OC4	0.752	0.721	0.833	0.624
	OC5	0.782			
	OC6	0.834			
Turnover Intention	T11	0.674	0.735	0.833	0.556
	T12	0.802			
	T13	0.766			
	T14	0.734			

Note: AVE represents Average Variance Extracted; CR represents Composite Reliability; CA represents Cranach's Alpha

Table 4. Discriminant Validity (HTMT criterion)

	JS	OC	POS	TI
JS				
OC	0.166			
POS	0.119	0.345		
TI	0.135	0.687	0.759	

Note: POS = Perceived Organizational Support; JS = Job Satisfaction; OC = Organizational Commitment; TI=Turnover Intention

Table 3 and Figure 2 demonstrate indicator reliability of each item measuring constructs of the study. Hair, Black, Babin and Anderson (2010) define indicator reliability as suitability and reliability of each item loadings in measuring a certain construct in a given research. As such, indicator reliability is fulfilled when each item value loads above 0.5 (Sekaran, 2010). Based on the values obtained in Table 2 and Figure 2, individual indicator reliability has been fulfilled as items loading values range from 0.668 to 0.834. Though, items like POS5, JS1, OC1, OC2, OC3, and OC7 that their values failed to reach the minimum threshold values of 0.5 were deleted since their deletion was unable to significantly improve either AVE or CR values (Hair, Black, Babin & Anderson, 2014).

Also, table 3 represents the internal consistency reliability of each construct. Internal consistency reliability (construct reliability) evaluates whether similarities exist in an item measuring a construct with regards to their scores, i.e., how high are correlations between items (Firend, R., Shaki, M., 2008; Hair et al., 2017). In the context of this study, CA and CR was assessed with a view to checking for internal consistency reliability and both they should be 0.7 or above (Hair et al., 2017). In this study, both CA and CR are above the minimum threshold values of 0.7 correspondingly. Hence, consistency reliability has been confirmed in this study. It is of significance as well to evaluate convergent validity of the study's constructs. Hair et al. (2017) views convergent validity as the degree at which a measure positively related to other measures of the similar construct and can be established by appraising AVE value. AVE is the grand mean value of the squared loadings of the indicators in relation to the construct (sum of the squared loadings divided by the

number of indicators (Hair et al., 2017), and its value is placed at 0.5 or above (Hair et al., 2011). Based on AVE values presented in Table 2, convergent validity of each the study's construct has been affirmed. Discriminant validity was also evaluated to ascertain the constructs validity of the current study. Discriminant validity degree is the extent at which a construct noticeably varied from other set of constructs by empirical standards. However, research of Henseler, Ringle and Sarstedt (2015) has found Fornell-Larcker criterion unreliable enough to detect inherent issues in discriminant validity. As a result, heterotrait-monotrait ratio (HTMT) was employed to evaluate discriminant validity instead of Fornell-Larcker criterion. HTMT is the ratio of the between-trait correlations to the within-trait correlations (Hair et al. (2017)). As depicted in table 4, the HTMT values of all pairs of constructs in the matrix are below the threshold value of 0.90 (Hair et al., 2017). Thus, it can be said that the study's constructs validity has been well confirmed.

4.4 Structural Model

The next is structural model which is the second stage in the inferential analysis. Structural model was run using bootstrapping to establish the results of direct effect of POS and job satisfaction on turnover intention of banks staff and the mediating effect of organizational commitment on the direct relationship.

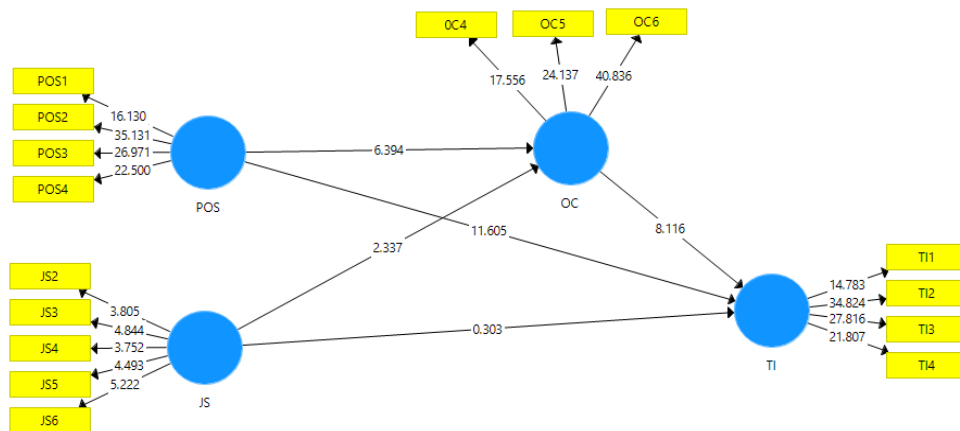


Figure 3: Structural Model

Table 5. Hypotheses Testing

	Beta	STDEV	T Stat	P Values	BCI	Decision
					2.5% 97.5%	
Direct Path					R ² = 0.503	
POS -> TI	-0.472	0.040	11.992	0.000	-0.396 -0.556	Supported
JS -> TI	-0.031	0.043	0.294	0.769	-0.078 0.095	Supported
Mediation Effect					R ² = 0.121	
POS->OC-> TI	-0.124	0.023	5.352	0.000	-0.076 -0.161	Supported
JS->OC-> TI	-0.051	0.021	2.435	0.015	-0.094 -0.019	Supported

Note: POS = Perceived Organizational Support; JS = Job Satisfaction; OC = Organizational Commitment; TI = Turnover Intention; BCI= Bias Confidence Interval

As represented in figure 2 and table 5, 0.121 represents R² value in the model that exogenous latent variables (POS, job satisfaction and organizational commitment) explain 12.1% of the variance in the endogenous latent variable

(turnover intention). Furthermore, the direct result ($\beta = -0.472$, $t = 11.992$, $p < 0.01$) reveal that POS has negative significant effect on turnover intention. Also, BCI= -0.396 and -0.556 which do not include zero is the confirmation of the significant effect of POS on turnover intention. whereas the direct result ($\beta = -0.031$, $t = 0.294$, $p > 0.1$) indicates that job satisfaction has negative insignificant effect on turnover intention. Again, BCI= -0.078 and 0.095 which include zero is the confirmation of insignificant effect that job satisfaction has on turnover intention in this study. Thus, the hypothesis (H1) earlier stated in this study that POS has negative significant effect on turnover intention was empirically supported while hypothesis (H2) which stated that job satisfaction has negative significant effect on turnover intention was not empirically supported.

Regarding mediation results, the R^2 value of 0.503 denotes that perceived organizational support and job satisfaction explain 50.3% of the variance in the mediating variable (organizational commitment). Based on Preacher and Hayes (2008)'s mediation analysis procedure, the mediation results ($\beta = -0.124$; $t = 5.352$, $p < 0.01$; $\beta = -0.051$, $t = 2.435$; $p < 0.05$) reveal that organizational commitment significantly mediates the effect of POS and job satisfaction on turnover intention. Besides, the (BCI= -0.076 & 0.161; -0.094; & 0.019) which do not include zero is also a confirmation of significant mediating effect of organizational commitment on POS and turnover intention as well as on job satisfaction and turnover intention.

Table 6: Effect Size of Exogenous variables on Endogenous Variables

Construct	f^2 (TI)	Effect Size
JS	0.019	-
OC	0.283	Medium
POS	0.401	Large

Based on the results obtained from table 6, it shows that turnover intention is explained by job satisfaction, POS and organizational commitment with effect size of 0.019, 0.283 and 0.401 respectively. In line with the suggestion of Cohen (1988) and Hair et al. (2013), threshold value of 0.02, 0.15 and 0.35 are often used to describe small, medium and large effect size (f^2). In this case, organizational commitment and POS have medium and large effect size respectively while job satisfaction was considered to have insignificant effect size on turnover intention.

Table 7. Predictive Relevance of Exogenous Variables

Construct	SSO	SSE	$Q^2 = 1 - SSE/SSO$
Turnover Intention	1,248.000	626.193	0.498

Note: SSO (sum of squared observations); SSE (sum of squared prediction errors)

Table 7 represents the *blindfolding* result of the cross-validated redundancy (Q^2) of the reflective endogenous latent variable of this model. As shown in the table, the cross-validated redundancy (Q^2) is greater than zero. Hence, it clearly indicates that there is a path model predictive relevance (Chin, 1998; Hair et al., 2014; Hayes, 2009).

5. Discussion

The hypothesized relationship between POS and turnover intention was empirically supported based on the findings of the present study. Explicitly, findings of the current reveal that POS reduces turnover intention of banks staff. This explains that POS determines to large extent banks staff intention to leave their job in the Nigerian context. It can be inferred from the findings that as much as Nigerian banks staff perceive or experience higher level of support from workplace, they tend to lower their intention to quit. This finding is consistent with the finding of Imran et al. (2014); Kang, Kim and Han (2018); Madden, Mathias and Madden (2015) that POS lower turnover intention. However, job satisfaction was statistically insignificant to have influence on turnover intention of banks staff in the Nigerian context. The possible reason for the insignificant effect of job satisfaction on turnover intention in the context of this study might be personality dependent nature of job satisfaction. According to Yousef (2017), job satisfaction is an individual perception of how he/she feels about his/her job and physical work atmosphere and it varies from one individual to another. As such, variance in bank staff personalities as reflected in emotional feelings might be responsible for insignificant result obtained in this context.

The findings of the current study also emphasize the intervening effect of organizational commitment in clarifying the influence of POS and job satisfaction on bank staff intent to leave. In line with the current study's findings, employees who feel more supported and highly satisfied with their job in overall, tends to be more committed to their organizations

and in turn lower intention to leave. This finding shares some similarities with that of Islam, Alli and Ahmed (2018); Jehanzeb and Mohanty (2018) and Liu, Yang, Yang and Liu (2015). Specifically, the finding shows that job satisfaction may not directly and significantly lower bank staff turnover intention but via organizational commitment. This signifies that job satisfaction needs to influence or trigger commitment level of employee before it could result in decreasing employee turnover intention. Based on that, it can be concluded that employees are likely to exhibit high organizational commitment and further lower intention to quit provided that they feel more supported and satisfied about their job. Thus, organizational commitment is an important underlying mechanism that requires consideration while explicating the relationship between POS and turnover intention, even more important in job satisfaction and turnover intention relationship.

5.1 Theoretical and Practical Implications

Quite a number of contemporary research studies have emphasized the importance of POS and job satisfaction in enhancing positive organizational behaviour but relatively little studies have been carried out to explain the underlying mechanism through which they trigger organizational commitment and consequently turnover intention. In order to fill the observed gap, this study investigates the mediating role of organizational commitment in explaining the relationships between POS, job satisfaction and bank staff turnover intention in Nigerian context. The theoretical contributions of this study emanate from organizational support and social exchange theories which offers a general approach to employee-employer working relationships through which they exchange their resources with a view to getting something beneficial such as positive organizational behaviour (Rhoades & Eisenberger, 2002; Blau, 1986).

Theoretically, POS and job satisfaction are expected to enhance positive organizational behaviour and reduces negative behaviour. In a practical sense, this study recommends that top management should give room for POS atmosphere and satisfaction climates such as attractive rewards/pay, compensations, promotion, recognition and training and career development, conducive working environment and other related instruments to boost employee's commitment level and reduce their intent to leave. Managers are therefore encouraged to design policies that will encapsulate employee well-being, value their contributions and make them feel emotionally satisfied with their job with a view to enhancing their commitment to organizations and further diminish intent to leave. They should also open a two-way communication platform in the organization in order to be much aware of their needs and yearnings, and ultimately get them fulfilled.

5.2 Limitations and Future Research

Despite the relevance of this study, it also comes with limitations. For instance, cross sectional research approach was utilized, and the approach may not guarantee drawing casual inferences from the studied population (Sekaran & Bougie, 2010). Consequently, future studies may use longitudinal research approach for data collection instead of cross-sectional approach. Besides, since the current study has empirically established the underlying process through which organizational commitment contributes to POS, job satisfaction and turnover intention relationships, it is also noteworthy to replicate such research of this nature across diverse industries apart from banking industries, as this would authenticate generalization of findings of the current research.

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An analysis of student engagement and personal well-being among business management students: A study of a premier business school in India

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Abstract

The concept of student engagement is surrounded by lots of ambiguity as it has not been possible to reach a consensual understanding and definition of the concept. Few researchers provide a unique combination of psychological and socio-cultural perspective to describe student engagement with the help of three factors of affect, behavior and cognition. The importance of student well-being for academic outcome and relationship between their level of engagement remains an area which is open for research. The state of well-being can be viewed from different perspectives ranging from physical well-being to spiritual well-being. The current study attempts to find out the relationship between student engagement and personal well-being amongst students in a premier business school in India. Data was collected from 364 participants and the result suggests that student engagement is significantly related with personal well-being and the variables of personal well-being namely physical, intellectual and spiritual well-being have a predictive relationship with student engagement.

Keywords: Student Engagement; Personal well-being; physical well-being; intellectual well-being; emotional well-being; relational well-being; spiritual well-being

1. Introduction

With the recent focus on Positive Psychology and Positive Organizational Behavior in Management, the concept of engagement has gained immense popularity and importance. The aim of employee engagement at work is to enhance their positive experience at work. The words related to engagement are involvement, commitment, passion, focused efforts and energy (Mills et al. 2012). According to Schaufeli et. al. (2006), work engagement is an active, positive state of mind indicated by vigor, dedication and absorption of employees towards their work. In other words, it also means the involvement of an individual in his work (Berkel et al., 2011; Firend, Al. R., 2019). Work engagement is also defined as a state of enthusiasm and complete involvement with the work (Cooper-Thomas et al. 2014; Firend, Al. R., 2019).

The process of involvement and commitment, i.e., engagement is visible when employees in an organization are able to relate themselves physically, cognitively and emotionally with the jobs that they are performing (Kahn, 1990). The engagement of an employee can be attributed to number of factors. The three psychological conditions that may result in generating engagement of an employee at work are perceived meaningfulness of the work, safety and availability (Luthans, 2002). In situations of disengagement the employee detaches himself from the work and withdraws psychologically from the organization. Personal disengagement is a kind of defense mechanism which cause employees to be apathetic and burnt out (Hochschild, 1983). Similar paradigm could be applied to students in higher education while attempting to assess their level of engagement with the academic institutes and the course undertaken by them. In an academic environment, a feeling of personal well-being is likely to have influence on the level of engagement of students.

1.1. Student Engagement

The concept of student engagement is surrounded by lots of ambiguity around it as it has not been possible to reach a consensual understanding and definition of the concept. Researchers have tried to understand it from being totally external to being completely internal to being a combination of both. The factors which are likely to influence the level of student engagement can be found both in the external environment and also with the personality of the students. There is another set of confusion about the focus of engagement of students, i.e., what are the students expected to engage with? Should the engagement be with the classroom learning and interactions or with the total academic and

social environment of the institution where they are enrolled or are being educated? Another perspective of student engagement could argue about the process of engagement and the investments made by them in exhibiting their desire and willingness to indulge in the learning process to develop a rounded personality by internalizing the content and process of learning.

Newmann (1992) describes student engagement as a “process of making psychological investments in the activity of learning”. While engaging the students not only takes pride in the outcome of learning in the form of assessment and grades, but also look forward to internalizing their learning in their lives. It also refers to the amount of curiosity, vigor, attention, dedication, interest and absorption shown by the student in the process of learning (Firend, Al. R., 2019). Chapman (2003) highlights the factor of “willingness of students to participate in the activities like attending classes, doing the assigned work and abiding the instructions given by the teachers as the predictors of student engagement”. However, Markwell (2007) also “incorporates the role of involvement of students in the extra-curricular activities in addition to classroom learning to enhance the level of engagement while at school”. Few researchers have discussed a comprehensive understanding of the concept of student engagement (Kahu, 2013; Firend, Al. R., 2019; Fredricks et al. 2004; Balwant, 2017). These researchers provide a unique combination of psychological and socio-cultural perspective to describe student engagement with the help of three factors of affect, behavior and cognition. Accordingly, student engagement has been defined “as highly activated and pleasurable emotional, behavioral and cognitive involvement in academic activities” (Balwant, 2017).

One of the most important factors in the development of student engagement is the role of the teacher in the classroom. The teachers have to play an important role in creating a culture in the classroom that leads to student engagement. The teacher is expected to articulate the learning criteria with clear and constructive feedback, encouraging students to develop and enhance their skills with clear and systematic demonstration and helping them internalize the value of learning in their personalities (Strong, Silver & Robinson, 1995). Another critical factor of student engagement is the relationship among students themselves which is of prime importance in situation where adult interactions are limited (McCombs & Pope, 1994). For the purpose of current study, Student engagement has been discussed with the help of following dimensions:

- **Vigor:** Rayton & Yalabik (2014) define vigor as a heightened state of energy, resilience and determination with an investment of consistent efforts on the task at hand. It basically reflects the high level of perseverance and tolerance that a person exhibits while performing a task assigned to him by the superiors. It is also indicated by the strength and resistance shown by the people while performing the task.
- **Dedication:** Dedication is defined as the degree of inspiration, enthusiasm and involvement shown by that person while at task (Rayton & Yalabik, 2014). The extent to which an individual deserves a sense of significance, enthusiasm, pride from the work and the challenges experienced are also the indicators of dedication (Song et al. 2012). Firend, Al. R., (2019) asserts that dedication is defined as the amount of effort and will, or desire of the learner to be engaged and learn something new or improve.
- **Absorption:** Rayton & Yalabik (2014) define absorption as the amount of concentration that a person shows towards the task with a sense of detachment with respect to over-all lack of awareness about the time spent on the job. It is also indicated by a general sense of detachment with other people and the environment while at work.

1.2. Personal Well-Being

Stress at workplace has become one of the most researched topics in the area of behavioral sciences. A healthy employee being the most valuable resource of any organizations is prone to stress related disorder in organizations which do not foresee the consequences of the lack of employees’ well-being. Stress at workplace contributes to lessened productivity, heightened absenteeism and a reduced sense of well-being and effectiveness (Keita & Hurrell, 1996). As the modern organizations are more focused towards enhancing the well-being of its employees, employers are beginning to realize the importance of stress-free systems which focus on employee happiness, health and productivity.

WHO (1948) defines health “as a state of complete physical, mental and social well-being and not merely absence of diseases or infirmity”. This definition has been criticized by many researchers as being slightly ambiguous and utopian (Larson, 1999). Todres & Galvin (2010) suggest that well-being is more complex than health and is not limited to any role, e.g. either at work or as a student but has to be perceived independent of health and illness. They state that “it can be experienced spatially, temporally, inter-personally, bodily and in moods (Galvin & Todres, 2011). This leads to the

development of holistic framework of wellness which does not just focus on the physical state of employees' health, but also deliberates on the emotional, relational and intellectual wellness. An intervention that could focus on all these elements of well-being is most desiring. A sense of well-being, as discussed by experts, is highly relative in nature. One person's feeling of well-being may be completely different from the other person's feeling of well-being. The plausible reasons that could be ascribed to these differences may lie in different levels of ambitions, goals and personality of individuals. As early as third century B.C. philosopher Aristotle gave the concept of Eudaimonia – the contended state of feeling happy, healthy and prosperous. Results from research studies have suggested that well-being has high relationship with longevity, healthy life, social connectedness, productivity and environment (Diener & Seligman, 2004; Firend, Al. R., 2019; Lyubomirsky, King & Diener, 2005).

Wellbeing has also been associated with presence of positive emotions and moods, absence of negative emotions and positive functioning (Firend, Al. R., 2019; Frey & Stutzer, 2002). It is also described as positive judgment of life and positive functioning (Diener, Suh & Oishi, 1977). The concept of well-being is multidimensional. For the purpose of current study personal well-being has been described with the help of following dimensions:

- **Physical well-being:** Physical well-being reflects healthy living style and its impact on functioning of our body. It includes the basic energy level, the amount of physical activities done by the participants, the ability of the physical body to tolerate stress, eating habits and sleeping patterns. In general, it comprises of healthy body, stamina and physical fitness.
- **Intellectual well-being:** This component focuses on our cognitive abilities to carry out our tasks effectively. It includes the participant's abilities to concentrate, remember, clarity in thinking, comprehending new concepts and ability to solve problems. Intellectual well-being refers to the ability to concentrate on mental tasks and have sharp thinking. It helps us to expand our knowledge and skills so as to live a satisfied life.
- **Emotional well-being:** Emotional well-being is a representation of our feelings and emotions in our day-to-day life and our ability to cope up with emotional disturbances. It refers to the ability of being in sync with one's own feelings and managing positive and negative emotion with equal ease. It includes feeling of optimism about future, expression of feelings in a constructive way, keeping daily hassles in perspective, being aware of one's own feeling and ability to experience life.
- **Relational wellbeing:** It reflects a sense of belongingness and ability to form satisfying relationships in life. It focuses on our ability to communicate, form relationships, sense of connection with others, lifestyle, values and beliefs that impact our social position in life.
- **Spiritual wellbeing:** It is indicator of our ability to find purpose and meaning in life and to be able to integrate these. The objective is to remain connected with our inner self and to the high power. It includes peace of mind, sense of purpose and ability to remember what is important in our life.

1.3. Relationship between Personal Well-Being and Student Engagement

The success of students in higher education is related to their level of engagement with the process of learning. The importance of student well-being for academic outcome and relationship between their level of engagement remains an area which is open for research. The state of well-being can be viewed from different perspectives ranging from physical well-being to spiritual well-being. Many studies have tried to establish relationship between state of well-being and academic achievement in schools and graduate colleges and found a positive association (Rinn & Burns, 2005; Plominiski & Burns, 2018; Pietarinen, et.al., 2014). The relationship between well-being and engagement is less studied at higher education, while in other area it has been found to be positively associated (Diener et al. 2017). Research by Boulton et al (2019) found positive relationship between well-being and level of engagement of students in a longitudinal study carried out by them.

Well-being is one of the factors which is strongly related to either engagement or stagnation of a student in the educational institution. A reduction in the well-being is likely to result in lower academic achievement and therefore a lower engagement with the institute. Noble & Wyatt (2008) found that in order to increase the achievement and then engagement, low level of well-being should be tackled. Van Petegem et al (2008) suggest that a low level of well-being is related to lowered commitment and an anti-school attitude. An enhanced well-being can result in high academic achievement leading to successful academic experience and increased engagement. Abun et.al (2020) and Firend, Al. R., (2019) found that workplace well-being variables correlate positively with work engagement. It means that improving workplace well-being is a crucial factor for improving the work engagement of employees. Failing to give

importance to the elements of workplace well-being will result to disengaged employees resulting in lower productivity and high cost. Dowling (2015) found in his research that there is no correlation between the presence of health and well-being initiatives and the effect on employee engagement in the Irish Private Sector. Engage for Success found that engaged employees with high wellbeing were (35%) more attached to their organizations than those with lower wellbeing (Engage for Success, u.d.).

Academic research supports the links between employee engagement and wellbeing. Brunetto et al (2012), Firend, Al. R., (2019) concluded that work engagement is positively related to level of psychological well-being. Soane et al. (2013) found that the association between meaningfulness and engagement is strengthened by wellbeing. Robertson (2010) suggested that a feeling of well-being is significantly related to positive outcomes like commitment, morale and health thereby leading to improved performance and engagement. Gallup (2013) concludes that an overall high assessment of the well-being by people leads to high level of engagement. Significantly, engaged employees were more than three times as likely to be thriving in their overall lives as those who were actively disengaged. Hupert and So (2009) suggest that work being one of the primary activities of the people, their status of well-being has a direct impact on the levels of engagement. Shuck and Reio (2013) found that the level of engagement is moderated by the overall psychological climate and the state of well-being. Gallup's (2013) found in their study that people in better physical health are more engaged with the workplace as compared to the ones with poor health. On the basis of above literature of review, following hypothesis are proposed:

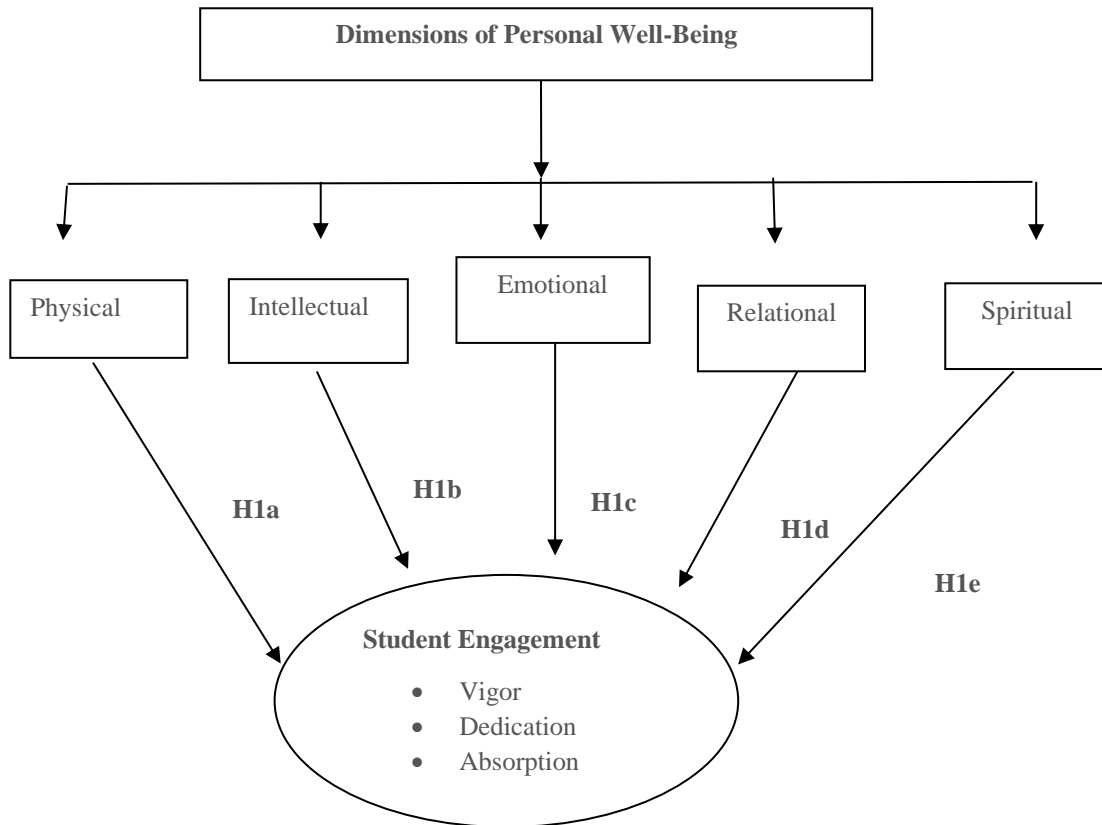
Hypotheses 1 (H1): There is a significant relationship between variables of Personal Well-Being and the variables of student engagement. This hypothesis has been further broken down into sub-hypotheses:

- H1a: There is a significant relationship between physical well-being and the variables of student engagement
- H1b: There is a significant relationship between intellectual well-being and the variables of student engagement
- H1c: There is a significant relationship between emotional well-being and the variables of student engagement
- H1d: There is a significant relationship between relational well-being and the variables of student engagement
- H1e: There is a significant relationship between spiritual well-being and the variables of student engagement

2. Conceptual Framework

The present study aims to identify the level of student engagement with their academic institute and to establish a relationship between student engagement and personal well-being. This can help us create a sustainable competitive advantage to build up an institution of repute which attracts and trains students who are willing to learn and contribute to the larger part of the society (Firend, Al. R., 2019). The objective of this study is to develop a framework to identify the relationship between student engagement and personal wellbeing of students enrolled in a Premier Business School in India. The expected linkage between the student engagement and personal well-being is presented in Figure 1. The model given depicts the influence of personal well-being on the level of student engagement which is instrumental in creating a learning environment in an organization. In this paradigm, the dimensions of personal well-being are the independent variable, and the student engagement is the dependent variable. Additionally, an attempt has been made to assess the level of difference in the personal well-being and engagement levels of students with regards to demographic variables, namely, age, gender, marital status and course undertaken.

Figure 1: Relationship between Personal Well-Being and Student Engagement



3. Methodology

This section discusses sample size, data collection along with the suitable statistical tests used for evaluating research hypotheses.

3.1. Sample and Data Collection

A total of 500 self-administered questionnaire were distributed to students currently studying in the Premier Business School in India. A total of 364 questionnaire were returned back and were used for data analysis. The questionnaires were sent through the google form. The respondents were requested to respond as per the instructions given in the questionnaire and were assured of confidentiality. There were three sections of the questionnaire used to collect the data. The first section of the questionnaire elicited demographic data of the respondents. The second section focused on the Personal Well-Being (PWB) (independent variable) and consisted of 5 dimensions with a total of 25 items (measured on a five-point scale). Each of the dimensions was measured by 5 items. The scale has been developed by Figueiredo, Kiziah & Wilkens (2000) and is called as PIERS inventory of Personal Well-Being. The five different components of the scale are

- Physical well-being (PAV)
- Intellectual well-being (IAV)
- Emotional well-being (EAV)
- Relational wellbeing (RAV)
- Spiritual wellbeing (SAV)

The scales applied in the questionnaire are Likert Scale. The Likert scale used a rating of 5 to 1, where 5 indicates 'strongly agree' and 1 indicates 'strongly disagree'. The reliability statistics Cronbach Alpha was calculated to be 0.87 for the total scale while Alpha coefficient for subscales were Physical (0.80); Intellectual (0.80); Emotional (0.76); Relational (0.71) and Spiritual (0.81). The third and the last section focused on Student Engagement (ENGAV) (dependent variable) and consisted of 3 dimensions measured with the help of 14 items which is shorter version of Utrecht Work Engagement Scale (UWES 9, Schaufeli, et al 2002). The three dimensions were:

- Vigor (VAV)
- Dedication (DAV)
- Absorption (AAV)

The scales applied in the questionnaire are Likert Scale. The Likert scale used a rating of 5 to 1, where 5 indicates 'strongly agree' and 1 indicates 'strongly disagree'. The reliability statistics Cronbach Alpha was calculated to be 0.82 for overall scale and 0.76 for Vigor, 0.83 for dedication and 0.79 for absorption.

3.2. Analysis of the Data

For the purpose of interpretation of results, the data was subjected to statistical analysis. Descriptive statistics like mean, standard deviation and intercorrelation were computed to understand the interdependence between the variables. Multiple regression analysis was used to test the hypothesis. Since the study was based on self-reported data, so the findings may be biased by common method variance and spurious cause/effect inference. The generalizations occurring from the study are more conducive and limited to a particular group of participants who participated in the study. In other words, the limitations come from the sampling techniques used, which is non-probability-based convenience sampling.

4. Results

4.1. Profile of the Respondents

The total sample size was 364. The group comprised of 261 (71.7%) males and 103 (28.3%) females. In the group 198 (54.4%) respondents were in the age group of 25 or less than 25 years and 166 (45.6%) were in the age category of more than 25 years of age. 90 (24.7%) respondents were married while 274 (75.3%) were single. 255 (70.1%) respondents were pursuing their Full Time Management Program while 109 (29.9%) were doing their Executive Management Program.

The data was collected from one of the premier Business Schools of one of the metro cities of India.

4.2. Relationships between variables

The following table (Table 1) depicts the mean score and the standard deviation of the variables under study.

From Table 1, it can be observed that the five parameters of personal well-being and three variables of student engagement show a higher score on mean indicating that students at Management School generally possess a high level of well-being and engagement levels. The next step is to find out the difference in the level of Personal well-being and level of engagement based on demographic variable and then the relationship between the variables of personal well-being and student engagement.

Table 1: Mean and Standard Deviation of Variables under study

S. no.	Variable	Mean Score	Standard Deviation	N
1	Physical well-being (PAV)	3.46 (5)	.663	364
2	Intellectual well-being (IAV)	3.66 (5)	.625	364
3	Emotional well-being (EAV)	3.70 (5)	.655	364

4	Relational well-being (RAV)	3.64 (5)	.740	364
5	Spiritual well-being (SAV)	3.56 (5)	.823	364
6	Vigour (VAV)	3.20 (5)	.774	364
7	Dedication (DAV)	3.44 (5)	.908	364
8	Absorption (AAV)	3.22 (5)	.859	364
9	Total Engagement (ENGAV)	3.29 (5)	.731	364

4.3. Correlational Analysis

The correlation matrix in Table 2 shows the correlation between the dependent and independent variables under study. A high correlation coefficient indicates the strength of the association between the variables. A correlation coefficient is considered significant if the p-value is less than .05. As shown in Table 6, in Business Management School all the dimensions of personal well-being like, physical, intellectual, emotional, relational and spiritual well-being have a significant positive relationship with all the dimensions of student engagement namely vigour, dedication and absorption and also with the overall engagement. The correlations are significant at .01 level of significance.

Table 2: Correlation Matrix between variables under study (N = 364)

S.no.	Variables	1	2	3	4	5	6	7	8	9
1	PAV	1								
2	IAV	.501**	1							
3	EAV	.554**	.665**	1						
4	RAV	.435**	.436**	.689**	1					
5	SAV	.571**	.571**	.752**	.673**	1				
6	VAV	.425**	.447**	.398**	.327**	.423**	1			
7	DAV	.354**	.377**	.350**	.339**	.453**	.597**	1		
8	AAV	.261**	.377**	.327**	.252**	.333**	.634**	.620**	1	
9	ENGAV	.398**	.462**	.414**	.354**	.467**	.848**	.867**	.872**	1

** Correlation is significant at .01 level

4.4. Multiple Regression Analysis

To gain an insight into the relationship further between the independent and dependent variables and to diagnose the predictive relationship between two sets of variables, if any, multiple regression analysis was done. From the correlational table, it can be seen that all the constructs of personal well-being and student engagement are significantly correlated to each other. Multiple regression analysis is done to predict the relationship between a single criterion variable (student engagement in this study) and a number of predictor variables (dimensions of personal well-being in this study). A set of independent variables is weighted to develop the regression equation or model to explain its relative contribution towards dependent variable.

(Dependent variable: Student Engagement)

Table 3: Results of Multiple Regression Analysis

Independent variables	Co-efficient	t value	p-value
Physical well-being	0.129	2.284	.023*
Intellectual well-being	0.251	4.456	.000**
Emotional well-being	-0.028	0.372	.710
Relational well-being	0.037	0.611	.542
Spiritual well-being	0.246	4.151	.000**

** Significant at .01 level; * Significant at .05 level

N = 364

R square: 0.279; Adjusted R square: 0.273; F Change: 5.218; Durbin Watson:1.812

Table 3 presents the result of Multiple regression analysis. Independent variables explained 27.9% of the variance of student engagement (F change = 5.218, $p < .05$). The result explains that there are three dimensions of personal well-being namely physical well-being ($\beta = .129$, $p < .05$), intellectual well-being ($\beta = 0.251$, $p < .01$), and spiritual well-being ($\beta = 0.246$, $p < .01$), which are positively associated with student engagement. It can therefore be postulated that the three dimensions of personal well-being, namely, physical, intellectual and spiritual well-being are directly responsible for creating student engagement in a business school. It can be further concluded that intellectual well-being and spiritual well-being of students are the most important variables that explain the variance in student engagement followed by physical well-being. Thus, the following hypotheses are supported.

- *H1a: There is a significant relationship between physical well-being and the variables of student engagement.*
- *H1b: There is a significant relationship between intellectual well-being and the variables of student engagement.*
- *H1e: There is a significant relationship between spiritual well-being and the variables of student engagement.*

However, two dimensions of personal well-being, namely, emotional well-being ($\beta = -0.028$, $p > .05$), and relational well-being ($\beta = 0.037$, $p > .05$) are not significantly related to student engagement. Though these are very important components of personal well-being, but the contributions made by these to student engagement is not significant. Thus, following hypotheses are not supported as the significance level is $>$ than $.05$.

- *H1c: There is a significant relationship between emotional well-being and the variables of student engagement.*
- *H1d: There is a significant relationship between relational well-being and the variables of student engagement.*

5. Discussion

Student engagement has been often been associated with students being interested, passionate and invested in their own learnings. A high level of engagement results in better learning with emotional connect and a feeling of satisfaction with the course and the institution (Firend, Al. R., 2019). Across the educational spectrum there is a discussion happening about the extent of student engagement in schools and colleges. The issues of student engagement and motivation within the higher education is also matter of concern. In addition, there are complaints from the employers that the students passing out of their institutes do not possess the soft skills like self-awareness, decision making skills, interpersonal skills, and the way to work in teams, in addition to technical and professional skills. This can be ascribed to their low level of engagement with the process of learning. Educational institutes are under pressure to prepare their students to be job ready with the skills expected by the employers and also focus on the overall development with a feeling of well-being. Thus, they are required focus on their levels of engagement and well-being in addition to academic excellence.

So, the big question that needs to be addressed in these times is about the relevance of well-being of students while they are attending the college and its impact on the level of engagement. The present study attempted to establish relationship between variables of personal well-being and level of student engagement. It was found that only three variables of personal well-being namely, physical, intellectual and spiritual well-being were found to be the predictors of student engagement while emotional and relational wellbeing were not found to be significantly related. Gallup's (2013) in their research found that people in better physical health are more engaged with the workplace. Noble & Wyatt (2008) also found that academic achievement is one of the predecessors of engagement which is an indicator that intellectual well-being is significantly related to engagement. Soane et al. (2013) found the association between meaningfulness and engagement which is an indicator of spiritual well-being confirming its significant relationship with engagement. Shuck and Reio (2013) found that the level of engagement is moderated by the overall psychological climate and the state of well-being.

However, emotional and relational well-being were not found to be significant predictors of student engagement. These findings were quite contrary to the research done by Bacea and Bordean (2016) in which they concluded that positive encouragement from peers plays a very significant role in encouraging engagement. Pietarienen, Soini & Pyhältö (2014) also found that emotional well-being was one of the very important criteria for engagement of the students which was directly related to the academic achievement. These finding could be attributed to the quality of sample chosen for the

purpose of the study. The respondents of this study are the students of a premier business school in India. As per the characteristics of a Business School, the entire success of a student is dependent on his or her ability to compete ruinously with rest of the students and get the highest rank in the competition. This desire to compete discourages him to develop relationships at the institute (Firend, Al. R., 2019). Further the focus of Business Schools is to develop professional employees for the corporate and engaging in emotional pursuit may be considered as a symbol of weakness. Therefore, the 'desire to compete' and to be a 'professional' does not allow them to focus on emotional and relational development, resulting in these being the low predictors of student engagement.

6. Concluding Comments

The process of engagement with the workplace is given importance by all the employers across the globe as this is the direct lead to enhancing organization's performance. An effective organization has the capability to launch innovation, provide stability to the employees and also results in high employee retention. A growing number of colleges and universities are endorsing the realization of developing full potential of students – including their well-being and engagement – as their mission. Well-being should be one of the most important objectives of education. It leads to goal of self-realization, identity formation, purposefulness and fulfilment. It is actually a process of treating the students as 'whole person'. The concept of holistic well-being of students begins from developing a relationship between education and emotion. This would imply giving greater emphasis on student well-being and engagement along with academic achievement. Universities are not only under pressure to develop graduates with the skills that employers are crying out for, but they also have a growing role in preparing students with the broad knowledge, skills, personal and emotional qualities they need to succeed in life, wherever it may take them. It can be observed that students with higher levels of personal well-being are more engaged with the Institute. These expectations would require the 'Thought Academic Leaders' to champion with a totally new teaching-learning strategy with a focus on total development of the students. This would imply a more individualized approach to student development targeting the student's personality development along with the knowledge acquisition. Educational Institutions have to focus on a teaching-learning process which prioritizes the student's well-being while in the college and ensuring that they develop a sense of attachment and engagement with the institute. This may require the institutions to reformulate their methods of teaching, developing context-based curricula and provide a congenial learning environment to students who are desirous to learn. In addition, institutions have to focus on the personal development of the students by proper coaching, counseling and guidance to identify the students who are not in their right frame of mind and are likely be hit by disengagement in the near future. This will not only help the educational institutions to enhance their brand value but also confirm to the marketplace their competitive advantage over other competing institutions in addition to attracting students for their next academic session. These findings further confirm and supports findings by Firend, Al. R., (2019)

To grow and develop in this kaleidoscopic scenario, educational institutions need to constantly focus on three important core areas of a) enhancing knowledge base of the students; b) helping them acquire professional skills which would help them succeed in their work life and c) personal development of the students through a well-connected innovative and active learning space. These could result in fostering their well-being, develop a sense of community and boosting their engagement with the institution. The journey would be worthwhile if we can take some steps in this direction. Irrespective of national boundaries and the limitation of this study by focusing on only one business school, the findings of this study can be universally employed to any higher educational institute for the purpose of improving the level of engagement by focusing on the personal well-being so that the competence and effectiveness of the institution can be enhanced.

7. Scope for Further Research

The present study leaves a lot of scope for further research in the area of student engagement and personal well-being. Some of the specific ones are:

- The researchers can carry out the research on a larger population of including more than one management school in their sample which may provide with a divergent view.
- A comparison between the institutes run by government and the ones which are autonomous will also provide a different perspective to the concepts of engagement and well-being.
- An international comparison of different business school in different parts of the world will help us understand the transition taking place at the global level.

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