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FOREWORD

I am pleased to put into the hands of readers Volume-3; Issue-3: 2021 (May-June, 2021) of **"Journal of Humanities and Education Development (JHED) (ISSN: 2581-8651) " ,** an international journal which publishes peer reviewed quality research papers on a wide variety of topics related to, Humanities and Education development. Looking to the keen interest shown by the authors and readers, the editorial board has decided to release print issue also, journal issue will be available in various library also in print and online version. This will motivate authors for quick publication of their research papers. Even with these changes our objective remains the same, that is, to encourage young researchers and academicians to think innovatively and share their research findings with others for the betterment of mankind. This journal has DOI (Digital Object Identifier) also, this will improve citation of research papers.

I thank all the authors of the research papers for contributing their scholarly articles. Despite many challenges, the entire editorial board has worked tirelessly and helped me to bring out this issue of the journal well in time. They all deserve my heartfelt thanks.

Finally, I hope the readers will make good use of this valuable research material and continue to contribute their research finding for publication in this journal. Constructive comments and suggestions from our readers are welcome for further improvement of the quality and usefulness of the journal.

With warm regards.

International Editorial/ Reviewer Board

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The Victorian Age and the Other

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Abstract

This paper deals with the reception of the Other in Queen Victoria's realm – where the sun never sets. Covering an enormous surface of the known world, the Empire triggered real answers to the presence of the subjects of the worldwide British Empire in good ole' England. Literary representations of the Other appeared in every genre, but especially in the novel, which more than any other literary form of the period attempted to analyze and represent Victorian socio-political stratification. Critics have usefully examined the novelistic representations of each form of Otherness, considering, for instance, representations of the "Oriental," the "African," the "Indian," the "Irish," the "Jew," or the "Scot." As we will see, while Victorians attempted to relate different kinds of Otherness to one another, they made both tremendous and subtle distinctions between different marginalized groups.

Keywords— otherness, postcolonial theory, the Victorian era.

I. INTRODUCTION

The Victorian Era is frequently referred to as the Age of Empire. Throughout Queen Victoria's lengthy reign, Britain extended its territorial and colonial holdings, building an empire on which the sun never set. The Victorian Era witnessed Britain change itself from an agricultural kingdom to a significant industrial power. The territory changed as thousands of miles of railroad track were designed, reducing journeys that had once taken days by foot or horse into a few hours' duration.

On the academic level, the 19th century saw the overlapping of Romanticism and Victorianism, and the presence of Darwin who challenged long-established theories regarding the evolution of humankind. "The Century of the Novel", as it was called, addressed itself to specific readers which – in order to be included into this category – had full access to the printed text. This access was aided by the publishing policies of the age which fully responded to the demands of the reading public. The 19th century was undoubtedly the great age of the English novel, to which Henry James applied an enduring definition: "an intricately inwrought aesthetic and psychological design, and a subtle balancing of formal and moral tensions" [1].

We are here considering the development of the British Empire during the reign of Queen Victoria – a culmination of the centuries-long British policy of colonising the world – which involved "settlement, governing indigenous peoples, exploiting and developing the resources of the land, and embedding imperial government" [2]. In this situation, we are dealing with a literature composed by writers living during the colonial rule. Wisker is even more exact when she differentiates between *colonial* and *colonialist* literature:

"*Colonial* literature is that produced under colonial rule, by both the settlers and the indigenous people, while *colonialist* literature is that supporting colonial rule, springing from the viewpoint of colonialists, those supporting imperialism" [2]. Vijay Mishra and Bob Hodge believe that colonialism was felt differently in different parts of the world, an observation which is also important to the Victorians' own understanding of their world:

"In the Indian subcontinent the colonial experience seems to have affected the cities only; in Africa it worked hand in hand with evangelical Christianity; in Southeast Asia the use of migrant labour – notably Chinese and Indian – mediated between the British and the Malays. In the West Indies slave labour, and later Indentured Indian labour, again made the relationship less combative and more accommodating" [3].

As Gina Wisker stated, postcolonial writing means "writing which resists colonialism and its power politics, produced both during, and, mainly, after the colonial period" [2]. Stephen Slemon thinks postcolonialism refers to a set of anti-colonial cultural practices, attitudes and behaviours: "it [postcolonialism] locates specifically anti or *postcolonial discursive purchase* to culture, one which begins in the moment that colonial power inscribes itself onto the body and space of its Others and which continues as an often occulted tradition into the modern theatre of the new-colonialist relations" [4]. Postcolonial literature prospers in a case which, in the beginning, involved oppression and resistance, anger and victimization, and in which, now, the common language sets a bridge between cultures – just as Rushdie's comma. Máire ní Fhlathúin is convinced that Britain was influenced – socially and politically – by the fall of the British Empire, triggering an intensive exodus of settlers of British colonies and former colonies to Britain after WWII. This wave of immigration:

… was met with a hostile response from many of the indigenous inhabitants, their fear of economic competition compounded by their long-established sense of the racial superiority of white people. The legal right to citizenship was eroded and then removed by further legislation, but not before many immigrant communities had become established in British cities. Their continued presence and their contribution to the cultural life of an increasingly multicultural country, serve as a reminder of Britain's imperial past [5].

In such a multi-ethnic community, racist perspectives manifested themselves from top to bottom, from the top ruling group down to the working populations, with each group feeling superior to those who had lower status. In Michel de Certeau's words, "every story is a travel story, a spatial practice' and the vehicle of this traverse in space and means of organizing places are 'metaphors.'" Stories

"carry out a labour that constantly transforms places into spaces or spaces into places" [6]. Stories have represented a significant part in the "formation of myths; however, they also have the capacity to challenge boundaries set by those myths and engage in the process of demythologization" [6].

Consequently, postcolonial narratives contribute to the demythologizing of the grand narrative of colonialism. This unexpected approach to place in literature is consonant with contemporary approaches to geography. According to Gillian Rose, "everyday experience of fragmentation and dispersal' requires intellectuals and critics to reconsider geography as fragmented and un-fixed." [7] Also, "white masculine ideology of a polarized geography should be replaced with the idea of geography as uncertain, multiple and diverse." [7] We can assume that in the particular instance of postcolonial literature places are informed by the situational complexity as well as the shared experience of systematic implementation of racial, gender, and geographical boundaries. Colonisation gave empire what Elleke Boehmer calls an 'intertextual milieu', indicating that it created cultural symbols that displayed a striking synonymity [8].

II. THE VICTORIAN *OTHER*

Otherness is inevitably represented by difference, connecting it predominantly with marginalized people, who are rejected from the dominant group, who are disempowered, quieted, separated due to various deviations or to social, religious, political and sexual differences. The preoccupation and fascination with the Other can be traced back to the beginning of human history and thought. As Simone de Beauvoir underlines, "the category of the *Other* is as primordial as consciousness itself. In the most primitive societies, in the most ancient mythologies, one finds the expression of a duality – that of the Self and the Other. […] Otherness is a fundamental category of human thought" [9]. Four hundred years earlier, in his Essay "On the inconstancy of Our Actions", Michel de Montaigne remarked that the Other is not necessarily the antonym of the self but also part of what determines or even constitutes the self: "We are entirely made up of bits and pieces, woven together so diversely and so shapelessly that each one of them pulls its own way at every moment. And there is as much difference between us and ourselves as there is between us and our people" [10].

The notion that the self requires an *Other* to be complete and to understand itself has been revealed by many philosophers, psychoanalysts, sociologists,

anthropologists and writers of all times. The origins of the word 'otherness' (and its ambiguous use) seem to have been introduced at the beginning of the nineteenth century by the German philosopher Georg Wilhelm Friedrich Hegel who was among the first to consider the other a constituent in self-consciousness: "Each uses the other as the means by which it achieves self-consciousness. This initially takes the form of desiring the death of the other" [11]. Moreover, he emphasizes the separateness between self and (an)*Other*, the alienation created between the two.

The notion is also used extensively in existential philosophy and in psychoanalysis. Jean-Paul Sartre's character Garcin, in the play *Huis clos* (*No Exit,* published in 1944) states that "L'enfer, c'est les Autres" [12]. Simone de Beauvoir draws attention to the fact that women have been 'othered': "…she is defined and differentiated with reference to man and not he with reference to her; she is the incidental, the inessential as opposed to the essential. He is the Subject, he is the Absolute – she is the *Other*" [9].

Finally, postcolonial theories, employ the term 'otherness' interchangeably with 'difference' and 'othering' in connection to race (Franz Fanon, Chinua Achebe, Abdul JanMohammed), natives (Homi Bhabha), women, multiculturalism and minorities, the politics of identity and representation (Edward Said), and when interrogating alterity (Gayatri Chakravorty Spivak, Sara Suleri). The process of othering has also been used to recognize differences and to distance the Self from the Other which may cause exclusion or marginalization from the group. The result may be a creation of stereotypical images, or multi-generational hatred and violence. Yet, acknowledging otherness has more positive than adverse outcomes: national identities are preserved, the 'silent' and effaced *Other* has made claims to speak (women, natives, minorities, deviants, subalterns are able to speak for themselves) reorganizing the world order in radical ways. Pia Brînzeu observes that difference becomes possible when combining "involvement with detachment", when adapting "the images of otherness to suit self-images, completing the more frequent stereotypes of the natives with a new set of attitudes brought from abroad" [13]. The articulation of otherness is possible "in concordance with social or minority perspectives, with the on-going negotiations that seek to authorize cultural hybridities, with the persistence and/or re-invention of tradition, the restaging of the past, and the consensual or conflictual engagements of cultural difference" [13].

According to Abdul R. JanMohamed, "genuine and thorough comprehension of Otherness is possible only if the self can somehow negate or at least severely bracket the values, assumptions and ideologies of his culture" [14]. He states that such a negation or 'bracketing' is impossible due to the fact that people are culturally formed and they cannot negate themselves. Even if narratives unusually change the way the *Other* is perceived, they often attract attention to the ones that are neglected, silenced or exploited. Literature is the means to designate the *Other*, to find the answer to the question who the *Other* is nowadays. Ania Loomba thinks that there is an interest in recovering the *Other* ("recovering subaltern voices") and in reconciling it with the Self because we are "invested in changing power relations" [15]. Therefore, if subaltern voices are to be heard and listened to "we need to uncover the multiplicity of narratives that were hidden by the grand narratives, but we still need to think about how the former are woven together" [15].

Jacques Lacan differentiated between the 'Other' and the 'other'; the other designates someone who resembles the self, such as the colonized people who are identified as the periphery that is different from the centre. The *Other* is the great *Other*, in whose gaze the subject gains identity. Emmanuel Lévinas also claimed that the Self cannot exist without the *Other* and, furthermore, the value of the *Other* must exceed the value of the Self: "In ethics, the other's right to exist has primacy over my own, a primacy epitomized in the ethical edict: you shall not kill, you shall not jeopardize the life of the other" [16]. Conversely, the Other also requires the Self to redefine its existence. When referring to the concepts of *Self* and *Other*, Lévinas also speaks of "uniqueness" in order to express the "otherness of the other. The unique is the other in an eminent way: he doesn't belong to a genus or doesn't remain within his genus" [16].

Jean Baudrillard declared the beginning of "an era of production of the Other". The *Other* will no longer be killed, devoured, seduced, faced, loved or hated, it will be produced. In any case, "otherness is lacking and, since we cannot experience otherness as destiny, one must produce the other as difference." [17] Likewise, Kwame Anthony Appiah worries about a possible "manufacture of otherness" for "those who will not see themselves as Other" [18]. Appiah also signals the dangers of raising awareness about the issues of identity and difference. In order to escape the label of 'Other', he appeals to nativism, that is viewing nations as 'organic communities', "bound together by […] the shared norms that are the legacy of tradition, struggling to throw off the shackles of alien modes of life and thought" [18].

III. THE GYPSY AS *THE OTHER*

In the second half of the nineteenth century, commentators have written much on Gypsies in general, Gypsies in Britain, and even Gypsies in literature. Under the influences of the relatively new fields of anthropology, ethnology, and philology and the enthusiasm of the Romany *Rais*, scholars from the mid-nineteenth to the early twentieth centuries were eagerly attempting to fix the Gypsies' geographic origins, record and understand their language, and trace their migrations and their history. Their appearance triggered conflicting feelings of both fear and fascination. We are aware of a romanticized view of Gypsies, which manifests itself in works of fiction by many other authors throughout the Victorian Era. Renowned Gypsy appearances in Victorian literature are to be found not only in the already mentioned novels *Jane Eyre* (1847) and *Wuthering Heights* (1847), but also in Matthew Arnold's poem *The Scholar Gypsy* (1853), George Eliot's narrative poem *The Spanish Gypsy* (1864-1868), and Elizabeth Barrett Browning's novel written in verse, *Aurora Leigh* (1856). The gypsy motif in *Jane Eyre* reflects the ambiguous attitude of Victorian society toward Gypsies. The depiction of "the Gypsy" at Thornfield Hall and the characters' reactions to her reflect prejudices based on the Gypsies' skin color, way of life, and traditions and reflections of discriminatory treatment Gypsies suffered.

George Eliot herself devotes a full chapter to the protagonist's encounter with a Gypsy family in her novel *The Mill on the Floss* (1856), in which Maggie runs away to a Gypsy encampment, whose Gypsy Queen she hopes to become. Other nineteenth-century scholars and writers, both in England and North America, wrote treatises on the life and customs of the Gypsies, adding to the general interest. Moreover, the Gypsy Lore Society was founded in 1888 with the purpose of collecting and preserving the cultural artefacts of Gypsy life. Writing about the Gypsy presence in Britain, Deborah Epstein Nord thinks that, "unlike colonial subjects, however, Gypsies were a domestic or an internal other, and their proximity and visibility were crucial features in their deployment as literary or symbolic figures" [18].

IV. CONCLUSION

By relating the characteristics of these representations to one another, such critics have begun to develop what might be called "a unified field theory" of Otherness, describing how each such representation functions in a larger Victorian project: the project of disciplining the conceptual borders of the nation-state. At the same time, such criticism has sought to avoid the assumption that, for the Victorians, all forms of Otherness could be reduced to a fixed collection of stereotyped traits.

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The enslaved family as reflected in Post-colonial African Drama: Ngugi and Ngugi's I Will Marry When I Want

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Abstract

In literary studies, critics demonstrate authors' role to depict human life using characters and themes affecting them through various literary forms viz prose fiction, poetry and drama. The latter tells a story by engaging dialogue and conflicts among characters. Driven by the didactic literary theory, the researchers carry out a literary analysis of Ngugi wa Thiong'o and Ngugi wa Mirii's morality play "I Will Marry When I Want"; and explore the situation of an enslaved family reflected in the impossible promise of the land grabber and exploiter targeting a one and half acres of land that the family was living on. Discussion centers on character victims in the story, leading to the conclusion that the play depicts the hypocrisy and power of the elite - haves at the expense of the poor in post-colonial Africa. The Kioi's malice unbeknown to Kiguunda's family is one of many cases of human bad manners that affect society members due to their poor life background rooted in the effects of exploitation and oppression; resulting in the victim's wrong choice motivated by the stopgap altogether.

Keywords— Literature, Ngugi, drama, post-colonial Africa, hypocrisy, land, poverty, marriage.

I. INTRODUCTION

Research in literature reflects on messages that authors wanted to convey to society. African literature is no exception. Most of African writers take interest in drawing a picture of how people lived or live so that the audience can learn how to live. Literary works concerned with the ills of Post-colonial Africa fall in this category including drama where African playwrights depict how the African fall victim of the ills of robbery done by land grabbers, exploiters, and oppressors who, according to Ngugi and Ngugi (1982) 'know only to take from the poor'. Contemporary emerging African playwrights aim to fighting for transformation for a better society free of oppression, corruption, injustice, embezzlement, opportunism (Elegba, 2021) among other rampant issues on African continent. It is in this realm that two Kenyans co - authored a play titled "*I Will Marry When I want*" originally written in Kikuyu language holding the title Ngaahika Ndeenda". The play ranges among the postcolonial literary works concerned mainly with the ills suffered by the local communities. Babayeju & Adedipe (2018) refer to such situation as "the effects of long – lasting domination of Africans by their masters while (Akingbe, 2013) views it as the "debilitating poverty experienced by the peasants in the play caused by the socio-economic dislocation they suffered in the hands of colonial authorities. Against this background, this paper is a related literary study to pinpoint the devils of exploitation of man by his fellow human beings no matter how the latter is enslaved due to their wrong but nature forced choices.

Problem Statement

The unfair behavior that characterizes betrayers, hypocrite, malicious and greedy oppressor- exploiters still endangers the life of the innocent victims due to their inability or lack of means to cope with the outsider's imposed or dictated plan. The post-colonial African poor family is identified as victim of the powerful and haves - hypocrites who are owners of land to the detriment of the local people. In some situations, characters in the African drama are depicted as disadvantaged exploited and oppressed due to weaknesses to grapple with the ills resulted from the colonial period. As Fashina (2009) points it out, the play co-authored by Ngugi wa Mirii and Ngugi Wa Thiong'o presents the question of the "evils of neocolonialism and capitalist exploitation in the post- independence Kenya", a historical and socio-economic situation worth exploring to delve into experience of native Africans on their land. The hypocrisy and malice coupled with false promises that enslaved the disadvantaged community still need be examined for people to learn how they can grapple with similar or identical situations.

Aims and Scope of the study

This paper ranges among literary analyses in African Literature with particular emphasis on the Post-colonial East African drama. Analysis is carried on "I *Will Marry When I want*", a play co-authored by two Kenyan playwrights namely Ngugi Wa Thiong'o and Ngugi Wa Mirii. Further, the study intended to:

(i)   Demonstrate that drama is a literary form that reflects reality;

(ii)   Explore the post - colonial African victim of human hypocrisy;

(iii)   Identify some lessons that the two authors wanted the audience to draw.

Study Questions

(i)   How far is drama a literary form that reflects reality?

(ii)   To what extent does "I will Marry When I want" depict the African family as a victim of the post - colonial human malice towards his fellows?

(iii)   What possible messages do the authors of the play "I Will Marry when I want" want the audience to draw?

II.   LITERATURE REVIEW

Literature is a tool that has always addressed public issues by reflecting them in an imaginative way (Klimková, 2019) and through it people can learn to live, to ape good deeds and denounce the ills done on the human beings by their fellows(Bazimaziki, 2021). Post-colonial African playwrights are no exception as they are mostly interested in depicting the African history, their socio-political issues, and their cultural values as well; an approach recommended in Asagba (1986) that African playwrights could make a giant step if they portray the historical and cultural values of their local people. Klimková (2019) elucidates it well that the main concern of the postcolonial literature has always been concerned with the portrayal of marginalized and oppressed communities. Put another way, the post- colonial African drama could not be distanced from the historical and social traditions (Asagba, 1986) and most of African playwrights were mainly concerned with the ills of colonialism including but without limitation to greedy, hypocrisy, betrayal, injustice and nepotism done by natives over their fellows, among other things.

According to Gilbert& Tompkins (1996), the term post-colonialism does not only refer to the time after independence; but also denotes a contestation of colonialism structure and an engagement to cope with the effects of colonial rule. Fashina (2009) contends that African postcolonial drama is a means of teaching people as it engages history while attempting to transcend the boundaries of political, socio-economic and cultural alienation. In this vein, numerous studies conducted in light of Ngugi's writings converge to the same conclusion of an invaluable role he played as a teacher of history to Africans about the ills suffered by the local people affected by the colonial rule. For instance, Klimková (2019) views Ngugi as not only one of the postcolonial powerful voices but also a critic and social activist while Babayeju & Adedipe (2018) assert that Ngugi's writings intended to reclaim cultural and language loss; while his co-authored play *I Will Marry When I Want* explores the post-colonial Africa exploited by the colonizer.

Similarly, studies conducted on this play involved religion as a form of massive exploitation (Babayeju & Adedipe, 2018), alienation and revolutionary vision (Fashina, 2009), while other studies reveal how in that play the "two playwrights unequivocally confirm that the poverty and misery of [post-colonial] Kenyans was orchestrated by the elite class" (Akingbe, 2013); thus a portrayal of a situation where Africans lost their land in favour of their masters. Inherently, exploring the same play, Usongo (2013) posits that oppression, exploitation and other ills still perpetuated in many parts of Africa as a result of colonialism; leading the minority rule to have supplanted the majority rule; a situation that Akingbe (2013) calls rapacious gluttony for land grabbling; a 'backdrop of land theft' by and large. Using the didactic theory of literature, this study intends to explore similar issues based on the hypocrite character that

enslaved the land owner through a promise that is not delivered, an impossible marriage of a couple, a poor lady to an elite class suitor.

III.   RESEARCH METHOD

This study involves a post-colonial reading of East African Drama. It is a qualitative analysis driven by the didactic theory of literature which posits that literature is a source of knowledge, insights and wisdom. Passages extracted from the primary source *"I Will Marry when I Want"* are discussed in consideration with the supporting related literature. Thus, the methodology involved reading and analysis of the corpus supplemented by related studies in similar areas of contention to cement the discussion.

IV.   DISCUSSION

Some literary gurus support that literature is concerned with expression of feeling and emotions; while others consider it as a source of insights, knowledge and wisdom. It is a social tool through which critics know about the past, the ups and downs that people experienced in the world they lived at a particular time. Be they plays, prose fiction and non-fiction, or poetry, literary works are therefore concerned with issues related to people acting in favour of or against human creatures with whom they live. According to Fashina (2009), of all the genres drama is the most didactic tool due to its depiction of real life situations. African victims depicted in *"I Will Marry when I Want"* are an evidence that drama involves human life situation. Characters described in that play are some of those people that are oppressed and exploited a great deal as a result of colonialism. In this discussion, much emphasis is put on the peasant family of Kiguunda and Wangeci described as an African family victim of the ills resulted from the colonial rule which acted to the disadvantage of the native land owners.

Initially, the play title, '*I Will Marry When I Want'* derives from a family conflict between Wangeci and Gathoni, her daughter whom they did not take to school but now the mother wants her to get married. Such a pressure will cause the parents to be enslaved by the trap of Kioi, a rich who is targeting their only one - and a half acres of land. The mother tells her daughter:

> Why don't you get yourself a husband?
>
> [...] There is no girl worth the name
>
> Who is contented with being an old maid
>
> In her mother's homestead
>
> […]There is no maiden who makes a home in
>   her father's backyard.

> And there's no maiden worth the name who
>   wants to get grey
>
> hairs at her parents' home" (Ngugi & Ngugi,
>   1983)

Actually, the above words imply that the mother is anxious about her daughter's marriage. She would like her to get a husband. She sees her daughter as a threat as reflected in her words that" when two axes are kept in the same basket, they must necessarily knock against each other" meaning that she is not confortable to live with her daughter. Hence, a mother-daughter conflict which shows the family is unhappy to a certain extent. In reaction to her mother's words, Gathoni expresses her sorrow and categorically tells what is on her mind as shown in the lines below:

Mother, why are you insulting me?

Is that why you refused to send me to school,

So that I may remain your slave

And for ever toil for you?

Packing tea and coffee only for you to pocket the wages?

And all that so that you can get money

To pay fees for your son!

Do you want me to remain buried under these ashes/

And on top of all that injury

You have to abuse me night and day?

Do you think I cannot get a husband?

I'll be happy the day I leave this home!

[…] I shall marry when I want

Nobody will force me into it

I shall marry when I want" (Ngugi & Ngugi, 1982)The above lines reveal that there is a dispute resulting from family poor life conditions. When Gathoni complained that she could be sent to school instead of staying home doing household chores, she meant that the daughter is a victim of parents' poor plan. They will plan for her forced but unsuccessful marriage orchestrated by Kioi's will to misappropriate a land at the disadvantage of the poor family which still lives in rampant poverty despite independence they got as Kiguunda's words put it:

How many years have gone

Since we got independence?

Ten and over,

Quite a good number of years

And now look at me!

One and a half acres of land in dry plains.

Our family land was given to home guards.

Today I am just a labourer

On farms owned by Ahab Kioi wa Kanoru.

My trousers are pure tatters.

Look at you.

See what the years of independence in poverty

Have done to you!

Poverty has hawled down your former splendor

Poverty has dug trenches on your face

Your hells are now so many cracks,…

(Ngugi & Ngugi, 1982)

As revealed in the above words, Kiguunda is telling his wife about disappointment. While they were expecting to enjoy the independence, the situation stands that they are still living in poverty, living on their only land, yet owned by Kioi. He adds that they are wearing old clothes and look hungry, thus living a miserable life. They are victims of the evils left behind by colonialism and that independence did not address as expected. It follows that the one and a half acres mentioned in the above lines will later be a topic for discussion when Kioi and his family visited Kiguunda's family. It is a master's visit to his slave as well explained in Kiguunda's words that "…they want to see how their slaves live", a visit which targets a love affair between Gathoni – Kiguunda's daughter; and John Muhuuni, son of a wealthy Ahab Kioi. Eventually, Gathoni's involvement with John Muhuuni now becomes clear and is accepted by the daughter's parents when they pay the Kioi's a visit. They say:

> We have come because of that matter.
>
> We have thought a great deal about that matter,
>
> And we came to the conclusion that
>
> We should not put obstacles to your larger purposes

In response to these words, Kioi now expresses his feelings as his plan is gradually reaching its apex. He says:

> If you have agreed to our plans
>
> We shall now become true friends,
>
> Your house and mine becoming one
>
> In the name of Lord…

The lines above translate the agreement between the two in- laws on their children engagement to marry each other. Unfortunately, marriage does not take place. Rather, Kiguunda's family is disillusioned and faces a much more critical situation, a twofold loss. First, the family becomes victim of hypocrisy of Kioi. The latter already owns Kiguunda's land and proposes them to give the same land

as collateral so that they can get a loan from his bank to cover marriage related expenses. Second, Gathoni made pregnant by John Muhuuni with whom she is engaged, becomes a heavier load for her family. She has been rejected by her lover saying that "he is not responsible for the pregnancy, that he cannot marry a prostitute" (Ngugi and Ngugi, 1983). It is critical and the situation worsens for Kiguunda's family when they fail to pay back the loan. Consequently, Kioi wins maliciously the land and the poor family is totally disappointed as Wangeci explains in a great despair:

> We went to Kioi's place
>
> To tell him about Gathoni and Muhuuni.
>
> Kioi and Kiguunda exchanged heated words.
>
> Kiguunda took out his sword
>
> Kioi's wife took out a gun
>
> What can I say?
>
> We are now breathing
>
> Only because the bullets missed us
>
> Death was not ready to receive us.
>
> Kioi said he could not pursue the matter further,
>
> But he dismissed Kiguunda from his job.
>
> After a week
>
> Kiguunda got a letter from the bank's lawyers.
>
> The letter said: Pay back the loan
>
> Or we shall sell the piece of land.
>
> Kiguunda has no job.
>
> He has tried to sell the goods
>
> We foolishly bought with the loan money
>
> And they are not fetching much.
>
> So the radio announced that
>
> The piece of land would be auctioned. (Ngugi and Ngugi, 1982)

At times, Wangeci was always anxious about her daughter's marriage; and this has been an issue that is causing disagreement and dispute among the family members. Elsewhere, Kioi's proposal to Kiguunda's family to marry Gathoni to his son John Muhuuni is ironically seen as remedy to Wangeci's wish. The two families are now planning together for marriage preparation. The in-laws are now interested in that bond. Suprisingly, Kiguunda's family is given a loan from the bank which Kioi is director. It is a double edged weapon he uses to grab their land; pure hypocrisy and malice that Kioi uses to win the Kiguunda's land given as collateral

rather than selling it, another alternative that Kioi suggested to the family.

When the suitor, John Muhuuni, once takes Gathoni to Mombasa, he makes her pregnant; a situation that will make all the marriage plan to abort altogether. It is a success for Kioi and desperation for the Kiguunda's. The latter is unable to pay back the loan as he is already dismissed by his ironic- in-law boss. The land must consequently be auctioned to pay back the bank money. It is misery and hell that fall on the poor family as a result of a long plan to enslave them.

From the above discussion now stem two important questions: Why couldn't Kioi sponsor the marriage if he needed his son to get the hand of Kiguunda's daughter? Why didn't the maiden parents learn from Kioi's trick-double- edged – sword of either selling their only land or give it to his bank as a guarantee? They fall victims of making a wrong and light choice rather than thinking beyond the stopgap solution that caused them such flaw. It is an error of judgment that made the family to lose their property. Kiguunda's family is thus an enslaved victim of malicious and impossible promise orchestrated by their poor life background rooted in the effects of colonialism on the native Africans. Often times, lack of thinking long and hard leads to such negative effects as has happened to Kiguunda. Kioi fires him from his job which demoralizes him; then Kioi's son rejects Gathoni; and their land is sold to pay the "recalled loan bank"(Lovesy, 2000). From Kiguundas's family experience, one can draw an important lesson: To think back on the past so as to decide on how to live well the present and the future.

V. SUMMARY AND CONCLUSION

Drama is a literary form that tells a story through performance of human actions. It engages dialogue and conflicts among characters. It is a tool that authors use to show how some human beings on earth are fair or unfair to their fellows. It conveys historical happenings in an imaginative way. The playwrights of postcolonial era describe this situation where the African people are oppressed and affected by exploitation of man by his fellow. Characters in Ngugi and Ngugi's *"I Will Marry when I Want"* are good examples of people not only in post- colonial Africa but also in other settings characterized by human hypocrisy towards the disadvantaged group. The Kioi's malice unbeknown to Kiguunda's family is one of many cases of victims of human bad manners that affect society members due to their poor life background rooted in the effects of exploitation and oppression, whereby the stopgap motivates the victim's wrong but imposed choice.

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Safeguarding Environment through Religion: A Study of Prophet Muhammad (PUBH) Sunnah[i]

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Abstract

Environmental degradation forms one of the main concerns of humanity world-wide. Environment receives high proportion of toxic waste in each possible form - solid, liquid, and gaseous, each passing day. All this should call upon the attention of human beings to think on the grave issue of environmental pollution. Every year June 5 is celebrated as the World Environment Day (WED) under the aegis of United Nations, intending to raise awareness about the environmental issues within the global society. Seminars, Symposia, and conferences are held world-wide to seek strategies and tools to minimize the harmful effects of environmental pollution. There is no denying of the fact that all such human endeavors bear fruits. However experts at such events fail to invoke the teachings of religious scriptures. As the post-modern man still believes in the inviolability of nature, which forms the trust of God in the hands of man, to call upon the religious teachings on the environmental preservation and protection will help a lot to build our healthy relationship with the environment. In the paper my venture is aimed to explore the Prophetic Sunnah of Muhammad where in the conservation and care for the environment is deeply cherished. The study could prove useful to both religious and ir-religious in drawing vital insights and handy conclusions for the preservation of the environment that we all are part of.

Keywords— Rida (contentment), Ayat (sign), Fitrah (Natural Order/pattern), Amanah (trust), Ni'amah (Gift)

I. INTRODUCTION

When the entire global environment is suffocating at the hands of mankind, it is crucial to save it from slow but certain death. We need to be serious about the deteriorating state of environment consisting of both biotic (animate) and abiotic (inanimate) factors. We should invoke the help through all possible means to safeguard the deteriorating conditions of our environment and the consequential misery of mankind and other creations. There is no doubt that seminars and conferences are organized world-wide where strategies, policies, and proposals are put forward to ensure the safety of the environment. However despite such efforts no satisfactory results have come out. There may be certain lackings yet one of the important reasons is the negligence and or/underestimation of religious teachings with respect to nature and environment. While majority of mankind believes in God, His wisdom in the creation of the universe, and the sacredness of nature, religion thus can induce the careful and virtuous attitude in an individual towards his surroundings. Religion ascertains the mutual dependence of man and environment. It thus would be wise to invoke the help of religion for the rectification, restoration and future well being of the global environment. Religion may serve as a moral compass in guiding the actions and behaviors of individuals and groups, the world over. The need is for crafting a strategy that will help individuals imbibe in their lives the perennial wisdom of the world's spiritual traditions. The entire fraternity of scientists and environmentalists, religionists should come hand in hand to work for the betterment and protection of the environment.

Nevertheless a new United Nations report warns that pollution and global warming are causing millions more deaths than conflicts. The UN's environment agency has called for an urgent roll-back on harmful substances and fossil fuels. In its report "Healthy Environment, Healthy People", the United Nations Environment Program (UNEP), the World Health Organization and several other environment organizations said that, in 2012, an estimated

12.6 million deaths were attributable to deteriorating environment conditions. The largest numbers of deaths took place in Southeast Asia and the Western Pacific regions, followed by sub-Saharan Africa, where around a quarter of deaths were likely caused by air pollution chemicals, climate change and a lack of access to sanitation.

"By depleting the ecological infrastructure of our planet and increasing our pollution footprint, we incur an ever-growing cost in terms of human health and well-being," said UNEP Executive Director Achim Steiner. He added that humanity's life support systems had been compromised by globalization and powerful economic interests. UNEP estimated that an extra 250,000 deaths could occur each year between 2030 and 2050 as a result of climate change, leading to malnutrition, malaria, diarrhoea and heat stress. Between them air pollution and a lack of access to clean water and sanitation cause almost 8 million premature deaths each year. Environmental impacts are responsible for the deaths of more than one quarter of all children under the age of five, the report states.[ii]

It is beyond belief and conjecture that if the present trends continue, a great catastrophe would be unleashed. The greater share of this havoc wreaked on the environment is the result of our un-reined passions. Nothing but religion optimizes Syed Hossein Nasr can pacify our ever increasing desires and passions. According to him, vast majority of people who believe in God and the afterlife, still fear the consequences of their evil actions in their lives in this world. If it were to be told to them that pollution and destruction of the environment is a sin in the theological sense of the term they would think twice before indulging in it. For the ordinary believer the wrath of God and fear of punishment in the afterlife is the most powerful force against the negative tendencies of the passionate soul. For nearly all people on the earth who continue to pollute the air and the water, and whose lifestyle entails the destruction of the natural environment, what is it that is going to act as a break against the ever-growing power of the passions except religion?[iii] The argument of Nasr holds a considerable weight for despite the wave of secularization; religion bounces back now and then.

Besides, it is an established fact that the vast majority of people in the world do not accept any ethics which does not have a religious foundation. This means says, S.H. Nasr, in practical terms that if a religious figure, let us say, a *Mulla* or a Brahmin in India or Pakistan, goes to a village and tells the villagers that from the point of view of the *Shari'ah* (Islamic law) or the Law of *Manu* (Hindu law)

they are forbidden to cut this tree, many people would accept. But if some graduate from the University of Delhi or Karachi, who is a government official, comes and says, for rational reasons, philosophical and scientific reasons, that it is better not to cut this tree, few would heed his advice. So from a practical point of view the only ethics which can be acceptable to the vast majority, at the present moment in the history of the world, is still a religious ethics. The very strong prejudice against religious ethics in certain circles in the West which have now become concerned with the environmental crisis is itself one of the greatest impediments to the solution of the environmental crisis itself. [iv]

Religion promises to help in controlling the great passions within us which have now been fanned by, first of all, the weakening of religion and, secondly, the substitution of another set of values derived from a kind of pseudo-religion whose new gods are such idols as "development" and "progress." But such notions do not have the power to help us control our passions. On the contrary they only fan the fire of those passions. We have been witness during the last generation alone to the ever greater debunking of the traditional religious attitudes towards the world, especially what we call in Arabic *rida*, that is contentment with our state of being, a virtue which is the very opposite of the sin of covetousness.[v]

Advocating in favor of religion as the finest of the tools to check the growing rate of environmental pollution, let us explore briefly the religious teachings of Islam through the person of Muhammad (SAAS) and see where it helps us in stabilizing the tottering ecology.

II.   ENVIRONMENTAL TEACHINGS OF ISLAM

The essence of Islamic teaching is that the entire universe is Allah's creation. Allah makes the waters to flow upon the earth, upholds the heavens, makes the rain fall and keeps the boundaries between day and night. The whole of the rich and wonderful universe belongs to Allah, its maker. It is Allah who created the plants and the animals in their pairs and gave them the means to multiply. Then Allah created mankind - a very special creation because mankind alone was created with reason and the power to think and even the means to turn against his Creator. Mankind has the potential to acquire a status higher than that of the angels or sink lower than the lowliest of the beasts. The success story of a human being is contained in the word 'Islam' itself.

The word 'Islam' has the dual meaning of submission and peace. Mankind is special, a very particular creation of Allah. But still we are Allah's creation and we can only

properly understand ourselves when we recognize that our proper condition is one of submission to Allah who made us. And only when we submit to the Will of Allah can we find peace: peace within us as individuals, peace between man and man, and peace between man and nature. When we submit to the Will of Allah, we become aware of the sublime fact that all our powers, potentials, skills and knowledge are granted to us by Allah. We are His servants and when we are conscious of that, when we realize that all our achievements derive from the Mercy of Allah and when we return proper thanks and respect and worship to Allah for our nature and creation, then we become free. Our freedom is that of being sensible, aware, responsible trustees of Allah's gifts and bounty.[vi]

The primary text of Islam- al-Qur'an abounds in the verses to establish the equilibrium and the state of tranquility between man and his environment. The primordial character of Qur'anic messages visualizes man and the cosmos in a state of harmony that reaffirms man's inner bond with the natural world. Certain verses of the Qur'an address natural forms as well as human beings, while God takes non-human members of His creation, such as plants and animals, the sun and the stars to witness in certain other verses. The soul which is nourished and sustained by the Qur'an does not regard the world of nature as its natural enemy to be conquered and subdued but as an integral part of man's religious universe sharing in his earthly life, and in a sense, even ultimate destiny.

The Qur'an makes use of environmental theme in encouraging humankind to be moderate, "*It is He who produces gardens, both cultivated and wild, and palm trees and crops of diverse kinds and olives and pomegranates both similar and dissimilar. Eat of their fruits when they bear fruit and pay their dues on the day of their harvest, and do not be wasteful. He does not love the squandering*"[vii]. The Qur'an refers to creation or the natural world as the signs (*ayat*) of Allah, the Creator, and this is also the name given to the verses contained in the *Qur'an*. *Ayat* means signs, symbols or proofs of the divine. As the Qur'an is proof of Allah so likewise is His creation. The Qur'an also speaks of signs within the human self and as Nasr explains, "...when Muslim sages referred to the cosmic or ontological *Qur'an*...they saw upon the face of every creature letters and words from the cosmic *Qur'an*...they remained fully aware of the fact that the *Qur'an* refers to phenomena of nature and events within the soul of man as *ayat* ...for them forms of nature were literally *ayat Allah*".[viii] The *Qur'an* says, "*There are certainly signs (ayat) in the earth for people with certainty; and in yourselves. Do you not then see?*"[ix]

Delving upon the Quranic statements, we thus arrive at a position where we see that the universe we inhabit is a sign of God's creation as is the environment of our innermost selves. They both emanate from the one source and are bonded by only one purpose, which is to serve the divine will. This bonding of the cosmic to the inner core of each individual is the profound ecology of Islam. The *Qur'anic* view holds that everything on the earth was created for humankind. It was God's gift (*ni'mah*) to us, but a gift with conditions nevertheless. The tests are a measure of our acts of worship (*ihsan*) in its broadest sense. That is living in a way that is pleasing to Allah, striving in everything we do to maintain the harmony of our inner and outer environments. [x] Prophet Muhammad states that every human individual is born on *Fitrah* i.e. as a Muslim (One whose disposition is towards submission to his Creator).[xi] In the same manner all natural entities are patterned on *Fitrah*. To alter such order may breed disharmony and chaos in the personality of a human being and the nature surrounding him.

The heavenly bodies, the earth and its ecosystems all work within their own limits and tolerances. Islamic teaching likewise sets limits to human behavior as a control against excesses.

In the *Sunnah* of Prophet Muhammad we have practical reflections of the above mentioned principles and guidelines. We have countless pronouncements and above all his acts that stimulate and convince a believer to maintain a healthy relationship with his/ her surroundings. The glorious Prophet was deeply concerned for the well being of both flora and fauna. He was equally striving for the purity of physical environments as earth, water, and air. At the very outset earth, *Wal Ardi Wama Tahaha* as Almighty Allah uses the words for it (earth), was declared as Mosque for the Prophet. Muslims could offer their prayers where ever they are on the surface of the earth. This declaration sanctioned the sacredness of earth and the responsibility of believers to ensure the purity and cleanliness of earth as is maintained in a mosque. The Prophet's appreciation of the earth's natural endowment is espoused, in the following *Hadith*, with a challenge: "The world is green and pleasant and God has put it under your charge to see how you will manage.[xii] We have an instant answer in the Qur'an as, The earth is inherited by those of God's servants that do good works and fulfill their responsibilities.[xiii] The good you give to the earth, the best will it give to you. It has been well said that plants are to earth what clothes are to man. In order to add to the beauty of the earth and to maintain its decorum, planting of trees becomes inevitable. In a very inspirational *Hadith*, Prophet exhorts his followers as: "If the day of resurrection comes

upon any one of you while he has a seedling in his hand, let him plant it.[xiv]

Prophet had a special concern for earth and he could lose no chance to ensure the greenery of earth and its rightful and judicious use; thus the encouragement in a Hadith, "One who reclaims barren land is entitled to own it.[xv] The act of plantation not only counts the benefits of the worldly life but registers the blessings of hereafter. In this respect the saying of the Prophet runs as "Anyone who plants a tree or sows a field, and a human, bird or animal eats from it, it shall be reckoned as charity from him.[xvi] . Prophet used to remind his followers at every step that beauty is dear to God. Prophet said: "God is beautiful and He loves beauty.[xvii]. In a widely quoted *Hadith*, the Prophet (peace be upon him) declares that "Cleanliness is half of faith."[xviii] The cleanliness of one's own self and one's surroundings forms the characteristic trait of a believer. "He who goes to bed at night with his hands unclean should only blame himself (if he falls ill), says Prophet.[xix]

 Muslims have a special relationship with water. It is one of the great signs (*ayat*) of God in nature, and it has been mentioned specifically in the verses of the Qur'an. Water is indeed a sign of Allah that is everywhere in one of its many forms. For everyday Muslims, water is nothing more than an expression of the covenant, or trust, (*amanah*) we have with God, for with it we ritually purify ourselves to begin each act of worship. Prophet (peace be upon him) warned his followers of the consequences for withholding water: "There are three persons whom Allah will not look at on the Day of Resurrection, nor will he purify them and theirs shall be a severe punishment. One of them is a man [who] possessed superfluous water on a way and he withheld it from travellers."[xx] Islam strongly dislikes the wastage of resources. It prefers moderation in every act. But waste not by excess, for Allah loves not the wasters, says Quran.[xxi] Muslims are expected to be humble and judicious in their words and deeds. Arrogance and haughtiness is prophesised as doom and destruction in Islam. The special feature of believers is recorded in the Qur'an as, "And the servants of the All-Merciful are they who walk on the earth gently (*hawnan*)."[xxii]. At another place Qur'an states, "O Children of Adam! Wear your beautiful apparel at every time and every place of prayer: *eat and drink: but waste not by excess, for Allah loves not the wasters.*[xxiii]

Animal cruelty is forbidden in Islam. There are many examples from the time of the Prophet Muhammad that support this prohibition — for example: "No human being kills a sparrow or [something] larger, without right, except that Allah will ask him about it on Judgment Day." Prophet Muhammad (peace be upon him) directed us to

treat animals with love. They are not to be disrespected, denied food or water, or hurt in any way. The Holy Prophet (peace be upon him) once told the story of a woman who was punished because of a cat she had imprisoned until it died. "She entered the (Hell) Fire because of it, for she neither gave the cat food nor water as she had imprisoned it, nor set it free to eat from the Earth.[xxiv]

III.   CONCLUSION

The precepts drawn from both the *Qur'an* and the *Sunnah* exhort mankind to be a peace with one's own self and towards nature and society. Islam holds that the earth and the cosmos are set in equilibrium, and to alter such balance may summon harm and imbalance in our lives. Qur'an warns us in such words as, "Do no mischief on the Earth after it has been set in order; but call on Him with fear and longing (in your hearts): for the mercy of Allah is (always) near to those who do good".[xxv] Indeed Qur'an and the example of Prophet urge us to partake in the beautification and maintenance of worldly order. On the contrary "There is near total disequilibrium between modern man and nature as attested by nearly every expression of modern civilization which seeks to offer a challenge to nature rather than to co-operate with it. [xxvi]

Prophet Muhammad (peace be upon him) said: "Whoever among you sees an evil action, let him change it with his hand [by taking action]; if he cannot, then with his tongue [by speaking out]; and if he cannot, then with his heart [by hating it and feeling that it is wrong] — and that is the weakest of faith."The Prophet Muhammad (peace be upon him) was urging humanity to take action and speak out, and at the very least, recognize in our hearts when something is wrong.[xxvii] The words of the Prophet echo the words of Allah, "...Help you one another in *Al-Birr* and *At-Taqwa* (Virtue, Righteousness and Piety); but do not help one another in sin and transgression. And fear Allah. Verily, Allah is severe in punishment.[xxviii] Thus the destiny of one's own self and of the environment lies in the hands of mankind. All the ugly consequences bore by humanity resulting from the depletion of natural resources and the pollution cum contamination of air, water, and soil is the work of the hands of mankind itself. To beautify or to blemish our planet rests on our own actions for Qur'an openly declares, "*Corruption has appeared in both land and sea because of what people's own hands have brought about so that they may taste something of what they have done, so that hopefully they will turn back*"[xxix].

i i Literally the word *'Sunnah'* means habit, practice, customary procedure, action, norm, or usage sanctioned by tradition. However in Islamic technical sense it refers to Prophet Muhammad's sayings, practices, and habits. Whenever *Sunnah* is mentioned, it refers to the sayings, doings, and living habits of Muhammad (PBUH)

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vi Harfiyah, Abdul Haleem, Islam and Environment, pdf, p.08

vii Al-Qur'an, 06: 141

viii Nasr, S.H., *The Need for a Sacred Science* , Curzon Press, Surrey, England, 1993, pp.130- 131

ix Al-Qur'an, 51:20-21

x Fazlun, Khalid, Islam and the Environment Ethics and Practice (pdf), 15th General Conference, 27-29 September 2010, Jordan, p.06

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xiii Al-Qur'an, 21: 105

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xvi Agreed upon Hadith (muttafaqun 'alayh) recorded by al- Bukhari, Sahih al-Bukhari, Hadith no. 1001

xvii *Sunan al-Tirmidhi*i, Hadith no. 2800

xviii Al-Albani, ed. Mukhtasar *Sahih Muslim*, Hadith no.120

xix (Khatib al-Tabrizi, *Mishket al-Masabih*, ed. Muhammad Nasir al-din al-Albani, 2nd edn., Cairo, 1979, vol. III, Hadith no. 4209

xx Abdul Matin, Ibrahim, *Green Deen: What Islam Teaches About Protecting the Environment*, Bernett Koehler, San Francisco, 2010, pp.120-121

xxi Al- Qur'an, 7: 31

xxii Ibid, 25:63

xxiii Ibid, 7 : 31

xxiv Abdul Matin, Ibrahim, *Green Deen: What Islam Teaches About Protecting the Environment*, Bernett Koehler, San Francisco, 2010, p.173

xxv Ibid, 7: 56

xxvi S H Nasr, *Man and Nature*, Unwin, London 1990, p.20

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xxviii Ibid, 05: 02

xxix Ibid, 30: 41

Business Communication Strategies: Analysis of Internal Communication Processes

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Abstract

The purpose of this research is to investigate the current situation of internal communication in the maintenance department in the cement industry. In most organizations, employees and managers have struggled with the thought of attempting to solve weak and bad communication between the two parties which mostly cause issues to an organization, whether in performance or cost wise. This research was carried out at the maintenance department in Cement Company. A quantitative method was used to gather relevant information regarding a study of internal communication in maintenance department in cement industry. The research findings were supported that current management at Cement industry implementing team meetings effectively. The current management at Cement industry is creating and using online- printed communications tools, organizing regular events. The research findings were supported that current management at Cement industry using online tools for internal communication. In terms of notice board communication, the researcher was not able to find any link between company's' standard as a fact of internal communication method and respondent's perception as research findings. At this point the researcher was able to point out the gap between this study and the fact of internal communication at maintenance department in Cement industry. According to the findings the researcher was able to find out the gap between site visit communication between perception and the fact. Concerns of face-to-face communication method, also, was not found in the standard of internal communication at cement industry. Accordingly, the researcher was able to point out the gap between face-to-face communication method as a fact and respondents' perception according to the research findings. The current management at Cement industry is establishing a regular, transparent communication with all employees covering the entire organization. The research findings were supported that current management at Cement industry implementing network communication effectively.

Keywords— Business Communication, Internal Communication, External Communication.

I. INTRODUCTION

Communication is considered to be the base of an organization's operation. The process of communication will have a huge role in maintaining the organization (Abdullah & Othman, 2019). Communication within an organization is such an essential aspect of human carrying out that it is almost impossible to imagine a workplace without it. It is through interaction and communication with managers and other employees that a workplace can be maintained. Being an effective communicator is known as a

necessary asset in getting along with individuals and obtaining a successful occupation (Top & Ali, 2021). In the business world, effective communication is seen as an important element of a successful organization. In order to have effective communication within an organization, both types of communication should be included; internal communication such as coordination between departments, among employees and between manager and employees, and external communication such us suppliers, shareholders, agencies and customers. In terms of poor communication, the cost will be very high because it will cause negative results that decrease organizational performance (Anwar & Abdullah, 2021).

Working together will create some essential formal and informal relationships among employees. Individuals have different personalities, perception, opinions, natures, and thinking. They will not be able to understand each other until they communicate effectively (Gardi et al. 2020). Sharing information within an organization is considered the simplest and the most effective management for employee's participation. Useful information sharing within an organization such us new events, organizational goals, service and activities will help to expose elements of staff from others (Prabhu et al. 2020).

This research will investigate the current situation of internal communication in the maintenance department at Cement Company. Anwar & Shukur, (2015), defined internal communication as a process of exchanging information between employees and managers within an organization. Sultan et al. (2020) found a significant correlation between effective communication and organizational performance. Internal communication activities often known with less task comparing with external communication. Therefore, most managers do not realize the importance of internal communication within an organization (Demir et al. 2020). The absence of internal communication will cause loss of loyalty and support among employees (Abdullah & Othman,2015). Effective communication within an organization has many benefits such as providing high quality of service, increased productivity, increased creativity, enhanced employee participation (Ali, 2021), a decreased rate of employee turnover and increased employee job satisfaction (Gardi, 2021). Also as stated by Othman et al. (2019), effective internal communication is essential for attaining organizational objectives as it influences management strategy to retain employees. Also, Anwar & Abd Zebari, (2015), stated that an effective internal processes management within an organization is considered a vital element in the competition. It is essential that managers should be able to inform all employees at all levels in an

organization with the right direction regarding their tasks in order to perform efficient work (Khan & Abdullah, 2019).

Enhancing organizational communication will have positive results, for instance, enhancing relations with primary stakeholders such as customers will result in increasing profit and grow the business. Effective communication between departments or among employees will result in increasing performance (Othman et al. 2019). Enhanced communication with managers might result in positive job satisfaction, decreasing deviance and increasing organizational citizenship behaviour. Communication within an organization particularly between employees and managers is essential (Anwar, 2017). Most employees expect that managers will be able to answer all questions, inform them with of any changes, solve conflicts and inform them of the organization's procedures, policies and regulations (Ali, 2020). Since positive communication will affect employees' morale and productivity (Anwar, 2016), manager's effective communication is considered a factor to motivate employees to perform better which leads to increased organizational performance. On the other hand, when managers have poor communication, this will lead to de-motivated employees as a result and will cause negative issues and decreasing organizational performance rather than the cost it takes. Another important communication factor between managers and employees is transmitting and delivering proper information on time. Sometimes communicating via voicemails or emails might not be enough (Andavar et al. 2020), in this case face to face communication will be required in order to receive an accurate message from managers. Current business environment has become very competitive therefore keeping and skilled staff is the main distinguishing factor (Abdulla et al. 2017).

Globally, internal communication is considered very essential. Most organizations are measured based on their turnover rate, as a result the rate of turnover in any organization will influence the organizational performance (Anwar & Balcioglu, 2016). In the case of low rate of employee turnover, this indicates that the organization is able to retain their skilled employees through an excellent working environment with strong communication and team building which improves the individual performance. Abdullah & Abdul Rahman, (2015), found that in every organization employees are considered the most valuable asset because they are delivering the services or products (Hameed & Anwar, 2018).

The main question will be how to enhance business communication? Firstly, managers should be able to understand the communication process and its impact on

specific outcomes. Secondly, they should be able to recognize bad and good communication and its results in an organization (Damit et al. 2019). The most important factor is they should be able to distinguish which communication works better in a certain situation (Anwar & Ghafoor, 2017). A good communication process depends on organization's background that required being successful in a long-term plan. Communication stands for the key to efficiency, along with qualified capabilities (Faraj et al. 2021). In most organizations almost all employees spend their time communicating with each other, regardless of their positions in the hierarchy levels (Prabhu et al. 2020). At the present time, the number of employees in offices and services has increased, and effective communication, collaboration and coordination are highly needed in order to enhance organizational performance (Anwar & Climis, 2017). Collaboration is essential while working in a team, because team working is not efficient without effective communication and collaboration. This is the main reason for the importance of communication practices within an organization. Moreover, the role of managers has increased in an organization (Ali, 2016). The managers should be able to create coordination and communication in both internal and external information, also managers should be able to transfer and transmit information to their subordinates (Prabhu et al. 2019).

Previous scholars proved that communication considered an important factor in practicing internal communication within an organization. Internal communication defined by (Anwar & Qadir, 2017) as dealing with staff with a massive value through the carrying out the programs to achieve organizational goals (Abdullah & Rahman, 2015). The researchers explained above the communication and relation with Organization so what if we have a specific Organization like a maintenance department? What is the maintenance department and what is the importance of such a function in Cement Plants? "Maintenance department is where people are concerned with fixing and maintaining production equipment and this team should be available 24/7 to make sure that all equipment is running efficiently and no major failures are identified (Abdullah, 2019). Maintenance personnel are recognized as being one of the key levers for plant performance. In principle, Maintenance personnel do their work according to safety principles; they should be motivated, skilled, experienced and cost-conscious (Ali, 2014). Maintenance is team work. Each individual is trained and upgraded to evaluate risks and needs, be efficient in their work, adapt easily to production technologies and new developments (Anwar & Louis, 2017).

Statement of the problem

Having a better understanding of communication concepts and factors that drive maintenance function performance to become better, and provides stable performance to affect the overall performance of the organization positively, let's go deeper to understand the strategic role and importance of communication in the maintenance department. In most organizations, employees and managers have struggled with the thought of attempting to solve weak and bad communication between the two parties that mostly cause issues to an organization, whether in performance or cost wise. Either managers blame employees with bad communication or employees believe that managers do not effectively communicate with them. Regardless of the two parties' fault or bad communication, at the end they should come together to find out where the communication has broken down. Managing day to day work activities and executing a successful business strategy will require an effective communication between managers and employees and also among employees. Spending time on communication especially from managers will have positive results for the organization's outcomes and cost reduction. In many organizations, employees are complaining concerning the weak manager's communication, especially on essential information that should be delivered to employees via emails or in meetings. Effective communication will lead to clarifying the weak points and problems; hence managers will be able to find a proper solution and implement it.

Research objectives

As we have a better understanding regarding the importance of communication and maintenance in an organization and noticed to what extent maintenance performance is linked with the organization's efficiency and productivity, we have to understand in an organization, why performance of maintenance is so important, how communication is affecting the performance of this department, we also need to know the communication style internally between sections of this department and communication style externally with other departments in the operation organization.

Thus, in order to figure out to which extent communication has role and effect on Maintenance department? Or some other factors other departments enhance, or cross functional activities are affecting the performance of Maintenance. The followings are the main research objectives:

- Describe and explore internal communication and information

- Explore the relationship between internal communication and the attainment of an organization's vision and mission.

- It enhances employees' efficiency by providing information related to their tasks.
- Enhance the coordination work activities and maintenance department in Cement Company Identify internal communication practices which other organizations might get benefits from.
- Clarify to approach situations and problems.
- Determining effective internal communication factors.
- Clarify understanding of organizational values and purpose
- Defining key direction for enhancing internal communication.
- Promote the regular exchange of information between employees and managers in the maintenance department in cement company
- It assists managers to achieve organizational objectives.
- Eliminate or avoid any potential conflict between team members
- Internal communication assist managers to practice management functions and skills
- It helps managers to be able to gather information from different sources and implement the company's plan effectively by communication.

Research questions

The followings are the main research questions:

1. How can the maintenance department enhance business communication?
2. How does effective communication enhance organizational performance?
3. What are the main communication styles that influence employees to perform better?
4. What are the main communication styles that influence managers to perform better?
5. What are the internal communications' main factors?

II.   LITERATURE REVIEW

Communication is defined as exchange of ideas, information and knowledge between two or more individuals to arrive at a mutual understanding (Ali & Anwar, 2021). Communication is defined as information exchange by symbols, signals or words. It is the interchange of viewpoints, thought, belief and facts regarding the common purpose, efforts and interests (Khan & Abdullah,

2019). Communication is defined as any behaviour that consequences in an exchange of meaning (Anwar & Abdullah, 2021). Communication is the practice to transmit information between employees and organizations so based on the meaning of the message the responder can reply (Prabhu et al. 2020). Communication is the action of passing particular information from one individual to another (Ganeshkumar et al. 2019).

The communication is defined by many authors as the exchange of information between recipient and sender by which a message is directed from a point to another point and the communicators are associated all together through communication channels (Abdullah & Afshar, 2019).Internal communication is defined by Abdullah & Rahman, (2015) as necessary management activities in all organizations as it is considered as a vital factor for all employees at all levels in organizations to obtain information regarding their tasks and duties (Ali et al. 2021).Internal communication defined by Abdullah, (2018) as an outline of meanings and the individual interaction that take place within organizations (Saleh et al. 2021).

Othman & Abdullah, (2016) defined internal communication as a process in which individuals share information with each other in order to achieve a mutual understanding. While Further, Abdullah & Othman, (2016) defined internal communication as a social interaction through messages (Abdullah & Othman, 2021). Abdullah & Abdul Rahman, (2015) provides in his study four fundamental functions that internal communication could accomplish within an organization: informative function, control function, social function and expressive function. Additionally, internal communication presents a basic incentive in organizations that strengthens and enables employees to carry out their tasks effectively (Anwar & Abdullah, 2021).

The importance of internal communication, the exchange of information and the transmission of meaning, is also discussed by Anwar & Shukur, 2015) who refers to internal communication as the soul of an organization. The importance of communication can be explained by the fact that it is the tool that can both reveal and eliminate problems (Anwar & Abd Zebari, 2015). Numerous models of communication described the nature of communication and the way it works within an organization. Many researchers supported the model SMCR (Anwar & Surarchith, 2015). This model was found by Shannon and Weaver in 1949 (Anwar, 2017).

The SMCR model illustrates the process of the communication, which starts with a sender, a person who transfers a particular message. This action is called encoding when a sender is deciding on the content of the

message and when to transmit that message (Anwar, 2016). In a safe working environment, the receiver will be able to receive the message from the sender without any issues. The message is then decoded, that is, the recipient understands the message by attaching meaning to it. When recipients get the message, they reply to the message in both or either verbal or nonverbal (Abdulla et al. 2017).

Choosing the right communication channels is considered as a difficult task within an organization. Though channels of communications are regularly assessed according to the expectations of the sender in terms of communication channels, it is essential to recognize that each communication channel depends on the situation and information required to be sent. Consequently, it is essential to select the right communication channel that fits best. This is very essential because employees within an organization are able to interpret and understand the message according to the situation, and the selected communication channels might make a real difference in receiving the message (Anwar & Balcioglu, 2016).

In order to facilitate internal communication within an organization there are many communication channels that can be used. Hameed & Anwar, (2018) provided several methods of internal communication. For instance, written communication, electronic communication (email and blogs), newsletters and magazines and so on (Anwar & Ghafoor, 2017).

Furthermore, information such as events and news could be announced on notice boards as well as other types of social activities. At the present time, there are other sorts of internal communication channels that can be used within an organization such us phone conferences and video conferences (Anwar & Climis, 2017).

Electronic internal communication is another channel that can be used within an organization, which enables employees to get information faster and easier. Additionally, it provides individuals with an access to important information required to accomplish their daily activities (Anwar & Qadir, 2017).

Managers can give job or task instructions through top-down communication within an organization. A good example of top-down communication is an organizational chart; it shows everyone's tasks and responsibilities clearly. Although top-down communication is very important it will not be very effective communication just by itself. Managers should be able to get feedback from employees to make sure that the message was clear and understandable by their employees. In order for employees to be involved and part of the organization therefore, we can see the importance of the upward communication channel (Anwar & Louis, 2017). Lastly, interpersonal, networking and

social communications are very essential for each employee. Therefore, employees should communicate effectively with their co-workers and sharing information will create a horizontal communication within an organization (Anwar & Abdullah, 2021).

The communication in all organizations compromises formal and informal communication along with three types of communication mentioned previously (Anwar & Abdullah, 2021).

Many previous researchers declared that barriers in effective communication comprise several factors, for instance, international barriers, lack of interpersonal factors, badly designed messages, lack of planning and information overload (Prabhu et al. 2019). Insufficient internal communication creates the spreading of rumors, insecurity, irritation and disintegration. Many issues occur within an organization because of imperfect and inadequate communication (Anwar & Qadir, 2017).

Many academic researchers declared that communication is the primary management activity within an organization, in view of the fact that it is essential that all employees at all levels within the organization receive information to do their tasks and duties on time and in a proper way, in order to achieve organizational goals or objectives. Furthermore, the significance of internal communication is not considered essential only in relation to the employee's tasks and duties (Abdullah & Rahman, 2015). In a working day, employees are looking for social interactions with other co-workers and would like to be treated as an individual not only as an employee or co-worker. Although it is proved that internal communication is essential, many researches showed that there is a gap between perception and awareness of the significance of communication and actual attention to execute it into an action (Abdullah, 2019).

A good example is executing of an organizational strategy, and internal communication has a significant role in implementing it. In many organizations, most of the managers concentrate on strategy formulation rather than being focused on strategy implementation. Therefore, many organizational strategies have failed to be implemented due to poor internal communication. This shows the importance of internal communication within an organization and its impact on performance. So, it is clear that a manager should have excellent communication skills to execute organizational strategy. As we can see, managers might fail to execute strategy effectively because of lacking essential communication skills (Anwar & Louis, 2017).

Every employee would like to know and understand the organization's direction and where the organization is heading, what the organizational objective is and how they will be able to achieve that specific objective. Therefore, it

is very important that managers should communicate effectively with employees and clear out all uncertainty with organizational objectives. Obviously this can be done by internal communication between managers and employees. Additionally, research by Watson Wyatt (Ali & Anwar, 2021) shows that companies with highly effective internal communication have higher levels of job satisfaction, higher market share, higher employee commitment and higher shareholder return. According to these two examples, the researcher can conclude that effective internal communication will be beneficial in creating a long-term relationship between management and employees and thus obtaining better future revenue for the organization (Khan & Abdullah, 2019).

III.   METHODOLOGY

This research is carried out at the maintenance department in Cement Company in Kurdistan region of Iraq. A quantitative method is used to gather relevant information regarding the internal communication in maintenance department. Methods comprised the procedures used for generating, collecting and evaluating data. The researcher gathered data for the study through distributing questionnaires as primary data. The questionnaire is prepared and distributed to the employees at the maintenance department in Cement Company. Secondary data is needed for conducting research work which is done by collecting it from recent academic articles, books and previous studies related to effect of internal communication on organizational performance.

A random sampling method was adopted to collect data, where all the maintenance department's employees will have equal chances of being selected from the sample group. The maintenance department in Cement Company currently has 97 employees, the population of this study will be 97 units and the target population of this study will be 78 units (as shown in the formula). The following formula presents the sample size calculation:

Sample size= $\frac{z^2 \times P \times (1-P)}{c^2}$

Z = Z value (1.96 for 95% confidence level)
p = percentage picking a choice
c = confidence interval

Sample size = $\frac{(1.96)^2 \times 0.5 \times (1-0.5)}{(0.05)^2}$

Sample size= $\frac{0.9604}{0.0025}$

Sample size = 384.16   3.950

New sample size= $\frac{Sample size}{1+\left\{\frac{sample size-1}{population}\right\}}$

New sample size= $\frac{384.16}{1+\left\{\frac{384.16-1}{97}\right\}}$

New sample size= **78** Units

IV.   DATA ANALYSIS

The purpose of this study is investigating the internal communication in the maintenance department in Cement Company. As mentioned previously a total of 78 respondents were involved in completing the survey. These respondents had different positions; some respondents were managers and others were engineers. The current study deals with internal communication criteria and seven factors were identified: team meetings, email communication, face to face communication, and site visits communication, network communication, notice board and text messaging. The respondents were asked to rate how important they perceived each item on five point ordered scales. The scales for organizational performance as a dependent factor were measured and evaluated on a five-point scale with potential answers ranging from strongly disagree to strongly agree. The scales for all independent factors: team meetings, email communication, face to face communication, site visits communication, network communication, notice board and text messaging were measured as well on a five point ordered scale which gave possible answers ranging from strongly disagree to strongly agree.

All data have been analyzed by using SPSS version 18. First section of data analysis is demographic data analysis consisting of respondent's age, gender, level of education, years of experience and marital status. Second section of data analysis consists of seven factors mentioned previously. For each of those factors, the researcher started analyzing each factor in four steps; first step was factor analysis to determine essential variables that clarify the outline of associations within a set of perceived variables.

Demographic analysis

This section presents respondents' background information involved in this study such as Age, level of education, years of experiences and marital status as shown below: Table (1), explains the percentage and frequency of the age of participants in this research; according to SPSS frequency analysis 7 (9.0%) respondents from total of 78 were 20-30 years old, 49 (62.8%) of respondents from total of 78 were 31-40 years old and 22 (28.2%) of respondents from total of 78 were 41-50 years old. The majority of respondents were 31-49 years old, this means that most of the participants of this survey were mature, as a result, the researcher can rely on the research results. As for participants' marital status, it was found that 75 respondents (96.2%) from total of 78 respondents were married and 3 (3.8%) of respondents from total of 78 respondents were single. As for participants'

level of education, it was found that 1 (1.3%) of respondents from total of 78 respondents had a high school degree, 73 (93.6%) of respondents from total of 78 respondents had a Bachelor's degree, 3 (3.8%) of respondents from total of 78 respondents had M.A or M.Sc. and one of the respondents had other degree than listed in the questionnaire. The majority of respondents had B.A degrees; this means that most of the participants had a proper degree and the researcher can rely on the results of this survey as an academic analysis. As for participants' years of experience,

2 (2.6%) of respondents from total of 78 respondents had less than 1 year of experience, 2 (2.6%) of respondents from total of 78 respondents had 1-3 years of experiences, 55 (70.5%) of respondents from total of 78 respondents had 4-8 years of experiences, 10 (12.8%) of respondents from total of 78 respondents had 9-13 years of experiences, and 9 (11.5%) of respondents from total of 78 respondents had 14-18 years of experiences. The greatest part of respondents had 4-8 years of experience, this range is considered reliable and the researcher can depend on the questionnaire results.

Table 1- Demographic analysis

No	Items	Scales	Frequency	Percent
1	Age	2-30	7	9.0
		31-40	49	62.8
		41-50	22	28.2
2	Marital Status	Married	75	96.2
		Single	3	3.8
3	Level of education	High school	1	1.3
		B.A	73	93.6
		M.A or M.Sc.	3	3.8
		Other	1	1.3
4	Years of experience	less than one year	2	2.6
		1-3	2	2.6
		4-8	55	70.5
		9-13	10	12.8
		14-18	9	11.5

Data analysis consists of seven sections. Each section consisted of four separate analyses; first step is factor analysis to determine essential variables that clarify the outline of associations within a set of perceived variables. Second step is Reliability statistics, the Cronbach's alpha reliability coefficient. Third step is correlation analysis to present the values of the identified correlation tests; it determines the strength of relationship between variables. And final step was regression analysis to find out whether the hypothesis was supported or not.

Team meetings

As for team meetings factor, it was found that the majority of respondents (mean=3.5) believed that team meetings are considered time consuming as seen in table (7) and figure (13). According to descriptive analysis, 2 respondents rated as strongly disagree, 12 respondents rated as disagree, 22 respondents rated as neutral, 29 respondents rated as agree and 13 respondents rated as strongly agree. The majority of respondents (mean=3.2) believed that team meetings are

very essential for enhancing organizational performance as seen in table (8) and figure (14). According to descriptive analysis, 7 respondents rated as strongly disagree, 15 respondents rated as disagree, 21 respondents rated as neutral, 24 respondents rated as agree and 11 respondents rated as strongly agree. The majority of respondents (mean=3.7) believed that team meetings provide opportunities for employees to discuss and provide feedback and give their opinions as seen in table (9) and figure (15). According to descriptive analysis, one respondent rated as strongly disagree, 7 respondents rated as disagree, 22 respondents rated as neutral, 35 respondents rated as agree and 13 respondents rated as strongly agree. The majority of respondents (mean=3.4) believed that the manager in the maintenance department of Cement industry has enough communication skills as seen in table (10) and figure (16). According to descriptive analysis, 5 respondents rated as strongly disagree, 8 respondents rated as disagree, 22 respondents rated as neutral, 33 respondents

rated as agree and 10 respondents rated as strongly agree. The majority of respondents (mean=2.9) believed that the manager in the maintenance department of Cement industry does team meetings everyday as seen in table (11) and figure (17). According to descriptive analysis, 10 respondents rated as strongly disagree, 17 respondents rated as disagree, 24 respondents rated as neutral, 23 respondents rated as agree and 4 respondents rated as strongly agree. The majority of respondents (mean=3.4) believed that the manager in the maintenance department of Cement industry involves all employees in team meetings as seen in table (12) and figure (18). According to descriptive analysis, 3 respondents rated as strongly disagree, 10 respondents rated as disagree, 30 respondents rated as neutral, 25 respondents rated as agree and 10 respondents rated as strongly agree. The majority of respondents (mean=3.4) believed that the manager in the maintenance department of Cement industry effectively communicates with the team as seen in table (13) and figure (19). According to descriptive analysis, 3 respondents rated as strongly disagree, 8 respondents rated as disagree, 28 respondents rated as neutral, 29 respondents rated as agree and 10 respondents rated as strongly agree. The majority of respondents (mean=2.9) believed that the manager in the maintenance department of Cement industry gives employees an opportunity to participate in decision making as seen in table (14) and figure (20). According to

descriptive analysis, 11 respondents rated as strongly disagree, 14 respondents rated as disagree, 28 respondents rated as neutral, 20 respondents rated as agree and 5 respondents rated as strongly agree. The majority of respondents (mean=3.5) believed that employees as a team in the maintenance department of Cement industry are providing ideas to enhance performance as seen in table (15) and figure (21). According to descriptive analysis, 10 respondents rated as strongly disagree, 30 respondents rated as disagree, 28 respondents rated as neutral, 10 respondents rated as agree and 5 respondents rated as strongly agree. The majority of respondents (mean=3.5) believed that employees as a team in the maintenance department of Cement industry are committed to team meetings as seen in table (16) and figure (22). According to descriptive analysis, 4 respondents rated as strongly disagree, 5 respondents rated as disagree, 28 respondents rated as neutral, 32 respondents rated as agree and 9 respondents rated as strongly agree. The majority of respondents (mean=3.2) believed that the manager in the maintenance department of Cement industry is committed to team meetings as seen in table (17) and figure (23). According to descriptive analysis, 6 respondents rated as strongly disagree, 12 respondents rated as disagree, 28 respondents rated as neutral, 23 respondents rated as agree and 9 respondents rated as strongly agree.

Table 2-Team Meetings-Descriptive analysis

No	Questions	Scales	Frequency	Percent	Mean
1	**Team meetings considered time consuming**	Strongly disagree	2	2.6	3.5
		Disagree	12	15.4	
		Neutral	22	28.2	
		Agree	29	37.2	
		Strongly agree	13	16.7	
2	**Team meetings are very essential for enhancing organizational performance**	Strongly disagree	7	9.0	3.2
		Disagree	15	19.2	
		Neutral	21	26.9	
		Agree	24	30.8	
		Strongly agree	11	14.1	
3	**Team meetings provide opportunities for employee to discuss and provide feedback and give their opinions**	Strongly disagree	1	1.3	3.7
		Disagree	7	9.0	
		Neutral	22	28.2	
		Agree	35	44.9	
		Strongly agree	13	16.7	
4	**My manager has enough communication skills**	Strongly disagree	5	6.4	3.4
		Disagree	8	10.3	

		Neutral	22	28.2	
		Agree	33	42.3	
		Strongly agree	10	12.8	
5	**My manager does team meetings everyday**	Strongly disagree	10	12.8	2.9
		Disagree	17	21.8	
		Neutral	24	30.8	
		Agree	23	29.5	
		Strongly agree	4	5.1	
6	**My manager involves all employees in team meetings**	Strongly disagree	3	3.8	3.4
		Disagree	10	12.8	
		Neutral	30	38.5	
		Agree	25	32.1	
		Strongly agree	10	12.8	
7	**My manager effectively communicates with the team**	Strongly disagree	3	3.8	3.4
		Disagree	8	10.3	
		Neutral	28	35.9	
		Agree	29	37.2	
		Strongly agree	10	12.8	
8	**My manager gives us an opportunity to participate in decision making**	Strongly disagree	11	14.1	2.9
		Disagree	14	17.9	
		Neutral	28	35.9	
		Agree	20	25.6	
		Strongly agree	5	6.4	
9	**My team is providing ideas to enhance department's performance**	Strongly disagree	10	12.8	3.5
		Disagree	30	38.5	
		Neutral	28	35.9	
		Agree	10	12.8	
		Strongly agree	10	12.8	
10	**My team is committed to team meetings**	Strongly disagree	4	5.1	3.5
		Disagree	5	6.4	
		Neutral	28	35.9	
		Agree	32	41.0	
		Strongly agree	9	11.5	
11	**My manager is committed to team meetings**	Strongly disagree	6	7.7	3.2
		Disagree	12	15.4	
		Neutral	28	35.9	
		Agree	23	29.5	

Email communication

As for email communication factor, it was found that the majority of respondents (mean=3.4) believed that email communication is considered a fast tool to reach employees in the maintenance department of Cement industry. According to descriptive analysis, 4 respondents rated as strongly disagree, 9 respondents rated as disagree, 27 respondents rated as neutral, 28 respondents rated as agree and 10 respondents rated as strongly agree. The majority of respondents (mean=3.4) believed that email communication is cost effectiveness. According to descriptive analysis, 6 respondents rated as strongly disagree, 7 respondents rated as disagree, 26 respondents rated as neutral, 26 respondents rated as agree and 13 respondents rated as strongly agree.

The majority of respondents (mean=3.5) reported that employees in the maintenance department of Cement industry check their email consistently. According to descriptive analysis, 7 respondents rated as strongly disagree, 5 respondents rated as disagree, 27 respondents rated as neutral, 21 respondents rated as agree and 18 respondents rated as strongly agree. The majority of respondents (mean=3.4) believed that managers in the maintenance department of Cement industry are effective in corresponding with employees via email. According to descriptive analysis, 4 respondents rated as strongly disagree, 13 respondents rated as disagree, 20 respondents rated as neutral, 33 respondents rated as agree and 8

respondents rated as strongly agree. The majority of respondents (mean=3.4) believed that they can reach their manager directly via email. According to descriptive analysis, 6 respondents rated as strongly disagree, 9 respondents rated as disagree, 22 respondents rated as neutral, 27 respondents rated as agree and 14 respondents rated as strongly agree. The majority of respondents (mean=3.4) believed that managers in the maintenance department of Cement industry transfer useful information regarding their tasks and duties via email. According to descriptive analysis, 6 respondents rated as strongly disagree, 11 respondents rated as disagree, 16 respondents rated as neutral, 36 respondents rated as agree and 9 respondents rated as strongly agree. The majority of respondents (mean=3.6) believed that managers in the maintenance department of Cement industry forward department's monthly news and events via email. According to descriptive analysis, one respondent rated as strongly disagree, 10 respondents rated as disagree, 19 respondents rated as neutral, 36 respondents rated as agree and 12 respondents rated as strongly agree. The majority of respondents (mean=3.5) believed that managers in the maintenance department of Cement industry forward organization's monthly news and events via email. According to descriptive analysis, 4 respondents rated as strongly disagree, 10 respondents rated as disagree, 20 respondents rated as neutral, 31 respondents rated as agree and 13 respondents rated as strongly agree.

Table 3- Email communication -Descriptive analysis

No	Questions	Scales	Frequency	Percent	Mean
1	**Email communication is fast to reach employees**	Strongly disagree	4	5.1	3.4
		Disagree	9	11.5	
		Neutral	27	34.6	
		Agree	28	35.9	
		Strongly agree	10	12.8	
2	**Email communication is cost effective**	Strongly disagree	6	7.7	3.4
		Disagree	7	9.0	
		Neutral	26	33.3	
		Agree	26	33.3	
		Strongly agree	13	16.7	
3	**I consistently check my email**	Strongly disagree	7	9.0	3.5
		Disagree	5	6.4	
		Neutral	27	34.6	
		Agree	21	26.9	

		Strongly agree	18	23.1	
4	**My manager is effective in corresponding with us via email**	Strongly disagree	4	5.1	3.4
		Disagree	13	16.7	
		Neutral	20	25.6	
		Agree	33	42.3	
		Strongly agree	8	10.3	
5	I can reach their manager directly via email	Strongly disagree	6	7.7	3.4
		Disagree	9	11.5	
		Neutral	22	28.2	
		Agree	27	34.6	
		Strongly agree	14	17.9	
6	**My manager transfers useful information regarding my tasks and duties via email**	Strongly disagree	6	7.7	3.4
		Disagree	11	14.1	
		Neutral	16	20.5	
		Agree	36	46.2	
		Strongly agree	9	11.5	
7	**My manager forwards our department's monthly news and events via email**	Strongly disagree	1	1.3	3.6
		Disagree	10	12.8	
		Neutral	19	24.4	
		Agree	36	46.2	
		Strongly agree	12	15.4	
8	**My manager forwards our organization's monthly news and events via email**	Strongly disagree	4	5.1	3.5
		Disagree	10	12.8	
		Neutral	20	25.6	
		Agree	31	39.7	
		Strongly agree	13	16.7	

Notice Board

As for notice board factor, it was found that the majority of respondents (mean=3.5) reported that managers in the maintenance department of Cement industry are effectively publishing events via the notice board. According to descriptive analysis, 4 respondents rated as strongly disagree, 7 respondents rated as disagree, 23 respondents rated as neutral, 35 respondents rated as agree and 9 respondents rated as strongly agree. The majority of respondents (mean=3.5) reported that employees in the maintenance department of Cement industry read the notice board everyday. According to descriptive analysis, 4 respondents rated as strongly disagree, 9 respondents rated as disagree, 22 respondents rated as neutral, 30 respondents rated as agree and 13 respondents rated as strongly agree.

The majority of respondents (mean=3.2) reported that the maintenance department of Cement industry as seen announce holidays and vacant posts via the notice board. According to descriptive analysis, 11 respondents rated as strongly disagree, 9 respondents rated as disagree, 24 respondents rated as neutral, 21 respondents rated as agree and 13 respondents rated as strongly agree. The majority of respondents (mean=3.1) reported that the maintenance department of Cement industry announce promotions , wages and benefits via the notice board. According to descriptive analysis, 15 respondents rated as strongly disagree, 10 respondents rated as disagree, 15 respondents rated as neutral, 29 respondents rated as agree and 9 respondents rated as strongly agree. The majority of respondents (mean=3.4) reported that managers in the

maintenance department of Cement industry use the notice board very clearly so everyone can read it. According to descriptive analysis, 8 respondents rated as strongly disagree, 6 respondents rated as disagree, 24 respondents rated as neutral, 30 respondents rated as agree and 10 respondents rated as strongly agree.

The majority of respondents (mean=3.6) reported that managers in the maintenance department of Cement industry use the notice board in an attractive way so employees can notice and read it. According to descriptive analysis, 2 respondents rated as strongly disagree, 6 respondents rated as disagree, 24 respondents rated as neutral, 33 respondents rated as agree and 13 respondents rated as strongly agree.

Table 4- Notice Board -Descriptive analysis

No	Questions	Scales	Frequency	Percent	Mean
1	**My manager is effectively publishing events via the notice board**	Strongly disagree	4	5.1	3.5
		Disagree	7	9.0	
		Neutral	23	29.5	
		Agree	35	44.9	
		Strongly agree	9	11.5	
2	**I read the notice board everyday**	Strongly disagree	4	5.1	3.5
		Disagree	9	11.5	
		Neutral	22	28.2	
		Agree	30	38.5	
		Strongly agree	13	16.7	
3	**Maintenance department announce holidays and vacant posts via the notice board**	Strongly disagree	11	14.1	3.2
		Disagree	9	11.5	
		Neutral	24	30.8	
		Agree	21	26.9	
		Strongly agree	13	16.7	
4	**Maintenance department announces promotions, wages and benefits via the notice board**	Strongly disagree	15	19.2	3.1
		Disagree	10	12.8	
		Neutral	15	19.2	
		Agree	29	37.2	
		Strongly agree	9	11.5	
5	**My manager uses the notice board very clearly so everyone can read it**	Strongly disagree	8	10.3	3.4
		Disagree	6	7.7	
		Neutral	24	30.8	
		Agree	30	38.5	
		Strongly agree	10	12.8	
6	**My manager uses the notice board in an attractive way so employees can notice and read it**	Strongly disagree	2	2.6	3.6
		Disagree	6	7.7	
		Neutral	24	30.8	
		Agree	33	42.3	
		Strongly agree	13	16.7	

Text Messaging

As for text messaging, it was found that the majority of respondents (mean=3.3) reported that managers in the maintenance department of Cement industry provide employees with necessary information regarding their job via text messaging. According to descriptive analysis, 10 respondents rated as strongly disagree, 5 respondents rated as disagree, 25 respondents rated as neutral, 27 respondents rated as agree and 11 respondents rated as strongly agree. The majority of respondents (mean=3.4) reported that in case employees are not visible in the maintenance department of Cement industry their manager texts them. According to descriptive analysis, 5 respondents rated as strongly disagree, 6 respondents rated as disagree, 30 respondents rated as neutral, 27 respondents rated as agree and 10 respondents rated as strongly agree. The majority of respondents (mean=3.7) reported that employees in maintenance department of Cement industry use prefer to

be texted rather than phone call during their work. According to descriptive analysis, one respondent rated as strongly disagree, 4 respondents rated as disagree, 27 respondents rated as neutral, 28 respondents rated as agree and 18 respondents rated as strongly agree. The majority of respondents (mean=3.4) reported that employees in the maintenance department of Cement industry prefer to be texted rather than called by phone while they are home. According to descriptive analysis, 5 respondents rated as strongly disagree, 5 respondents rated as disagree, 33 respondents rated as neutral, 22 respondents rated as agree and 13 respondents rated as strongly agree. The majority of respondents (mean=3.0) reported that employees in the maintenance department of Cement industry communicate with their co-workers via text messaging. According to descriptive analysis, 13 respondents rated as strongly disagree, 9 respondents rated as disagree, 32 respondents rated as neutral, 16 respondents rated as agree and 8 respondents rated as strongly agree.

Table 5- Text Messaging -Descriptive analysis

No	Questions	Scales	Frequency	Percent	Mean
1	**My manager provides me with necessary information regarding my job via text messaging**	Strongly disagree	10	12.8	3.3
		Disagree	5	6.4	
		Neutral	25	32.1	
		Agree	27	34.6	
		Strongly agree	11	14.1	
2	**In case I am not visible, my manager texts me**	Strongly disagree	5	6.4	3.4
		Disagree	6	7.7	
		Neutral	30	38.5	
		Agree	27	34.6	
		Strongly agree	10	12.8	
3	**I prefer to be texted rather than called by phone during my work**	Strongly disagree	1	1.3	3.7
		Disagree	4	5.1	
		Neutral	27	34.6	
		Agree	28	35.9	
		Strongly agree	18	23.1	
4	**I prefer to be texted rather than called by phone while I am home**	Strongly disagree	5	6.4	3.4
		Disagree	5	6.4	
		Neutral	33	42.3	
		Agree	22	28.2	
		Strongly agree	13	16.7	
5	**I communicate with my co-workers via text messaging**	Strongly disagree	13	16.7	
		Disagree	9	11.5	

		Neutral	32	41.0	3.0
		Agree	16	20.5	
		Strongly agree	8	10.3	

Site visits

As for site visits factor, it was found that the majority of respondents (mean=3.6) reported that managers in the maintenance department of Cement industry walk in to check and control work activities. According to descriptive analysis, 2 respondents rated as strongly disagree, 4 respondents rated as disagree, 30 respondents rated as neutral, 33 respondents rated as agree and 9 respondents rated as strongly agree. The majority of respondents (mean=3.5) reported that managers in the maintenance department of Cement industry are visible. According to descriptive analysis, 3 respondents rated as strongly disagree, 6 respondents rated as disagree, 28 respondents rated as neutral, 31 respondents rated as agree and 10 respondents rated as strongly agree. The majority of respondents (mean=3.5) reported that managers in the maintenance department of Cement industry deal with issues by visiting the department. According to descriptive analysis, 3 respondents rated as strongly disagree, 4 respondents rated as disagree, 32 respondents rated as neutral, 27 respondents rated as agree and 12 respondents rated as strongly agree. The majority of respondents (mean=3.3) reported that managers in the maintenance department of Cement industry have skills and try to learn about issues ahead of time before they become a problem.

According to descriptive analysis, 4 respondents rated as strongly disagree, 5 respondents rated as disagree, 38 respondents rated as neutral, 22 respondents rated as agree and 9 respondents rated as strongly agree. The majority of respondents (mean=3.3) reported that managers in the maintenance department of Cement industry check daily activities and control all business processes. According to descriptive analysis, 6 respondents rated as strongly disagree, 9 respondents rated as disagree, 27 respondents rated as neutral, 26 respondents rated as agree and 10 respondents rated as strongly agree. The majority of respondents (mean=3.3) reported that managers in the maintenance department of Cement industry motivate employees while they visit them on the site. According to descriptive analysis, 6 respondents rated as strongly disagree, 10 respondents rated as disagree, 18 respondents rated as neutral, 38 respondents rated as agree and 6 respondents rated as strongly agree. The majority of respondents (mean=3.8) reported that managers in the maintenance department of Cement industry bring new creative ideas by visiting the site. According to descriptive analysis, 2 respondents rated as strongly disagree, 4 respondents rated as disagree, 19 respondents rated as neutral, 37 respondents rated as agree and 16 respondents rated as strongly agree.

Table 6- Site visits -Descriptive analysis

No	Questions	Scales	Frequency	Percent	Mean
1	**My manager always walks in to check and control work activities**	Strongly disagree	2	2.6	3.6
		Disagree	4	5.1	
		Neutral	30	38.5	
		Agree	33	42.3	
		Strongly agree	9	11.5	
2	**My manager is visible in our department**	Strongly disagree	3	3.8	3.5
		Disagree	6	7.7	
		Neutral	28	35.9	
		Agree	31	39.7	
		Strongly agree	10	12.8	
3	**My manager deals with issues by visiting the department**	Strongly disagree	3	3.8	3.5
		Disagree	4	5.1	
		Neutral	32	41.0	
		Agree	27	34.6	

		Strongly agree	12	15.4	
4	**My manager has skills and tries to learn about issues ahead of time before they become a problem**	Strongly disagree	4	5.1	3.3
		Disagree	5	6.4	
		Neutral	38	48.7	
		Agree	22	28.2	
		Strongly agree	9	11.5	
5	**My manager checks daily activities and controls all business processes**	Strongly disagree	6	7.7	3.3
		Disagree	9	11.5	
		Neutral	27	34.6	
		Agree	26	33.3	
		Strongly agree	10	12.8	
6	**My manager motivates me while he visits us on the site**	Strongly disagree	6	7.7	3.4
		Disagree	10	12.8	
		Neutral	18	23.1	
		Agree	38	48.7	
		Strongly agree	6	7.7	
7	**My manager brings new creative ideas by visiting the site**	Strongly disagree	2	2.6	3.8
		Disagree	4	5.1	
		Neutral	19	24.4	
		Agree	37	47.4	
		Strongly agree	16	20.5	

Face to face communication

As for face-to-face communication factor, it was found that the majority of respondents (mean=3.7) believed that face to face meetings enable employees to make a quick decision. According to descriptive analysis, 2 respondents rated as strongly disagree, 4 respondents rated as disagree, 22 respondents rated as neutral, 38 respondents rated as agree and 12 respondents rated as strongly agree. The majority of respondents (mean=3.6) believed that face to face meetings enable employees to socialize and interact with each other. According to descriptive analysis, 4 respondents rated as strongly disagree, 7 respondents rated as disagree, 20 respondents rated as neutral, 31 respondents rated as agree and 16 respondents rated as strongly agree. The majority of respondents (mean=3.6) believed that face to face meetings enable employees to quickly build relationships, trust and improve lasting business relationships. According to descriptive analysis, 4 respondents rated as strongly disagree, 6 respondents rated as disagree, 18 respondents rated as neutral, 43 respondents rated as agree and 7 respondents rated as strongly agree. The majority of respondents (mean=3.6) believed that face to face meetings boosts efficiency. According to descriptive analysis, 2 respondents rated as strongly disagree, 4 respondents rated as disagree, 20 respondents rated as neutral, 39 respondents rated as agree and 13 respondents rated as strongly agree. The majority of respondents (mean=3.6) believed that face to face meetings boost creativity as the overall energy will be higher so you can brainstorm and solve a multitude of problems at one time. According to descriptive analysis, 1 respondent rated as strongly disagree, 9 respondents rated as disagree, 25 respondents rated as neutral, 28 respondents rated as agree and 15 respondents rated as strongly agree.

Table 7- Face to face communication -Descriptive analysis

No	Questions	Scales	Frequency	Percent	Mean
1	**Face to face meetings enable us to make a quick decision**	Strongly disagree	2	2.6	
		Disagree	4	5.1	

		Neutral	22	28.2	3.7
		Agree	38	48.7	
		Strongly agree	12	15.4	
2	Face to face meetings enable us to socialize and interact with each other	Strongly disagree	4	5.1	3.6
		Disagree	7	9.0	
		Neutral	20	25.6	
		Agree	31	39.7	
		Strongly agree	16	20.5	
3	**It enables us to quickly build relationships, trust and improve lasting business relationships**	Strongly disagree	4	5.1	3.6
		Disagree	6	7.7	
		Neutral	18	23.1	
		Agree	43	55.1	
		Strongly agree	7	9.0	
4	**Face to face communication boosts efficiency**	Strongly disagree	2	2.6	3.7
		Disagree	4	5.1	
		Neutral	20	25.6	
		Agree	39	50.0	
		Strongly agree	13	16.7	
5	**It boosts creativity as the overall energy will be higher so you can brainstorm and solve a multitude of problems at one time**	Strongly disagree	1	1.3	3.6
		Disagree	9	11.5	
		Neutral	25	32.1	
		Agree	28	35.9	
		Strongly agree	15	19.2	

Network communication

As for network communication, it was found that the majority of respondents (mean=3.4) reported that employees in the maintenance department of Cement industry openly communicate with everyone in other departments at any time regardless of rank or position. According to descriptive analysis, 3 respondents rated as strongly disagree, 8 respondents rated as disagree, 30 respondents rated as neutral, 27 respondents rated as agree and 10 respondents rated as strongly agree. The majority of respondents (mean=3.6) reported that employees in the maintenance department of Cement industry feel comfortable communicating with everyone in their chain of command. According to descriptive analysis, 3 respondents rated as strongly disagree, 5 respondents rated as disagree, 27 respondents rated as neutral, 31 respondents rated as agree and 12 respondents rated as strongly agree. The majority of respondents (mean=3.3) reported that employees in the maintenance department of Cement industry can share opinions, suggestions and ideas with

other departments. According to descriptive analysis, 5 respondents rated as strongly disagree, 9 respondents rated as disagree, 32 respondents rated as neutral, 24 respondents rated as agree and 8 respondents rated as strongly agree. The majority of respondents (mean=3.0) reported that the maintenance department of Cement industry shares essential information with other departments. According to descriptive analysis, 9 respondents rated as strongly disagree, 10 respondents rated as disagree, 35 respondents rated as neutral, 21 respondents rated as agree and 3 respondents rated as strongly agree. The majority of respondents (mean=3.0) reported that other departments share essential information with the maintenance department of Cement industry. According to descriptive analysis, 2 respondents rated as strongly disagree, 9 respondents rated as disagree, 28 respondents rated as neutral, 29 respondents rated as agree and 10 respondents rated as strongly agree. The majority of respondents (mean=3.6) reported that information shared by employees in other departments often reflect their own personal

interests. According to descriptive analysis, 4 respondents rated as strongly disagree, 5 respondents rated as disagree, 24 respondents rated as neutral, 34 respondents rated as agree and 11 respondents rated as strongly agree.

Table 8- Network communication -Descriptive analysis

No	Questions	Scales	Frequency	Percent	Mean
1	**I openly communicate with everyone in other departments at any time regardless of rank or position**	Strongly disagree	3	3.8	3.4
		Disagree	8	10.3	
		Neutral	30	38.5	
		Agree	27	34.6	
		Strongly agree	10	12.8	
2	**I feel comfortable communicating with everyone in my chain of command**	Strongly disagree	3	3.8	3.6
		Disagree	5	6.4	
		Neutral	27	34.6	
		Agree	31	39.7	
		Strongly agree	12	15.4	
3	**I can share opinions, suggestions and ideas with other departments**	Strongly disagree	5	6.4	3.3
		Disagree	9	11.5	
		Neutral	32	41.0	
		Agree	24	30.8	
		Strongly agree	8	10.3	
4	**My department shares essential information with other departments.**	Strongly disagree	9	11.5	3.0
		Disagree	10	12.8	
		Neutral	35	44.9	
		Agree	21	26.9	
		Strongly agree	3	3.8	
5	**Other departments share essential information with my department.**	Strongly disagree	2	2.6	3.5
		Disagree	9	11.5	
		Neutral	28	35.9	
		Agree	29	37.2	
		Strongly agree	10	12.8	
6	**The information that is shared by employees in other departments often reflects their own personal interests.**	Strongly disagree	4	5.1	3.6
		Disagree	5	6.4	
		Neutral	24	30.8	
		Agree	34	43.6	
		Strongly agree	11	14.1	

V. DISCUSSION

This section discusses the results of the data gathered by questionnaires during this study in relation to the current literature. The findings in the following section are divided into seven categories; team meetings, email, notice board, text messaging, site visits, face to face and network communication. The findings suggest that there are more positive aspects than negative aspects; therefore, this section emphasizes some of the key subjects to emerge from the respondents' view of internal communication and its impact on organizational performance.

The current management at Cement industry is supporting management teams to improve in communication with their teams (in cooperation with HR, training and so on) as seen in appendix (B). The research findings were supported that current management at Cement industry implementing team meetings effectively. According to the data analysis the researcher was able to find out that the majority of respondents reported that team meetings are considered time consuming, team meetings are very essential for enhancing organizational performance, team meetings provide opportunities for employees to discuss and provide feedback and give their opinions, manager in the maintenance department of Cement industry has enough communication skills, manager in the maintenance department of Cement industry does team meetings every day, manager in the maintenance department of Cement industry involves all employees in team meetings, manager in the maintenance department of Cement industry effectively communicates with the team, manager in the maintenance department of Cement industry gives employees an opportunity to participate in decision making, employees as a team in the maintenance department of Cement industry are providing ideas to enhance performance, employees as a team in the maintenance department of Cement industry are committed to team meetings and manager in the maintenance department of Cement industry is committed to team meetings.

The current management at Cement industry is creating and using online- printed communications tools, organizing regular events as seen in appendix (B). The research findings were supported that current management at Cement industry using online tools for internal communication. The findings were most of respondents reported that email communication is considered a fast tool to reach employees in the maintenance department of Cement industry, email communication is cost effectiveness, employees in the maintenance department of Cement industry check their email consistently, managers in the maintenance department of Cement industry are effective in corresponding with employees via email, employees at cement industry are able to reach their manager directly via email, managers in the maintenance department of Cement industry transfer useful information regarding their tasks and duties via email, managers in the maintenance department of Cement industry forward department's monthly news and events via email, managers in the maintenance department of Cement industry forward organization's monthly news and events via email, managers in the maintenance department of Cement and all of the maintenance department's employees have an email address.

In terms of notice board communication, the researcher was not able to find any link between company's' standard as a fact of internal communication method and respondent's perception as research findings. At this point the researcher was able to point out the gap between this study and the fact of internal communication at maintenance department in Cement industry. As the findings of the study were as follow; the majority of respondents reported that managers in the maintenance department of Cement industry are effectively publishing events via the notice board, employees in the maintenance department of Cement industry read the notice board every day, the maintenance department of Cement industry, the maintenance department of Cement industry announce promotions , wages and benefits via the notice board, managers in the maintenance department of Cement industry use the notice board very clearly so everyone can read it and managers in the maintenance department of Cement industry use the notice board in an attractive way so employees can notice and read it.

Text messaging communication, meanwhile, the researcher was not able to find a connection between research findings as respondents' perception and standard of Cement industry as a fact of internal communication. According to the research findings the researcher was able to point out the gap between the research outcome and the fact of internal communication at cement industry. The findings were as follow; The majority of respondents reported that managers in the maintenance department of Cement industry provide employees with necessary information regarding their job via text messaging, in case employees are not visible in the maintenance department of Cement industry their manager texts them, employees in maintenance department of Cement industry use prefer to be texted rather than phone call during their work, employees in the maintenance department of Cement industry prefer to be texted rather than called by phone while they are home, and employees in the maintenance department of Cement industry communicate with their co-workers via text messaging.

When it comes to site visit communication method, the researcher was not able to find a link between respondent's perception in this research and the fact of internal communication at cement industry. According to the findings the researcher was able to find out the gap between site visit communication between perception and the fact as follow; The majority of respondents reported that managers in the maintenance department of Cement industry walk in to check and control work activities, managers in the maintenance department of Cement industry are visible, managers in the maintenance department of Cement industry deal with issues by visiting the department, managers in the maintenance department of Cement

industry have skills and try to learn about issues ahead of time before they become a problem, managers in the maintenance department of Cement industry check daily activities and control all business processes, managers in the maintenance department of Cement industry motivate employees while they visit them on the site, managers in the maintenance department of Cement industry bring new creative ideas by visiting the site.

Concerns of face-to-face communication method, also, was not found in the standard of internal communication at cement industry. Accordingly, the researcher was able to point out the gap between face-to-face communication method as a fact and respondents' perception according to the research findings. The findings were as follow; the majority of respondents reported that face to face meetings enable employees to make a quick decision, face to face meetings enable employees to socialize and interact with each other, face to face meetings enable employees to quickly build relationships, trust and improve lasting business relationships, face to face meetings boosts efficiency and face to face meetings boost creativity as the overall energy will be higher so you can brainstorm and solve a multitude of problems at one time.

The current management at Cement industry is establishing a regular, transparent communication with all employees covering the entire organization as seen in appendix (B). The research findings were supported that current management at Cement industry implementing network communication effectively. According to the data analysis the researcher was able to find out; the majority of respondents reported that employees in the maintenance department of Cement industry openly communicate with everyone in other departments at any time regardless of rank or position, employees in the maintenance department of Cement industry feel comfortable communicating with everyone in their chain of command, employees in the maintenance department of Cement industry can share opinions, suggestions and ideas with other departments, the maintenance department of Cement industry shares essential information with other departments, other departments share essential information with the maintenance department of Cement industry, information shared by employees in other departments often reflect their own personal interests, most interdepartmental meetings are useful for obtaining information and social media (Facebook, Twitter, etc.) will have a positive impact on departments communication.

VI. CONCLUSION

The research aim is to investigate the impact of internal communication on organizational performance in Cement Company. After analyzing data gathered in the maintenance department in Cement Company, the researcher was able to gain a deeper understanding of internal communication factors that influence organizational performance.

In order to attain an effective internal communication, it is necessary to recognize and understand the type of information which will be communicated, from whom the information is transmitted and to whom the information is pointed.

In this study, the researcher has examined seven variables: team meetings, email communication, network communication, notice board communication, face to face, site visits and text messaging communication as independent variables, and organizational performance as the dependent variable. The researcher came to conclude that three factors (email communication, team meetings and network communication) are used effectively at cement industry, on the other hand four internal communication factors such us (face to face communication, notice board communication, site visits communication and text messaging communication) have not been implemented yet by comparing respondents' perception and the fact of internal communication standard. Therefore, the researcher was able to point out the gap between the fact of internal communication at cement industry and respondents' perception. It is essential to highlight that internal communication should not be considered as a project that is started up at certain time and then ends and is forgotten. Internal communication is an ongoing process which has no beginning or ending (Schipper, 2006).In conclusion, the findings obtained in this study have assisted in informing the complex relationship between internal communication and organizational performance.

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The Role of Shopping Malls on Kurdistan Regional Government's Economy

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Abstract

This research covers the history of shopping malls in KRG and how the malls were a new shopping destination for the citizens of KRG. However, with the current economic crisis in KRG and the financial difficulties that people have been facing in the past two years. This research studies the impact of economy crisis on the spending's of individuals and the shopping centers that were used to be filled with people who would spend a huge amount of money on shopping. We distributed 240 questionnaires in three languages: Kurdish, Arabic and English in order to identify people's shopping behavior and the factors that attract people to the shopping malls. The things that we managed to accomplish in this research was that people are pessimistic about the financial situation and future of the economy. People would rather save their cash than spending it on shopping. These achievements met the main objective of this study which was to find out people's behavior to do their shopping and satisfy their needs and wants that are provided in the malls.

Keywords— Shopping Malls, Economic Crisis, Shopping Behavior, Kurdistan Regional Government.

I. INTRODUCTION

The term and idea of shopping malls existed in the world since the middle ages. The idea of departmental stores developed later in 19th century which are known as shopping malls nowadays. Shopping malls were a new shopping destination for the citizens of the KRG, the first mall in KRG was built 12 years ago in 2004. In the past the citizens used to do their shopping in the old bazaar, the new buildings used to attract a huge number of customers, the products were appealing (Abdullah & Othman, 2019) and it could satisfy the needs and wants of customers who were capable of buying and purchasing all kinds of goods needed in their daily lives including clothes, food, and other household goods. The new malls made a rushing and important increase in KRG (Anwar & Abdullah, 2021). Kurdistan regional government residents and tourism had also a dramatic growing movement in the establishing of shopping malls all over the province (Top & Ali, 2021). Shopping malls were built in KRG when the economy was at its best when there were no economic crises (Demir et al. 2020). Shopping malls are needed because it is easier having a place where there are many different shops in one place that fulfill the many different needs and wants of individuals (Gardi et al. 2020). The public in KRG not only

use the malls to shop but it is also a place where friends meet and have fun (Prabhu et al. 2020). The shopping centers have an important and critical part in regional economy because they carry number of jobs (Anwar & Shukur, 2015). The income of individuals was affected after opening the shopping malls in KRG because malls needed labor force, employees and workers that would get salaries from working in malls (Sultan et al. 2020). It was also a positive way to start trading between countries especially with Turkey as many brands started to open their shops in KRG (Ali, 2021). The new shopping destination increased the economic capital and wealth. It was also a way of changing lifestyle and culture transformation (Abdullah & Othman,2015). Sadly, the year of 2014 was not a good economic year in KRG. It was troubling by economic crisis, financial crisis that was due to the war against ISIS and the decline of oil prices. This has affected the spending of individuals. The main source of public income is wages, savings, investment, retirement fund and benefits (Gardi, 2021). The KRG failed to pay the monthly payment of its employees and most of the income sources of its citizens which lead to the decrease of their expenditure. Not only was the public sector effected by this crisis but also the private sector was effected (Ismael et al. 2021) the data taken from the ministry proves that In the years ahead of the financial crisis the firms were ranked as below in 2010 the Kurdistan region had 1716 local firms and 341 foreign firms in the year 2011 local firm numbers were 1992 and 478 foreign firms in 2012, 2309 were local and 399 were foreign the number of local firms dropped in the year 2014 from 2980 in 2013 to 2214 and the foreign firms number were dropped to half from 443 in 2013 to 264 in 2014 and In the year of 2015 when the financial crisis started the number were 1426 for local firms and 105 for foreign ones. This number shows how private firms left the region or tried to reduce its expenses by cutting the numbers of employees which led to the increase in the unemployment rate (Gardi, 2021). The individual income was reduced as the prices of houses were decreased and amount of rent paid were cut to half. The failing of banks to give loans which lead people to high debt rates were all reasons that impact the shopping behavior of the public (Anwar & Abd Zebari, 2015). All the reasons mentioned above lead to the inability of spending by individuals due to not having enough income which led to huge decrease in the number of visitors and customers of the malls (Anwar & Surarchith, 2015). Also, the shopping centers visitors were reduced to half especially after losing tourism due to the unstable safety environment of the region (Ali, 2020). The shops inside the malls were forced to close their doors due to not having enough customers (Othman et al. 2019). The table below shows the reduce number of local

and foreign firms throughout the years and especially in the years of economic crisis (Khan & Abdullah, 2019).

Aim of the study

The aim of this study was to understand the people's perception about the current crisis in the Region of Kurdistan which consists of Political crisis, Economic crisis, Social crisis and financial crisis.

Research Objectives:

The followings are the main research objectives:

- To study the behavior of customers on unorganized and organized retail**.**
- To evaluate the role of both retail chain and unorganized retail on local economy**.**
- To identify the impact of Kurdistan region and street vendors after emergence of big capital-intensive organized retail**.**

Research Questions

The followings are the main research questions:

- How do families choose between different types of malls in KRG?
- Why should the government provide resources needed for the retailers and other shops in mall?
- What shapes the decision of investors to invest in KRG shopping malls? And how does the investment climate effect on their decision?

II.   LITERATURE REVIEW

A lot of researchers have been conducted on performance of shopping malls and their effect on economy. Some authors have made research on behavior of individual in shopping malls (Othman et al. 2019). This literature includes shopping behavior, shopping value, consumer decision making styles (Anwar, 2017). The researches that were taken on shopping behavior in most of the researchers were taken from foreign understandings, there are very few studies that have actually examined the effects of the mixed characteristics of buying behavior in the shopping centers and the experience of shopping malls (Anwar, 2016). According to Abdulla et al. (2017), reflected the consequence of driving time upon the likings of purchasers towards local strip malls. They communicated that in spite of the fact that it is observed that populace acquiring power common people thickness daily paper spreading and different mechanisms are powerful in deciding the shopping proclivities for customers a variable which is by and large overlooked is the driving time required to achieve (Anwar & Balcioglu, 2016). In this study it was built up that the

driving time required to achieve is very powerful in deciding purchaser mall dispositions (Andavar et al. 2020). According to Abdullah & Abdul Rahman, (2015), examination set up that the shopping center designers' benefit gathers from the development and proposition of shopping centers hire rent and origins from the retail incomes (Hameed & Anwar, 2018). Unlike to different types of land where markets have quickly absorbed and are dependent on urban and local financial riches shopping center development has been a reasonably protected assumption (Damit et al. 2019).

Shopping behavior

This segment is attempts to offer an explanation on consumer shopping behavior by appraisal the former study on the previous literature (Prabhu et al. 2020). Shopping is one of the different activities of consumer behavior and shopping behavior is an individual form of consumer behavior (Anwar & Ghafoor, 2017). According to Anwar & Climis, (2017), creatures' objectives in shopping are a hint of numerous variables, some of which are irrelevant to the real purchasing of items. It is kept up that an understanding of shopping thought processes needs the thought of accomplishments which shopping trainings give, and in addition the value developed from the stock that might be achieved (Prabhu et al. 2019). On the off chance that needs other than those connected with specific items encourage individuals to go to a store, the retailer ought to join this data into his advertising system"(Anwar & Qadir, 2017). Tuber's research hypothesized eleven motives for shopping behavior (Abdullah, 2019).

Individual motivations: Part playing (Anwar & Louis, 2017). The role and the part that shopping plays is an activity that remains as an important part of an individual activity in each society.

- Entertainment. Besides fulfilling the needs of individuals shopping can be a stress relieve especially for women, it's an action that allows individuals and shoppers to change their repetitive activities of their everyday life.
- Information on latest activities. Individuals take shopping as a way to explore the latest fashion design, styles and trends.
- Tourism activity. Shopping malls are an attraction that attracts people especially the ones that live outside of cities.
- Luxury. Individuals with high class standards of living for them shopping will be a way of demonstrate themselves by buying whatever is expensive and unique.

- Social shopping. People get a better social life through shopping; they meet up with friends and perform fun activities.
- Sharing hobbits and benefits. People with same hobbies mostly shop from the same shops and mostly have same benefits they perform shopping with the intention to get same results.

According to Ali & Anwar, (2021), they have anticipated seven dimensions of shopping performs. The shopping practices including probable effectiveness, part approval, transaction, decision reorganization, agreement, force and power, and incitement. By (Khan & Abdullah, 2019), shopping conduct are connection particular; shopping has these days turned into a hang loose instead of a perfect buying action, for example, looking for essential goods, family unit things, apparel and blessings (Anwar & Abdullah, 2021). Afterwards, the intentions and practices clear when a buyer is looking for awards are not same as those presented when customer shops for foodstuffs (Prabhu et al. 2020). Also, individual customers' foundation and dispositions towards shopping regularly change fundamentally (Ganeshkumar et al. 2019).

According to Abdullah & Afshar, (2019), shopping behavior are context specific; shopping has nowadays become a pass-time rather than a pure purchasing activity, such as shopping for groceries, household items, clothing and gifts. Thus, the motives and behaviors evident when a consumer is shopping for gifts are not same as those exhibited when consumer shops for groceries. And, individual consumers' motive and attitudes 11 towards shopping often vary significantly. Also, according to Abdullah & Rahman, (2015) two customers might shop at the same stores for equal reasons, e.g., comfort, respectful help enjoyable artistic theme, and so forth., however one customer my observe shopping a weight, something to be done rapidly inside of at least energy while (Ali et al. 2021) another might appreciate shopping, taking part in it as game by accomplishing the fulfillment of purchasing a coveted thing at a deal cost. This last customer does wouldn't bother spending energy skimming for options (Abdullah, 2018).

Shopping is the type of activity the researchers mean includes experiencing that a part of the world that has been considered for sale(Saleh et al. 2021), using our senses – vision, touch, smell, taste, hearing – as the basis for choosing this or rejecting that essentially all unplanned consumptions and many planned ones, (Othman & Abdullah, 2016) too come as a outcome of the shopper seeing, touching, smelling or tasting something that promise pleasure, if not total fulfillment (Abdullah & Othman, 2016).

It can see that individual go shopping for particular details, beside to gain a product, they also shop for non-purchase reasons (Abdullah & Othman, 2021) such as watching for social contact, sensory stimulate, learning for new rends and even exercise. That is, consumer can shop for practical reasons related to accomplishing specific purchase goals (Abdullah & Abdul Rahman, 2015). Otherwise, they can shop for hedonic or enjoying reasons related to having fun. According to Anwar & Abdullah, (2021), there are six hedonic shopping motives, namely, escapade shopping (to shop for stimulus, escapade, and the feeling of being in another world), social shopping (for satisfaction shopping with friends, family, socializing while shopping, and bonding with others while shopping) (Anwar & Shukur, 2015), satisfaction shopping (for stress issue, to improve a negative mood, and shopping as a special treat to oneself, idea shopping (to keep up with movement and new style, and to see new products and inventions), role shopping (Anwar & Abd Zebari, 2015) (for fun of shopping for others), and value shopping (refer to shopping for sales, observing for discounts) (Anwar & Surarchith, 2015).

Shopping value

Defines value as a constant belief that a specific mode of behavior or finish state of existence is individually or socially desirable to an opposite or reverse (Anwar, 2017) mode of behavior or end-state of reality. Preceding researcher have found that values affect various characteristics of consumption conducts and attitudes. Anwar, (2016), has recommended that perceived value can be observed as a "shopper's (Abdulla et al. 2017) overall valuation of the value of a product (or service) based on observations of what is received and what is given (Anwar & Balcioglu, 2016).

The valuation here is referred to a connection of a product or service's get and give components (Hameed & Anwar, 2018). The best common explanation of value is the percentage or tradeoff between price and quality. According to Anwar & Ghafoor, (2017), the value in the background of shopping is "all factors, both quantitative and qualitative, objective and subjective, that make up the complete shopping skill (Faraj et al. 2021). This explanation identifies clearly value's individual nature. Here, value is providing by the complete shopping knowledge not only by product gaining. Also, according to Anwar & Climis, (2017), shopping performance is reliant on shoppers' value and attitude to the mall environment and store atmospherics. These values exist in shoppers' culture and personal characters. Among the shopping value study that carry out useful and hedonic value are the two-shopping value often recognized. The useful dimension of shopping has been the main focus of marketing investigators (Anwar & Qadir, 2017). In common consumers pursuing useful value can be identify as task-related and normal; focused on decision usefulness. Also, the useful shopping value can be correlated to the customer's need to obtain some useful penalties from visiting a store and combines aspects such as shopping convenience and recognized risk (Anwar & Louis, 2017). Hedonic shopping value can be correlated to the consumer's need to obtain fun and pleasure and relates to the perceived level of shopping enjoyment (Anwar & Abdullah, 2021). Advanced and validated a scale to quantity consumer's assessments of a shopping experience along the useful and hedonic value (Ali, 2016). According to Anwar & Abdullah, (2021), the utilitarian value with a work attitude while hedonic value is more subjective, individual and results more from fun and playfulness related with shopping experience. Anwar & Abdullah, (2021), have expanded the study on hedonic shopping motivation and advanced a six-factor scale that involves of adventure, satisfaction, role, value, social, and knowledge shopping motivation. In common, shopping value is among shoppers and these effects their (Anwar & Shukur, 2015) consumption performances and attitudes. So, by using certain scales advanced in the previous research we can classify shopper perceived shopping values (Anwar & Abd Zebari, 2015).

Consumer decision-making styles

In bid to study why and how individuals shop researchers classify the clients shopping conduct based on their decision-making style. Consumer decision-making style may be explained as a psychological orientation define a consumer's style to making selections (Anwar & Surarchith, 2015). They trust that consumers involve in shopping with certain important choice making types or styles plus rational shopping awareness regarding price, brand and quality among others (Anwar, 2017). The influence of retail outlets and malls on the purchase behavior of middle-class consumer's, Notes that the successful prepared retail chains and also the malls in the state, today operate at regional sections and are not targeting at the national attendance at least for the time existence (Anwar, 2016). In command to reach all classes of the society organized retail arrangements should design a complete and prospective business model which need the quality or value of product / services at cheap prices and generate more socially stable business (Abdulla et al. 2017).

III. METHODOLOGY

Design of the study

The researcher used a questionnaire in order to gather data about the shopping. The questionnaire was composed of two sections. The first section consisted of demographic

questions, starting with the participant's (gender, age, level of education, occupation, household income). The second section of the questionnaire consisted 4 different dimensions (Entertainment attraction of the center, the centers building, Center's design and Features of centers).

Procedures used for generating, collecting and evaluating data

The researcher collected data for the study through distributing questionnaire as primary data. The questionnaire is prepared and distributed to the students, owner of shops, business and political men. Secondary data is needed for conducting research work, which is done by collecting it from recent academic articles, books, and previous studies related to shopping malls and retailer stores.

Sampling size and target population

A random sampling method was adopted to gather data. The sample consisted of the employees, students, business man, owner of shops and businessmen, etc. in Erbil. Where all the population of this study will be 240 units and the sample size of this study was 240.

Instrument for measuring (scales)

The questionnaire is structured in the form of multiple-choice questions. The participants were asked to rate how strongly they agree on each item on a five-points Likert order scale.

IV. DATA ANALYSIS

As seen in table (1) that 114 of the participants were male and 126 were females. The questionnaire was used to target certain audience but the researchers also wanted to have a wider knowledge of what other types of audience think of the situation. The main target was female and therefore, the researchers decided to have more female than male participants. the researchers believe that the shopping malls mostly affected the females of the targeted population. To measure participants' age, the researchers used four groups of ages, as seen is Table-2 and Graph-2, one is below 20 and another category is (21 – 30) and third one is (31 – 40) other category is above 40. 34 were below 20 and 119 participants were (21-30) and 51 were (31-40) and 36 were above 40. As the results above show us that the candidates participated in the questionnaire are mostly in the ages (21-30) which were actually the main target. To measure participants' occupation, 19 less than secondary school,46 was secondary school, 107 were junior college, 49 were college graduated and 19 were postgraduate degree. In this question, the researchers wanted to find out what is the education level of the participants and the most common education. This question was helpful to find how the current situation affected each level of education and which level of education are more interested in shopping. And the figure showed us that most of college students which is 44.6% in KRG are more interested in shopping than other level of education.

Table 1- Demographic Analysis

No	Items	Scales	Frequency	Percent
1	Gender	Male	114	47.5
		Female	126	52.5
2	Age	Below 20	34	14.2
		21-30	119	49.6
		31-40	51	21.3
		Above 40	36	15.0
3	Education	less than secondary school	19	7.9
		secondary school	46	19.2
		junior college	107	44.6
		college graduate	49	20.4
		postgraduate degree	19	7.9

As seen in Table (2), that 40 persons strongly disagreed, 27 persons disagreed, 92 persons were normal, 53 persons agreed and 28 persons strongly agree. With this question, the researchers wanted to find out that how participants are

thinking and satisfied with music at center. To prove that the participants are natural with the statement the results above are very clear. As for second question, was to find out how population are satisfied with level of volume during

shopping at malls. As the results show that the think of the participants 9.6% are strongly disagreed, 12.5% disagreed, 38.3% are normal that means most of buyer are satisfied with volume, 25.4% agreed and rest which is majority of the participants of 14.2% are strongly agreed. This question was helpful to find how the people are enjoying listening to music at appropriate volume and are enjoying their time. As for third question, was to find out how people are thinking about lighting and how affected the buyer to visit shop. As the results show that the think of the participants 9.2% were strongly disagreed, 10.4% disagreed, 34.2% were normal, 29.4% were agreed and 16.7% were strongly agreed. As for fourth question, the results are varied, 8.8% strongly disagreed, 14.6% disagreed, 32.1% normal, 22.5% agreed and 22.1% strongly agreed. The majority of the targeted population that are comfortable with claimant in side malls while doing their shopping. As for fifth question, the purpose of this question was to find out if the participants attracted by the architecture of malls in KRG and affect them to visit malls for more than one time.7.9% were strongly disagree with idea of architecture, 11.3% were only disagree, but most of them which is 31.3% were normal with architecture of malls, 22.9% were agree and latest think was 26.7% were strongly agree. That mean this question was helpful to find that above 45% were totally agree with the idea of center's architecture gives attractive character to gain more buyers in KRG. As for sixth question, the purpose of this question was to find out how the participants are thinking about the wall and floor color if is it interested to them or not as we see here that 17.5% were agreed, 29.6% were strongly agreed, 7.5% were strongly disagreed, 12.9% were disagreed and 32.5% which is the highest were normal that the color of wall and floor is not affected that much on shopping. As for seventh question, the findings showed that 13, 33.8% of the population agreed that the overall design of the center interest them in their shopping. While 14.2% of the population disagreed and had no interest in the overall design. 28.3% of the population thought that the look of the mall was neutral with their shopping behavior. 18.3% strongly agreed that their ability to do shopping increased with the overall look of the shopping center, the better the design was the times of their visit to the center increased. As for eighth question, the findings showed that 5.4% of the population were not interested in the way the center looked and their shopping behavior had no association with the design.

As for ninth question, the findings showed that the highest present of the population which is 31.7% agreed that the layout of the center is important and it makes getting to stores easier. 30.8% of the population that visited the KRG shopping center thought that it is normal to have layout or not. 22.1% strongly agreed with having layout in the centers

of shopping. 9.6% were not in need for layouts and disagreed with the idea that layout makes it easier to get to the stores. 5.8% of the visitors of the center strongly disagreed with the idea that the layout of the center makes it easy to get to the stores. As for tenth question, it was found that with the answering the question if the layout makes it easy to get to the food are, 7.9% of the visitors disagreed and they expressed that to get to the food are the layout was not important. 9.2% of the center visitors strongly disagreed with the idea of having layout to get to the food area. On the other hand, 34.6% and the highest percent of the visitors agreed and thought that layout makes it easy to get to the food area. The second highest percentage of the visitors which is 27.5% were neutral with the need of the layout to find food area. 20.8% of the visitors strongly agreed with the need of layout to get to the food area. As for eleventh question, it was found that the guests of the mall expressed their need of the layout to find restrooms in the shopping center in the KRG. The ones that agreed with the need of having layout to find restrooms were the highest percentage which was 30%. The ones that disagreed with having layout in the mall that shows the way to the restrooms were 10.8%. The lowest number of guests in the mall as low as 9.2% strongly disagreed with having restrooms shown in layout. 29.6% of the guests in the mall that answered this question believed that it is a normal thing that layout dose makes it easy to find restrooms. And 20.4% of the guests in the mall stated that they strongly agreed with having layout in the mall that shows the way to find restrooms. As for twelfth question, it was found that the visitors of the mall expressed their need of the layout in the center to help them with getting around in the mall. 28.3% of the visitors that participated in this research agreed with having layout in center and the help they provide with getting around the mall. 12.5% of the visitors disagreed with the idea of having layout and thought the getting around the mall does not need layout. 11.3% strongly disagreed and thought that going around the mall is easy enough. 19.2% strongly agreed with having layout in the center and thought that without layout they could get lost. A good number of visitors which was 28.8% felt neutral with having layout in the mall. They felt that it is a necessary within the center to have layout no matter what the purpose is. As for thirteenth question, it was found that the visitors expressed their opinion with the quality of the food offered in the shopping center. 27.5% of the costumers in the center thought that the quality of the food in the mall was normal for them and thought that it doesn't have much difference with other shopping centers. 25.8% agreed that the food in the center is excellent. 20% strongly agreed with the quality of the food offered in the center and voted for it as it's their favorite place. 16.3% of the center visitors disagreed with having to eat in the center

and the food served in the mall got a low rate from them. 10.4% of the visitors in the mall strongly disagreed with the Excellency of the food offered in the center and they refused to have a single meal in the center. As for fourteenth question, it was found that considering the variety of stores available in the center the responses of the costumers were like this, 27.1% of the costumers in the center were not satisfied with the number of different stores in the mall that offered different products. 12.5% strongly disagreed with the verity of stores and 14.6% disagreed that there are a lot of different options in the center. 24.6% believed that the number of stores is ok, in other words not too good not too bad. 27.5% agreed on the verity of stores and were happy and satisfied. The 20.8% of the final costumers of the center strongly agreed that the Varity of stores in the mall is perfect.

As for fifteenth question, it was found that the center entertainment activities in the mall got quite good results. The costumers in the mall responded like this, 18.8% strongly agreed that besides shopping there are a lot of entertainment activities within the center that a visitor can enjoy while or after shopping. 24.6% agreed that the entertainment alternatives are excellent within the center. 30% of the costumers found that the fun activities in the mall were normal. 9.2% strongly disagreed and did not like

the entertainment alternatives. 17.5% disagreed and voted for the entertainment alternatives as boring. As for sixteenth question, it was found that the amount of time spent in the mall by its costumers was low. 37.1% of the mall visitors felt that it is normal to stay in the mall and that they don't mind. 17.1% agree that they would like to stay in the mall as long as possible, and 16.3% strongly agree with the fact that staying in the mall is very fun and they would spent their whole day in the center if they could. 11.7% of the costumers of the mall for some reason didn't like to spend too much time in the center and they would rather do their shopping and leave. 17.9% of the center only visit it to get their needs and leave as fast as they could. As for seventeenth question, the researchers asked in research if people in the mall enjoy their time. And the responds were that 38.8% felt normal with their visit to the mall. While the 25.8% agreed that they enjoyed their visit to the mall and they would like to come back. 16.3% strongly agreed on the fact that they have lots of fun in the mall and enjoy their time and they would visit again as soon as they can. With that percentage combined 80.9% of the visitors in the mall enjoy the time they spent with their family and friends in the mall shopping and doing enjoyable activities. 9.6% of the visitors seem to disagree with the rest of visitors and they did not enjoy the time they have spent in the mall. 9.6% strongly disagreed with the center being an enjoyable place.

Table 2- Descriptive Analysis

No	Questions	Scales	Frequency	Percent
1	Shopping center plays music that I like	Strongly disagree	40	16.7
		Disagree	27	11.3
		Normal	92	38.3
		Agree	53	22.1
		strongly agree	28	11.7
2	Center music is played at an appropriate volume	strongly disagree	23	9.6
		disagree	30	12.5
		normal	92	38.3
		agree	61	25.4
		strongly agree	34	14.2
3	The center lighting is appropriate	strongly disagree	22	9.2
		Disagree	25	10.4
		Normal	82	34.2
		Agree	71	29.6

		strongly agree	40	16.7`
4	The center temperature is comfortable	strongly disagree	21	8.8
		Disagree	35	14.6
		Normal	77	32.1
		Agree	54	22.5
		strongly agree	53	22.1
5	Center's architecture gives it an attractive character	strongly disagree	19	7.9
		Disagree	27	11.3
		Normal	75	31.3
		Agree	55	22.9
		strongly agree	64	26.7
6	The center is decorated in attractive fashion	strongly disagree	17	7.1
		disagree	37	15.4
		normal	69	28.8
		agree	75	31.3
		strongly agree	42	17.5
7	Interior wall and floor color schemes are attractive	strongly disagree	18	7.5
		Disagree	31	12.9
		Normal	78	32.5
		Agree	71	29.6
		strongly agree	42	17.5
8	The overall design of centers is interesting	strongly disagree	13	5.4
		Disagree	34	14.2
		Normal	68	28.3
		Agree	81	33.8
		strongly agree	44	18.3
9	The layout makes it easy to get to the stores	strongly disagree	14	5.8
		Disagree	23	9.6
		Normal	74	30.8
		Agree	76	31.7

		strongly agree	53	22.1
10	The layout makes it easy to get to the food area	strongly disagree	22	9.2
		Disagree	19	7.9
		Normal	66	27.5
		Agree	83	34.6
		strongly agree	50	20.8
11	The layout makes it easy to get to the restroom	strongly disagree	22	9.2
		Disagree	26	10.8
		Normal	71	29.6
		Agree	72	30.0
		strongly agree	49	20.4
12	The layout makes it easy to get around	strongly disagree	27	11.3
		Disagree	30	12.5
		Normal	69	28.8
		Agree	68	28.3
		strongly agree	46	19.2
13	The variety of food offered at the center is excellent	strongly disagree	25	10.4
		disagree	39	16.3
		Normal	66	27.5
		Agree	62	25.8
		strongly agree	48	20.0
14	The centers have an excellent variety of stores	strongly disagree	30	12.5
		Disagree	35	14.6
		Normal	59	24.6
		Agree	66	27.5
		strongly agree	50	20.8
15	The centers have excellent entertainment alternative	strongly disagree	22	9.2
		disagree	42	17.5
		Normal	72	30.0
		Agree	59	24.6

		strongly agree	45	18.8
16	I like to stay at centers as long as possible	strongly disagree	28	11.7
		Disagree	43	17.9
		Normal	89	37.1
		Agree	41	17.1
		strongly agree	39	16.3
17	I enjoy spending time at malls	strongly disagree	23	9.6
		Disagree	23	9.6
		Normal	93	38.8
		Agree	62	25.8
		strongly agree	39	16.3

V. RESULTS

This research targeted females more than males and the reason are that females in general tend to have better interest in shopping than males. As seen in table (1) that 114 of the participants were male and 126 were females. In questionnaire the researchers used four group of ages to have a wider view on the need of shopping in different age people. The first group are the ones that their age is below 20 and the second category is for the people who are from (21 – 30), the third one is (31 – 40) the last category is for the people above 40. 34 were below 20 and 119 participants were from (21-30) and 51 were from (31-40) and 36 were above 40. As the results above showed us that the candidates participated in the questionnaire in the KRG are mostly in the ages (21-30) and that was the key targeted group of people in this research. In the third question when asking students and recently graduated students, students in different level of education about shopping it was clear that the juniors are the ones that show the most interest in shopping more than the rest of the students that filled this survey. The fourth question was about the occupation of the participants, the findings showed that the occupation of the participants were as below 120 students, 24 housewife, 16 were professional, 21 administrative, 12 business, 4 were clerical, 11 were sales, 13 were manufacturing, 9 were self-employment and 10 from other sectors like market owners. This question helped us in the research to find out which occupation was affected the most in this economic crisis that accrued in the last year. The fifth question was about the income of the family we find that the income of the participants**.** 80 were below $2000, 71 were from ($2001-

$3000), 37 were ($3001-$4000), 12 were ($4001-$5000), 15 were ($5001-$6000), 14 were ($6001-$7000) and only 11 were above $7000. The graph above showed the fact that the highest number of the people affected by the current economic crisis are (33.3%) of the population in KRG. and this population are the ones that their monthly payment is below 2000$. The sixth and seventh question in this research was about the music that shopping centers play and how do the visitors like it 38.3% of the visitors felt that the music in the mall was normal, which means not the music that they like but at the same time it did not bother them. And when asking about the volume of the music the highest number of visitors were responded as normal as well. The eighth and ninth question was about the atmosphere of the center number eight question was about the lightening in the mall as a respond the highest number of comers to the mall agreed that the lightening of the mall is appropriate. The ninth question was about the temperature of the mall and the result was that majority of people which makes 32.1% thought that the temperature of the mall was normal. The next four questions dealt with the look of the mall and its effect. tenth and eleventh question was about the look and architecture view of the mall and how much it has effect on the attraction of the mall as a result 45% of the visitors totally agreed that the architecture look of the mall has a huge effect on the attraction of the mall while answering the twelfths question about the interior wall and floor design the highest number of visitors felt normal about it. 28.8% of the visitors in the mall thought that the decoration of the mall is normal not too good not too bad. Answering the question of the overall design of the center if it was interesting or not

the responds were as below 33.8% of the population agreed that the overall design of the center interest them in their shopping. While 14.2% of the population disagreed and had no interest in the overall design. 28.3% of the population thought that the look of the mall was acceptable. 18.3% strongly agreed that their ability to do shopping increased with the overall look of the shopping center, the better the design was the times of their visit to the center increased. 5.4% of the population were not interested in the way the center looked. Questions number 14.15.16.17 were about the layout in the mall does it make finding places in the mall easier or there is no need for having layout due to the reason that the shopping centers that we have in KRG are not that large. As a respond from the visitors on having layout to help them find different places in the mall people agreed on the importance of having layouts, 31.7% agreed that the layout of the center is important and it makes getting to stores easier. 34.6% of the visitors agreed and thought that layout makes it easy to get to the food area. . 28.3% of the visitors that participated in this research agreed with having layout in center and the help they provide with getting around the mall. Question eighteenth deals with the variety of food provided in the center the replies for this question were as shown below, 27.5% of the costumers in the center thought that the quality of the food in the mall was normal for them. 25.8% agreed that the food in the center is excellent. 20% strongly agreed with the quality of the food offered in the center and voted for it as it's their favorite place. 16.3% of the center visitors disagreed with having to eat in the center and the food served in the mall got a low rate from them. 10.4% of the visitors in the mall strongly disagreed with the Excellency of the food offered in the center. Question nineteenth was about the diversity of stores available in the center that offers different kind of products that fulfill different needs and wants of costumers, this is how costumers responded 27.1% of the costumers in the center were not satisfied with the number of different stores in the mall that offered different products. 12.5% strongly disagreed with the verity of stores and 14.6% disagreed that there are a lot of different options in the center. 24.6% believed that the number of stores is ok. 27.5% agreed on the verity of stores and were satisfied.20.8% strongly agreed that the Varity of stores in the mall is perfect. Question number twenty was about the quality of entertainment alternatives and fun activities in the center the responds were like this 18.8% strongly agreed that besides shopping there are a lot of entertainment activities within the center that a visitor can enjoy. 24.6% agreed that the entertainment alternatives are excellent. 30% of the costumers found that the fun activities in the mall were normal. 9.2% strongly disagreed and did not like the entertainment alternatives. 17.5% disagreed on the entertainment alternatives available.

The last two question in the research dealt with the period of time that individuals spent at the mall and the last question was whether they enjoy that time or they are there because they have to, 37.1% of the mall visitors felt that it is normal to stay in the mall and that they don't mind. 17.1% agree that they would like to stay in the mall as long as possible, 16.3% strongly agree with the fact that staying in the mall is very fun and they would spend their whole day in the center if they could. 11.7% of the costumers of the mall for some reason didn't like to spend too much time in the center and they would rather do their shopping and leave. 17.9% of the center only visit it to get their needs and leave as fast as they could. The results showed us that the majority comers to the mall do not mind spending time in the center. And when they are asked if they enjoy their time there or not they reacted as below 38.8% felt normal with their visit to the mall. While the 25.8% agreed that they enjoyed their visit to the mall a. 16.3% strongly agreed on the fact that they have lots of fun in the mall and enjoy their time. With that percentage combined 80.9% of the visitors in the mall enjoy the time they spent with their family and friends in the mall shopping and doing enjoyable activities. 9.6% of the visitors seem to disagree with the rest of visitors and they did not enjoy the time they have spent in the mall. 9.6% strongly disagreed with the center being an enjoyable place.

VI. CONCLUSION

The economic crisis that accrued has affected the citizens of the KRG in many ways. In this research the impact of the financial difficulties that people are facing and the impact of economy on the modern shopping attractions was not noticeable. The citizens of KRG due to not getting their monthly payments they could no longer spend money on shopping like the years before the crisis, yet they still go to shopping. And that has impacted the shopping malls and the workers in the malls. This research aimed at showing the shopping value, consumer decision making style, the importance of mall image and the costumer's loyalty to the malls. The contribution of the shopping centers to the economy reduced with the reduction of visitors and the low demand on the products. Many shops closed their doors because of the high rent payment and low revenue. If the economic crisis continues the middle-class people will no longer be able to take the shopping center as their shopping destination, and they would rather choose other lower price shopping options. It is extremely vital for mall administration to recognize the customers' needs and wants in order to inspire them to stay committed to shopping malls. The outcome of this study will contribute to the mall's management in planning numerous strategies such as

providing easily accessibility and how to cope with economic crisis and financial insecurities', offer faithfulness program and packages and structure a mall image to accomplish the shoppers' anticipations and to additional attract repeating stopover to the malls.

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Employee Commitment: The Relationship between Employee Commitment and Job Satisfaction

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Abstract

The aim of the current study is to examine the association between employee commitment and job satisfaction at selected private universities in Kurdistan region of Iraq. Organizational commitment predicts work variables, for example, turnover, hierarchical citizenship conduct, and employment execution. A percentage of the elements, for example, part stretch, strengthening, work shakiness and employability, and appropriation of authority have been appeared to be associated with a laborer's feeling of organizational commitment. This research was carried out at the three different private universities. A quantitative method was used to gather relevant information regarding the relationship between organizational commitment and job satisfaction. The results revealed that all three independent factors are correlated with job satisfaction. The result can be used as a guiding method for the university's management to increase their employees' commitment. Job satisfaction has a positive relation with employee commitment if employees are satisfied, they are organizationally committed we found that job satisfaction has a positive impact on employee commitment.

Keywords— Job Satisfaction, Employee Commitment, Higher Education.

I. INTRODUCTION

Organizational commitment is t is the individual's mental connection to the organization. The premise behind huge numbers of these studies was to discover approaches to enhance how specialists feel about their works so that these laborers would turn out to be more dedicated to their organization. Organizational commitment predicts work variables, for example, turnover, hierarchical citizenship conduct, and employment execution. A percentage of the elements, for example, part stretch, strengthening, work shakiness and employability, and appropriation of authority

have been appeared to be associated with a laborer's feeling of organizational commitment (Abdullah & Othman, 2019).

Affective commitment: Affective commitment: Is understood as the employee's constructive emotional bonding to the organization. Such an employee strongly associates himself/ herself with organizational goals and seeks to stay with the organization because he/she wishes to do so (Anwar & Abdullah, 2021).

Continuance commitment: Here the emotional quotient is largely moot and the employee perceives it to be very costly to lose organizational membership (Gardi et al. 2020). This

could be for a host of reasons right from financial costs of salary and benefits to social costs of ties and reputation. Such an employee stays with the organization because he or she is tied in (Prabhu et al. 2020).

Normative commitment: There is an obligatory notion at play here. The employee feels to return the value commitments made in him/ her by the organization (Anwar & Shukur, 2015). The loyalty aspect is strong- either due to individualized value perceptions that direct behavior or due to social norms that apply to the context and relate with the environment the organization belongs to (Sultan et al. 2020).

Job satisfaction is an issue for all organizations regardless of whether in broad daylight or private organizations or working advanced or immature countries the idea of job satisfaction has been created from numerous points of view by a wide range of scientists and experts (Abdullah & Othman,2015). A standout amongst the most broadly utilized definitions as a part of authoritative exploration is that of (Gardi, 2021) who characterizes job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Top & Ali, 2021). Others have characterized it as just how content an individual is with his or her job; whether he or she prefers the employment or not. It is evaluated at both the worldwide level (regardless of whether the individual is fulfilled by the job overall), or at the feature level (regardless of whether the individual is fulfilled by various parts of the job). (Anwar & Abd Zebari, 2015) records 14 basic aspects: (Ismael et al. 2021) Gratefulness, Correspondence, Colleagues, Incidental advantages, job conditions, Nature of the work, organizations, Self-improvement, Strategies and systems (Demir et al. 2020), Advancement opportunities, Acknowledgment, Security, and Supervision. A later definition of the concept of job satisfaction is from (Anwar & Surarchith, 2015), who have noticed that job satisfaction incorporates multidimensional mental reactions to an individual's job, and that these individual reactions have psychological (evaluative), full of feeling (or passionate), and behavioral components. Job satisfaction scales change in the degree to which they survey the emotional sentiments about the job or the subjective appraisal of the job (Ali, 2021). Affective job satisfaction is a subjective develop speaking to an enthusiastic feeling people have about their job(Othman et al. 2019). Thus, emotional employment fulfillment for people mirrors the level of joy or bliss their employment all in all instigates. Intellectual occupation fulfillment is a more target and intelligent assessment of different features of a vocation (Ali, 2020). Intellectual occupation fulfillment can be one-dimensional on the off chance that it includes assessment of only one aspect of an occupation, for example, pay or

maternity leave, or multidimensional if two or more features of a vocation are all the while assessed. Subjective occupation (Khan & Abdullah, 2019) fulfillment does not evaluate the level of delight or joy that emerges from particular employment features, yet rather gages the degree to which those occupation aspects are judged by the occupation holder to be attractive in examination with targets they themselves set or with different occupations(Othman et al. 2019). While psychological employment fulfillment may achieve emotional occupation fulfillment, the two builds are unmistakable, not as a matter of course specifically related, and have distinctive predecessors and consequences (Anwar, 2017).

Research problem

In this research which is between organizational commitment and job satisfaction we will try to show the relations and the impact of employees' commitment to job satisfaction and how much is an employee satisfied while he/she is committed to the job and the show that every committed employee is stifled or not, and we will try to study the degree various factors contribute to their level of commitment, is really important to boosting up their satisfaction?

Research questions

Below are the main research questions:

1. How does job satisfaction impact employee commitment?
2. Is there a positive significant relation between employee commitment and job satisfaction?
3. To what degree various factors contribute to their level of commitment, is really important to boosting up their satisfaction?

Research Objectives

Below are the main research objectives:

1. Identifying the impact of job satisfaction on their employee commitment
2. demonstrate positive significant relation between employee commitment and job satisfaction
3. Categorize factors that contribute employee level of commitment which rise job satisfaction

II.   LITTERATEUR REVIEW

Organizational Commitment

The business organizations know about the significance of employee commitment and its part in motivating employees. The motivation behind this study was to recognize the effect of Employees' Commitment on supported efficiency in universities in Kurdistan Employee commitment is the psychological attachment and the

resulting loyalty of an employee to an organization (Anwar, 2016). In today's competitive world each organization is confronting new difficulties in regards to maintained efficiency and creating committed workforce (Andavar et al. 2020). Presently a day's no organization can perform at top levels unless every employee is focused on the organization's goals. Consequently, it is critical to understand the idea of commitment and its practical result. A vast quantity of studies has been directed to explore the idea of organizational commitment (OC). Still, commitment is the most difficult and researchable idea in the fields of management, organizational behavior(Abdulla et al. 2017). There have been a few measures and definitions about OC. We have three types of organizational commitment (Normative, affective and continuous commitments) each one of these show a level of commitment of an employee to the organization which determines how much each employee committed to the organization. Some people are committed to their jobs because they love what they do, (Anwar & Balcioglu, 2016) or because their goals align with those of the company. Others might stay because they fear what they could lose if they leave(Abdullah & Abdul Rahman, 2015). Still others might stay because they feel obligated to the company, or to their manager (Faraj et al. 2021). Clearly, some of these types of commitment can have a negative effect on a person's well-being, self-respect, and job satisfaction. So, how can you avoid this, but still help team members feel committed to your team, or organization, in a positive way? In this article we'll explore three common types of commitment, and we'll look at how you can make changes to improve team member engagement and loyalty in an effective and positive way(Hameed & Anwar, 2018).

Organization commitment alludes to the employee's passionate connection to, recognizable proof with, and contribution in the association, as per (Damit et al. 2019), Organizational commitment is described as employees' ability to add to organizational objectives. At the point when employees are certain that they will develop and learn with their present bosses, their level of duty to stay with that specific organizations higher Commitment appears when a man, by making a side wager, joins unessential premiums with a predictable line of action. (Anwar & Climis, 2017), relates commitment with (Anwar & Ghafoor, 2017), the nature of the relationship of the part to the framework overall. (Prabhu et al. 2020) characterizes commitment as "The eagerness of social performing artists to give their vitality and reliability to social frameworks (Ali, 2016), the connection of identity frameworks to social relations, which are seen as self-expressive (Anwar & Qadir, 2017) characterized organizational commitment as the conduct that associates representatives to the organization.

Organizational commitment is the means by which a devoted the worker feels to the organization (Abdullah & Rahman, 2015). Meyer and Allen (1991), Dunham et al. (1994) recognized organizational commitment as three kinds which are affective, continuous and normative. Affective commitment is the employees' feelings toward joining the organization, continuous commitment is employees' perceptions of costs if leaving the organization and normative commitment is employees' perceptions of their duties and promises toward the organization(Abdullah, 2019). According to (Anwar & Louis, 2017), employee commitment is in respect to the laborers' connection to or support in the organizations in which they employed. Employee commitment is noteworthy since it figures out if workers are liable to leave their employments or im- demonstrate execution. Various studies have identified with employee commitment (Ali, 2014). According to (Prabhu et al. 2020), organizational commitment construct includes elements of desires, needs, and obligations are represented in the three components of organizational commitment. Three important components related to the definition of organizational commitment has been found in the literature is affective commitment, continuance commitment and normative commitment (Ganeshkumar et al. 2019). According to (Abdullah & Afshar, 2019), several alternative models of commitment were proposed in the 1980s and early 1990s; multidimensionality was common to all (Abdullah & Rahman, 2015). There are three-component model of affective, continuance, and normative commitment as mentioned above (Ali et al. 2021). According to Meyer and Allen (1997) All the three segments in particular Affective Commitment that is mental connection to organization; Continuance Commitment-costs connected with leaving the organization; and Normative Commitment-saw commitment to stay with the association have suggestions for the proceeding with investment of the person in the organization (Abdullah, 2018). The higher a employee's level of instruction is, the lower that individual's level of organizational commitment (Saleh et al. 2021). Affective commitment alludes to the feeling of distinguishing proof as an individual from the organization and inclusion in the organization (Othman & Abdullah, 2016). Affective commitment responsibility is commitment of duty there is a positive association between the individual and the association on the grounds that both have comparative qualities (Abdullah & Othman, 2016). The individuals who stay in their organizations with a solid commitment hold their position since they require the occupation, as well as in light of the fact that they need it (Abdullah & Othman, 2021). Affective commitment is the procedure in which individuals carry on and consider their

relationship with the organization (Abdullah & Abdul Rahman, 2015).

Continuation commitment alludes to an individual's awareness of the expense to leave the organization (Anwar & Abdullah, 2021). The counterpart to affective organizational commitment is continuance organizational commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Anwar & Shukur, 2015). Continuation commitment is an auxiliary marvel which happens as a consequence of the exchanges of people and organizations (Yang, 2008). At that point, continuance commitment is identified with one's experience and what one has given to an organization. There is accordingly trouble in "surrendering it" and the obscure "open door expense" of leaving the organization or having few or no options. In addition, Meyer et al. (1993) expressed that aptitudes and instruction are not effortlessly exchanged to other organization which tends to expand laborers' dedication to their present organization. Continuation responsibility connected with the experience that has been given to the organization (Anwar & Abd Zebari, 2015). Representatives with a high managed duty think that it's hard to leave the association as a result of apprehension of the open-door cost borne when leaving the organization or on the grounds that they have next to zero option opportunities outside the organization (Anwar & Surarchith, 2015). The individuals who stay inside of their organization with a solid continuance commitment are there in light of the fact that they require it. Continuance commitment reflects financial binds to the organization taking into account the expenses connected with leaving the organization. Research into continuance commitment proposes that this part comprises of two related sub-measurements: giving up of one's own priorities and saw absence of options (Anwar, 2017). In other words, employee will remain in the organization because there are no other job alternatives outside the organization or because it is not accepted elsewhere (Anwar, 2016).

Normative commitment refers to loyalty and a sense of debt to the organization based on moral obligation and usually develops as a result of socialization practices and based on a sense of duty and loyalty (Abdulla et al. 2017). Normative commitment explains the employees with strong normative commitment will remain with an organization by virtue of their belief that it is the "right and moral" thing to do (Anwar & Balcioglu, 2016). Normative commitment is defined as a strong social emphasis on the obligations and the tendency of individuals (Hameed & Anwar, 2018). Anwar & Ghafoor, (2017) argued that normative commitment to the organization develops based on a collection of pressures that individuals feel during their

early socialization from family and culture and during their socialization as newcomers to the organization. Besides that, normative commitment might also develop because of the "psychological contract" between an employee and the organization (Anwar & Climis, 2017). Normative commitment refers to feelings and obligations of employees to remain employed in the organization. Furthermore, normative commitment can increase when an individual feels loyal to his employer or responsible to work for the benefits that he gets from the organization as a result of the desire to compensate the favors received from the institution (Anwar & Qadir, 2017).

Job satisfaction is characterizing as the emotions or a general state of mind of the representatives in connection with their employments and the job components, for example, the workplace, working conditions, impartial prizes, and correspondence with the partners (Anwar & Louis, 2017). Many models or theories have been carried out regarding job satisfaction. According to Robbins and Judge (2009), job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. Job satisfaction is conceptualized as a general attitude toward an object, the job (Anwar & Abdullah, 2021). Job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Anwar & Abdullah, 2021). A person with a high level of job satisfaction holds positive feelings about his or her job, while an unsatisfied person holds negative feelings. Job satisfaction is a pleasurable positive state resulting from one's job and job experience (Anwar & Abdullah, 2021). There are, of course, a few largely unimportant variations to the general contact. Anwar & Shukur, (2015) talked about these distinctions. As a rule, in this way, job satisfaction alludes to a man's valuable powerful reaction to a specific occupation. As indicated by this methodology in spite of the fact that job satisfaction is affected by numerous outside elements, it remains something inward that needs to do with the way how the worker feels. That is job satisfaction shows an arrangement of variables that bring about a sentiment fulfillment. Vroom in his definition on job satisfaction concentrates on the part of the worker in the work environment. Subsequently he characterizes job satisfaction as full of feeling introductions with respect to people toward work parts which they are in a matter of seconds involving (Anwar & Abd Zebari, 2015). According to Anwar & Surarchith, (2015) people show pleasurable inspirational states of mind when they are fulfilled by their employment. It is a full of feeling response to a job that outcomes from the individual's correlation of real results with those that are coveted, foreseen or merited. Be that as it may, the aftereffects of the numerous studies

concerning the relationship between job satisfaction and the sex of the representatives have been conflicting (Anwar, 2017). Job satisfaction speaks to a blend of positive or negative emotions that laborers have towards their work. In the interim, when a specialist utilized in a business organization, carries with it the necessities, yearnings and encounters which determinates desires that he has released. Job satisfaction speaks to the degree to which desires are and coordinate the genuine honors. Job satisfaction is firmly connected to that individual's conduct in the work place (Anwar, 2016). Herzberg et al. (1959) characterized the best known prevalent "hypothesis of job satisfaction". Their two-component hypothesis recommends that representatives have for the most part two sorts of requirements, recorded as hygiene and motivation (Abdulla et al. 2017). Hygiene components are the necessities that might be exceptionally fulfilled by some specific conditions called hygiene variables (disappoints, for example, supervision, interpersonal relations, physical working conditions, compensation, advantages, and so forth. One basic clarification for the distinctive level of work satisfaction at times reported for men and ladies is that ladies have diverse desires with respect to work (Anwar & Balcioglu, 2016). Job satisfaction is a specialist's feeling of accomplishment and accomplishment at work. It is by and large seen to be straightforwardly connected to profitability and additionally to individual prosperity. Work fulfillment infers doing some work one appreciates, doing it well and being compensated for one's endeavors. Job satisfaction further infers excitement and satisfaction with one's work. Job satisfaction is the key fixing that prompts acknowledgment, salary, advancement, and the accomplishment of different objectives that prompt a sentiment satisfaction (Hameed & Anwar, 2018). Anwar & Ghafoor, (2017) meaning of job satisfaction as a disposition that people have about their employments. It results from their impression of their employments and the extent to which there is solid match between the people and the associations. It was uncovered that professions were of focal significance to men however not as vital to women (Anwar & Climis, 2017). Job satisfaction can be characterized likewise as the degree to which a laborer is content with the prizes, he or she escapes his or her employment, especially as far as inborn inspiration (Anwar & Qadir, 2017). The term job satisfactions allude to the demeanor and emotions individuals have about their work. Positive and ideal demeanors towards the employment demonstrate job satisfaction. Negative and unfavorable demeanors towards the employment show job dissatisfaction (Anwar & Louis, 2017). Along these lines chiefs ought to be worried with the level of satisfaction in their organization and a definitive go for the individuals

who arrange and control laborers is dissatisfaction (Anwar & Abdullah, 2021). Job satisfaction is the accumulation of feeling and convictions that individuals have about their present place of employment. Individuals' levels of degrees of occupation fulfillment can go from extreme satisfaction to extreme dissatisfaction. In addition, having dispositions about their jobs in general. Individuals additionally can have states of mind about different parts of their jobs, for example, the sort of work they do, their colleagues, managers or subordinates and their pay (Anwar & Abdullah, 2021). We consider that job satisfaction speaks to an inclination that shows up as a consequence of the recognition that the job enables the material and mental needs (Saleh et al. 2021).

Affective commitment

Affective commitment identifies with the number of employees need to stay at their organization. In the event that an employee is affectively committed to their organization, it implies that they want to stay at their organization (Othman & Abdullah, 2016). They commonly relate to the organizational goals, feel that they fit into the organization and are fulfilled by their work. Employees who are affectively committed feel esteemed, go about as representatives for their organization and are for the most part extraordinary resources for organization. If you have a high level of affective commitment(Abdullah & Othman, 2016), you enjoy your relationship with the organization and are likely to stay(Abdullah & Othman, 2021). You stay because you want to stay. An employee of a business who displays affective commitment to their company will often identify strongly with the company and its objectives, and might turn down offers to move to a new company, even if they seem more attractive financially (Anwar & Abdullah, 2021).

Normative commitment

Normative commitment refers to the commitment or obligation that the individual feels because of the advantages, for example, preparing, training, and learning opportunities, profession development given by the organization to the person. The sentiment commitment makes the individual more dedicated as the inclination that the organization has contributed on the individual makes him stay in the organization to "reimburse the obligation" the worker stays with the organization in standardizing responsibility since he "ought to" (Anwar & Shukur, 2015).

Continuous commitment

Continuous commitment which demonstrates the risk to the person of specific losses that the employee would cause if they somehow managed to leave organization. Here the dedication of the representative to the organization is because of the reason that the choice of quitting from the

organization is excessive for the worker. He/she sees high cost from losing the enrollment of the organization. This expense incorporates the (monetary cost, for example, annuity and (social cost, for example, (fellowship with the collaborators. There is more commitment to the organization in duration duty since he she "needs to" (Anwar & Abd Zebari, 2015).

Job satisfaction

Job satisfaction is crucial problem for all organization regardless of whether out in the open or private organization or working in cutting edge or immature nations. One of the reasons for this level of hobby is that satisfied staff is accounted for as conferred laborers and responsibility is sign for organizational output and useful operations has been characterized in a wide range of ways. Some trust it is basically how content an individual is with his or her employment, at the end of the day, regardless of whether they like the occupation or individual perspectives or aspects of occupations, for example, nature of work or supervision. Others trust it is not all that shortsighted as this definition proposes and rather that multidimensional mental reactions to one's employment are involved. Researchers have additionally noticed that job satisfaction measures shift in the degree to which they quantify sentiments about the job (affective job satisfaction). or comprehensions about the occupation (cognitive job satisfaction) (Anwar & Surarchith, 2015).

III.   RESEARCH METHODOLOGY

This research was carried out at the three different private universities. A quantitative method was used to gather relevant information regarding the relationship between organizational commitment and job satisfaction.

Design of the study

The researcher used a questionnaire in order to collect data about the relationship between organizational commitment and job satisfaction. The questionnaire was composed of two sections. The first section consisted of demographic questions, starting with the respondent's age, gender, level of education, years of experience in respondent's current position, respondent's position. The second section of the questionnaire consisted of questions to measure the organizational commitment and its relationship with job satisfaction in private universities in Kurdistan and particularly in Erbil.

Procedures Used for Generating, Collecting and Evaluating Data

The researcher gathered data for the study through distributing questionnaires as primary data. The questionnaire is prepared and distributed to the employees at three different private universities. Secondary data is needed for conducting research work, which is done by collecting it from recent academic articles, books and previous studies related to the relationship between organizational commitment and job satisfaction.

Sampling size and target population

A random sampling method was adopted to collect data, where all the departments and employees in three different private universities will have equal chances of being selected from the sample group. For X private university the researchers distributed 60 questionnaires, but the researchers received 52 questionnaires being completed properly, the researchers distrusted 60 questionnaires at Y private University but the researchers received 54 questionnaires being completed properly and the researchers distributed 60 questionnaires at Z private university, but the researchers received 51 questionnaires being completed properly. The sample size is 157 employees participated in this research from three different private universities in Erbil.

Instrument for measuring (scales)

The questionnaire is structured in the form of multiple-choice questions. The participants were asked to rate how strongly they agree on each item on a five-points Likert order scale. The questionnaire is designed and adapted from the resources. The questionnaire adopted from different sources.

IV.   DATA ANALYSIS

Demographic analysis

It was found that the number of participant's age that helped us to solve the questioners which was between (18 and +60) which they were 157 participants, 45 of them were between (18-29) which makes %28.7, 63 of them were between (30-39) which makes %40.1 and 30 of them were between (40-49) which makes %19.1, 12 of those participants were between (50-51) that makes %7.1 and 6 of the participants were 60 and above which makes %4.5. It was found that the number of male and female participant that helped us to solve the questioners which was 157 participants, 117 of those were male which makes about %74.5 and 40 of them were females which makes about %25.5. It was found that the participant's level of education that helped us to solve the questioners and they were mostly in the field of business and management and they have degrees such as bachelor, master and PhD which they were 157 participants, 18 of them were having bachelor degree that makes about %11.5 and 90 of the participants were having master's degree and that makes %57.3, 49 of them were having PhD and that makes %31.2. It was found that the number of participant's

year of experience that helped us to solve the questioners which was between (1 and +16) which they were 157 participant, 30 of them were between (0-1) which makes %1901, 66 of them were between (1 - 5) years which makes %42 and 30 of them were between (6 - 10) years which makes %19.1, 24 of those participants were between (11 - 15) years of experience that makes %15.3 and 7 of the participants were 16+years of experience which makes %4.5.

Table 1-Demographic analysis

No	Item	Scales	Frequency	Percent
1	Age	18-29	45	28.7
		30-39	63	40.1
		40-49	30	19.1
		50-59	12	7.6
		60+	7	4.5
2	Gender	Male	117	74.5
		Female	40	25.5
3	Level of education	bachelor	18	11.5
		master	90	57.3
		PhD	49	31.2
4	Years of experience	<1 year	30	19.1
		1-5	66	42.0
		6-10	30	19.1
		11-15	24	15.3
		16+	7	4.5

Table 2-Descriptive Statistics

Descriptive Statistics					
Questions	N	Min	Max	Mean	Std. Deviation
Q1. I would be happy to spend the rest of my career with this organization.	157	1	5	2.57	1.468
Q2. I enjoy discussing my organization with people outside it.	157	1	5	2.99	.840
Q3. I really feel as if this organization's problems are my own.	157	1	5	3.08	1.480
Q4. I do feel like 'part of family' of this organization.	157	1	5	3.17	1.128
Q5. This organization has a 'sentimental value' to me.	157	1	5	2.20	1.293
Q6. I do feel a strong sense of belonging to this organization.	157	1	5	2.51	1.426
Q7. I am afraid of what might happen if I quit my job without having another one lined up.	157	1	5	3.54	1.380

Q8. It would be very hard for me to leave this organization right now, even if I wanted to.	157	1	5	2.84	1.496
Q9. My life would be disrupted if I decided I wanted to leave this organization now.	157	1	5	2.39	1.457
Q10. Right now, staying with this organization is a matter of necessity as much as desire	157	1	5	3.09	1.623
Q11. I feel that I have a few options to consider leaving this organization.	157	1	5	3.36	1.225
Q12. One of the few serious consequences of leaving this organization would be scarcity of available alternatives.	157	1	5	4.08	1.003
Q13. I think people these days move from company to company too often.	157	1	5	3.24	1.204
Q14. I do believe that a person must always be loyal to his/her organization.	157	1	5	4.36	.928
Q15. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-(another organization may not match the overall benefit I have here).	157	1	5	2.46	1.591
Q16. Most people in this organization are satisfied with the job that done now	157	1	5	1.80	1.089
Q17. If I got another offer for a better job elsewhere I would not feel it was right to leave the organization.	157	1	5	2.57	1.541
Q18. I was taught to believe in the value of remaining loyal to one organization.	157	1	5	3.21	1.446

According to our statistics results, we have found that the employees are not committed to their organizations and they are unhappy to spent the rest of their life with their organization and this result which was answered negatively according to 2.57 mean of the statistics which was answered by 157 participants. According to our statistics results, we have found that the employees are not committed to their organizations and they are unhappy to talk about their organizations outside of the organization and this result which was answered negatively according to 2.99 mean of the statistics which was answered by 157 participants. According to our statistics results, we have found that the employees are not committed to their organizations and they are unhappy because organizations problem increasing their problem of the organization and this result which was answered negatively according to 3.08 mean of the statistics which was answered by 157 participants. According to our statistics result, we have found that the employees are seeing the organization as their own family not because of the commitment to the organization but because of the friendship of the organization members. According to our statistics results, we have found that the employees are not committed to their organizations and they don't see that the organization has any sentimental value and this result which was answered negatively according to 2.20 mean of the statistics which was answered by 157 participants. According to our statistics results, we have found that the employees are not committed to their organizations and they don't feel sense of belonging to the organization and this result which was answered negatively according to 2.51 mean of the statistics which was answered by 157 participants. According to our statistics results, we found that the employees are continuously committee to the organization because they are afraid of losing their job and this result which was answered positively according to 3.54 mean of the statistics which was answered by 157 participants. According to our statistics results, we have found that the employees are not committed to their organizations and they feel that it would be hard to leave the organization and this result which was answered negatively

according to 2.84 mean of the statistics which was answered by 157 participants. According to our statistics results, we have found that the employees are not committed to their organizations and they don't feel that their life is going to be disrupted if they leave their organization and this result which was answered negatively according to 2.39 mean of the statistics which was answered by 157 participants. According to our statistics results, we found that the employees are normatively committed to the organization because the they feel necessity as much as desire to stay at the organization and this result which was answered positively according to 3.09 mean of the statistics which was answered by 157 participants. According to our statistics results, we found that the employees are continuously committed to the organization because the they don't have other options to leave the organization and this result which was answered positively according to 3.24 mean of the statistics which was answered by 157 participants. According to our statistics results, we found that the employees are continuously committed to the organization because the consequences of leaving this organization would be scarcity of available alternatives. This result which was answered positively according to 3.09 mean of the statistics which was answered by 157 participants. According to our statistics results, we found that the employees are not satisfied in the organization because of this people move from one organization to another too often This result which was answered positively according to 3.09 mean of the statistics which was answered by 157 participants. According to our statistics results, we found that the employees are affectively committed to the organization because most nearly all of the employees think that they should be loyal to the organization and This result which was answered positively according to 4.36 mean of the statistics which was answered by 157 participants. According to our statistics results, we found that the employees are continuously committed to the organization because One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-(another organization may not match the overall benefit I have here) and This result which was answered negatively according to 2.46 mean of the statistics which was answered by 157 participants. According to our statistics results, we found that the employees are unhappy and not satisfied to the organization because most of the employees are not satisfied and this result which was answered negatively according to 2.46 mean of the statistics which was answered by 157 participants. According to our statistics results, we found that the employees are continuously committed to the organization because they think that it's not ethical to leave the organization and this result which was answered negatively according to 2.57

mean of the statistics which was answered by 157 participants. According to our statistics results, we found that the employees are affectively committed to the organization because they think that they should be loyal to the organization and this result which was answered positively according to 3.21 mean of the statistics which was answered by 157 participants

V. CONCLUSION

This research investigated the relationship between employees' commitment and job satisfaction in private university's in Erbil. In KRG job satisfaction of the workers relies more upon the continuance commitment of employees. It demonstrates a positive indication of the employees revealing the attachment and commitment of employees to the organization. According to multiple regression analysis employees are committed to their job because of remuneration and lack of alternatives. Also, the results revealed that all three independent factors are correlated with job satisfaction. The result can be used as a guiding method for the university's management to increase their employees' commitment. Job satisfaction has a positive relation with employee commitment if employees are satisfied, they are organizationally committed we found that job satisfaction has a positive impact on employee commitment, it is really important for job satisfaction that employees are committed, the purpose of this investigation was to determine the levels of employees of public sector satisfaction with job dimensions and perceived organizational commitment in public sector in Shkoder, Albania. In addition, the study aimed at exploring to what extent these employees are committed to their job and satisfied with different dimensions to their job. A survey-based descriptive research design was used. The study was carried on public administrative sector, The current findings of a low level of satisfaction with promotion, and a strong positive correlation between job satisfaction and organizational commitment, suggest that improving this facet could lead to an improvement in organizational commitment in this sample.

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Building Resilience: An Intervention to Enrich Positive Outcome in Personality Traits amongst Students

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Abstract

The universal call for education in the 21st century gears towards cultivating personal traits of students who are resilient in navigating through life successfully. Thus, resilience building must be initiated in the learning institutions across the country for a better world. Resilience building enriches the personality traits and creates a wholesome individual who can in turn create a better world to be in. This study explored the impact of resilience building on academic performance and development of the personality traits in the young minds of Khasdrapchu MSS, Thimphu, based on five factor model of personality.

The sample students were selected using need assessment and screening tools. The vulnerable students were prioritized to be intervened with resilience building program. 37 students from classes VII to X were selected employing purposive sampling technique. The methodology incorporated was quantitative approach. The research design chosen was pretest and post-test.

In addition to a structured, self-administered questionnaire, the mid-term and annual examination results were included. Descriptive analysis was carried out to describe and summarize the raw data. Statistical techniques such as mean and standard deviation were used to infer correlation amongst the variables in the study.

The inferential statistics results indicated that there was a positive correlation between resilience building and personality traits. This was supported by an increase in mean and standard deviation in the posttest after the intervention was provided. The academic performance of the students heightened after the intervention. It can be concluded that building resilience in students have positive outcomes on their personality traits and as well on their academic performance. Thus, the learning institutions must consider resilience building programs as interventions to help young people navigate through life well.

Keywords— Intervention, Personality Development and Secondary School student, Resilience.

I. INTRODUCTION

The universal call for education in the 21st century embarks on teaching learners to understand that learning is a lifelong process and that one must be responsible to achieve moral courage, optimism, critical and creative thinking, integrity, self-reliance, patriotism, loyalty, self-respect, leadership of the self, discipline and resilience to become competent and good citizens. The whole teaching and learning process is geared towards cultivating personal traits of the students which assists them in navigating through life successfully.

However, students face adversities at some point in their educational career. These may include teasing and bullying, conflict with teachers or parents, competition or disagreements with peers, homework, tests and class presentations, and the transition from one school to another. There are personal crises, such as illness, loss of a loved one, abuse, financial instability, lack of parental guidance, shared reality of tragic events in the community, news, natural disasters, change in lifestyle, and adverse daily experiences.

The scenario at the national level is worrisome as Bhutan ranked 59 in the world in 2017, with suicide deaths at 12.16 per 100,000 of population. Bhutan's ranking has further dipped to 54 in 2018 according to World Population Review data, with suicide rate of 11.4 per 100,000 of population [5]. Furthermore, 10 students out of 48 cases in 2019 committed suicide which accounts to 20.83% [27]. Failures and disappointments in life are behind such unhealthy and destructive behaviours [3] In addition the researcher holds that such individuals

are slower to recover from setbacks and may experience more psychological distress as a result.

The data denotes the need for an intervention in the schools to prohibit the loss of lives. Khasadrapchu MSS is no exception; it has witnessed students battling the challenges of life. Urban poverty, lack of parental care, domestic violence, low literacy rates of parents, dearth of emotional support and negligible family bonding has led to an increase in number of vulnerable students. In the words of Franklin Roosevelt, "We cannot always build the future for our youth, but we can build our youth for the future" (1940). Khasadrapchu MSS in its mission to prepare youths for an uncertain future incorporates building resilience as an antibody. The school aspired to provide the students genuine feelings of competence, belonging, usefulness, potency, and optimism through powerful, repeated, and authentic school experiences.

In response to the aforementioned problem, this study attempts to establish theory that relates building resilience as an intervention to develop personality traits in students which will enable them to cope with the challenging life experiences and stave off the potential negative psychological effects. This research would enrich the culture of building resilience amongst other Middle Secondary Schools. It would benefit the education system and society at large in conferring to building resilience in schools.

1.1. Theoretical orientation of the problem

Students face a wide array of barriers in their lives that not only jeopardize their performance in, and completion of, school but also jeopardize their physical health and psychological wellbeing in ways that can follow them into their adult lives [14].

There is emerging evidence that schools have the potential to influence positive children's bio-psychosocial growth and development. However, the identification of the protective factors which could be affected by school based interventions, the role schools can play in collaboration with children's families, communities, and other service providers, and to what extent interventions need to focus on changing children's school environments rather than changing children themselves must be taken into consideration [8]; [28].

1.1.1 Concept of Resilience

Indeed, this definition of resilience displays some consistency with the general definitions of resilience within the literature, which describe it as the capacity to achieve good outcomes, or to 'bounce back' from adverse factors [17]; [1]; [24], such as a lack of positive opportunities or difficult circumstances that may be caused by various mental, social, or physical deficits [10]. The importance of using correct terminology in regards to resilience has been outlined who have argued that the use of the term, especially when used in school-based resilience frameworks has tended to be conceptually weak and as a result determining whether a framework is actually resilience-based can prove difficult [9]. Resilience is primarily a phenomenon that has been studied in children and young people and has tended to focus on individuals who are at risk from mental health issues, rather than focusing on how resilience is used as a coping mechanism against daily setbacks. Although resilience has previously been argued as an individual personality trait that is dependent on innate characteristics, it is now widely regarded as an outcome of various environmental conditions and influences that are formed by the child's own experiences, relationships and opportunities [17]; [16]; [30] with such areas as the child's family, peer groups, schools and community playing key roles in the formation of resilience.

1.1.2 Importance of Building Resilience

Resilience involves more than continuing to persist despite difficulty: resilient students interpret academic or social challenges in a positive way. Resilience isn't a fixed trait. Flexibility, adaptability, and perseverance can help people tap into their resilience by changing certain thoughts and behaviors [11].

The importance of resilience in mental health is discussed as a life skill taken into adulthood [2]. He opines that more a resilient the person is, the lesser the chances of experiencing stress as they are equipped to deal with life's pressures. Research shows that students who believe that both intellectual abilities and social attributes can be developed show a lower stress response to adversity and improved performance.

Marilyn Price-Mitchell articulates, "children who develop resilience are better able to face disappointment, learn from failure, cope with loss and adapt to change. We recognize resilience in children when we observe their determination, grit, and perseverance to tackle problems and cope with the emotional challenges of school and life" [19].

Similarly, The Education Hub asserts that students with higher resilience tend to have more positive outcomes (including greater wellbeing) and exhibit fewer problem behaviours [25]. This is because resilient people display the courage and motivation to face problems and difficulties accurately (rather than denying or exaggerating them) and maintain a positive mindset and the confidence to persevere.

1.1.3 Relationship between Resilience and Five Factor Model of Personality

The correlation between resilience and the personality development model is inevitable in the study in order to measure the effect of resilience building program in the school. A personality trait is a characteristic aspect of an individual's cognition, affect, or behavior that tends to be stable over time and consistent across relevant situations. The five-factor model of personality (FFM) is a set of five broad, bipolar trait dimensions, often referred to as the Big Five: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience. These five dimensions efficiently capture a wide range of individual differences in personality, and consequently the FFM is the most widely used structural model in personality measurement and research [22].

1.1.4   Five Factor Model of Personality

Each Big Five dimension is defined by a number of more-specific facet traits, and is manifested through a variety of behaviors [12]; [13]

Extraversion can be generally defined as the extent to which an individual is talkative and outgoing in social situations. Its core facets include sociability (vs. shyness), assertiveness (vs. submissiveness), and activity (vs. lack of energy). Behaviorally, extraverts tend to talk a lot, take charge in group situations, and express positive emotions, whereas introverts tend to feel uncomfortable in social situations, and keep their thoughts and feelings to themselves.

Agreeableness is an important aspect of social behavior. It concerns the extent to which someone behaves pro-socially toward others and maintains pleasant, harmonious interpersonal relations. Key facets of Agreeableness include compassion (vs. lack of concern for others), politeness (vs. antagonism), and trust (vs. suspicion of others). Those high in Agreeableness are more willing to help and forgive others, and treat others with respect; those low in Agreeableness tend to look down on others, start arguments, and hold grudges.

Conscientiousness describes an individual's capacity to organize things, complete tasks, and work toward long-term goals. Its key facets include orderliness (vs. disorganization), self-discipline (vs. inefficiency), and reliability (vs. inconsistency). Highly conscientious individuals prefer order and structure, are productive workers, tend to follow rules and norms, and are better able to delay gratification, whereas those low in Conscientiousness have difficulty controlling their impulses and are easily distracted from tasks.

Neuroticism (sometimes referred to by its socially desirable pole, Emotional Stability) concerns the extent to which someone is prone to experiencing negative emotions and moods. Its core facets include anxiety (vs. calmness), depression (vs. contentment), and emotional volatility (vs. stability). Highly neurotic individuals experience more frequent and intense negative emotions, such as fear, sadness, and frustration, and have frequent mood swings. Those low in Neuroticism remain calm and optimistic, even in difficult situations, and find it easier to regulate their emotions.

Openness to Experience refers to the overall depth and breadth of an individual's intellectual, artistic, and experiential life. Important facets of Openness include aesthetic sensitivity (vs. insensitivity), imagination (vs. lack of creativity), and intellect (vs. lack of intellectual curiosity). Highly open individuals tend to have a broad range of interests, and enjoy learning and trying new things; those low in Openness tend to have narrower interests, and prefer familiarity and routine over novelty and variety. However, there are fewer consensuses about the definition of Openness than about the other Big Five dimensions. Some researchers prefer the alternative label Intellect, and propose that intelligence should be included as an aspect of this dimension alongside intellectual curiosity and interests.

1.1.5 Prediction of Life Outcomes with Big Five

Big Five has been shown to predict a number of important life outcomes [18]; [22], as discussed below:

Extraversion positively predicts interpersonal outcomes such as peer acceptance and friendship, social status, number of dating partners, and relationship satisfaction. Extraverts tend to prefer and perform better in social and enterprising occupations; they are also more likely than introverts to assume leadership positions in their workplaces and communities. Psychologically, extraverts tend to have higher self-esteem and greater subjective well-being, especially more frequent and intense positive affect; compared with introverts, they also show greater emotional resilience and better coping skills in response to negative events.

Agreeableness is an important predictor of social outcomes. Agreeable individuals tend to be accepted and well-liked by their peers, and experience greater dating and relationship satisfaction, whereas those low in Agreeableness are more likely to experience peer rejection and bullying. Agreeable individuals tend to seek out and succeed in social occupations and collaborative work environments. They also tend to be more religious, are more likely to volunteer and assume community leadership positions, and are less likely to engage in criminal

behavior. Low Agreeableness is associated with health risks such as heart disease and decreased longevity.

Conscientiousness is the strongest predictor of overall academic and occupational success. In general, conscientious students earn higher grades and conscientious employees perform better in a variety of jobs, whereas individuals low in Conscientiousness are more likely to engage in counterproductive work behaviors. Conscientiousness is also an important, positive predictor of physical health, mental health (including self-esteem and subjective well-being), and longevity. The associations of high Conscientiousness with overall health extend to many specific health-related behaviors, including a healthier diet, more frequent exercise, less frequent tobacco, alcohol, and drug use, and less risky sexual behavior. Conscientious individuals are also more likely to be religious and hold conservative political attitudes, and less likely to engage in antisocial and criminal behavior.

Neuroticism is a strong, negative predictor of subjective well-being: highly neurotic individuals tend to experience greater negative affect and less satisfaction with life, as well as lower self-esteem. This general unhappiness extends to more-specific life domains. For example, neurotic individuals tend to feel less secure and satisfied about their family, peer, and romantic relationships, and are at greater risk for relationship conflict, abuse, and divorce. They also tend to be less satisfied with, committed to, and successful in their jobs. Because neurotic individuals tend to experience frequent and intense negative emotions, and have difficulty coping with negative events, they are at increased risk for mental illness, especially clinical depression and anxiety disorders.

Openness to Experience is an important predictor of intellectual outcomes. Highly open individuals tend to perform better on tests of intelligence and creativity, and complete more years of formal education. They are especially likely to pursue and succeed in artistic, scientific, and technical careers. Compared with their less open peers, they are also more likely to engage in drug use, to describe themselves as spiritual (but not necessarily religious), and to hold liberal political and social attitudes.

1.2 Operational definition of the terms

The key areas of the study are Resilience, Intervention, Personality Development and Secondary School students.

1.2.1 Resilience

The ability of an individual to recover quickly from difficulties or adversities in life

1.2.2 Intervention

It is the process of taking action on the strategies and activities that have been planned during the planning stage of the first cycle. Intervention is also called the implementation of the activities as agreed upon by the various groups involved in the action research.

1.2.3 Personality Traits

Personality traits reflect people's characteristic patterns of thoughts, feelings, and behaviors. Personality traits imply consistency and stability—someone who scores high on a specific trait like Extraversion is expected to be sociable in different situations and over time.

1.2.4 Students

It refers to the vulnerable students of Khasadrapchu Middle Secondary School who participated in the intervention program of building resilience.

1.3 Research objectives

The study attempts to achieve the following objectives.

- To determine the effectiveness of the resilience building program as an intervention in enriching personality traits amongst students.

- To measure the changes in the personality traits of the students before and after the intervention using pretest and posttest quasi-experimental design.

- To study the reliability of Five-Factor Model Personality as a tool in measuring the outcome of resilience.

- To study the impact of building resilience on the academic performance of the students.

1.4 Hypotheses

The hypotheses stated below were verified to achieve the objectives:

- There is a positive correlation between resilience and academic performance.

- There is a significant difference in the mean marks of students before and after the intervention.

- There is a positive correlation between the five-factor Model personality and the impact of resilience.

1.5 Delimitation of the study

The study was delimited as below:

- Khasadrapchu Middle Secondary School of Thimphu, Bhutan, was selected for the data collection.

• Only the vulnerable students through need assessment and screening procedures were selected as sample for the data collection and received the intervention program.

• 37 students from classes VII to X were selected for the study in accordance with their vulnerable status and need for intervention program.

II.   METHODOLOGY

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. The methodology section answers two main questions: How was the data collected or generated? How was it analyzed? [29]. It is significant to select appropriate tools, methods and designs of research, the sampling method and the statistical techniques according to the problem one is working on. Thus, this section discusses about these various techniques of methods for the research.

2.1 Research Method

Using a quantitative approach, the present study has been conducted based on a correlational descriptive study using surveying method. The correlational model aims to present the relationships existing between two or multiple variables without interference. More detailed information can be obtained regarding the relationships between the variables by using various different techniques should the need arise [4]. The relationship between resilience and the five factor personality traits are correlated in the study.

2.2 Research Design

The research design adapted for the study is pretest posttest design. It is an experiment where measurements are taken both before and after a treatment. The design enables one to see the effects of some type of treatment on a group. Pretest posttest designs may be quasi-experimental, which means that participants are not assigned randomly. This research design can account for incremental progress shown by students attending the intervention program.

According to Dimitrov and Rumrill, Pretest-posttest designs are widely used in behavioral research, primarily for the purpose of comparing or measuring change resulting from experimental treatments [6]. In this research, change is commonly measured in dependent variables under Five Factor Model such as Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience. The measurement of change provides a vehicle for assessing the impact of the intervention in enhancing the Five Factor Model of Personality in students and as well as evaluating the effectiveness of the School Resilience Development Program as an intervention strategy to build resilience at Khasadrapchu MSS.

2.3 Sampling Technique

In research terms a sample is a group of people, objects, or items that are taken from a larger population for measurement. The sample should be representative of the population to ensure that we can generalise the findings from the research sample to the population as a whole [29]. The preferred sampling technique which suited the study was purposive sampling. It is also known as judgment, selective or subjective sampling in which researcher relies on his or her own judgment when choosing members of population to participate in the study [20]. The samples for the study were selected after carrying out using need assessment tools. Then the class teachers of Khasadrapchu MSS conducted the screening process to identify vulnerable students who needed the timely intervention of resilience building program. 37 students were selected of which 12 were in grade X, 11 samples in grade IX, four samples in class VIII and 10 samples in Class VII. Only the samples under study received the treatment included in the intervention program for building resilience.

2.4 Tools for data collection

The data is collected from the sample using a survey questionnaire to gather information on the impact of building resilience on the students based on the five factor model of personality. The questionnaire was constructed with 40 items which catered to all the personality traits stated in the five factor model of personality based on 5-point Likert Scale [29] is a type of psychometric response scale in which responders specify their level of agreement to a statement typically in five points: (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

The correlation of resilience building and its impact after the intervention program was based on the five factor model of personality traits. The positive outcome of the resilience building program was correlated with the academic performance of the students in the Mid-Term Examinations which inferred the outcome before the intervention and the outcome after the intervention was reflected from the Annual Examination performance of the students under study.

2.4.1 Reliability and Validity

The technique of data triangulation was used in the study. Triangulation is the use of multiple sources of data for bringing different kinds of evidence into some relationship with each other so that they can be compared and contrasted for validity and objectivity of the study [7]. Pre-data and post-data are used in the triangulation process.

In the realm of research design pretest-posttest designs is the preferred method to compare participant groups and measure the degree of change occurring as a result of treatments or interventions. Statistical analysis can then determine if the intervention had a significant effect.

Measures of the Big Five have shown considerable reliability and inter-rater agreement, and can be used to predict a variety of important social, occupational, psychological, and health outcomes. These five dimensions efficiently capture a wide range of individual differences in personality, and consequently the Five Factor Model is the most widely used structural model in personality measurement and research [22].

2.5 Data collection and Procedure

The data on the impact of resilience program based on the five factor model of personality were collected using the self-constructed questionnaire. Mid-term and Annual examination results of the samples under study were taken to correlate resilience building and academic performance. The questionnaires were administered to 37 identified samples and collected by the facilitators engaged in School resilience Development Program.

During the collection of data, the objectives and instructions of the data were informed to the students and the maintaining of data confidentiality was ensured to them. Thus, the data collected were then tabulated and statistically tested using the technique mentioned below.

2.6 Statistical Technique

The data collected were tabulated, and analyzed using the SPSS version 22 statistical package for windows. Following techniques of analysis were employed for further interpretation:

- Statistical techniques Mean: .The first method that's used to perform the statistical analysis is mean, which is more commonly referred to as the average.

- Standard Deviation: Standard deviation is a method of statistical analysis that measures the spread of data around the mean. Standard deviation is mainly used when you need to determine the dispersion of data points.

- Correlational Descriptive Technique: Descriptive, correlational, and experimental research tools are used to collect and analyze data. Descriptive designs are efficient in analyzing data collected from surveys. Correlational research tools measure two or more relevant variables and assess a relationship between or among them.

2.7 Intervention

The intervention for the study was the School Resilience Development Program. Dzongkhag Education Sector, Thimphu Dzongkhag deemed it necessary for the Middle Secondary Schools to build resilience amongst the young people in the school. Khasadrapchu MSS focused on the needy and vulnerable students. Task force members which consisted of five teachers from each school including the Principal were trained to roll out the program in September 2019. The intervention duration was for three months until the end of November 2019.

The activities included in the intervention were:

- Brain Science inclusive of neuroplasticity, brain-amygdala, prefrontal cortex, flight-fight-freeze response)

- Effects of Breathing (Why focus on breathing?)

- Benefits of Mindfulness Practices

- Dedicated and Short Micro Practices of Mindfulness

- Introduction of Six Vital Positions

- Familarize with the Process and Cycle of Mindfulness

- Experiences and Thought Sharing

- Emotional Awareness

- Introduction to the Idea of Emotional Wheel

- Body Reactions to Different Emotions

- Head, Body and Heart Check In and Body Scan

- Introduction to ABCD Model.

III.   ANALYSIS AND INTERPRETATION

The outcome of resilience building is studied based on the five factor model of personality which is a set of five broad, bipolar trait dimensions, often referred to as the Big Five: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience. Furthermore, the study will interpret the outcome of resilience building on the academic performance of the students.

3.1 Results pertaining to the correlation between resilience building and big five in the pretest.
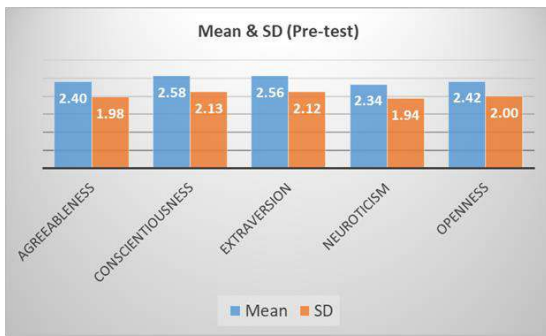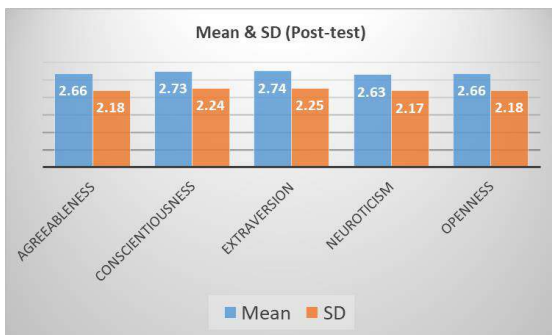

Fig.1: Pretest result on five factor model of personality

Fig. 1 depicts the pretest result on the five different personality traits. The agreeableness trait had 2.4 as its mean and 1.98 as its standard deviation. There was 2.58 and 2.13 as the mean and standard deviation respectively for conscientiousness trait. The personality trait of extraversion saw a mean of 2.56 and a standard deviation of 2.12. Neuroticism trait had scored a mean of 2.34 and its standard deviation was 1.94. The fifth factor in the model of personality which is openness to experience marked a mean of 2.42 and a standard deviation of 2.

3.2 Results pertaining to the correlation between resilience building and big five in the posttest

Fig.2: Posttest result on five factor model of personality

Fig. 2 depicts the posttest result on the five different personality traits. The agreeableness trait had 2.66 as its mean and 2.18 as its standard deviation. There was 2.73 and 2.24 as the mean and standard deviation respectively for conscientiousness trait. The personality trait of extraversion saw a mean of 2.74 and a standard deviation of 2.25. Neuroticism trait had scored a mean of 2.63 and its standard deviation was 2.17. The fifth factor in the model of personality which is openness to experience marked a mean of 2.66 and a standard deviation of 2.18.

3.3 Results pertaining to the differences in mean amongst the personality traits before and after the intervention
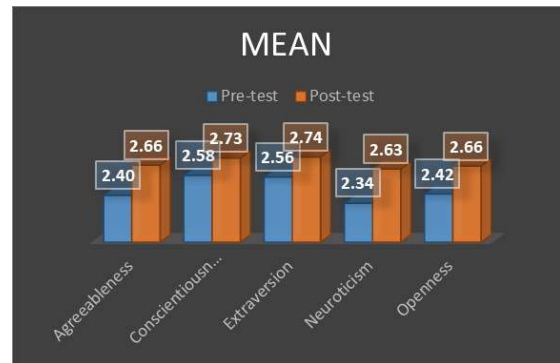

Fig.3: Differences in mean for pretest and posttest

Fig. 3 illustrates the comparative analysis of the mean in the various personality traits in pretest and posttest. In the first trait agreeableness the mean increased from 2.4 in the pretest to 2.66 in the pretest marking a positive difference of 0.26. Similarly, in conscientiousness there was an increase of 0.15 in its mean. Comparing the mean scored in the extraversion personality trait there was an increase of 0.18. In the aspect of neuroticism the mean increased in the posttest with a positive increase of 0.29. Openness to experience saw an increase of 0.24 in its mean.

3.4 Results pertaining to the differences in standard deviation amongst the personality traits before and after the intervention.
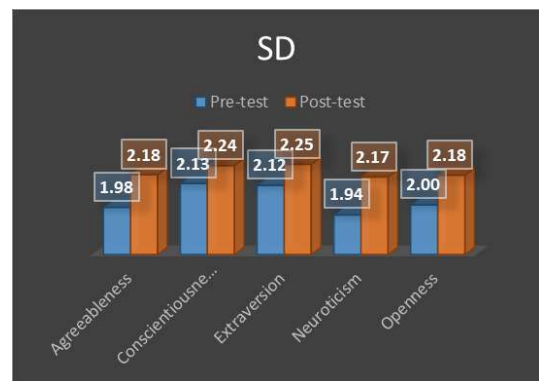

Fig.4: Differences in standard deviation for pretest and posttest

Fig. 4 illustrates the comparative analysis of the standard deviation in the various personality traits in pretest and posttest. In the first trait agreeableness the standard deviation increased from 1.98 in the pretest to 2.18 in the pretest marking a positive difference of 0.2. Similarly, in conscientiousness there was an increase of 0.11 in its standard deviation. Comparing the standard

deviation in the extraversion personality trait there was an increase of 0.13. In the aspect of neuroticism the standard deviation increased in the posttest with a positive increase of 0.23. Openness to experience saw an increase of 0.18 in its standard deviation.

3.5 Results pertaining to the impact of resilience building in academic performance of the students
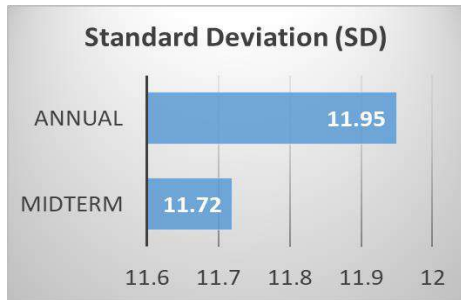

Fig. 5: Differences in the academic performance of the students

The marks of the 37 student participants were computed for both the examinations and the average mean calculated. It must be noted that the mid-term is the academic performance of the students before the intervention and annual examination mean marks reveal the academic performance by the students after the intervention. Positive correlation between resilience building, development of personality trait and their academic performance was found. The result showed an increase of 2.49 in the mean marks.
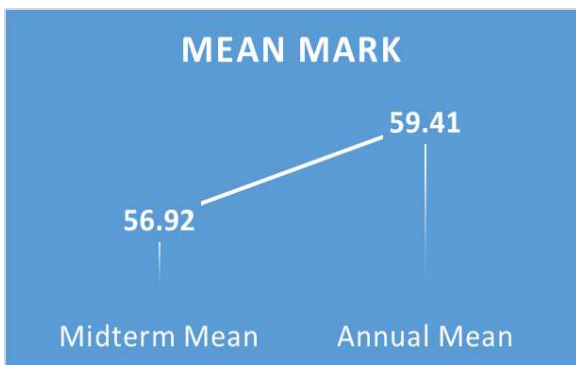

Fig.6: Differences in standard deviation for Annual and Mid-term examination

Fig. 6 shows the differences in the standard deviation of annual and mid-term examination. The standard deviation of midterm examination was 11.72 and the standard deviation of annual examination increased to 11.95. There was a positive increase of 0.23.

IV. CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS

4.1 Conclusions

The main aim of the study was to examine the impact of building resilience on enriching personality traits in students. Furthermore, the study also encompassed the relationship between building resilience and its impact on academic performance. The investigator used quantitative descriptive survey method for the overall research. A self-constructed tool in the form of questionnaire was administered to the sample to compute the effectiveness of the intervention.

The data was analyzed using SPSS version 22, in which statistical techniques like mean and standard deviation were used to find the differences and relationship between the variables. After the analysis, the results were interpreted.

The interpretations of the data lead to the conclusion, in which the important findings from the research are summed up. The conclusion further brings about recommendation for future researches and for reforms required for the system. Thus, the interpreted data led to the following conclusions of the findings and recommendations were also made.

4.1.1 There is a positive correlation between resilience and academic performance.

The study revealed a positive correlation between building resilience and academic performance. The mean marks of the students in the annual exam were much higher as compared to the midterm before the intervention. It can be deduced that building resilience in students can enhance better performance of the students in the academic arena.

4.1.2 There is a significant difference in the mean marks of students before and after the intervention.

The hypothesis was validated by the computation of the mean marks in the midterm and annual examination. The mean marks of the students soared higher in the annual exam after the intervention of school resilience development program at Khasadrapchu MSS.

4.1.3 There is a positive correlation between the five-factor Model personality and the impact of resilience.

The positive correlation between the intervention of resilience building and the five factor model personality is validated by the score in its mean and standard deviation. The data analysis show an increase in the posttest after the intervention was provided in all the

personality traits such as agreeableness, conscientiousness, extraversion, neuroticism and openness to experience.

4.2 Limitations

Some limitations of the study are as follows:

- The area of the study was limited to only one school.

- The sample size was small; i.e. 37 secondary school students.

- The tool used was self-constructed which may compromise on the reliability and validity of the test.

- The study can stretch out to government and private schools as well as rural and urban schools.

4.3 Suggestions

Following suggestions can be taken up by other investigators for similar study:

- Similar study can be carried out in government and private schools.

- It can be carried out in rural and urban schools too.

- The study of similar nature can be carried out in primary and higher level of schools as well.

- The study can be done in national level by taking up different schools in various districts.

- Larger sample size can be used for higher reliability and validity.

4.4 Recommendations

Following are some recommendations after the findings of the study:

- Building resilience in students has positive impact on their academic performance. Therefore the teachers must strive to build resilience in children.

- Building resilience in students has positive outcome on students' personality development. Therefore, educators must develop programs on resilience to enrich the personality traits of children.

- Students must be given a thorough orientation regarding the importance of inculcating resilience.

- An intervention such as building resilience is effective. Thus, it could be applied in the school curriculum.

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Corporate Social Responsibility : The Influence of Employee Engagement on Corporate Social Responsibility

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Abstract

Including more people being aware of corporate social responsibility, questions have arisen concerning whether there is a link between employee engagement and corporate social responsibility. Corporate Social Responsibility (CSR) is being considered as a significant component of a company's performance and activities, with the goal of increasing employee engagement. The goal of this study is to find out how employee engagement and corporate social responsibility are linked. The research was carried out in Erbil, Kurdistan, at vehicle dealerships. In total, 53 people took part in this study. According to the findings of this study, higher levels of corporate social responsibility can lead to higher levels of employee engagement, which supports the research hypothesis. The researchers recommended getting a larger sample size for similar studies in the future due to the study's restriction of a limited sample size.

Keywords— Corporate Social Responsibility, Employee Engagement, Erbil, Kurdistan.

I. INTRODUCTION

Corporate social responsibility (CSR) is a highly valued term that can be considered one of the key components in any organization's or company's success (Abdullah et al. 2021). CSR is a concept with numerous explanations and numerous economic (Ahmed et al. 2021), environmental, and social components (Akoi et al. 2021). Because CSR is seen as a key component of a company's success and activities (Ali & Anwar, 2021), employee engagement will have an impact (Ali et al. 2021). Because employees play a significant influence in a company's success, there is a link between these two variables (Ali, 2014).

II. LITERATURE REVIEW

Corporate social responsibility is an essential idea that can be considered one of the aspects (Andavar et al. 2020) that determines a company's or organization's performance (Anwar & Abd Zebari, 2015). CSR is a concept with a variety of definitions as well as economic (Anwar & Abdullah, 2021), environmental, and social implications (Anwar & Balcioglu, 2016). Businesses and government agencies are becoming more interested in this concept (Anwar & Climis, 2017), which has sparked a spirited debate among experts (Anwar & Ghafoor,2017). Increasing attention in the first place, as well as the efforts made by all organizations (Anwar & Qadir, 2017), has led to the improvement of labor standards and anti-corruption measures (Anwar & Shukur, 2015). The origins of the concept of corporate social responsibility as we know it today may be traced back a long way (Anwar & Surarchith, 2015). A greater grasp of CSR is beneficial not only for comprehending the interaction between businesses and their stakeholders, but also for understanding and having a better notion of what business's role in development and contribution to society should be (Anwar, 2016). The concept of corporate social responsibility is not new or revolutionary (Anwar, 2017); the underlying tenet that a firm has a social obligation in addition to profit maximization objectives has a long history (Anwar, K., & Louis, 2017). The concept and practice of corporate social responsibility (CSR) was alive and well between 1900 and 1960 (Aziz et al. 2021). Many major businesses in the first half of the twentieth century were accustomed with involving businesses in community issues and business (Demir et al. 2020). Employees are more conscious of the expansion of obligations and the firm's responsibility to society these days (Faraj et al. 2021), which means that

employers are paying close attention to this issue, which should be handled seriously by managers and businesses (Hameed & Anwar, 2018). The enthusiastic engagement of employees at all levels of the organization is the key to success in any corporation (Hamza et al. 2021). Engaging employees in corporate social responsibility is one aspect of having a responsible corporation. Because the workplace has an impact on employees, involving them in CSR will increase their performance while also boosting the organization's reputation (Ismael et al. 2021).

Conceptual Framework Research Model
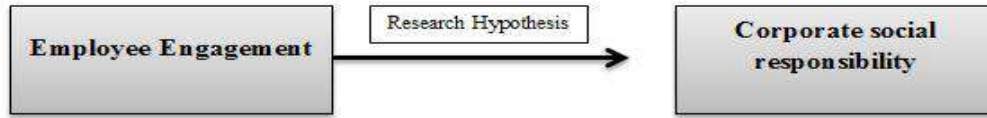
Fig.1: Research Model

Research Hypothesis

Higher employee engagement level can be achieved by higher level of corporate social responsibility.

III. RESEARCH METHODOLOGY

The purpose of this research is to examine the relationship between employee engagement and corporate social responsibility. The study was carried out among car dealerships in Erbil, Kurdistan. Total of 53 participants involved in this study. Five point likert scales was used in this study ranging from not important at all to very important.

IV. DATA ANALYSIS

Table 1- Demographic Analysis

Items	Scales	Frequency	Percent
Gender	Male	30	55.6
	Female	24	44.4
Age	20-29	18	33.3
	30-39	17	31.5
	40-49	13	24.1
	50-59	6	11.1
Education	Bachelor	45	83.3
	Master	9	16.7
Experience	Less than one	9	16.7

	1-5	26	48.1
	6-10	17	31.5
	11 and over	2	3.7

The above table (1) demonstrates the participants' demographic analysis participated in this research. In regard of the participants' gender; 55.6% of the participants were male while 44.4% of the participants were female. In regard of the participants' age; 33.3% of the participants were from 20-29 years old, 31.5% of the participants were 30-39 years old, 24.1% of the participants were 30-39 years old, 11.1% of the participants were from 50-59 years old. In regard of the participants' level of education; 83% of the participants had bachelor degree and only 16.7% of the participants had Master degree. In regard of the participants' experience(s) 16.7% of the participants had less than one year of experience, 48.1% of the participants had 1-5 years of the experiences, 31.5% of the participants had 6-10 years of the experiences and only 3.7% of the participants had 11 years and over of the experiences.

Table 2- Reliability Tests

Items	Cronbach's Alpha	Number of Items
Employee engagement	.849	10
CSR	.775	10

The above table (2) shows the reliability test of 10 items for employee engagement and 10 items for corporate social responsibility. The Cronbach's Alpha for ten employee engagement's ten items = .849 which is greater than .6 this means that ten items used for employee engagement factor were reliable for this study and the Cronbach's Alpha for ten corporate social responsibility's ten items = .775 which is greater than .6 this means that ten items used for corporate social responsibility factor were reliable for this study.

Table 3-Correlations Analysis

Factors	Pearson Correlation	Engagement	CSR
Employee Engagement	Pearson Correlation	1	.858[**]
	Sig. (2-tailed)		.000
	N	54	54
CSR	Pearson Correlation	.858[**]	1
	Sig. (2-tailed)	.000	
	N	54	54

**. Correlation is significant at the 0.01 level (2-tailed).

The above table (3) shows the correlation analysis between employee engagement and corporate social responsibility. The value of Pearson Correlation = .858[**] which is greater than 0.01 this means that there is a positive and strong correlation between employee engagement and corporate social responsibility.

Table 4- Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858[a]	.736	.731	.39631

a. Predictors: (Constant), engagement

The above table (4) shows the value of R Square =.736 which means that 73% of the variables are explained in this study.

Table 5- ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.808	1	22.808	145.220	.000[b]
	Residual	8.167	52	.157		
	Total	30.975	53			

a. Dependent Variable: CSR

b. Predictors: (Constant), engagement

The above table (5) shows the value of F for both variables (employee engagement and corporate social responsibility) is 145.220>1 which indicates there is a significant association between both variables.

Table 6- Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.278	.250		1.115	.270
	engagement	.963	.080	.858	12.051	.000

a. Dependent Variable: CSR

The above table (6) shows the value of Beta=.858 which is greater than 0.01 this indicates that there is a positive relationship between employee engagement and corporate social responsibility.

V. CONCLUSION

The main aim of this research is to find out the relationship between employee engagement and corporate social responsibility in car dealership in Erbil, Kurdistan. A multiple regression analysis was used to analyze this research. Two different variables have been analyzed; employee engagement as independent variable and corporate social responsibility as dependent variable. The findings of this study revealed that higher employee engagement level could be attained by higher level of corporate social responsibility, accordingly the research hypothesis supported. The limitation of this study was the small sample size; the researchers recommended obtaining bigger sample size for similar studies in the future.

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Review on the Implementation and Localization of TBLT in China

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Abstract

Task-based language teaching approach is a popular and powerful teaching approach in foreign language teaching. However, the researches in its application and localization are rare. This article takes teachers' and students' perspectives as study object, trying to find out their different or identical views about TBLT. What' more, the advice towards the mismatches is beneficial to the later study of TBLT in China. Researches find that teachers' belief in FLT are not consistent to TBLT, and they have low confidence in implementing it. Students hold more positive views about TBLT, and they become more confident after a semester's learning. Advice suggest that more teacher training is needed, and it is important for teachers to interact with students both in class and out of class.

Keywords— TBLT Implementation; teachers' belief in TBLT; Students' understanding in TBLT.

I. INTRODUCTION

Task-based Language Teaching began in the 1980s and gradually matured in theory in the 1990s. It is a teaching approach that developed from Communicative Language Teaching. It shares the same beliefs that language should be learned as closed as possible to how it is used in real life. Since the 1990s, most Asian countries have adopted Task-based Language Teaching approach in foreign language teaching. In 2003, the National English Curriculum Standards for Senior High School (experimental draft) promulgated by the Ministry of Education explicitly proposed to use the TBLT approach in English classrooms.

Compared with the traditional grammar-translation teaching method, TBLT makes the process of language learning truly a process of students' active thinking and autonomous learning. Task-based teaching approach

theoretically balances the conflict between language form and meaning and the conflict between improving language fluency, accuracy, and complexity. Therefore, once task-based teaching approach is proposed in China, it has become a focus of attention and research of English teaching and research personnel.

However, when TBLT is implemented and applied in classroom, a lot of problems arise. Some teachers do not know what a task should be, and how to design an authentic and useful task for students. Let alone the big scale of class, heave teaching pressure and testing pressure, and the mixed ability of students.

Hence, a lot of studies try to explore the predicament of implementation and localization of TBLT in EFL classroom. Generally, their studies focus on three parts: teachers' beliefs in TBLT; students' perception of TBLT;

the applied bias or mismatches of TBLT in EFL classroom.

1 Teachers' beliefs in TBLT

As the core in a classroom, studies concerning teachers is first and foremost. In order to explore the actual implementation of TBLT, it is necessary for us to look at teachers' beliefs in TBLT.

Teacher beliefs, in Borg's (2001) view, refer to "teachers' pedagogic beliefs or those beliefs of relevance to an individual's teaching". Calderhead (1996) proposes five main categories of teacher beliefs: beliefs about learners and learning, beliefs about teaching, beliefs about subject, beliefs about learning to teach and beliefs about self and the teaching role. In a study which explores Hong Kong English teachers' beliefs in TBLT, Winnie Laifan Chan (2014) adapted the above frame, he investigates English teachers' beliefs about the English language, their beliefs about teaching English language, their beliefs about learning English language, their beliefs about the role of English teachers and their beliefs about English learners.

1.1 Strong beliefs but poor understanding and implementation

Teachers' strong belief in TBLT benefit to the implementation of it. Although some teachers may not have a clear understanding towards TBLT, but they are very willing to implement it, especially high school teachers. Yuying Liu and Tao Xiong (2016) studied 26 college EFL teachers for non-English major students, and their finds show that though there are constraints from various aspects (including, the teaching materials, large class size etc.) for the successful implementation of TBLT, TBLT received very positive feedback from teachers. Most of the teachers in this study hold positive views towards TBLT even though they have a low-level understanding of principles and practices of TBLT.

1.2 Inconsistent teaching beliefs to TBLT

Exception exists. There is a study show that even teachers may have a quite well understanding towards TBLT, but their own teaching style and beliefs may not be consistent to it. So, they will not use task-based teaching approach.

Winnie Laifan Chan (2014) investigated 10 Hong Kong secondary school English teachers. For each participant, there were initial interviews, pre-class-visit interviews, and post-class-visit interviews and at least two classroom observation. The researcher in the current study finds that, even though the English teachers have a good command of TBLT principles, they may not implement TBLT to its full extent, because their central beliefs and more strongly held beliefs may have an overriding influence. Two central beliefs: first, English lessons are to equip students well for assessment; second, exercises can prepare students well for assessment.

1.3 Low beliefs and lack of confidence

However, the fact is, most teachers do not even have clear command of TBLT, and their beliefs are not consistent with TBLT principles. And those factors directly lead to their low confidence towards TBLT.

Xinmin Zheng and Simon Borg (2014) investigated Three Chinese secondary school teachers of English from different level of school. They found that TBLT was defined in a narrow manner and was strongly associated with communicative activities, especially oral work involving pair and group work. One of the participants reported that:

Using TBLT meant increasing the opportunities I gave students to speak

English in pairs and groups. Tasks could only be used in moderation due to

the examination system and large class sizes.

They confine TBLT to a kind of teaching approach that only students' oral expression and cooperation ability can be improved, and they use TBLT just to create active classroom atmosphere. The reasons behind it are unsupported teaching conditions and teachers' low understanding towards TBLT.

Relatedly, Xuejun Ye (2018) investigated 13 English teachers in a private secondary school, and the participants reported that their incompetent proficiency in English, understanding TBLT and designing appropriate tasks

impede their implementation of TBLT. The lack of confidence was extremely conspicuous in new teachers.

Similarly, Qi Chen and Clare Wright (2016) investigated 4 English teachers in a private high school, where the CLT is highly recommended. They found that even at a quite supported environment, that is no large-scale class, students' ability not so poor, and CLT approach is the main approach in this school, teachers' lack of confidence turned to be the most serious factor that impede the implementation of TBLT. Qi Chen and Clare Wright (2016):

> Participants all felt constrained in using TBLT, which they ascribed to lack of professional development, despite the extensive training they all had during their first year of teaching in HSZC, and to a belief that TBLT was not always locally appropriate.

> Participants also lacked confidence about their capacity for task design and achieving successful task outcomes; this was closely tied to concern over students' poor accuracy in written English in exams.

Not only university and middle school or high school teachers concern about their teaching ability and perception of TBLT, primary school teachers also have the problem about designing tasks and reasonably organize a TBLT class.

Dingfang Shu and Yan Zhu (2017) investigated two primary school English teachers in Shanghai, and one of the participants is foreign teacher came from Australia. They analyzed teachers' classroom discourse and did semi-interview and classroom observation. It is worth noticing that they use narrative frame and teacher-led discourse to do their research. The study found that both the two teachers used Task-supported teaching approach instead of task-based teaching approach. The two teachers' understanding of the task concept and the cognition of the task's function in language teaching directly affect their classroom teaching behavior. Therefore, to promote curriculum reform, it is necessary to develop and implement in-service teacher education projects based on specific teachers and school characteristics.

II.   STUDENTS' PERCEPTION ABOUT TBLT
2.1 Students' low interest and understanding toward TBLT

Not only teachers' beliefs and implementation matter, students' perception on TBLT is also important, which influences their attitude and cooperation in English learning. Once teachers can grasp students' need and interest, get enough feedback, the language teaching will be gorgeous.

Jun Tang, Yunfan Yang and Luan Zhang (2016) investigated the applied bias of TBLT in several science and engineering universities, from the students' perspectives. According to their findings, many students know little about TBLT, and have low interest in it. Less than half of the students expressed their willingness to accept this kind of teaching method.

2.2 Mismatches between teachers and students in terms of the implementation of TBLT

In their comparative study (Yunfan Yang and Luan Zhang, 2016) between teachers' and students' perceptions on the task difficulty, measures to solve problems, teaching content in TBLT and the advantages of TBLT, teachers and students behaved quite different.

In general, teachers are more optimistic about the difficulty of accepting task-based teaching approach than students. When encountering difficulties in task-based teaching approach, most students tend to change tasks spontaneously, which will change the teaching objectives to a certain extent and leads to a certain deviation in teaching effects. In terms of the advantages and actual effects of task-based language teaching, the deviation is mainly manifested in whether it is helpful to academic performance. This shows that teachers may ignore or underestimate the advantages of improving academic performance, which may dilute the functional requirements of task-based teaching in the expected goals, deviate from the goals expected by the students, and

ultimately affect the actual application deviation in teaching effect.

2.3 Advice to the mismatches between teachers and students

Jun Tang, Yunfan Yang and Luan Zhang (2016) further gave four advice:

1. Choose the appropriate part to teach in TBLT

2. Optimize the setting of difficulty

3. Cultivate students' sense of subjectivity

4. Strengthen the communication between teacher and students

John Harper and Handoyo Puji Widodo (2018) did a study in Shantou university, to investigate the mismatches between the instructor's stated purpose of the lesson and the students' perception of the purpose of the lesson. The participants in the study were students of Global Law English 2 (GLE-2) at Shantou University. The subject of this micro-evaluation was a TBLT-based law lesson. Their findings show that:

"most of the students enjoyed having in-class discussion in that they thought a discussion task as a learning platform for enriching their linguistic resources and knowledge because they could learn from each other."

So, they promote the negotiation between teachers and students. And balancing form-focused learning tasks and meaning focused learning tasks is badly needed inasmuch as both content and language are always integrated.

Although not many studies explore the effects of TBLT from the students' perspectives, the similarities of the above two studies can leave us some implications. Teachers should involve students to the design of task, and make appropriate task, if necessary, teachers can introduce to students the TBLT approach.

2.4 Related studies abroad

Some studies not conducted in China can provide us some experience and implications. Atefeh Hadi (2013) did a comparative study between English teachers' and English learners' perception. All the participants are adult learners. Opposite to Tang, Yang and Zhang's study (2016), Hadi (2013) found that learners have more positive views than teachers on TBLT implementation.

Learners believed that TBLT was more appropriate for small group work than teachers. Therefore, it can be claimed that compared with teachers, most students did not find text book materials suitable for task-based instruction.

Hadi also advocated the self-study of teacher and professional teacher training about TBLT.

YouJin KIM and Yeonjoo Jung (2017) did a study in a private university in Korea, tried to investigated the implementation of a new one-semester TBLT course from the feedback of students. Questionnaire and focus participant observation and interview were conducted. It is worth noticing that the instructor was a professional task-based teaching teacher, so the study can be seen as a pure research to study the perception and experience of students. After analyzing the data from questionnaire, it is implied that students liked the interactiveness of the tasks and the speaking practice.

This task focuses on a student orientation. This reminded me of my first day as a new student, attending the student orientation. It was interesting to compare my orientation and the orientation information provided in the task.

This comment suggests that when the task content focuses on something relevant to students' lives, they would more likely participate in using Korean, they may show more interest in completing the task. About the interview and observation of the focus participant, it shows that her confidence with task performance was increased. The focus participant and the other students changed their perceptions toward tasks over one semester as they became more accustomed to this approach.

YouJin KIM and Yeonjoo Jung (2017): "although the students' interest in participating in TBLT increased

gradually, their beliefs about the usefulness of tasks for English learning and the effectiveness of TBLT compared to traditional instruction showed more variability."

We can see that no matter how different students performed in the acceptance or willingness to TBLT, they are all very keen to see obvious progress, that is, grade.

III.   IMPLICATION AND ADVICE

3.1 Teacher Training

Since the studies show that many teachers did not know exactly what TBLT is, and young teachers face a problem of lacking confidence, and elder teachers have no access to get into understanding of TBLT, almost all the researchers advocate the professional teacher training about TBLT. (Pei Chen, 2009; Winnie Laifan Chan, 2014; Yuying Li and Tao Xiong, 2016; Xuejun Ye, 2018; Yuanhua Xie and Qiuli Chen, 2019...)

> It is suggested that schools at all levels can take on more responsibilities for teacher development and training, so as to form a "dynamic, three-dimensional and sustainable development" teacher development model of the state, local governments at all levels, and schools. (Pei Chen, 2009)

3.2 Special Teaching Materials for TBLT

The confusion and obsolescence of teaching materials is an important factor hindering teachers from implementing task-based teaching. In the interview, teachers all said that if they can use the teaching materials based on the task-based teaching, it will help them to implement this teaching mode more actively and accurately in the classroom. (Pei Chen, 2009)

Develop more teaching materials based on the concept of TBLT to reduce the psychological burden of teachers in implementing this method, enhance their confidence in operating tasks, and enable them to organically combine the theory and practice of TBLT, and truly improve the efficiency of foreign language teaching. (Yuanhua Xie and Qiuli Chen, 2019)

3.3 Highlight Students' Participation

Students' involvement and interest in TBLT in quite important, Dingfang Shu and Yan Zhu (2017) advocated that teachers should listen to students to adjust the teaching activities in classroom, and it is very important for teachers to interact with students both in class or out of class.

> Teachers need to strengthen their understanding of students' ability and adaptability, and use it as a basis to develop application modules and implement task-based teaching activities with moderate difficulty; students should communicate with teachers in a timely manner when encountering difficulties, and effectively address their problems and needs Give feedback to teachers, and actively work with teachers to continuously optimize tasks in order to achieve the desired teaching effect.
>
> (Jun Tang, Yunfang Yang and Luan Zhang, 2016)

IV.   CONCLUSION

Since the concept of task-based language teaching was formally proposed in the early 1980s (Long, 1985), this language teaching practice concepts and methodology has not only received active attention from theoretical researchers, but has also been written into English curriculum standards in many countries and regions where English is a foreign language, and has been continuously tested in teaching practice. However, under the "global fever" wave of TBLT, one reality that we cannot ignore is that its implementation in English classrooms around the world is full of resistance, and successful cases are rare. Most studies on the factors affecting TBLT or CLT curriculum reform show that teachers' understanding and implementation of TBLT is the key to implementing task-based teaching. What' s more, the participation and involvement of students also deserve our attention. Different studies to primary, middle and high schools and universities show that teachers generally hold a positive attitude towards TBLT, but their incompetent ability and

lack of confidence will lead implementation to failure. So many researchers advocate for more professional training and there should be more negotiation between teachers and students to co-construct a task-based classroom.

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The shallow bond: the profit motive figuring into Virginia Woolf's feminist message

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Abstract

Woolf's vocabulary of feminist emancipation was the vector of her migration towards the genre of the novel. For all the vindictiveness it bears against gender inequality, exploring feminism as potential (i.e., as future-oriented) was not untouched by the writer's inward-turned contradictions despite her choice of the variety of the narrative to intercept the strain of reminiscence (therefore the sentimentalism) of her poetry. "After being ill and suffering every form and variety of nightmare" (Letters IV, 231), Virginia Woolf "by the light of reason, tr[ies] to put into prose" (ibid) her idea of female empowerment to "keep entirely off" (ibid) the danger of patriarchy. Proving the efficiency of her feminist message as an author was within Woolf's battle against a stretched life of introversion with a view to explore the broader opportunity presented by prose. However, a conspicuous part of her mental instability was Woolf's unclear relation to the profit motif behind the project of female authorship which acquired a significance that always threatened to frustrate her very feminist concept.

Keywords— Feminism, gender-obsession, history, profit motive.

INTRODUCTION

Woolf's biography stands in a place where the line between androgyny and feminism can at times seem thin. While she bestows on Orlando the privilege of homoeros which enables him to infringe sexual stereotypes, transforming the bonds of gender-consciousness hardly leaves concealed Woolf's performativity of the idea of gender as what verges on double discourse. At first blush, androgyny saves the narrative from the obsession with gender thanks to the epiphany of the mother as the vehicle of an ecstatic state which is also synonymous with sexlessness. However, the unease we feel beneath the androgynous design of Orlando underscores the author's same oscillation between the introversion towards her biographical background (on the one hand) and the urge of extroversion typical of any aesthetic experience (on the other). A caboodle of other uncertainties furnishes Woolf's relation to whatever she exacts upon her ideal of the female writer. Nothing assures the defeat of this model. However, for all the optimism in the promise of toppling the monumental stereotyping of women as men's inferior, the female is bound with a life contract to a world system

not easy to alter. I insist on the idea of contract in the sense of belonging to a pattern that exceeds gender divisions into a cosmic design that does not always take *woman* as its enemy. Changing perspectives is how a woman can be recognized as such. Besides, it is within Woolf's own discourse that the woman writer faces the haze of feminism: which actually denies her absolute victory. The a-clitic portrayal of Orlando is what spares him the vengefulness of a gender war. On the other hand, the empowered woman in *AROO*[1] retains the same indecision when it comes to the parameters of her feminism. No matter what the bonds of a feminist commitment require, Woolf has created a situation in which a woman writer is unable to extirpate herself from an order equipped by her male counterpart as much as herself. So it is in nature, so it is in society: and with regards to feminism, changing the status quo for women begins with the unwillingness to relent to oppression rather than attempting to meet a condition that is not always corresponding to real life experience.

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[1] All my subsequent mentions of *A Room of One's Own* will occur in the form of this abbreviation.

Introversion vs. extroversion: the uncertainty of Woolf between feminism and homoeros

Woolf's starting point concerning women empowerment was the assertion of an equal right to education with men. However, it did not take long before her argument drifted into uncertainty. This is spotted in her excessive focus on the need for financial independency as the raison d'être to her entire struggle for women's rights. All this is reasonable enough. However, the feel of excess is instigated by the fervor of a gender-informed struggle which hides its other facet as the condescendence to the consumerist society set by a male-controlled world economy. Some critics, nevertheless, have seen quite the opposite. Here is Cliff Mills acquainting us with the subtle juncture between Woolf's demand for gender equality (on the one hand) and her ever-present recognition of the male design of a worldwide economist society (on the other):

> She established the connections between a male-dominated world, a warlike world, and a world devoted to making money. Women, she argued, must "think back through our mothers" and assert their need for education, professional training, and a public life. (Cliff Mills 90-91)

One thing to notice, however, is that "a male-dominated world, a warlike world, and a world devoted to making money" together with a woman's "need for education, professional training, and a public life" (Mills 90) are in fact one and the same thing. I think I can locate the problem in the Woolf line of thought precisely in her indeterminacy when it comes to the issue of a woman writer having a public life. The truth is that a woman writer is not only in the public eye because she is interacting with people from both sexes but because she is part and parcel of an established world economy she is not really able to change. This reflection alone is capable of ensuring a good deal of controversy around the economic motive underlying the very call for women's liberation. In this sense, the feminist argument of Woolf risks to fall short of the overtness it meant for itself. Gabrielle McIntire is among the critics who found in the androgyny of Woolf's aesthetics a redeemer from many obsessions:

> In a text that is more than half a flirtatious homage to the "real-life" Vita Sackville-West, Woolf draws analogies between herself and Orlando/Vita's mother, between birthing and writing a life, and between biological labor and the eros of the letter. In writing *Orlando*, Woolf claims to give birth to Orlando/Vita by writing his/her life as a fictional tale of androgyny across the centuries, loves her as her own child, and finds that in the eros of scripting her fictional-historical bios the alternately male and female biographer discovers a kind of Aristotelian happiness – where happiness is an activity expressing virtue, in this case the virtue of love. (McIntire, 119)

McIntire's remark is permeable to a considerable amount of skepticism. In a text much of whose length is a shout out to female writing as a metaphoric act of birth, one may justly ask: Why is Woolf in *Orlando* warding off gender-consciousness by conferring on Orlando an androgynous identity while she is also celebrating child labor as an exclusively female prerogative? Why didn't she (for example) replace child labor with the kind of metaphor inspired by the Hebraic or the Promethean myth of creation? Was she afraid of facing the charge of blasphemy? McIntire's reflection in the above quote is food for much thought as to the utility (also consistency) of Woolf's homoeros in a male-dominated world. That Woolf does not dispense entirely with the motherly instinct for the sake of homoeros is one way to doubt the very scope of McIntire's criticism.

In the above quote, McIntire visualizes the finality of the alternation of male and female consciousness as a form of Aristotelian happiness. One of the most pressing questions in this context is: How to pin down McIntire's idea of Aristotelian happiness in the first place? If McIntire is pointing to the Aristotelian happiness experienced by Orlando as the focus on the practical side of life rather than feelings, then this seems to be beside the psycho-behavioral depiction of Orlando who is in the midst of a criss-cross of feelings to say the least. From page 120 onwards, Woolf relates Orlando's unflinching sensitivity to female presence and absence at the same time:

> "Sights disturbed him, like that of his mother, a very beautiful lady in green walking out to feed the peacocks with Twitchett, her maid, behind her; sights exalted him – the birds and the trees; and made him in

love with death – the evening sky, the homing rooks" (12-13)

Orlando's solitary intimations are reported initially as something that "disturbed him". However, disturbance here is what only interferes with his field of vision. Once the fantasy begins, there is no hint of a nuisance befalling Orlando: contrary to that, his fantasized female presence has this capacity to transpose him into a state of ecstasy. One of the primary interests of this female apparition is this movement of the imagination to and fro between the two poles of presence and absence. By extension, we witness the same oscillation between gender-consciousness (on the one hand) and androgyny (on the other). My point is to say that imagination involves the broad significance of the gender of the apparition: namely femalehood. For all the exaltation it radiates, the same trance-like state is yet distinct for keeping the "dreamer" in love with death. It will be helpful, however, not to mistake death for an apocalyptic sense to life but to take it as the state of elation verging on non-being.

We are in for a rude awakening about the concomitance of female presence with death. This awakening is an additional layer to my current inquiry about the assurance (if any) brought about by Orlando's androgynous consciousness. Isn't the female (consciously or unconsciously) vying with androgyny over the literary space? In this case, why is the female always interfering with the neutrality of homoeros? Another thing: If the memory of the dead lady is a precursor to Orlando's gruesome fantasy, then it seems that homoeros in this equation is on par with death. Let me remind my reader that I conceive of death in my current analysis within a significance that vexes the idea of dying or of an ending to the life of a person, an organism or any other thing.

This considered, we need to cast a shaft of light on the idea of death also beyond the *souci* of any apocalypse to the aesthetic life of Orlando. Why again? It is because Orlando has been made by Woolf to resist incorporation within either of the two main gender patterns. This means that the presence of Orlando should not (and will not) be eclipsed by the gender of any other presence in his surroundings. Now how come that Orlando (who has been shielded by Woolf against sexuality) is made to be influenced by a female apparition? One may justly think that this pairing of the motherly apparition with death is Woolf's homage to the act of writing as conductive to a state of ecstasy. But this is valid only if we enclose the polysemy of death within the idea of ecstasy. It follows that motherhood breaks the narrow walls of its clichéd association with progeniture into the broader metaphor of artistic blooming. Androgyny is the grantor of this pairing

of motherhood and death in an extroversion much in assonance with the author's self-claim about writing as procreative.

How actually anaclitical is Woolf's valence between artistic creation and androgyny in *Orlando*?: A biographic perspective

Another entrance into McIntire's analysis of Woolf's (a)sexual portrayal of Orlando can be found in the probable correspondence he finds between the epiphany of the ghost of the mother as instigating a reflection on death (on the one hand) and how (on the other hand) this probable correspondence feeds itself on some of Woolf's earlier life chapters where (a) she first lost her mother at the age of thirteen then (b) she declares to have felt an incestuous attraction to Vita Sackville-West. McIntire quotes Woolf's diary:

> "lavishes on me the maternal protection which, for some reason, is what I have always most wished from everyone" (Woolf, 21 December 1925, Diary, vol. iii, 52).

"Protection" is the term used by Woolf to describe her own query during the connection she had with Sackville-West. Soon on the same page (i.e., on page 121), McIntire reverts to examining the point of view of Sackville-West about this very same connection. McIntire describes this relation as "anaclitic" (ibid) thus absolving it from any homoerotic suspicion. To flesh up his point, McIntire quotes Sackville-West's own words from her letter to her husband, Harold Nicolson in 1926:

> She makes me feel protective. Also she loves me, which flatters and pleases me . . . I am scared to death of arousing physical feelings in her, because of the madness. I don't know what effect it would have, you see: it is a fire with which I have no wish to play. I have too much real affection and respect for her.

While negating an erotic interpretation to Vita's point of view, McIntire quickly moves to accounting for the mechanism of narrativity in *Orlando* basically from the point of view of the narrator as three-layered:

a- First, there is Woolf who exists outside the text as its maker and de facto has lived a sexual experience with what will come through as the subject of her fiction. It seems in this sense that

Woolf's narrative has this outer layer to it as a work of art destined for an audience worldwide (while it hides its other facet as an introvert kind of confession).

b- The narrator doubles when asking for his text to be read as autobiographically as fictionally. This metanarrative streak of the text adds to its uncertainty between introversion and extroversion.

c- The third layer to narrativity is when the fictional narrator (whom we still must distinguish from Woolf) is also affectively engaged with Orlando whom he androgynously bears as son, lover and historical subject (McIntire P 122).

What is remarkable is this arresting overlap between these levels of narrativity in *Orlando*: also consequently between the different personae embodied by Woolf to the point that they merge together when demarcation becomes too blurred between them. This merger becomes too obvious towards the end of "Mr. Bennett and Mrs Brown" when Woolf invites the reader to break the virtual divide between the writer and reader (Tidwell 74). However, the question persists: If the demarcation is so elusive then why is androgyny still obsessive at least in the Woolf literal discourse? This, in my opinion, is what makes the gender component as much obsessive as hard to capture. Paradoxically enough, Woolf's indulgence in androgyny reinforces gender-awareness as the real subject of debate all the way through.

Orlando's feminized fantasy seems to disprove what Woolf had proclaimed in another place in the same book when she says: "Green in nature is one thing, green in literature another … The shade of green Orlando now saw spoilt his rhyme and split his metre" (*Orlando* 13). Orlando's reverie is an enchanting experience though his "love with death" permeates many interpretations. I lean towards the interpretation of death as the brink of ecstasy because of its rather exalting quality for Orlando. Contrary to Woolf's self- proclamation in the quote above concerning the overlap between her quest for protection: natural and sensual (on the one hand) and the persona of the narrator in *Orlando* i.e., the literary or fictional side of her consciousness (on the other) is Woolf's major thought (on page 13) that physical nature has this disadvantage of always disconcerting the ways of literature. Woolf draws a line between nature and literature while also confessing to how her personal clitic drive impinges on the core of what she writes. This double discourse within the same text is the telltale about the not totally a-clitic relation of Woolf to her text or at least about her surrender to uncertainty when it comes to gender identity inside and outside her aesthetic experience.

This closure is also partly antithetical to McIntire's persisting thought about Woolf's own sexual inclinations (therefore about details from her biography if any) as determinant of the content of her literature. This thought by McIntire also gives the impression of a *forcage*, in my opinion, because it is the kind of thought which does not take into account the nuances made by Woolf herself. Part of the problem with McIntire is that she mistakes the biographical for the autobiographical thus also mixing the clitical with the aclitical without heeding the duality in the discourse of Woolf as what gives room for a plurality of interpretations.

Nena Skrbic has pointed out this diversity typical of the Woolf discourse beyond the merit of a polysemy. Skrbic diagnoses this polysemy essentially in terms of a crisis or friction which (in her opinion) splits the text into weaker units. Skbric leans on Woolf's account about the insufficiency of language to convey the immediacy of the charm emitted by colors. "Nature and letters seem to have a natural antipathy (*Orlando 16*). One thing to remember about Woolf is that she favors fiction more than any person's biography: thus also favoring literature above history. It seems that Skrbic departs from the literal meaning of Woolf's own string of words in *Orlando* to land on what she conceives as the insolubility of the rapport between colors (on the one hand) and the words in literature (on the other). "Beyond that was blue, pure blue, black blue; blue that had never filtered down; that had escaped registration" (*Between the Acts* 16). These are Skrbic's words about how undenotable" she finds Woolf's description of the color *blue*:

> "The words "never filtered down" and "escaped registration" indicate that color somehow escapes representation and that words are too impure to describe it." (Skrbic 52)

In keeping with her skeptical tone, Skrbic insists on a dissociation between the imprint of nature in Woolf's eyes (on the one hand) and the words emitted by Woolf (on the other). Her skeptical remark triggers the kind of unease that can be downsized by the promise that neither "nature" is outdoing "letters" nor the opposite. The endlessness of this dual between nature and letters is the kind of metaphor that builds up upon itself: thus always rising above the *souci* of a closure.

Rosemarie Buikema's thought about Woolf's gender-consciousness as historically-informed

In the course of her interpretation of *A Room of One's Own*, Rosemarie Buikema quotes Woolf's idea that historians have been quite square in discarding the role of

women in society. Buikema makes out that this act of exclusion is viewed by Woolf not only as a token of patriarchal oppression but also (and more alarmingly) as an established tradition. Another ensuing thought by Buikema is that this abuse against women is what made Virginia Woolf step into the world of fiction to ensure a new presence to the female (Buikema, 2). I will now pull a thread from the analysis woven by Buikema to arrive at the hypothesis that Woolf's aesthetic venture does not ultimately obfuscate male presence in favor of the female. This, in my opinion, corroborates my former comment on McIntire that gender is an elusive entity rather than systematically female-biased. Also, Buikema's commenting on Woolf's idea of gender as history-informed (Buikema, 2) is my pretext for the current investigation in this subpart about the extent to which the position of the female in Woolf's fictional world is actually predicated on history:

> "Women must explicitly situate themselves in the world through fiction, by using their imagination. This act of situating oneself does not merely concern catching up, supplementing a history that is largely unwritten, but also and especially so analysing the forces that structure that history." (Buikema 3)

Buikema maintains that the author's imagination is expedient to counterpoise male oppression. There is also the idea that this new privilege she would relish in the world of fiction has the merit of substituting for the broadly unwritten part of history. Fiction is therefore the grantor of female entrance (albeit virtual) into history. Noticeable, however, is the fact that Buikema begins her argument by announcing a double-layered crisis underlying Woolf's entire idea of history:

a- There is traditionally a deliberate obfuscation of female presence by male societal authorities which, in Buikema's opinion, transpires through art. Hence the observation made by Woolf "during her strolls in London" where she "sees a lot of monuments but they all refer to a history in which not a single woman is in sight." Buikema considers this remark made by Woolf highly symbolic but also very decisive. Buikema's account is somehow exaggerated because the maltreatment against the female is never so absolute. And yet we have to admit to a crisis which often ensues from the confrontation of the female with her patriarchal society. A woman "trespassing" on the outer rims of the enclosed space designed for her by her male counterpart is facing the charge of an infringement which invites punishment of some sort.

b- The second layer to this crisis (what Buikema also describes as "Woolf's second programmatic issue") is that this trespassing will happen only inside the world of fiction: that is "by [women] using their imagination".

That it is not the kind of presence that enables women to "situate themselves in the world" unless through fiction is itself problematic. It testifies to a deep-seated awareness underlying the Woolf aesthetics about the actual impossibility of self-achievement for women: which generates this tendency to avenge women on the domineering male Other thanks to fiction. Not only that. Seeing women's revenge against the obfuscation exerted upon them in history in terms of a fictionalized existence (following the Woolf aesthetics) is a perspective which – by perversely considering fiction as sine qua non for women empowerment and consequently for history—risks to forfeit efficiency by not strictly meeting the requirements of woman empowerment as a real life issue.

The socio-economic stakes of a room of one's own

An arresting instance of a paradox lies in the leitmotif of "a room of one's own": precisely in the idea of a woman who literally needs a room (that is an enclosed space) plus an income in order for her to be self-reliant. Why is fiction the standard promise of socio-economic advantage and not painting for example? This is among the uncertainties in the Woolf argument typical of the text of *AROO* which invites as much curiosity as discredit. Why? Because it betrays the sharp paradox between Woolf's initial claim in favor of fiction as a woman's haven from patriarchy (on the one hand) while it quickly reverts into a tribute to money as the very concretion of this self-affirmation (on the other). A safe conclusion in my opinion would be that Woolf's ultimate goal was to turn literature into a source of material profit *tout court* and that anything beyond this conclusion is either a way for her to drift away attention from this truth or (on the other hand) an evidence about her inability to pin down her own literary venture to anything specific. In other words, she cannot help but swinging between the moralism of a not-for-profit life in fiction (on the one hand) and the vital need for a woman – like for any human—to earn a living (on the other).

It seems that the discourse of feminism is inextricable from the gender divides within the economic tissue of a society. The female self is left with one of the two positions: either to be a financial burden to the oppressive male or to stand up for herself as a materially autonomous individual. However, in the last case, the female individual (who aims to challenge her extant material-cum-social disadvantages) will end up alienated

from the very society she meant to challenge. It is simply because she cannot counter a system to which she concedes. This is the supreme uncertainty which threatens to undo the purportedly feminist message of *AROO*.

Rethinking Woolf's idea of history: Woolf's argument in favor of character and against the Edwardians

The consideration of the material side to Woolf's aesthetics provides one of the most arresting moments in her literature. We make sense of one of the paradoxes in the constitution of female authorship as what cannot be immune to the material influence of life (through the breaking of the news about Woolf's author acquiring a legacy from the colony) —but also explicitly to the colonial consciousness within Western authorship in its expulsion of ethnic subcategories. Ultimately, this legacy is as much material as colonial while it also demonstrates the intersection of history with the very celebration of this nascent female author. It is significant to begin by noticing how Woolf insists on discarding the hypothesis that the novel can be a colonial legacy:

> "I believe that all novels, that is to say, deal with character, and that it is to express character—not to teach doctrines, sing songs, or celebrate the glories of the British Empire, that the form of the novel, so clumsy, verbose, and undramatic, so rich, elastic, and alive, has been evolved." (Woolf "Bennett" 9–10)

Joanne Campbell Tidwell has quite made a point in this connection: "Woolf denies the political aims of novels as valid goals" (Tidwell 72). Woolf claims that her art does not purport to teach lessons or to indoctrinate people especially about the nationalistic legacy of the British Empire. She even describes the genre of the novel as "undramatic" yet "rich" thus discarding from it the moralistic kind of obligation towards the political legacy of the British as a nation but also and mainly, as a history.

Woolf's aesthetics seems to be in dissonance with the monumental past of her nation precisely because this past (in the Woolf optic) is where the implementation of patriarchy has begun. Tidwell makes the remark that "Woolf does not deny the fact that the Edwardians are primarily concerned with character, but she argues that "they are concerned not with the spirit but with the body" ("Modern Fiction" 147). Here is Tidwell explaining this thought:

> "Mr. Bennett and Mrs. Brown" appeared in the *New York Evening Post* in 1923 and was repeatedly reprinted. In both essays, Woolf describes two groups of writers, the Edwardians and the Georgians. In the Edwardian camp she

groups H.G. Wells, John Galsworthy, and Arnold Bennett. On the Georgian side are E.M. Forster, T.S. Eliot, James Joyce, and presumably Woolf herself. The Georgians are later called the modernists. The Edwardians might be best described as post-Victorian or pre-modern writers." (ibid)

We understand from the argument laid forth by Tidwell that Woolf has made the kind of taxonomy separating the Edwardians from the Georgians while claiming her own style to be specifically "Georgian". She justifies her self-classification as a modernist in terms of the adversity she bears against the patriarchal legacy.

In my opinion, this new idea of history postulated by Woolf ends up frustrating the writer's credibility. The disorder stemming from the equation she fails to strike between fiction (on the one hand) and materialism (on the other) is what also disorients her so-called modernist perspective of history. In other words: How can we possibly take in Woolf's thought that her art is exclusive to character and not to "teach[ing] a doctrine" or to "sing[ing] a song" while in *AROO*, for example, she claims that an income is needed for a woman to survive in a patriarchal world. It follows that the woman character is fully committed to *singing the song* of her society. Another question: How can Woolf claim to focus on *character* as soul while she is actually concerned with *character* as *body, gender and money*. She argues against the Edwardians by saying that "they are concerned not with the spirit but with the body" ("Modern" 147) –while she is actually concerned with *corporea materia* when it comes to the characters she creates. Here is Tidwell again:

> "Woolf illustrates this beautifully in "Mr. Bennett and Mrs. Brown" when she describes a scene on a train, using both her own Georgian style and a slightly tongue-in-cheek version of the Edwardian style. The Edwardian details may tell us where the character is traveling but not why. They may tell us that she is poor but not why she is proud" (Tidwell 72)

Tidwell's words invite my pressing inquiry about the extent to which we can extricate the character from its world: precisely its patriarchal past: i.e., the extent of the character's dissonance with his society. Now let us recall Woolf's own words:

> "[Bennett's] characters live abundantly, even unexpectedly, but it remains to ask how do they live, and what do they live for?" ("Modern Fiction" 148)

On page 72, Tidwell quotes Woolf's labeling of the Edwardians as *materialists*:

> "If we fasten, then, one label on all these books, on which is one word *materialists*, we mean by it that they write of unimportant things; that they spend immense skill and immense industry making the trivial and the transitory appear the true and enduring" ("Modern" 148).

It seems that the alleged power in the Woolf rhetoric against the Edwardians finds its way into prominence only while maintaining the substantive *materialists* as a charge that (ironically) applies to Woolf's literature in more than one way as I have explained. The anti-colonial associations developed in Woolf's aesthetics of character hardly depart from a stigmatization of the Edwardians: it also betrays more than one instance of self-contradiction.

Tidwell accounts for Woolf's venture of revolutionizing literature using a modern approach to history (Tidwell, 73). Woolf makes it clear that change begins with the position of women in the family then in society and consequently in politics. She considers the same progression for the representation of the female in literature:

> "All human relations have shifted—those between masters and servants, husbands and wives, parents and children. And when human relations change there is at the same time a change in religion, conduct, politics, and literature." ("Bennett" 5)

Woolf's project within modern aesthetics is to dissipate the inherited masculinization of the literary tradition: especially of the period of the Edwardians. Tidwell unarguably adopts Woolf's standpoint about history as a repository of dogmas. He yet does not pause to reflect on the excess suffusing Woolf's standpoint in this regard:

> "Old methods of writing about society and human relationships no longer work. Writers must revolutionize writing, especially characterization. Here, politics have affected literature. Aesthetics have adjusted because of political alterations. Earlier, Woolf wrote that the novel's purpose was not political, but here she demonstrates that writing is not separate from political issues. The Edwardians' materialist methodology is no longer effective because values have changed." (Tidwell 73)

It seems that the same excess has been transposed to the Tidwell account where he fails to designate the common flaw between Woolf and the Edwardians. Part of this commonality is that Woolf's celebration of the female individual is not at odds with her materialism. This is what Tidwell misses in the analysis he makes in furtherance of the diary:

> "In her fiction, Woolf attempted to alter that structure, sometimes slowing time and at other points speeding it up, as in *To the Lighthouse*, in order to mimic the cadence of real life. In her diary, however, she follows the tempo of life by default. Instead of imposing an external order on life, as fiction does, the diary allows life to order the literature, […] to use the domestic as a guiding force in [her] art." (Tidwell 82)

Fiction coalesces with reality within Tidwell's view about the genre of the diary. However, he does not clearly respond to Woolf's argument against the Edwardians. Even when he reverts to questioning the very artistry of the diary, Tidwell does not revisit Woolf's materialism when it comes to the latter's idea of character:

> "Is the diary art, or is it merely a useful place to write out the fidgets, as she sometimes claims? Does the diary record real life, or is Woolf playing with reality? Her home life and her creative life are inevitably mixed together in the diary […]" (Tidwell 83)

Tidwell makes a historical point about Charleston as a haven for Reed (as for Vanessa Bell) to turn to from the hazards of WWI. The emblematic effect of this setting (what Tidwell on page 82 refers to as *pacifism*) enables us to visualize some of the obsessions underlying Woolf's preference for the genre of the diary as a stand against (what she views as) the Edwardians' materialistic concern with character. And yet, the permanent symbolism of the setting in the Woolf literature brings us face to face with the author's deep-seated historical-consciousness which cannot help infiltrating her diary. It ends up that the diary takes more from the genre of the biography than from fiction: it is closer to the historical timeline of Woolf and her contemporaries. In light of this, I think it is safe to arrive at Woolf's historical materialism as what filigrees her text: a truth she probably was too arrogant to condescend to taking upon herself.

The (cultural) stakes of the profit motive in Woolf's engagement with market economy

In *AROO* and the *Three Guineas,* Woolf makes a point by saying that a woman can take writing as a livelihood. In her book, *Gifts Markets and Economies of Desire in Virginia Woolf,* Kathryn Simpson reflects on the dilemma concomitant with this woman-empowering venture. Simpson criticizes this aesthetic-cum-professional venture as the place where "women run the risk of being **seduced** and **subsumed** by the powerfully enforced ideologies and values of the male-dominated capitalist system, and of being entrapped anew by the pressures of the profit motive" (Simpson 14). Simpson is assuming that Woolf is undergoing (or at least running the risk of) a dilemma. In other words, she hypothesizes that Woolf is trapped in the uncertainty (what Simpson on page 14 refers to as *anxiety*) between the vital need for financial independency (on the one hand) and the societal repercussions of the fulfillment of this need (on the other). Being paid as a writing professional is, according to Woolf in *AROO*, what saves the literary profession from the humility and frivolousness accompanying a writing that is left unpaid: Paying a female writer, says Woolf, "dignifies what is frivolous if unpaid for" (*AROO* 62).

Beyond the self-assured tone of Woolf about the essay as a staple of modern literature, she remains unsure about the rapport between her art and how mass consumerism can affect the quality of the essay as much as the feedback it will receive. Woolf remains reproachful towards market economy with regards to the impending danger presented by mass consumers vis-à-vis her art. She justly thinks that her audience may intervene with the quality of what she writes because (as the producer in the chain of consumerism within market economy) she has an audience to please whether she likes it or not. This, in itself, is food for much discomfort on her part no matter how she seems to admit to playing the game of market economy. Reaching the status of the woman writer (who is *ipso facto* financially independent) paradoxically cannot spare this same woman the trouble of having to deal with the financially ensnaring consumerist society (Kathryn Simpson 14).

Portraying herself as a shopper is one of Woolf's techniques of how to spotlight the female response to the patriarchal dominion: here from the perspective of market economy. *AROO* aptly engages the female in "the ever-changing and turning world of gloves and shoes and stuffs" (*AROO* 86). This depiction alone is capable also of positioning the female within the inexorable tide of fashion and consequently of time. Beyond the concern for clothing items, the female shopper in *AROO* has a double prerogative. She is object (bound to follow fashion as a consumer) and also subject (actively committed to promoting the market economy by means of her purchasing power). We make sense of the female position in the modern world through the expedient of fashion and of shopping. Here is Kathryn Simpson again:

> "Although Woolf depicts herself often as a somewhat reluctant shopper, her writing asserts the importance of women's economic freedom and participation in this central experience of modernity" (Simpson 15).

I may adduce that the instance of the reluctant shopper is a metaphoric hint about whether to admit her contribution to the market economy as a tangible proof of her independence from the custody of the masculine or (contrary to that) to take this very contribution as a reinforcement of her subjugation to a world economy all designed by men: therefore as a reinforcement of her historically-unchanging position as man's second.

Few lines down, Kathryn Simpson treats this very same hypothesis: that is whether to take the female shopper as the embodiment of free will or not:

> "As shoppers, women are subject to the manipulative power of a male dominated capitalist economy driven only by the profit motive, which sets up a power dynamic in which women are constructed as passive dupes, tricked into spending money on the basis of an impossible promise of a satisfaction of desires." (Simpson 14-15)

An arresting irony lies in how Simpson arrives at the more disconcerting truth that women's desires are never fully satisfied in the market economy. This truth (that women shoppers are forever thwarted by the impossibility for their wishes and desires to be fulfilled) yields the more bitter certainty that capitalist economy is the carrier of the cliché about men as dallying in love matters: therefore as the potential manipulators of women. Rather than adjusting to our expectations about the benefits of female engagement in market economy, the capitalist context of *AROO* acquaints us with a new portrait of the female in a constant tug-of-war against a male world order. Participating to capitalist economy as a writer (then *ipso facto* as a consumer) brings the female face to face with the truth that (in so doing) she is unconsciously asserting her passivity in a men's world. By earning a living from writing, a woman is paradoxically repositioning herself in the midst of an economy where she seems to have no rights to waive in the first place. The profit motive transcends the market

economy and is consistent with women's larger gender struggle. The latter comes through essentially as a battle for survival rather than a control issue.

In *Mrs Dalloway* Woolf makes the precision that taking care of a dog is of higher importance "than sitting mewed in a stuffy bedroom with a prayer book!" (*Collected Novels* 41) By ridiculing the reading of a book of prayer in terms of the passivity it entails upon the minds of its readers, Woolf attempts to rectify this status quo through writing. Woolf's bias for writing reveals itself as a reactionary response to *reading* as what she construes as mere imbibing of old precepts and dogmas. Besides, old literature is written by males usually with "fantastic Christian names" (*Collected Novels*, 5): it basically records their past victories in wartimes more than anything else. However, and for all its luring associations, the historical hypothesis made by Woolf hardly spares her the trouble of self-contradiction. How? This is simply by acknowledging the merit of writing over reading. It is as if she is unconsciously immunizing her body of literature against male readership in a metaphoric act of sexual priggishness (what the French call *pudeur*). So, on the one hand, Woolf preaches writing as a livelihood for the female seeking empowerment. On the other, Woolf resists old texts whose readership is plagued by the mania for religious and historical glories. So, how can she be against the act of reading (if only of old prayer books) while she also needs a readership for her written material (otherwise she will technically not earn a penny)? This ambivalent attitude is what in my opinion creates this feel of anxiety in the mind of Woolf as in my own. Woolf's persisting discomfort with a literary corpus she deems monumental (because it is either written by males or targeting the lazy minds of a religious audience) already betrays the obsessive character of gender in her mind. A similar remark has been sustained by Kathryn Simpson that anxiety "[is] also a product of Woolf's largely antithetical attitude to consumer culture" (Simpson 14). A possible solution to this riddle can be sought in the Woolf's admittance of the inherently fragmented nature of modernism and that it ultimately finds meaning to itself in the eclectic aspect of its readership.

Woolf's unease about the question of gender in modernism has also been highlighted by Elena Gualtieri who brings into contact the two poles of Woolf's dilemma: namely "cherish(ing) the essay as the first of modernist forms in its fragmentary, unresolved and preliminary character" (Gualtieri 18) (on the one hand) and "[Woolf's] perception of the modernity of the genre, which she saw as indissolubly linked to the emergence of mass readership, consumer culture" (ibid) (on the other).

The uncertain substitutability of Woolf's grievance against science

Woolf states that the worth of her aesthetics will be shown as what gives women a chance to substitute for the adversarial position they were made to occupy not only in literature. In the Woolf logic, literature can be oriented towards redeeming the deliberate eschewing of women in different walks of life: science, genetics, neurology, to name only a few:

> "Throughout *A Room of One's Own*, Woolf remains mindful of science as part of culture, both as a part of culture which has oppressed women, and as a part to which they have contributed and can continue to contribute" (Michael Whitworth 176)

This is the remark made by Michael Whitworth about Woolf's message in *AROO* which compresses her criticism of the reductionism typical of 19th century science and culture at large. If it were not the case, Woolf points out, "the subject of our talk might have been archaeology, botany, anthropology, physics, the nature of the atom, mathematics, astronomy, relativity, geography" (*AROO*, 27). Woolf hits a fair point with her self-account that her literature is the mirror-image of a state of crisis entailed by the absence of the female from the intellectually-engaging field of science. Beginning by admitting to an extant crisis is Woolf's preliminary towards offering a solution to the slot in the cultural landscape left by the exclusion of women.

However, the pessimism accompanying this very admittance hardly takes her argument anywhere beyond a frenzied incrimination with no apparent possibility of redemption. Woolf's ironic remark in the same direction (for its tongue-in-cheek aspect) corroborates this same idea: "take an apple and remark, Newton discovered the laws of gravitation and Newton was a woman" (*AROO* 111). Woolf's concern is double: it is one of social status which automatically migrates into a *souci* about the literary canon. However, by claiming this crisis, she is also unconsciously acknowledging the merit of science over literature: as if a woman scientist is a priori superior to a woman of literature. By extension, Woolf seems to have an inferiority complex or at least to be not fully cloyed with literature as a woman-empowering profession let alone as an intellectual activity.

Providing an argument which bears riddles as to her own complacency about the feminist cause leaves unconcealed the deep-seated crisis in the Woolf argument. She postulates that, because women are excluded from science, then they stand no chance to embody a scientific

profile in literature. Woolf's concern with the oppression exerted upon women is unconsciously transformed into an exacerbation of the same injustice. Woolf is *de facto* translocating this extant crisis from reality into her literature by taking science as a vintage point. Woolf has designed her literature as a surrogate for science. However, this design casts down women's entire fortune to catch in literature. Even though Woolf's feminist purpose is elevating, what partly invalidates it is this reference to science as the requirement for its solemnization.

Berating Whitworth's optimism about the *vitality* of Woolf's message

This subpart is arranged as a reactionary response to the claim made by Michael Whitworth about *vitality* as what he considers to be Woolf's most distinctive purpose in *AROO* but also as the connecting thread between the socio-economic background of the author (on the one hand) and the book itself (on the other). Here are Whitworth's words:

> "The crucial concept for *A Room of One's Own* is vitality. Vitality is the conceptual bridge between the material conditions for literary creation (money and privacy) and the act of creation itself." (Whitworth 176-77)

In effect, glossing Woolf as "mindful" (Whitworth 176) of the status quo is self-contradictory. In the Whitworth logic, Woolf is *mindful* of women's oppression in the patriarchal society. On the other hand, Whitworth finds in this *mindfulness* a vitalizing force (he uses the substantive *vitality*) which –according to him— connects the book to its socio-economic background in very positive terms. In my opinion, this can be true only if the book offers tangible solutions to women's oppression.

Another problem with Whitworth's use of the epithet *mindful* is its striking neutrality at least in this context. I think this term fails to confer any edge on Whitworth's criticism of the conceptual (as well as the constructive) purpose of *AROO*. Rather than answering the question How does *AROO* ever intervene to mend the ills of society?—Whitworth has stopped at a diagnosis of the problem and that is it.

I validate the same remark for Whitworth's use of the term *vitality*. Vitality is what Whitworth conceives as the umbilical cord connecting the "material conditions" surrounding the appearance of the book to the latter as a literary output. Let us agree that the term *vitality* is somewhat vague if not downright nonsensical. Although the term attempts to account for the energy emitted by *AROO* (from the Whitworth perspective) as something positive, uplifting and even buoyant, I think that it

ultimately casts a meager quality on his interpretation of the novel for not just one reason.

Taken from the side of logic alone, this account occurs within the chapter entitled "Scientific and Medical Contexts". This chapter exposes different prejudices about women's inferiority in terms of mental health that have been reinforced within the medical context since the 19th century and even before. *Energy* is a key-concept in this chapter which treats the evolution of medical treatment of cases of neurasthenia from both genders and how this medical treatment was deeply influenced by the 19th century medical theory which, in turn, reverberates with the popular theories of thermodynamics of the same period. According to these theories, a woman's provision of energy should be kept aside for the sake of reproduction; while a man is allowed to be more physically engaged in his daily practices because he is thought to have a more active disposition: "Male cells had the tendency to dissipate energy, while female cells stored or built it up" (Whitworth 171-72). What arrests me is that Whitworth's account about "the 'active' qualities of sperm and the 'passive' qualities of ova" (ibid) remains neutral all the way; therefore on the expository (rather than the argumentative) side. I would say that the affirmative form in which it occurs condemns Whitworth's entire statement (at least in my opinion) to complicity.

In this case, how can we ever adhere to his former description of a so-called *vitality* animating the text-context relationship in *AROO*?

If "the conceptual bridge" (Whitworth 177) between Woolf's text (on the one hand) and the historical influence behind it (on the other) is not brought under a lens which seeks to criticize then to mend this very bridge, then the *vitality* of this conceptual bridge observed by Whitworth vibrates with nothing but the mimesis of a persisting state of crisis. In other words, unless we consider the social images depicted in Woolf's work as ironic, then Whitworth's notion of *vitality* applies only to an expanding old life system according to which women are kept as men's second. *Vitality*, following Whitworth's logic, can be tracked down in the survival of the old system which finds legitimacy to itself in the survival of gender divides in social behavior as well as in science. This is a good justification if we want to adopt Whitworth's idea of *vitality* in the bond between text and society. As a result, if the role of the novel stops at recording gender-conscious distinctions, then it (i.e., the novel) will hardly upgrade itself beyond the level of a diary. The charge of complicity, then, is contaminating the novelist who, herself, embodies the figure of the condescending, will-less (never the embattled) female. By

this same logic, the substantive *creation* used by Whitworth will remain on the allusive side because we cannot speak of an act of literary creation in the case of Woolf as long as no hammer is wielded in the face of old gender dogmas. In other words, there can be no cohabitation between a text that is *vitally* connected to its dogmatic socio-economic entourage (on the one hand) and the prospect of a literary creation (on the other). If one exists, the other will vanish.

CONCLUSION

The impermanence of Woolf's skepticism about the men-made capitalist society is a problem that her feminist message hardly seems to solve. By binding the history of her nation also to a celebration of men's achievements (basically conquests), Woolf is also falling into self-contradiction when dodging the nationalistic past of her country wholesale. Her emphasis on character as what should exceed the intramarginal (sexual and materialistic) depiction of women and make allowance (in her logic) for the more enlivening dramatic commitment is also wanting in its relation to the stakes of the now-point of the present. Paying nothing to whoever sings the songs of its society is how Woolf scoffs at the conformism with a history made to worship its male idols. However, and for all the pessimism she seems to bear to the idea of history, Woolf is also depicting the woman in full commitment to the *now* through the medium of fashion. The metaphor of a woman in a store shopping for shoes and gloves is the perfect telltale of adaptation to the flow of history. Woolf, anxious to win honor against her patriarchal society, is unwittingly falling for the very system she has planned to debunk. Fashion is one of the conditions of women's contract to the profit motive. Woolf's argument is not infrequently out of joint. She fails to color her point of view to the truth about women's being part and parcel of the mercantile society where she can live out no full independence unless she exposes her literature to an audience from both sexes and consequently gets paid from both. Woolf's anxiety is not less sharp in her approach towards science. She finds in the unjust avoidance of women's presence in science much of a springboard to raise the same issue in literature. However, she betrays her deeper thought that her aesthetic orientation is a matter of expediency rather than a choice based purely on a feminist cause. Ultimately, it is not without meaning that Woolf's gender-conscious distinctions are motivated by a keen discontent about a historical condition that is never offset by the desire to score victory over men. In attempting to understand Woolf's argument as an ode to female independency, we succumb to the more realistic closure

that feminist authorial control is about committing oneself to a position of an utterly metaphysical quality.

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James M. Decker's forced thought of an end to ideology in George Orwell's *1984*

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Abstract

James M. Decker examines 1984 under a skeptical lens as a statement in favor of capitalist democracy: which according to him thrusts Orwell forthright in the mist of ideology. A more compelling question, however, would be: Why was the interpretation of Orwell's 1984 mostly a trudge against one particular version of totalitarianism called Stalinism? Isn't it a form of complicity to always ground totalitarianism in Stalinism (thus also masking the totalitarianism exerted elsewhere in the world)? It seems it is not the Inner Party employing ideology to keep the masses under control as much as James M. Decker who provides an entrance into 1984 within a paradigm which excludes any possibility of meaning outside his apocalyptic landscape of a humanity not less thoughtless than out of history.

Keywords— end of history, end of ideology, post-totalitarianism, forçage.

I. LITERATURE REVIEW

In a syllogistic formula in his book, The *End of History and the Sane Man*, Francis Fukuyama displays his positive view of liberal democracy as the culmination of man's mastery over his universe. Arresting, however, is Fukuyama's reference to a world system as established as liberal democracy with the substantive *ideology*. Surprisingly enough, his use of this substantive will be dissected within his idiosyncrasy which hails liberal democracy as the strongest scoff at some peoples' surrender to the manipulative practices of the totalitarian economy. Fukuyama legitimates liberal democracy as *ideology* only insofar as the term stands for what grants sovereignty to the individual self against the sweeping tide of totalitarianism as the world's ruling economy during a certain period of time (ibid, 45). However, technical-cum-ethical accountability of some critics becomes subject of disbelief when James M. Decker (for example) chunks the entire idea of Fukuyama only to dwell on the latter's declaration that no ideology on earth is in a position to outshine liberal democracy. The way he works on his theory about an end to ideology discloses Decker's abuse of Fukuyama's lofty Nietzschean un-historical pursuit within the latter's reinvention of the theme of ideology.

Decker's inability to cross the threshold between totalitarianism (as a past time reference) and post-totalitarianism (as the next time reference which also stands for the bloom of capital democracy) keeps him trapped in self-contradiction. Why? It is because he visualizes an end to ideology while he also reflects on the endurance of ideology in Oceania as a "reality". Ironically enough, Decker's seesawing movement between ideology and its opposite is made loud in his attempt to fog this indecision by projecting it on Winston (page 139 in Bloom's book). We still have a feel of Decker's indecision where on page 16 in his own book: *Ideology*, he admits to the boundedness of the subject to the material world, therefore to the very workings of ideology:

> "Subjectivity does not arise merely from the physical ability to think; it grounds itself in the material. The subject, thus, functions not as a truly free agent, but as a phenomenon bound by specific–though flexible – parameters." (Decker 2004, 16)

Decker is acknowledging that a person's ability to think is not enough to grant them autonomy: a remark which reveals Decker's consciousness of an extant crisis between the individual (on the one hand) and an ensemble of forces

that are beyond his ken (on the other). However, later on (in the part which appears in Bloom's collection of articles), Decker also finds a systematic correlation between the end of ideology (on the one hand) and the end of history (on the other). So, how can we account for this ambiguity typical of the Decker line of thought?

In his article: "The Dual Purpose of *Animal Farm*" (Bloom 2007, 145), Paul Kirschner discards the fetish for literality the way it has occurred to Decker. Kirschner observes an underlay to the immediate impression left by Orwell's literature. This underlay according to Kirschner:

> "was artistic as well as political […] The appealing form of such stories, adopted by Orwell, interfered with the full and accurate expression of his political thought." (qtd in Bloom 2007, 145)

Kirschner suspects that Orwell's literary representation is a means to camouflage the author's very political obsession. In this respect, Kirschner is also joining the camp of Rob Kroes who excoriates the manipulative strategy of the Inner Party on the grounds of its "dislocation of human understanding by linguistic sabotage" (Kroes 1985, qtd in Decker 2004, 133). One difference between Kirschner and Kroes, however, is that the former will expatiate upon this very meditation until he arrives at the conclusion of a dilemma as the leading thought about Orwell. A closer ally of Kirschner would be William E. Cain who stigmatizes Orwell also as a pervert.

Research questions

The article is an attempt to answer the following questions:

1- How can James M. Decker emit a hypothesis about an end to ideology in Oceania heedless of the role performed by Orwell's text as a metaphor?
2- To what extent can we relate Decker's clock to the historical reality of post-totalitarianism?
3- How can the argument made by James M. Decker be validated while actually proven to have modified Francis Fukuyama's argument about history as security to his hypothesis of an end to ideology? In this case, what academic accountability did earn James M. Decker the privilege of having his article edited by Harold Bloom?
4- How felicitous was Decker's (among others') probing into Orwell's ideological background?

II. INTRODUCTION

Decker's crippling thought about politics as Orwell's ultimate message delays the access to the Orwell literature as an aesthetic experience. Maintaining that totalitarian ideology has vanished from the post-totalitarian world of Oceania reveals the discord in Decker's mind between literality and metaphor. Decker also extends his discussion to the certainty that resistance in *1984* (while proven inefficient) nullifies the sense of history from the events of the novel because of the actual elapse of totalitarianism as a time reference. This is another vintage point where to spot the absurdity of Decker's focus on history in the sense of a chronicle: therefore never as a new temporality predicated on the individual as potential.

Orwell manages to present us with the consequences of manipulative governments in the East and West where no prospect of creativity is available to their peoples. And yet, Orwell's treatment of this crisis of creativity in the post-totalitarian phase is not conductive to the truth that the author is also ideology-ridden. This is another instance where the Decker argument degenerates into the category of metaphysics of presence.

Decker has a serious problem understanding the idea of the end of history the way it has occurred, for example, to Francis Fukuyama. Decker rushes into linking post-totalitarianism (precisely the nascence of capitalism) with the end of history. For Fukuyama (among other critics), history crumbles to nothingness when the people becomes absorbed by such issues as pollution and addiction, i.e., when there is no concern with the intellectual activity of the people in these capitalist societies.

To lend credence to his idea of history, Decker observes the life of the citizens of Oceania as a concentration within the now-point of the present. He sees in this concentration a moment of stasis. However, the truth about the present moment in modern thought is its disconnection from the past of a nation (as a repressive kind of legacy) while it also projects towards the future as potential. The present therefore (and contrary to Decker's hypothesis) is the fullest concretion of history and consequently, of the individual's self-affirmation. The pathological time-consciousness imposed by the post-totalitarian government on the citizens of Oceania in *1984* can be taken as an image of the pervasive effect of party allegiance but is also (and by the same logic) a reflection of ideology: whether it is that of the totalitarian oppressor or of the nascent capitalism. Either way, we cannot link this post-totalitarian clock to an end to ideology.

While postulating his thought about death of ideology, Decker fails to provide an alternative to it within the inexorable movement of history and consequently, of ideas. Similarly, when attempting to offer insight into Fukuyama's concept of ideology, Decker is still incognizant of the latter's interpretation of the meliorative

role of ideology as a motivational force towards individual self-improvement: therefore as a benediction in disguise. The technical infelicity in his reading of Fukuyama teases out the truth about the correlation made by Decker between death of history and death of ideology as what not infrequently degenerates into a falsity.

Orwell and the charge of complicity with liberal democracy

An unsettling question is thorough-going in some parts of James M. Decker's book: *Ideology* about what he regards as the death of ideology in Orwell's *1984*. This death of ideology, in the Decker optic, is materialized in the representation of the desperate resistance by such rebels as Winston Smith and Julia: a representation which (still according to Decker) circumcises the aesthetic weight of the text and leaves the reader with a very cumbersome style as its dominating truth (Bloom 146-173). This feel of impotence left by the dysfunction of resistance is where ideology (according to Decker, I insist) is at a stalemate. Decker also correlates the death of ideology with the death of history: "Oceania contains no endings, no beginnings, no history" (*Ibid* 150). We understand how apocalyptic is the portrait canvassed by Decker for Orwell's post-totalitarian *Weltanschauung* in *1984*: "Orwell conceptualizes the end of history as a grim, vacuous realm where struggle has ceased and canine-like contentment is omnipresent" (Ibid). Juxtaposing *end of ideology* side by side with *end of history* not only obscures the metaphoric import of Orwell's text but also (ironically) betrays Decker's absolutist resistance of the new sense of history flowing from *1984*.

In an article titled "George Orwell's *1984* and Political Ideology" quoted in Bloom's edited criticism of Orwell, Decker persists on indicting what he discusses as Orwell's ideological bias. Decker lays a marked emphasis on Erich Fromm in this respect:

> For Fromm, Orwell excoriates the capitalist West for many of the same tendencies evident in totalitarian states, claiming that 'managerial industrialism, in which man [sic] builds machines which act like men and develops men who act like machines, is conducive to an era of dehumanization and complete alienation.' (Fromm, qtd, in Bloom 2007, 134)

Erich Fromm is aware of the connection between the economic growth of a world superpower (on the one hand) and psychological manipulation (on the other). He goes on with the precision that manipulation (what Fromm calls "conditioning", (Fromm 2008, 351)) in the western context takes the form of reward, motivation, and the attraction of consumers. However, in the East (and despite potential economic growth), manipulation veers towards terror (albeit not immediately sensed). Finally, Erich Fromm foresees the future in both contexts in terms of the peoples' compliance with the rules of the system which also means that no creativity is achievable by these peoples (Fromm 2008, 351). Such regressive portrait of men as mere cogs in the managerial machine of state economy is also articulated in Orwell's *1984* at least on its surface level.

Despite the tug-of-war in *1984* between the totalitarian machinery of the State (on the one hand) and people's resistance (albeit desperate) (on the other), Decker keeps pointing an incriminating index to what he takes as Orwell's "dual purpose" (Bloom 2007, 134): a serious charge of complicity with the very totalitarianism Orwell has set out to criticize. In an attempt to back up his argument, Decker quotes Anthony Easthope's idea that liberal economy legitimates infractions of democracy through state interventionism as well as the perpetration of injustices against the labor force:

> In a three-superpower world (Eastasia/China represents the third power), totalitarianism has spread far beyond its Stalinist roots. Antony Easthope validates such a perspective, observing that liberal democracy is complicit with the totalitarianism it would condemn in that it supports the undemocratic structures of corporate capitalism and state paternalism. (Easthope qtd, in Bloom 2007, 134)

A fair point was made by Decker such that Orwell's attack against Stalinism in *1984* is also valid for the other two world-superpowers: namely China and the USA. However, Decker's other hypothesis about Orwell's implication in the ideology of the totalitarians (what Decker describes as "dual purpose" (Bloom 2007, 134) is a sign of Decker's suspicious objectivity: which also obstructs the more luminous truth about Orwell's text as a renewable possibility of meaning. One necessary step to invalidate Decker's wide-eyed platitude is to take Orwell's text as a metaphor.

Decker's dilemma also known as *the end of ideology*

My orientation while approaching this dilemma is towards scrutinizing the quality of quotes cited by Decker especially from Fukuyama regarding East versus West power relations and the concomitant dissemination of ideology worldwide. Decker also quotes Fromm's point of view such that the danger of totalitarianism is independent from ideology (communist and capitalist) and this

(according to Decker) is due to "the demise of free market capitalism" (Decker 2004, qtd, in Bloom 134) as an obtrusive historical evidence. I think that Fromm's point is not in full concord with Decker's interpretation. I even consider that Fromm's statement: "the danger [of totalitarianism is] ... relatively independent of ideology" (Fromm 1983, qtd, in Bloom 134)—has been misplaced by Decker only in furtherance of the latter's moralistic mystification of his idiosyncratic hypothesis called *death of ideology*.

In some instances, Decker has pushed his interpretation of Fromm's idea about totalitarianism out of proportion: "One might, in fact, posit that Orwell's use of totalitarianism predicates itself on the end of ideology" (Decker qtd, in Bloom 134). Decker takes the perilous leap of making a projection –what I aptly call a *forçage*—of what he conceives as *end of ideology* upon another concept: namely *the end of history*. However, because the end of the history of capitalism was contingent on the factual dwindling of capitalist democracy (while the end of ideology is rather difficult to outline as a concept), I speak of a *forçage* due to the heterogeneity of the two notions as shall be elucidated in this chapter.

Fromm's quote shows the danger of totalitarianism as the ideology and practice which filigrees capitalism and communism indiscriminately. Fromm's meditation is such that the threat of ideology is the kind of reality which exists heedlessly of whether it is developing in the East or West. Fromm's holistic contention about communism and capitalism is that both are grounded in "industrialization, their goal is ever-increasing economic efficiency and wealth" (Fromm 2008, 350). In this light, we come to grips with Fromm's skepticism about capitalism and communism as what hardly departs from a materialistic interest (ibid). One thing to be brought under an inquisitive lens is the rationale behind Decker's frenzied enthusiasm about finding an end to ideology. The inception of this platitude made by Decker can be traced back to his distorted idea when it comes to the link between history and ideology in the first place.

While attempting to test Decker's observations which licentiously cross the line between the end of history and the end of ideology another question arises: What does Decker mean by the end of ideology at all? Is it really Fromm's deliberation he is perverting or maybe Fukuyama's? Let us take a look at this line quoted by Decker from Fukuyama:

> "There is now no ideology with pretensions to universality that is in a position to challenge liberal democracy." (qtd, in Bloom 2007, 148)

Fukuyama presents us with the kind of truism which takes the now-point of the present as a reference to measure the impact of ideology: a universal epidemic whose main form is liberal democracy. Not only is this economic trend spread worldwide but –in the Fukuyama logic—it is also the only universal phenomenon which mocks its economic quality into psychological manipulation. The superlative structure in the above claim made by Fukuyama refers us immediately to the latter's idea about the gravity of the danger presented by capitalist democracy. The same reflection is shared by Decker who finds in capitalist democracy an insidious vehicle of ideology. However, before we move any inch further, let us recall Fukuyama's unabridged statement as it originally occurs in his book *The End of History and the Last Man*:

> There is now no ideology with pretensions to universality that is in a position to challenge liberal democracy, and no universal principle of legitimacy other than the sovereignty of the people. (Fukuyama 1992, 45)

Fukuyama's syllogism strikes a balance in terms of power relations between free market economy (on the one hand) and the sovereignty of the people (on the other). What I also make out from this syllogism is the continuity of ideology both ways: that is whether it takes on the vesture of a world economy or of a socio-political movement of resistance. Either way, ideology for Fukuyama never comes to a close. Now the question remains: Why did Decker remove the coordinated clause (i.e., the second half of the entire sentence) to present his audience only with one part of Fukuyama's original statement? In other words, why does Decker insist on interpreting Fukuyama's analysis of the East vs. West map essentially in parallel with the death of ideology? What might underlie this hasty *collage* in Decker's mind between the death of history and (what he visualizes as) the death of ideology? We begin to approach his misconception when he says that counter-ideology is non-existent in post-totalitarianism and all that is left is the death of ideology. When he refers to the post-totalitarian behavior towards younger generations, then the confusion in Decker's mind between end of history and end of ideology is readily within sight:

> "Counter-ideology is invisible, particularly among children and young adults who, of course, were born after the Party's hegemony was complete. As O'Brien tells Winston, the Party 'cut the links between child and parent" (Decker, qtd, in Bloom 2007, 140)

With regard to the discussion at hand about Decker's self-contradiction, his consideration that: "Winston exists at the margins of the party, but he never leaves the circle itself" (qtd, in Bloom 2007, 142) betrays his obsession with ideology while he is unsure whether totalitarianism has actually vanished from the Orwell aesthetics or whether it still haunts his characters and readers alike. "In Orwell's formulation, once the threshold of totalitarianism has been passed, a return to ideological struggle is impossible" (ibid): this is the kind of overgeneralization that invites a review of Decker's understanding of the term *ideology* per se and of what he describes as "the threshold of totalitarianism" in the first place. Still, if the last-mentioned metaphor is a vintage point invented by Decker, then we are clearly at a loss where to situate this vintage point on the map of ideologies or at least on the historical timeline. This feeling of loss is the immediate result of Decker's impulsive attempt to dodge the truth about people's undying adjustment to ideology. Decker is incessantly plighted with inconsistency:

> "While Fukuyama argues that totalitarianism is a historical aberration that represents a 'pathological condition' that will inevitably be corrected, Orwell's dystopia presents a stark counterpoint that explicitly maintains the 'condition' could become permanent if other ideologies are rendered unthinkable." (Decker, qtd, in Bloom 2007, 142)

My question is: Where does Decker ground his assumption that other ideologies can ever be "rendered unthinkable" in the Orwell literature? And if so: that is in case one ideology outperforms others (which is also one of the possible readings Orwell's *1984* permeates), then we are *ipso facto* miles away from what he has referred to earlier as on as "the death of ideology". Decker's problem is basically one of logic.

Decker's claim in this last quote can be depleted if we consider that "valorizing the liberal subject" (ibid) is paradoxically born from the very mental idleness of the citizens of Oceania. I find that those citizens are –contrary to Decker's opinion—far from being "unconcerned with individuation" (ibid). One problem with Decker is that he freezes his line of thought within the literal denotations of the socio-political *Weltanschauung* discussed in *1984*. The portrait drawn by Orwell allows for the very antithesis of the point made by Decker. The "contentment" diagnosed by Decker in Orwell's human figures is only an impression: it is even a value judgment inflicted on the text from without, hence my aforementioned idea of a *forçage*:

that is of an act of violence exerted by Decker who dwells on literality and rescinds the truth about the survival of ideology in literature and elsewhere.

Decker's hope "for the return of ideological chaos and its attendant humanity" (Bloom 2007, 143) is the revelation of his non-comprehensive reading of Orwell because the chaos of ideology *does* inhabit life in an obsessive way whichever direction we take: otherwise how could we ever speak of resistance? "All sense of irony has been banished" (ibid): this is the very apex of Decker's entrenched resistance to the metaphoric import of *1984* while the Orwell depiction of stasis is irony itself.

Decker vs. Fukuyama: the battle of history vs. ideology

When emphasizing only one part of Fukuyama's entire reflection on the "bankruptcy of ideas", Decker was prejudiced towards injecting this part into the history of totalitarianism as if by force. One thing is that Fukuyama employed this metaphor of "bankruptcy of ideas" within a holistic explanation of the disparity between the Communist Left and the authoritarian Right with the precision that each system of government has its "ups and downs" (Fukuyama 1992, 39). Decker's misjudgment comes into view clearly in terms of his own ideological bias: which underlines his excoriation of Orwell's novel while the entrance he makes into Fukuyama's argument also falls forfeit.

A serious flaw of logic is when Decker misinterprets Fukuyama's speculations about the future of capital democracy:

> "Fukuyama posits that liberal democracy (usually of the capitalist variety) echoes the innermost desires of humanity and, in its purest form, will mark the end of history. Although 'a host of problems like unemployment, pollution, drugs, crime, and the like' will still exist, the absence of any 'deeper sources of discontentment' will preclude a return to history and its ideological posturing." (qtd, in Bloom 2007, 135)

As we read in Fukuyama's string of words directly from his book *The End of History and the Last Man*, we make out that the prospect of an end to history looms large in capitalist countries only if their ultimate preoccupations are with such issues as drug addiction, pollution, unemployment, etc. Unless the liberal mind embarks on deeper thoughts: what Fukuyama refers to as "contradictions […] whether life is truly satisfying" (Fukuyama 1992, 288), history will virtually come to a standstill. This is Fukuyama's controlling awareness about the end of history for democratic capitalism: an end which

yet does not predicate itself on the failure of totalitarianism in a systematic way: "Certainly, we cannot take the collapse of communism as a proof that no future challenges to democracy are possible, or that democracy will not one day suffer the same fate" (ibid). Fukuyama envisions the apocalypse of history as something endocrinal among capitalist countries themselves: that is functioning in the same way as a gland whose secretion is channeled inside an organism: not outside. What I understand is that Fukuyama diagnoses the challenges to the development of the historical sense in the western hemisphere as a function of an existential crisis among its people when life hardly exceeds such vegetative contingencies as pollution and addiction. The dwindling of communism in the other hemisphere, Fukuyama tells us, is not the booster of the historical timeline for the capitalists in a systematic way.

While Fukuyama maintains that the fate of the two hemispheres is somewhat different, Decker entrenches his assumptions upon a symbiotic co-dependency between the death of totalitarianism (therefore what Decker theorizes as the death of totalitarian ideology on the one hand) and the death of history in the capitalist world (on the other).

Misreading Fukuyama: Decker's crisis with post-totalitarianism

The absence of a clear sense of the post-totalitarian episode replayed in *1984* is the case for Decker who insists that Fukuyama interprets post-totalitarianism in *1984* strictly as anti-totalitarianism:

> "Opposing Orwell's vision of totalitarianism, Fukuyama holds that 'the most fundamental failure of totalitarianism was its failure to control thought' (Fukuyama 1992, 29). While doublethink and thought-crime might serve for interesting fiction, Fukuyama is clearly skeptical of their practical applications. Despite concerted attempts to exercise state authority within the confines of the human mind, the innate need for […] self-recognition undercuts efforts to control individual imagination (162)." (Decker, qtd in Bloom 2007, 135)

Decker's take on how Orwell exposes state control in the totalitarian government unveils how the former always overlooks the deeper truth about Orwell's fiction as a metaphor. Most blatant about Decker is also his failure to highlight the unending potential for man within Orwell's macabre narrative. An example of such potential can be found in Winston's rebellion which – although it brings forth laughter rather than indignation in the Inner Party— stands out in its metaphoric aspect about the embattled will of the individual (on the one hand) colliding with the crushing will of the totalitarian authority (on the other). Similarly, Julia's resistance "from the waist downwards" cannot be incorporated in the category of the burlesque and is (in my optic) another expression of human potential elbowing its way into prominence in defiance of Stalinist dictatorship. The same holds for what Decker describes as the "instinctive emptiness" (Decker, qtd in Bloom 2007, 141) in the case of Winston who initially fails to have an erection with Julia. The body, in my sense, is another vector of man's anger at the bureaucracy of the State. Similarly, the benumbing effect of Julia falling asleep upon hearing *The Theory and Practice of Oligarchical Collectivism* read to her by Winston is an additional ingredient to the metaphoric underlay of the text vexing its own literality.

"The country's political machinery is exposed to Winston, but without a viable counter-ideology he lacks the critical vocabulary to articulate alternatives and work toward their realization" (Decker, qtd in Bloom 2007, 141-42). Contrary to Decker's pessimism, I find in these scenes from *1984* the actual carrier of "alternate ontological possibility" (the expression is used by Decker on page 136 from Bloom's collection of articles) to the individual. Decker's misreading of Fukuyama is an indication of the former's focus on Orwell's text essentially as an array of historical sketches: "For Orwell, however, the end of history is far from the sunny paradise that Fukuyama envisions" (Decker, qtd in Bloom 2007, 136). To say that Decker's fixation on literality verges on obsession is an understatement: "The narrative […] presents a horrifying vision of the consequences of absorbing an ideology so completely, so unquestioningly, as to eliminate ideology altogether "(ibid). The end of history portrayed in the novel is not immediately synonymous with an end to ideology: the potential of thought has been there all the way.

The leveling merit of this finding by myself works to the very disadvantage of Decker's argument which is also thoroughly beside the point made by Fukuyama. Decker also pushes plausibility to an extreme when he implicates totalitarianism in (what he conceives as) the murdering of ideology: "the regimes engage in the simulacrum of war in order to prop up an obsolete class structure" (Decker, qtd in Bloom138). Decker's idea about post-totalitarianism is barren and forcée: "Although the system that Oceania represents is definitely suggestive of totalitarianism, it would be better characterized as post-totalitarian" (ibid, 137). Taken from the side of logic

alone, if the ruling system of Oceania is post-totalitarian, then, it necessarily bears within itself the seeds of totalitarianism or at least the reverse of those seeds. In this light, Decker's point about the total death of totalitarianism as ideology shrinks to nought.

Decker's misconception about the now-point of the present in *1984*

O'Brien's catechistic remark to Winston about the relationship between ideology (on the one hand) and the historical time-consciousness of the people (on the other): "who controls the past controls the future; who controls the present controls the past" (Orwell 1983, 204)—is the telltale about the survival (also the efficiency) of ideology in how it freezes the subjugated people on the timeline. Building on O'Brien's remark about the blurred lines between all time references in the minds of the citizens of Oceania, this state of paralysis is the imminent consequence of ideology which undercuts the subject's sense of temporality and leaves them contented with the timeline imposed by a will exterior to their own.

Contrary to Orwell's clock, Decker seems to have quite a metaphysical time-consciousness: "The Party has, in effect, ruptured the very fabric of time and rendered it meaningless outside of the present" (qtd in Bloom 2007, 139). One thing is that the present is not in the slightest the most defining time-reference for the population of Oceania because the present (from a Nietzschean also a Bergsonian perspectives on man's relation to time) is the sole nexus connecting man to his universe: therefore the strongest form of self-affirmation. Following Decker's structure of belief that history has reached its end in the post-totalitarian world of *1984*, then how can we ever speak of the persistence of the now-point of the present? The issue, again, is obviously one of logic. Finally, O'Brien's metaphoric suggestion to Winston that the Party "cut the links between child and parent" (ibid, 220) is another symbol of an irreparable rift between past and present within the communists' time-consciousness. Because of its un-relatedness to the present, the timeline of a communist subject is not only out of history but is also (and more alarmingly) sunk in a bottomless state of a-temporality.

That "the inhabitants of a totalitarian society eventually come to believe in the very government that injures them" (Decker, qtd in Bloom 2007, 137) is a factor more suggestive of their vacuous time-consciousness even with the demise of the totalitarian system of government. The endurance of party allegiance is symptomatic of the ubiquity of ideology that has infused the life and minds of partisans and opponents alike. However, because it is ideological, the clock in the mind of a communist does not point to the present. Why not? Because at the root of ideology there is this disjunction between the citizen (on the one hand) and the stakes of the present moment (on the other) hence the mock-resistance played out in *1984*.

Fukuyama's benign conception of ideology

In his best-selling book *The End of History and the Last Man* (1992), Francis Fukuyama leans on the historical fact about the fall of totalitarianism in Eastern Europe to argue positively about the concomitant victory of liberal democracy which represents (according to Fukuyama) an "ideology of potentially universal validity" (Fukuyama 1992, 42). Fukuyama remains self-congratulatory about the idea of history as a cumulative process which expands into a collective knowledge of the laws of cause and effect (ibid, 56-57):

> As the Christian account of history makes clear, an "end of history" is implicit in the writing of all Universal Histories. The particular events of history can become meaningful only with respect to some larger end or goal, the achievement of which necessarily brings the historical process to a close. This final end of man is what makes all particular events potentially intelligible. (Ibid, 56)

Fukuyama lays out the claim that the end of history is synonymous with a hymn to man's full-fledged mastery of the laws of nature which will also reflect on his social and political progress (Fukuyama 1992, 57). Fukuyama's expression "end of history" comes into view as a metaphor of the crowning of man on top of his universe. He applies the term *ideology* indiscriminately to liberalism and to communism (Fukuyama 1992, 45) as what guides a community towards its highest good. What I make out hitherto is that what Fukuyama describes as *ideology* is nothing alarming: only a principle aiming at human concord: be it purely religious (Christianity, Islam, etc), or socio-economic (communism, liberalism).

Contrary to Decker, I am rather comforted by Fukuyama's benign meditation about the term *ideology*. I can see that Fukuyama has refigured ideology into the very locomotive of all phases of history until one end is achieved: which is the victory of the individual will over any will exterior to it. In the Fukuyama logic, the end of ideology is reached with man's liberation from totalitarianism. Decker does acknowledge the universal dimension in Fukuyama's idea about the end of history. However, he (Decker) eschews the bright side of ideology as what also permeates a felicitous turn of history. The now old-fashioned negativity of Decker's debate about ideology fails to distract Fukuyama's holistic pattern of

history: a pattern which tracks down human progress synergistically as we traverse the necessary path of ideology:

> Of the different types of regimes that have emerged in the course of human history, from monarchies and aristocracies, to religious theocracies, to the fascist and communist dictatorships of this century, the only form of government that has survived intact to the end of the twentieth century has been liberal democracy. (Fukuyama 1992, 45)

I need to make the precision that Fukuyama's conception of ideology is so original: precisely his reflection that the rise of liberal capitalism will not result in the ruin of ideology. On the contrary, Fukuyama acquaints us with the happy truth that ideology is purely a derivative of brainpower that has been progressing throughout the course of history towards an abdication of dogmas (religious or socio-economic): therefore of any world picture that is extrinsic to man's will. Here is Fukuyama again, from the same page:

> What is emerging victorious, in other words, is not so much liberal practice, as the liberal *idea* […] There is now no ideology with pretensions to universality that is in a position to challenge liberal democracy, and no universal principle of legitimacy other than the sovereignty of the people. (Fukuyama 1992, 45)

I am intrigued by the way Decker is so obstinate about hooking Fukuyama's standpoint to his own argument. By way of illustration (and on page 135 of Bloom's collection of articles), Decker misquotes Fukuyama's words about Islam: "Islam has virtually no appeal outside those areas that were culturally Islamic to begin with." But this is not what Fukuyama said. Following are Fukuyama's own words on Islam from his book *The End of History* (consulted by Decker in what is expected to be in full compliance with the rules of academic responsibility):

> "The appeal of Islam is potentially universal, reaching out to all men as men, and not just to members of a particular ethnic or national group." (Fukuyama 1992, 45)

Decker's mistake is not less ethical than technical. Besides, the occurrence of this misquote at an inaugural moment in his controlling argument (the way the article has been selected then edited by Harold Bloom within his collection of articles) enfeebles the credibility of Decker's entire hypothesis about an end to ideology. Despite the

nuance made by Fukuyama few lines down in his book when admitting that Islam may pose a threat to liberal democracy, Decker's uncompromising aversion of ideology (what he erroneously claims to be an adherence to Fukuyama's sense of ideology) imperils his very academic integrity in a devastating way.

Transmogrifying Orwell's *Weltanschauung*: Kirschner and Cain's idea of a dilemma

At first blush, it seems that Orwell was wrestling to pin down his political opinion. However, his reserved attitude towards the political interpretation of his literature betrays an entire *weltanschauung* which resists the unctuous consecration of politics per se. In the course of his self-account, Orwell was obviously "on his guard" to borrow the expression by Paul Kirschner (qtd, in Bloom 2007, 155) who reports Orwell's self-defense against the deceptive interpretation of *Animal Farm* immediately as a mirror-image to any political ideology on his part:

> "Capitalism leads to dole queues, the scramble for markets, and war. Collectivism leads to concentration camps, leader worship, and war. There is no way out of this unless a planned economy can be somehow combined with the freedom of the intellect, which can only happen if the concept of right and wrong is restored to politics." (iii 144)

Orwell introduces this apology of individuality as the new ethics that should never be at odds with the agenda of a politician. He solicits the more auspicious possibility of welcoming human frailties also as a pillar of a political design which "dissociat[es] Socialism from Utopianism" (iii 83):

> "Perhaps some degree of suffering is ineradicable from human life, perhaps the choice before man is always a choice of evils, perhaps even the aim of Socialism is not to make the world perfect but to make it better. All revolutions are failures, but they are not all the same failure." (iii 282) (qtd in Bloom 2007, 155)

By making the precision that the suffering among the least privileged is an organic part of the biography of a people (any people), Orwell is also drawing attention to the depiction of this suffering as an evidence of his realism. Kirschner observes an additional merit in the point made by Orwell when the latter exalts failure as a step towards success: therefore as crucial to self-improvement in its larger humanistic sense. A problem with Kirschner,

however, is that he levels the charge of being caught in a "dilemma" (qtd in Bloom 2007, 155) against Orwell as a result of this translocation in his discourse to and fro between Socialism and Capital democracy. Kirschner's confusion brings him close to another critic: William E. Cain who, in his article "Orwell's Perversity: An Approach to the Collected Essays", downgrades Orwell to the category of a *perverse*:

> "Orwell is wrong: the persecutors do not deserve sympathy more than their victims. But, perversely, Orwell feels the need to add that twist, knowing that readers will respond to it as I have done." (Cain, qtd in Bloom 2007, 126)

Let us take Cain's value judgment as an antecedent to spell out a more generous truth about Orwell's discourse which he (Orwell) seems never to deny. Cain's misconception lies in his sympathetic fallacy which drags him into circumcising the rational method in Orwell's "I feel sorrier for the persecutors than for the victims" (Orwell 1968, 4: 267). One way to approach Orwell's avowed compassion with the persecutors is to align it with the author's more engaging inquiry into the dangers of a totalitarian government to the intellectual freedom of a people.

It is actually Orwell who hints at a dilemma nowhere but within the minds of the persecutors. The last mentioned, by censoring literature, will end up with a writing that is conformist but not spontaneous. However, if (in the opposite case) they give the floor to freedom of expression, they will have to face dissidence:

> You can destroy spontaneity and produce a literature which is orthodox but feeble, or you can let people say what they choose and take the risk that some of them will utter heresies. There is no way out of that dilemma so long as books have to be written by individuals. That is why, in a way, I feel sorrier for the persecutors than for the victims. (Orwell 1968, 4: 267)

In observing that ideology is not less pestilent for the persecuted than for the persecutor, Orwell is anticipating those oncoming interpretations of his literature within a scope that is biased for Communism, Capitalism, or at best undecided between the two. Orwell explains to us that he did not employ a socio-political ideology in opposition to another. In essence, Orwell dramatizes tyranny in a metaphoric way: sometimes beyond the concern for the master/slave duality only to make room for his deeper literary-cum-humanistic end: which is the greater potential for the individual in how to explicate reality but also and mainly to pervert himself away from it.

III. CONCLUSION

Ideology is entrenched in a double pursuit. On the one hand, it is faithful to the irrational and overprotective will of the Inner Party. However, when dissent takes place, it veers towards its diametrical opposite as when capital democracy (allegedly a fair ally of the free, individual mind) also quickly transforms into a chastising force trapping its subjects in ruthless consumerism (next to a handful of other subtle forms of manipulation, espionage, etc) thus also rendering them as will-less. Conquering this fear of alienation happens in the Orwell optic thanks to the medium of art. Yet Orwell makes it clear that this conquest is never a full-fledged process unless we understand the limitedness of man essentially in light of his frailties. Control issues, staving off the possibility of thought, etc.: these are the stakes Orwell mentions never as a falsehood. In contradistinction to Decker's reinvention of the *death of history* as *death of ideology*, Orwell persists in acknowledging the creative power of the individual as a counterforce to the equally persisting strain of ideology.

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A Review of Translation Teaching Researches from the perspective of Eco-Translatology

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Abstract

Eco-translatology is a holistic study of translation from an ecological perspective. It began in China in 2001. It has filled the gap in the study of the "ecological dimension" of translation studies and promoted the development of translation theory in China. This article gives a brief overview of Eco-translatology studies. The author classifies the current translation teaching researches under the perspective of Eco-translatology; point outs the existing problems and shortcomings; and puts forward some opinions on translation teaching researches from the view of Eco-translatology, expecting to provide reference for future ecological translation studies.

Keywords— Eco-translatology, translation teaching researches, translational eco-environment.

I. INTRODUCTION

Eco-translatology was first introduced in 2001 by Professor Hu Gengshen in his paper An Initial Exploration into an Approach to Translation as Adaptation and Selection presented at the 3rd FIT Asian Translators' Forum. This paper redefines translation from the perspective of adaptation and selection, illustrates the relationship between translator adaptation and translator selection, and makes a new description of the process, principles and methods of translation from the perspective of adaptive selection. It initially forms the basic framework of translation as adaptation selection theory (Haggers, 2011).The publication of his monograph Eco-translatology: Construction and Interpretation (Hu, 2013) was the manifesto for the birth of Eco-translatology. It has formed its own ten core concepts, including the theory of "Textual Transplants" of translated texts, the theory of "Translator Responsibility" of translation subjects, the theory of "Ecological Equilibrium" of translation ecology, and the theory of "Text-Translator-Translational eco-environment" of

research perspective, an approach to Translation as Adaptation and Selection of translation performance,, the theory of "Three Stages of Translation" in translation progress, the theory of "Degree of Holistic Adaptation and Selection" in translation criterion, and the theory of "Survival of the Fittest "of the translations, the theory of "Doing Things with Translations", and the theory of " the Relevance Chain" in the development of translation studies. Viewed as an interdisciplinary research approach, Eco-translatology also has strong effect in explaining and guiding the translation teaching practice.

In Eco-translatology, the theories often applied to translation teaching include translational " translational eco-environment" "translator-centered" theory, "entirety / relevance" theory, and "ecological equilibrium" theory.

The translational eco-environment can be defined as the sum of all the external conditions that affect the survival and development of the translator. In a broad sense, The subject here is all organisms involved in translation activities, including original authors, translators, readers, initiators, sponsors, publishers, marketers, editors

and so on (Hu, 2013). All those factors can viewed as the members of "translation community". The extern al environment may include the natural and economic environment, linguistic and cultural environment, social and political environment which is related to translation activities. The translational eco-environment is intertwined by various elements, which is the sum of all kinds of natural and humanistic factors in the occurrence, existence and development of translation activities.

Translational eco-environment is a key term in Eco-translatology. During the early stage, Eco-translatology described translation as the translator's selection to adapt to the translational eco-environment to transplant the text. The translation process is translator's adaptation and selection. The translational eco-environment here also refers to the "world" presented by the source text, the source language and the target language. To be more specific, that is, language, communication, culture and society. And the "entirety" of the interaction of the author, the reader, the trustee, etc. (that is, the "translation community"). Translational eco-environment is a "collection" of many factors that restrict the translator's best adaptation and optimal selection. Here, "world", "entirety" and "collection" refer to the "synthesis" of the ecological environment related to translation. Therefore, translational eco-environment can be explained from three levels: large environment, medium environment and small environment, and also there are the differences between the external environment and the internal environment; it includes not only the object environment (such as the original text, translation, stylistic function, translation strategy, translation stipulation, etc.) and the subject environment (translator, author, reader, publisher, negotiator, reviewer, etc.), andthe material environment and spiritual environment, and so on.

Hu (2014) points out that the concept of "translator-centered" in the translation process are becoming mature and rational, and are also going through the test of time and practice. The main reason can support this statement is that 'translator-centered' theory can be illustrated from two levels: one is 'translator- dominated ' theory at the micro-level and in the translation process. The other is the translator responsibility at the macro level and at the ethical level of translation. Translator responsibility mainly refers to the responsibility of the translator in the overall translation activities, that is, the translator has the responsibility to coordinate the relationship between all parties, to keep ecological rationality, to maintain ecological equilibrium, and to maintain ecological harmony. Translator has responsibility to adapt to the ecological equilibrium, cultivate the ecology of the target language, pay attention to the acceptance and dissemination of the target text, and strive for the survival and long-term survival of the translated product. In other words, the translator presents the balanced and harmonious ecological holistic view of translation through the principle of translator responsibility.

The connotation of "entirety / relevance" in ecology is to attach importance to individual dependence on the overall environment (Hu, 2013). The interrelation and interaction between the various components of the system will make the system a unified and interrelated whole. The function of the entirety is also greater than the sum of the functions of the various components. Changes in any of these components in the ecosystem will lead to changes in other components. This is true of natural ecosystems, and the same is true of translational ecosystem. There is an inherent mutual interaction and overlapping parts among the components in the translational ecosystem, which makes the translational ecosystem an extremely complex entirety. Therefore, in the study of translational ecosystem, it is far from enough to study a certain sub-ecosystem in isolation. For example, when discussing the theoretical framework of translational ecology, we need to take into account the relationship between the translation management ecosystem and the translation market ecosystem, the relationship between the translation market ecosystem and the translation education ecosystem and so on.

Translation is a complex ecosystem. Because of the relevance, similarity and isomorphism between translation ecology and natural ecology, the balance in natural ecology also exists in the translation ecosystem. Only through the interaction between the subjects and objects of translation activities and between the subjects of translation activities and their external ecological environment can a dynamic balance system of translation

ecology be developed. Generally speaking, the ability of self-regulation within the translational ecosystem depends on the ability of the "translation community" represented by the translator within the system.

Wang (2011) makes an insightful analysis of the research paradigm of Eco-translatology from the cognitive perspective of deconstruction. He believes that Eco-translatology has the dual significance of deconstruction and construction. Han (2012) pointed out that Eco-translatology has drawbacks stemmed from the evolutionary theory, such as concepts of translational eco-environment, survival of the fittest, and the principle preserve the strong and eliminate the weak. It is necessary to redefine the concept of ecological environment in ecological translation. There is no denying the fact that Eco-translatology guides researchers to pay attention to the environment, translators, translations, and the survival status of the translations, and opening up new paths for translation studies, is affirmed.

II.   TRANSLATION TEACHING FROM AN ECO-TRANSLATOLOGY PERSPECTIVE

Eco-translatology has been rapidly developing and improving in recent years, which has attracted a group of scholars to begin to study its role in English translation learning and to explore practical solutions for translation teaching problems. At present, the authors found some relevant articles after searching on China National Knowledge Infrastructure, and those researches most focus on: teaching models of interpretation; teaching models of translation; reflections on and new understanding of traditional translation teaching concepts; re-examining Chinese translation teaching materials from the perspective of ecological translation studies; reflections on translation teaching; and combining ecological translation studies with corpus translation teaching.

First, the researches on the teaching model of interpretation. As a new interdisciplinary theory of translatology, Eco-translatology brings a new perspective and research methods to the teaching of interpretation. With the demonstration of project-based learning and instruction mode, Deng (2012) interprets how Eco-translatology works in the teaching approach of in interpretation and attends to establish a new mode for MTI

Interpretation from five perspectives including theoretic basis, objectives, preconditions, procedures and evaluation, the purpose of which is to cultivate the automation of interpretation skills, sustainable development of the interpreter capability, thus the harmony of interpretation eco-environment could be well achieved. In addition, this model emphasizes the dominant position of learners in the ecological environment of interpretation, their active experience in the thinking process of interpretation, and pays special attention to the application of the principles of Adaptation and Selection and Post-event penalty in the process of interpretation.

From the perspective of Eco-translatology, the article wrote by Sun (2017) explores the essential concepts of interpreting training modes and the composition of eco-interpreting competence, and constructs a multi-dimensional and dynamic eco-interpreting training mode. It discusses how to develop eco-interpreting competence in terms of six components of the mode, namely source language comprehension, target language delivery, discourse and context analysis, interpreting skills, cross-cultural communication via extra-language knowledge, and psychological quality of the interpreter. The eco-interpreting training mode is to boost the adaptive and selective ability of the interpreter in the eco-interpreting environment, and to bring a new approach to interpreting teaching study. Although this set of ecological interpretation training model has brought about a new path of interpretation teaching research with a distinct interdisciplinary nature, it has the same shortcomings as Deng's interpretation teaching model, and its practical application effect has not been proved by the way of empirical research. Therefore, the drawbacks existing in these two models and the ways to improve them also need to be further explored. Zhang (2011) proposes that the interpretation model from the perspective of Eco-translatology includes two aspects: survival of the fittest is the basis of the ecological interpretation model, and interpreters actively integrate into the interpretation environment and reserve their own opinions while merging. The organic combination of self-publicity and adaptation to the environment, and finally realize the establishment of the ecological network of interpretation. Harmony and unity is the principle of the ecological interpretation model.

In the ecological interpretation model, the interpreter is the mediator who connects the ecological interpretation activities and connects the ecological chain of the source language with the target language to form a harmonious and unified environment. There are also a scholar (Zhang Wei, 2016) who take Eco-translatology as a theoretical basis and culture-loaded words as a research focus to study interpretation teaching. This study finds that translators must strengthen their understanding of the cultural connotations of different nationalities, societies and cultures in the process of translating of culture-loaded words in order to ensure the accuracy of the translation.

Second, the researches on the teaching mode of translation. First of all, some scholars take their own universities as an example to elaborate on the application of Eco-translatology to the study of translation teaching model. Sheng (2015) takes China Three Gorges University as an example to explore the construction of translation teaching model for English majors from the perspective of Eco-translatology. It emphasizes the dynamic balance among many related factors, such as teaching orientation, teaching objectives, teaching content selection, teaching subjects, curriculum resources, teaching evaluation system and the regional market demand of Yichang tourism city. According to Eco-translatology, in the process of translation teaching, translators should pay close attention to the translation ecological environment of the text and make different degrees of dynamic choices to adapt to this environment. Teachers and students should become the two subjects in the ecological environment of translation, and the relationship between them should be changed from "giving" and "receiving" to equal interaction. Only the continuous improvement of the ecological translation teaching model, the sustainable development of the ecological translation system, the improvement of students' translation ability can achieve the goal of yielding qualified translators. Characterized by tea culture in Xinyang, Zhuang's paper (2016) combines the concept of "dynamic/ balance" with the process of translation teaching method with distinctive teaching objectives and teaching contents, relates the concept of "entirety / relevance" to the simulated ecological environment of translation teaching, and applies "diversity / unity" to translator-centered teaching methods in the teaching of tea culture translation.

In addition to taking their own universities as examples, some scholars apply Eco-translatology into teaching model from the angle of clothing translation and CET-4 paragraph translation. Analyzing the specific connotation of the "learner-centered" teaching concept in the teaching practice, Zhang and Xu (2013) focus on the teaching of clothing translation courses. Their paper probes into the teaching of "learner-centered" translation courses from the following aspects: ecological environment, the setting of teaching objectives and the selection of translation materials, after-class assignments and the evaluation of learners' learning effect. This paper demonstrates the feasibility of implementing "learner-centered" translation teaching in the ecological environment, and puts forward the corresponding measures in the light of the difficulties existing in the teaching. Cheng (2014) takes the paragraph translation from CET-4 as the research object, takes Eco-translatology as the theoretical basis and tries to establish a good ecological translation system according to the relationship of "dynamic/ balance", "entirety / relevance" and so on, which provide effective guidance for college English translation teaching.

There are few empirical studies on translation teaching model from the perspective of Eco-translatology. Shu (2014) integrates Eco-translatology into the translation teaching model to build a complementary system for cultivating students' translation ability and a harmonious and unified ecological environment for translation teaching. This study is characterized by the fact that students take on different roles and play a real role in translation projects. The advantage of this study is that t-test is used to demonstrate that the translation teaching model under the guidance of Eco-translatology can help students improve their translation ability, learn languages through translation, and they can also learn the information you need through the language. Wang (2015) takes the undergraduate English majors from Dalian University of Technology as the research object to make a comparative study of the effectiveness of the traditional deductive and ecological interpretation teaching model by means of tests and questionnaire survey. This study finds that Eco-translatology provides scientific teaching theories and teaching methods that develops learners' bilingual

communicative competence, cross-cultural awareness, encyclopedic knowledge and working language ability at the macro level. Without interpretation learners' good cooperation, Class teaching tasks can not be completed efficiently, and students take part in the learning tasks enthusiastically or perfunctorily will also lead to the polarized test results.

Third, rethink Chinese translation textbooks from the perspective of Eco-translatology. On the basis of summarizing the development of Chinese translation textbooks, Tao (2012) introduces the compilation, development and relevant studies of translation textbooks in the ecological environment of Chinese translation. This paper points out that the construction of teaching materials for translation majors in the new century should follow the basic ideas of ecological design: build a harmonious ecological environment of translation textbooks, encourage the interaction among editors, publishers and users of translation textbooks, establish a good ecological relationship of knowledge, strengthen the connection between translation knowledge and life, learners' personal experience and related disciplines, explain knowledge in a descriptive way, because the more room for learners to think, the more enlightening lesson for learners to think to learn, and the more the critical thinking ability and research ability of translators can be cultivated. In all, Translation textbooks are no longer static, but pluralistic and dynamic, in the process of continuous generation and adjustment.

Fourth, reflection on translation teaching. Song (2012) concluded that the core connotation of ecosystem in Eco-translatology is holistic relevance, and the holistic study based on the methodology of ecological holism is one of the main conceptions of Eco-translatology. By reflecting the translation teaching system from a holistic perspective, we can find the interrelation, mutual restriction and interaction among the components, reveal the internal relevance of the translation teaching system, put forward a new understanding for some traditional teaching ideas, and provide a new way to explain some confusing phenomena in teaching practice. Cheng (2011) regards translation teaching as an ecological environment system and proposes to construct an ecological environment for translation teaching. The purpose of this

paper is to cultivate the behavioral ecology of students' learning and teachers' teaching, as well as a flexible bilingual teaching model, so as to improve the initiative of foreign language learning and provide guidance for translation teaching activities.

Fifth, apply Eco-translatology into corpus translation teaching. Zhu and Wang (2018) point out that with a large number of real cases and effective statistical analysis of data, the corpus-based translation teaching model can enable translators to obtain different translation skills intuitively and objectively, and assist students to form their own translation ability, so as to effectively promote the improvement of translation teaching quality. The two scholars try to integrate translation teaching from the perspective of ecological translatology with corpus linguistics, combined with free Internet resources and related software, and combined with the strong industry background and unique language structure of Water Conservancy English. the behavior of constructing the corpus of water conservancy English translation teaching is commendable and innovative.

III.   CONCLUSION

As a translation theory put forward by the Chinese scholar, there are relatively few studies concerning the application of Eco-translatology into translation teaching, and there are spme suggestions from the following three aspects: For one thing, there are few articles on the application of Eco-translatology into translation teaching, and not to mention that those can be published by the authoritative journals. There are less than 10 those kind of articles are published on Chinese authoritative journal. For another thing, the research methods used in those papers need to be improved. In order to make those kind of researches more objective, this paper advocates that more research should try to use the research methods of investigation, statistical analysis and tests. Some scholars who have proposed the ecological translation teaching model are supposed to conduct tests to prove its feasibility. Moreover, those kind of researches should be further deepened. Most researchers apply translational eco-environment, learner-centered view, "dynamic/ balance", "entirety / relevance" to translation teaching studies. However, other important concepts of

Eco-translatology, such as the theory of "Survival of the Fittest" of the translations, the theory of "Doing Things with Translations", and the theory of "the Relevance Chain" have not been deeply applied to translation teaching. This thesis classifies and summarizes the current situation of translation teaching research from the perspective of ecological translatology, analyzes the existing problems, and puts forward reasonable suggestions for future research.

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Evolution of Public Financial Management in Bhutan

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Abstract

The purpose of this paper is to assess how the Public Financial Management (PFM) in the country has evolved over the years. Public Financial Management refers to the sets of laws, rules, systems and processes used by sovereign nations, to mobilize revenue, allocate public funds, and undertake public spending, account for funds and audit results.

An effective Public Financial Management (PFM) system are required to maximize the efficient use of resources, create the highest level of transparency and accountability in government finances and to ensure long term economic success. A strong public financial management system are essential to improve service delivery, poverty reduction and to achieve the Millennium Development Goals (MDGs).

The evolution of public financial management system in the Royal Government of Bhutan (RGoB) had its grass roots in the efforts of the third hereditary king (1952 to 1972) to expand and modernize the structure of Government and of society itself. The paper covers the public financial management in Bhutan in a chronological sequence since 1950s until the present period. It provides the readers with information on how the PFM in the country has evolved over the decades to meet the needs of the changing time.

The PFM landscape in the country has undergone sea change from the manual system to online-web-based system and will continue to improve and change for the betterment in keeping with the technological advancement in the world in the 21ˢᵗ century era.

Keywords— Accountability; Decentralization; Economy; Effectiveness; Efficiency; Five Year Plan; Good Governance; Public Financial Management; Public Fund; Transparency.

I. INTRODUCTION

Public Financial Management (PFM) refers to the sets of laws, rules, systems and processes used by sovereign nations, to mobilize revenue, allocate public funds, and undertake public spending, account for funds and audit results. It encompasses a broader set of functions than financial management and is commonly conceived as a cycle of six phases, beginning with policy design and ending with external audit and evaluation.

An effective Public Financial Management (PFM) system are required to maximize the efficient use of resources, create the highest level of transparency and accountability in government finances and to ensure long term economic success. A strong public financial management system are essential to improve service delivery, poverty reduction and

to achieve the Millennium Development Goals (MDGs). Activities range from the preparation and fulfillment of the budget cycle, budget oversight and control, taxing and debt management and procurement, to resource allocation and income distribution.

The evolution of public financial management system in the Royal Government of Bhutan (RGoB) had its grass roots in the efforts of the third hereditary king (1952 to 1972) to expand and modernize the structure of Government and of society itself. In 1961 an Accounts and Audit Committee was established called the **Gyaltse Kha Lowa[1]**.

- The Gyaltse Kha Lowa comprised of four members;
- one representative of His Majesty the King and

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[1] Ministry of Finance www.mof.gov.bt

- one representative each from the Cabinet, Public and the Monk Body

The Committee was responsible for the proper maintenance of revenue and government properties.

During the First Plan a major portion of the effort was expended establishing the necessary machinery for carrying out the development programme, such as the establishment of the Development Wing Headquarters with the Secretary General in charge, assisted by the Director of Administration and a Secretary as well as a Financial Adviser and Chief Accounts Officer[2]. The Financial Adviser and Chief Accounts Officer function in a dual capacity both as Financial Adviser to the Secretary General and as Accounts and Audit Officer for watching the expenditure of the various Development Wing Departments.

The Wing had 10 departments viz: Agriculture, Animal Husbandry, Forest and Soil Preservation, Power, Industry, Mineral Development, Roads (Bhutan Engineering Services), Road Transport and Telephones, Education and Health.

II.   FINANCIAL MANUALS/RULES

2.1   Manual of Financial Accounting and Services Rules 1963

The organization of the Wing and that of the financial system under an Audit and Accounts Organization were formalized with the issuance of the first edition of the Manual of Financial Accounting and Services Rules in two parts in 1963.

Part I covered financial management, particularly arrangements for provision of funds, financial principles, the system of financial management and control, receipts and withdrawal of money, budget and appropriation works, works other than Bhutan engineering services, contracts, store, staff cars and government vehicles for departmental use, and some miscellaneous provisions.

Part II covered service rules, particularly classification and creation of posts, requirements on first appointment and general conditions, fixation of pay, increments, leave, joining time, traveling allowance and medical aid.

The 1963 Manual was updated and revised in 1971 to suit the changes in the structure of the Government and the increase in government activities, conformably with the Five Year Plans (FYPs).

His Majesty the Fourth Druk Gyalpo, who began his reign in 1972, vowed to continue to work on the path set by his father and predecessor, and updated and expanded the Five-Year Plans. Five-year planning, as a system, has been institutionalized to provide direction for the Government in administering the affairs of the kingdom towards social and economic reliance, stability and progress, enriched with tradition and culture.

Modern public finance practices in Bhutan can be said to have begun in the early 1970s. Prior to this, most taxes were being collected in kind in the form of agricultural produce or as labor and the burden in either case was quite heavy. The levy on produce was on an average one fourth of production of each farming family and labor contribution amounted to about two month's labor for every adult. With the introduction of cash taxes based on type of land holding and on livestock, the burden on the population decreased sharply. However, labor contribution continued and formed a significant input in construction in the first two Five Year Plans.

2.2   Financial Manual 1975

To keep up with the programs of the Government under the five-year plans, the financial system was further updated in a Financial Manual issued in 1975. The Manual covered financial management and service rules, particularly general principles governing expenditures; the government financial organization; the Bhutan Civil Service Rules; the budget; sanctions and control of expenditures including delegation of powers; compilation of accounts; audit; and arrangement for cash, payment of claims, stores, etc. The service rules concerned matters such as emoluments, allowances, and employee benefits.

2.3   Financial Organization (1975)

The financial organization in the Royal Government of Bhutan was concentrated in the Ministry of Finance under the representative of His Majesty as shown below:

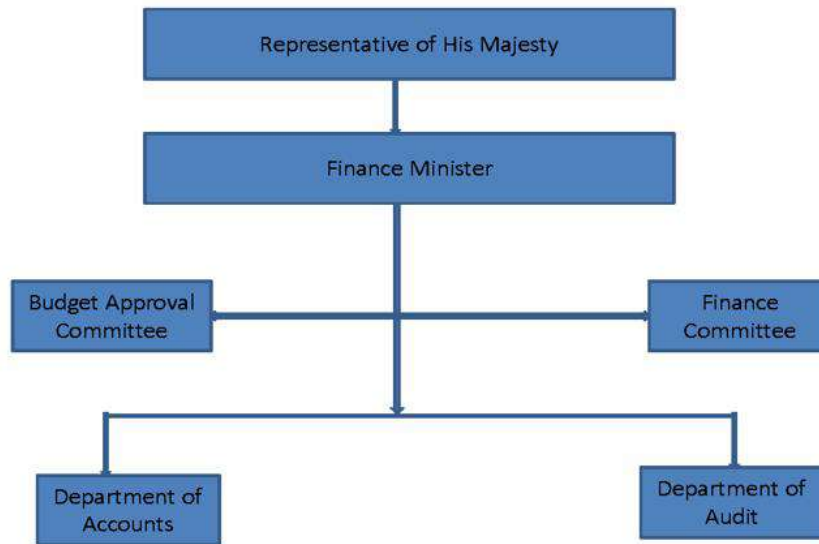[2] II Five Year Plan document, GNHC www.gnhc.gov.bt

Fig.1: Financial Organization (1975)

The functions and composition of the Committees and the Departments are summarized as below:

Sl. No.	Committee/ Department	Function	Member Composition

1	Finance Committee	● Assist in policy decisions/ matters	i. Chairman - Finance Minister
			ii. Dy. Chairman – Finance Secretary
			iii. Members:
			  - Secretary of Planning Commission
			  - Economic Advisor
			  - Chief Accounts Officer
			  - Chief Audit Officer

2	Budget Approval Committee	● Decides the budgetary proposals of each ministry ● Submit recommendations to the Minister of Finance, for consolidation of proposals and final approval by the Planning Commission and the Head of the Government	i. Secretaries of the Government ii. Advisors of the Government
3	Department of Accounts	● Responsible for the preparation of the annual budget, expenditure controls, interpretation of the rules and regulations, consolidation ● Submission of accounts, taxation policy, collection of revenues, currency and coinage, banking, and customs and excise	i. Finance Secretary , assisted by the Chief Accounts Officer (concurrently under the direct administrative control of the Finance Minister) ii. Under the Department are a number of sub-units, each headed by a finance and accounts officer
4	Department of Audit	● Responsible for the audit of expenditures and revenues of the Government.	i. Deputy Auditor General, assisted by Chief Audit Officer (concurrently under the direct

			administrative control of the Minister of Finance)
			ii. Though accredited to the Ministry of Finance, the Deputy Auditor General was required to submit his annual audit report directly to the Representative of His Majesty in the Ministry.

2.4 Budget Process (1975)

The budget process covered the preparation, submission, and approval of (a) detailed estimated expenditures by each ministry, and (b) the estimated revenue receipts of the Government. The expenditures were classified under the three broad categories, namely:

(i) *Maintenance expenditure* - which included expenses for salaries and allowances, investment necessary to continue a particular programme or scheme, maintenance of existing buildings and equipment etc.

(ii) *Spill-over expenditure* - which constituted that part of expenditure committed from previous year(s)

(iii) *Schedule of new demands* - which constituted that part of expenditure pertaining totally to new schemes/projects/programs on which no expenditure had been incurred in previous years

The institutionalization of public finance has also been originated later although a position of Finance Secretary was created within the Royal Secretariat in 1963. It was only in 1968 that the Ministry of Finance was formed and in 1971 that the first budget was prepared. This budget was the *"Civil Budget*" as it catered only to the needs of non-developmental organizations - the Royal Secretariat and Ministries of Finance, Home and Foreign Affairs. A separate "*Development Budget*" which was outside the purview of the Finance Ministry and administered by the Development Secretariat served the development departments.

The primary function of this budget was to allocate the annual grants from the Government of India (GoI). This situation continued for a long time, as there were practically no financial links between the two budgets. However, in 1980/81, the two budgets were integrated into streamline budgetary procedures and also in anticipation of the larger contribution, internal resources were expected to make in the Fifth Plan.

One of the important aims of the principle of self-reliance enunciated by His Majesty the Fourth Druk Gyalpo is to attempt to meet the recurring cost of Government, at least of all essential services, by domestic resources mobilization. This calls for not only raising internal resources, but also curtailing excessive growth of recurring expenditure through effective budgetary practices and optimization of organization strength.

Although major contributions to domestic resources in the Fifth Plan are expected to come from the revenue generating investments and the streamlining of existing commercial activities, there is no doubt that fiscal policies, especially taxation measures, could yield significant revenues from the expanding tax base that will emerge out of the growth of economic activity in the Fifth Plan and the streamlining of tax administration. It is recognized that the taxation system would have to be carefully expanded in order to protect fledgling activities and the more vulnerable sections of the population and it is necessary to devise taxation measures that are simple and effective. The Government has, therefore, initiated a comprehensive study with the help of the Indian Institute of Public Finance and Policy and the International Monetary Fund (IMF) to devise comprehensive taxation proposals, legislation and suitable administrative measures. A *Revenue Cell* in the Ministry of Finance was already functioning and a decision has been taken to constitute a regular Revenue Service for tax administration. While the studies referred to above would have helped in devising taxation policy and measures, a number of new measures have already been put into effect by 1982/83[3].

Budgetary procedures are expected to play a significant role in cutting costs and in making more efficient use of available resources. Especially with the re-organization of Government and decentralization, modifications of control procedures have become necessary. It is Government's feeling that many elements of the budgetary control mechanism devised earlier have become obsolete; procedures originally formulated when the size of Government was small and compact are no longer effective with the increasing size and dispersed nature of Government. Reforms have been initiated in the Fifth Plan in three major areas - namely, in the consolidation of the dual budgetary system, in the definition of financial powers and in revenue collection and disbursement procedures.

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[3] V Five Year Plan document, www.gnhc.gov.bt

Beginning with 1981/82, the civil and development budgets were consolidated into a single entity and the **Budget Bureau** to formulate and administer the overall budget, was created under the Ministry of Finance. The Bureau formulates and oversees the budget of the entire Government. Supplementing this, the roles of the Ministries of Finance and Foreign Affairs (MoFA) and the Planning Commission have been rationalized. The Ministry of Finance, apart from responsibility for the entire budget, also has overall responsibility for domestic resource mobilization. In assessing resource requirements and expenditure, the Ministry of Finance closely coordinated with the Planning Commission, the latter ensuring that expenditure proposals are consistent with plan priorities. The mobilization of foreign aid is conducted through the Ministry of Foreign Affairs.

The other major reform initiated in 1982/83 is in disbursement and revenue collection. Prior to this, each department had its own accounts into which Government transferred funds against the budgetary requirement on a quarterly basis. Besides, each department also had a separate account into which revenues earned were deposited for subsequent remittance to the Ministry of Finance. It was realized that this system had a major drawback arising out of the time lag between collection of revenues and subsequent remittance to the Ministry of Finance and the existence of a large number of disparate accounts. Funds accumulated in some accounts whereas in other accounts, there were not enough funds to meet expenditure requirements. The Ministry of Finance as a result, could never have a true picture of the state of finances and progress of expenditure. In order to streamline the cash flow of Government, from the FY 1982/83, all Government revenue accounts were consolidated into a single account and similarly all expenditure were routed through a separate single budget account. Disbursing officers were set drawing limits for every quarter under a Letter of Credit (LC) system. Matching this, a *Central Accounts Cell and an Accounts Service* were created to streamline accounting.

The third major area of budgetary reform has been in a complete overhaul in the powers of officers to re-allocate funds between different heads of expenditure. This became a necessity with the initiation of the processes of decentralization, which called for a redefinition of the powers of central departments and the dzongkhags. The intention is that in the early stages of decentralization the powers should reflect the objectives of decentralization by providing adequate flexibility to meet local needs while maintaining a reasonably tight control on expenditure to keep these in line with plan priorities.

People's active participation in their own development has been a key policy of His Majesty the Fourth Druk Gyalpo since the Coronation in 1974. Toward this end, several institutions have been established and legislations enacted to empower people, evolving a representative system of governance. The formal organizational structure and procedures for decentralization have evolved over the years. His Majesty the Fourth Druk Gyalpo had established Dzongkhag Yargay Tshogchhung (DYT) in 1981 to promote people's participation in the decision making process and commanded the delegation of a wide range of powers, authority, resources, responsibilities and functions from the central agencies to DYT to formulate, approve and implement dzongkhag and gewog plans activities.

The broad financial parameters emerged by late 1980s as also the overall structure based on which the overall size was tentatively determined. Based on these, detailed discussions were held with various departments and it was possible for Bhutan to make a presentation of the draft Plan for negotiations for funding with the Government of India, the United Nations system (particularly the UNDP) and other donors.

Once the draft Plan was finalized and major commitments of external assistance were reviewed, it was possible to refine the content of programs and projects further. This involved detailed discussions with various departments and all the Dzongkhag Yargay Tshogchungs (DYT). The discussions of the Dzongkhag Plans were conducted under the Chairmanship of His Majesty who personally toured most of the Dzongkhags.

Until the end of Fourth Plan, assistance received from various donors was in the form of grants obviating the need for repayment. Since substantial portion of assistance during the Sixth Plan is coming in as loans, debt servicing and repayment liabilities are of great concern. Therefore, special attention has been given to the accumulation of hard currency reserves and to boost export for hard currency earning. It is envisaged that the foreign exchange requirement is likely to remain limited in the near future. Therefore, the government will resort to borrowing only on the most concessional terms, and also seek for grants as much as possible.

Through the years, there had been changes in the structure of the Government to keep up with the changing conditions and the furtherance of its five-year plans. Accordingly, several instructions were made by the Ministry of Finance to enhance and strengthen the financial management system. In 1985, the Budget Bureau was merged with the *Central Accounts Division (CAD)* and renamed as *Department of National Budget & Accounts (DNBA)* and

the Royal Audit Department was declared as an autonomous agency called the Royal Audit Authority (RAA).

2.5 Programme Budget Model

Towards the end of 1986, the Ministry of Finance introduced a Programme Budget Model to be effective from April 1987 coinciding with the launch of the Sixth Five Year Plan. The Programme Budget Model aimed to facilitate the budgetary process, rationalize budgetary estimates on a programme basis, and improve the accounting system, preparing the way for its eventual computerization.

2.6 Financial Manual 1988[4]

The Programme Budget Model was integrated in the Financial Manual 1988, which supersedes the 1975 Financial Manual and the then existing financial rules and regulations.

It has become imperative to rewrite the Financial Manual of the Royal Government in view of, inter alia,

i) the volume and complexity of the role of the Government increasing dramatically since 1975;

ii) the need to create a strong and effective administration having a sound financial management system;

iii) the desire to have proper delineation and decentralization of responsibilities at all levels and commensurable accountabilities thereof.

The Financial Manual 1988 aims to:

(i) enhance the efficiency and effectiveness of the financial management system of the Government;

(ii) streamline budgeting and accounting, and reduce and simplify working procedures emphasizing accountability and responsibility;

(iii) ensure uniformity and standardization among all government agencies in accounting and discharging financial transactions, with a view to ascertaining proper receipts and optimum utilization of government funds.

Government agencies, however, may have their own manuals prescribing their working procedures according to their respective functions, provided that they are consistent with the Financial Manual 1988.

The major milestones in implementing decentralization in the country include the formation of the Gewog Yargay Tshogchhung (GYT) in 1991 to promote local socio-economic development strategies and initiatives by empowering the people to make decisions on their plans and programmes, and by enabling them to adopt approaches and practices adapted to local needs. Both DYT and GYT involve the people in political, social and economic decisions making thus increasing their capacities to set their collective priorities and to initiate means for their fulfillment. Decentralization and participatory development has brought about the following changes:

Devolution of administrative and *financial powers*, and human resources from the central to the Dzongkhag administration;

- Increased capacity of GYT and DYT to make collective decisions regarding their development plans and its implementation; and

- Autonomy of GYT and DYT to make regulations and legislations applicable within their jurisdictions.

Experiences over the past decades have reinforced the confidence of the Royal Government in the capacities of the communities to plan and implement development activities on their own.

2.7 Financial Rules and Regulations 2001

The Royal Government of Bhutan in its effort to promote good governance, attaches great importance to economy, efficiency, accountability and transparency in the management and utilization of public resources. In order to achieve these important objectives, it has become vital that a coherent and consistent set of principles, rules and instructions is available to guide officials in discharging their responsibilities. Since 1988 there have been many new developments in the Royal Government of Bhutan as well as in the field of financial management. Consequently, a thorough revision to the existing manual had become crucial. Towards this end, the MoF undertook series of exercises starting in 1998 and the outcome of this exercises is a set of manuals titled "*Financial Rules and Regulations -2001*" commonly known as *FRR-2001*.

The FRR-2001 contains manuals that are structured in a more orderly manner, specifying clearly the roles and responsibilities of concerned officials at all levels.

2.8 Financial Rules and Regulations 2002

Decentralization in the Bhutanese context began with the delegation of various functions from the central government to the Dzongkhags. With increasing capacity at the Dzongkhags to carry out the functions, the shifting of authority for decision-making has begun. It also became apparent that further delegation of functions and devolution of authority were necessary from the Dzongkhags to the Gewogs. The Dzongkhag Yargay **Tshogchhung** Chathrim

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[4] Royal Government of Bhutan, Financial Manual 1988

1995 and Gewog Yargay Tshogchhung Chathrim 1995 were revised to Dzongkhag Yargay **Tshogdu** Chathrim 2002 and Gewog Yargay Tshogchhung Chathrim 2002 respectively. These revised Chathrims contain two annexures viz.[5]

Annexure 1: Financial Rules and Regulations 2002 – Changes Applicable to Dzongkhag/Gewog Executed Activities and;

Annexure – 2: Schedule of Delegation of Powers to the Dzongkhag and Gewog levels.

These revised Chathrims institutionalizes changes in the decentralization process whereby greater authority, responsibility and resources for several functions are handed over to the sub-national bodies. The new approach had triggered a gradual conceptual shift from a sector approach to a more Gewog needs based system. It has promoted self-organization at the micro-level, deepening house-to-house direct participation. It has encouraged greater effort from the communities including better use of their *own resources* as well as enhanced their capacity to absorb more resources from the Government. It also enhanced the roles and scope of GYT and DYT members.

The GYT retain rural taxes and user charges. The main contributions of the rural population have been labor and local materials in beneficiary schemes, which in monetary terms can be quite substantial. Allowing the GYT to retain these revenues has fostered a greater spirit of ownership and participation in development activities. The financial powers of the elected bodies, like the DYT and GYT, were broadened to include prioritization and allocation of annual budget, re-appropriation of budget, review and ratification of accounts of Gewog and Dzongkhag administrations.

The GYT tender committee were empowered financially to award works or procurement orders of a magnitude that were previously reserved for Dzongkhag tender committees. In addition, powers of the Dzongkhag tender committees, in which the elected DYT members participate as members, to award works or procurement order, were also enhanced.

III.   FINANCIAL SYSTEMS

3.1 Computerized System of Budget and Accounts (CSBA)

In 1992 the Ministry of Finance has implemented a computerized system of budget and accounts for the government developed in DOS-based FoxPro called

Computerized System of Budget and Accounts (CSBA). This system was used only within Department of Budget and Accounts (DBA), Ministry of Finance (MoF).

The Royal Government's restructuring initiative of 1999[6] defined efficiency, accountability and transparency as the underpinning values of good governance. New institutions responding to emerging needs, some organizational restructuring and mechanisms for internal accountability were established. The structural and staffing components of the Government have been carried out. As recommended, all the ministries have adopted a uniform structure. Policy and Planning Divisions (PPDs) and Administration and Finance Divisions (AFDs) have been established along with a broad organizational grouping with departments, divisions and sections.

A Finance Committee was established. Likewise, the Planning Commission was reconstituted in 1999 under the chairmanship of the Head of the Government.

3.2 Central Budget & Accounting (CBA) and Budget & Accounting System (BAS)

To cope up with the changing time and technology in the field of public financial management both within the country and around the world, the Ministry of Finance specifically the Department of Budget and Accounts developed two new systems, namely *Central Budget and Accounting (CBA)* System and *Budget and Accounting System (BAS)* in 2001 incorporating all the provisions and requirements stipulated in FRR-2001.

These two systems were developed in Client-server environment using Windows NT/2000 and Window 98/ME, SQL Server 2000/MSDE, Visual Basic 6.0, Crystal Report 8.0. and uses Rapid Application Development (RAD) tools and Object Oriented development technology. While CBA system is used only within DBA, all budgetary bodies throughout the country use the BAS.

IV.   FISCAL DECENTRALIZATION TO LOCAL GOVERNMENTS

Fiscal decentralization is the process of devolving fiscal decision-making power and management responsibilities to the local government, giving them a certain degree of discretion and autonomy in resource planning and its mobilization.

Article 22, Section 18 of the Constitution[7] provides that the Local Governments shall be, inter alia:

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[5] Dzongkhag Yargay Tshogdu Chathrim 2002 & Gewog Yargey Tshogchhung Chathrim 2002

[6] Good Governance under the themes of efficiency, transparency and accountability, 1999

[7] The Constitution of the Kingdom of Bhutan 2008

(a) entitled to levy, collect, and appropriate taxes, duties, tolls, and fees in accordance with such procedure and subject to limitations as may be provided for by Parliament by law;

(b) entitled to adequate financial resources from the Government in the form of annual grants;

(c) allocated a proportion of national revenue to ensure self-reliant and self-sustaining units of local self-government;

(d) supported by the Government to promote holistic and integrated area-based development planning; and

(e) entitled to own assets and incur liabilities by borrowing on their own account subject to such limitations as may be provided for by Parliament by law.

Article 22 of the Constitution envisages a greater level of fiscal decentralization in the form of annual grants and access to other resources, including borrowings. Towards this, the 10FYP introduced formula-based annual discretionary grants for local governments. While the definition of annual grants is not specified, it has taken the form of an inter-governmental fiscal transfer, i.e. resources transfers from central government to local governments. In the initial periods, the inter-governmental fiscal transfers to local governments (Dzongkhags and Gewogs) have taken the following forms:

(i) Based on a resource allocation formula; and

(ii) Uniform annual grants based on the Constituency

In addition to the resources made available through the formula-based grants, a new element in the form of uniform annual grants was initiated over the years as follows:

4.1 Constituency Development Grant (CDG)

This is a grant of Nu. 2 million per annum per constituency/Member of the National Assembly introduced during the first democratically elected government in 2008. It is a separate budget head in the annual budget and placed at the disposal of the Members of the National Assembly. Its main purpose was to establish a basis for direct and regular interaction between the Members of the National Assembly and their constituencies. It is expected to support decentralization, strengthen local governance and provide communities with access to small funds that are flexible and be able to meet emergent and unplanned needs expeditiously. However, this was discontinued in 2012 in view of the various concerns and discussions over its effectiveness and efficacy.

4.2 Gewog Development Grant (GDG)

Towards strengthening the decentralization process and good governance at the grass roots level, the second government initiated a new system of Gewog Development Grant of Nu. 2 million per annum per gewog from July 2013 over and above the regular budget of the gewogs. The GDG initiative in general has encouraged greater community participation and vitality in identifying their pressing needs, thereby creating a positive impact in the lives of the people.

4.3 Dzongkhag Development Grant (DDG)

From the fiscal year 2016-2017, the government has initiated another grant at the Dzongkhag level called the Dzongkhag Development Grant of Nu. 7 million per annum per dzongkhag. The government has identified the broad areas in which the grant should be used.

Further, to strengthen and deepen the process of decentralization process, the present government has enhanced DDG from Nu. 7 million to Nu. 10 million with effect from July 2019 with the revised guidelines issued.

4.4 Annual Grants for Gewogs (AGG)

The implementation of CDG, GDG and DDG has provided adequate experiences to local functionaries in planning their development needs and properly managing the financial resources. In view of this and in keeping with the international good practices, the present Government decided to reform the practice of allocating budget and introduce Annual Grants for Gewogs.

The Annual Grant is a sum total of all financial resources allocated to Gewogs to achieve their planned programmes, activities as per their needs and priorities and maintaining the existing service infrastructures including services delivery.

V. PUBLIC FINANCIAL ASSESSMENT/STUDIES

5.1 The Country Financial Accountability Assessment (CFAA) 2002

The Country Financial Accountability Assessment (CFAA)[8] completed in 2002 identified financial human resource development as one of the priority areas. The CFAA had several recommendations amongst which are adopting the international accounting standards in major public enterprises, drafting laws on financial management and combating corruption, and implementing a fully integrated computerized government accounting system.

The passage of the Public Finance Act can be regarded as a milestone in this direction, as it sets the institutional and legal framework for financial management. The adoption of

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[8] The Country Financial Accountability Assessment, 2002

a computerized Budget and Accounting System (BAS) in ministries / agencies, and a Central Budget and Accounting (CBA) system in the Department of Public Accounts and the Department of National Budget has brought about significant improvements in the financial management system.

5.2 PFM Software Review[9]

Royal Government of Bhutan has embarked on a comprehensive and time bound initiative to reform its public financial management. The PFM Reform Plan is supported by the World Bank Group through '*Improving Public Financial Management in Bhutan*' program. Under this program World Bank aims to strengthen public accounting functions of RGoB. MoF wishes to integrate/ replace all these systems for efficient and effective financial control and reporting. Hence, under this initiative MoF had undertaken a diagnostic assessment of the current systems and processes to chart out a roadmap to move to a modern *Integrated Financial Management Information System* (IFMIS).

From the key observations and prevailing gaps in the existing software relating to PFM in Bhutan, it is evident that improvements in the methodologies, processes and systems are required for making the PFM systems in Bhutan more efficient and effective. The technology reforms shall support in actuating and institutionalizing the methodology improvements and achieve the desired outcome through implementation of IFMIS. The report contains an assessment of the systems currently being used in MoF as a basis for a recommendation to either continue with the existing systems (with or without major upgrades) or move to a new Customized Off the Shelf (COTS) software.

The conclusion of the assessment is that interfacing/ integrating all the current systems may offer a stop gap solution with limited data collation and consolidation capability but it cannot be used for achieving the long term goals for an effective and efficient public financial management in Bhutan.

5.3 Expenditure and Financial Accountability (PEFA) Assessment[10]

The Public Expenditure and Financial Accountability (PEFA) assessment provides a framework for assessing and reporting on the **strengths and weaknesses** of public financial management (PFM). A PEFA assessment incorporates a PFM performance report that includes an **evidence-based** measurement of performance against 31

indicators as well as an analysis of the findings and its impact on desirable budgetary and fiscal outcomes. The PEFA methodology draws on international PFM standards and good practices and provides a foundation for reform planning, dialogue on strategy and priorities, and progress monitoring.

5.3.1 PEFA Assessment 2010

This assessment of PFM has great relevance in the context of the new democratization of the political processes, the new Parliament and a strong movement towards devolution through the Local Government Act 2009. The budgetary system is intended to support budgetary outcomes in three areas - aggregate fiscal discipline, strategic allocation of resources and efficient service delivery; and any apparent defects need to be looked at against these intentions.

Results for the PEFA Indicators and their dimensions with the less favorable results were noted. This is important to identify where reform attention is worth consideration by the Government. Taking the 2010 PEFA assessment[11] as its starting point, MoF in 2012 prepared a Public Financial Management Reform Strategy. The strategy has the form of a matrix, organized as per some of the areas and performance indicators (PI) of the PEFA assessment. Some of the key PFM reforms implemented include:

i.   Amendment of the Public Finance Act 2007 in 2012

ii.   Introduction of web-based application software for PFM systems viz. PlaMS, MYRB, RAMIS, PEMS.

iii. Implementation of online fund transfer system through Electronic Fund Transfer and Clearing System (EFTCS) for salaries and other periodic expenses.

iv.   Implementation of Medium Term Fiscal Framework (MTFF) and the creation of a Macroeconomic Framework Coordination Committee (MFCC)

v.   A National Internal Control Framework (NICF) developed

vi.   Internal Audit Charter and Audit Code of Ethics issued and Internal Audit Manual developed and operationalised.

vii. Implementation of Audit Resource Management System in RAA

viii. A Public Procurement Strategic Framework issued

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[9] Review of PFM Software Systems in Bhutan, Deloitte Touche Tohmatsu India Private Limited

[10] www.pefa.org

[11] Bhutan Public Financial Management Accountability Assessment Report, June 2010

ix.   Strengthened internal audit Initiated revision of Financial Rules and Regulations

x.   Implementation of accounting and auditing standards for public corporations in phased manner.

xi.   An Annual Performance Management system introduced.

5.3.2   PEFA Assessment 2016[12]

The purpose of the assessment of the Public Financial Management (PFM) performance of the Royal Government of Bhutan (RGoB) was threefold:

(i)   to assess the quality (strengths and weaknesses) of PFM in the country against generally accepted international standards;

(ii)   to assess progress since the last PEFA assessment in 2010, and

(iii)   to provide RGoB and other stakeholders with a common source of information as a basis for further dialogue on PFM reforms.

This assessment was carried out under the approach of *full ownership* by RGoB and *self-assessment* by its officials, with technical support from World Bank and IMF. Since the 2010 PEFA assessment and the implementation of a comprehensive PFM reform program, RGoB has led a wide array of reforms in planning and budgeting, revenue administration, asset and liability management, procurement, internal control, internal audit, reporting, external audit and oversight.

Bhutan has always attached great importance to good governance on principles of accountability, transparency and efficiency. The PFM Reform Program prepared in 2010 has been implemented by a committed government and its development partners. To further improve PFM in the country and take forward the reform agenda, this PFM assessment is expected to be used as a basis for a comprehensive, sequenced and time-bound PFM reform action plan to be supported through a PFM Multi Donor Fund (MDF) that is being established.

VI.   MULTI-DONOR FUND FOR PFM (PFM-MDF)[13]

A Multi Donor Fund is an effective aid modality instrument to support and spearhead Bhutan's PFM reform agenda. In line with the Paris Declaration on Aid Effectiveness (March 2005) and the commitments at the high level forum on Aid Effectiveness in Accra (2008) and Busan (2011), the World

Bank recognizes the advantages of joint cooperation and technical assistance amongst the donors. One of the aid modalities (financing instruments) through which the World Bank endeavors to achieve this is the Multi Donor Fund (MDF) which is funded by donors and administered by the Bank that provides a grant to beneficiaries to implement their reform agenda, thus enhancing country ownership.

Bhutan Multi Donor Fund for PFM Reform Program (PFM-MDF) provides a common platform for the Development Partners (DP) to come together and support RGoB in implementing a RGoB-led PFM Reform Program. The MDF could also support a joint dialogue on PFM reforms amongst the DPs. Through various windows under MDF, DPs are able to provide comprehensive support to RGoB by avoiding duplication, reducing administration costs and providing a platform for other DPs to contribute, who, otherwise would not have engaged in PFM individually. The key objective of the Bhutan PFM–MDF is to help RGoB implement its PFM Reform Program in a coordinated and holistic basis and to scale it up. This is done through a basket-funding mechanism by establishing an MDF which provides a common platform for DPs to come together by pooling their resources and efforts in strengthening PFM in Bhutan.

The MDF plays a catalytic role in leveraging knowledge and financing by drawing on the best expertise in the field and working closely with a broad range of partners and stakeholders. This MDF is initially funded by the European Commission (EC) and the Austrian Development Agency (ADA). Going forward, it is expected that other DPs will join the Program and contribute to the Bhutan PFM-MDF.

The overall development objective of PFM-MDF is "*to support strengthening the performance, transparency and accountability in public financial management in Bhutan*."

Bhutan became the fifth country in the world to be recognised by Public Expenditure and Financial Accountability (PEFA) framework for maintaining high standards of public financial management (PFM) system. "*Bhutan's PFM is at a quite advanced level. But going forward, the government must place continued emphasis*," the World Bank Country Director, Qimiao Fan said[14].

VII.   PFM GOVERNANCE GROUP (PFM-GG)

PFM Governance Group has been constituted in November 2013 under the chairmanship of Finance Secretary with representation from all the departments under the ministry.

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[12] Public Financial Management Performance Report, September 2016

[13] PFM Performance Report, based on PEFA 2016 framework, September 2016

[14] Kuensel issued dated 25.09.2017

It is an apex body to steer the PFM reforms action plan and coordinates the resources required for the implementation of the action plan.

VIII.   PFM REFORM STRATEGY 2017-2021[15]

Bhutan has been making exemplary progress in building its public financial management systems to provide fiscal discipline, rational allocation of resources in line with Five-Year Plans (FYP), and to support efficient public service. Externally validated assessments of its PFM in 2010 and 2016, using the Public Expenditure and Financial Accountability (PEFA) methodology based on internationally accepted standards, show the achievements over the last six years and the strengths and weaknesses of Bhutan's PFM. Comparison with other countries in the region shows that Bhutan is ahead of the regional average in most areas. However, there are weaknesses and risks in the PFM systems. The PFM Reform Strategy and Action Plan 2017-21 has been prepared to consolidate recent reforms, close gaps, improve transparency and accountability, build domestic revenue, and integrate or interface several stand-alone computerized information systems.

As per the reform strategy and action plan funded under the PFM-MDF project, several major reforms are being implemented like the introduction of Goods and Services Tax (GST), electronic Government Procurement (e-GP) system, development of Integrated Financial Management Information System (IFMIS), implementing electronic payment system, financial reporting using International Public Sector Accounting Standards (IPSAS), strengthening internal audit functions, strengthening capacity of parliamentary committees related to PFM, strengthening accounting and auditing standards board of Bhutan (AASBB), capacity development in PFM etc.

IX.   RECOMMENDATIONS

9.1 Chart of Accounts (CoA)

A well-functioning PFM framework includes an effective accounting and financial reporting system to support fiscal policy analysis and budget management. Among other things, government business processes and decisions are anchored on the flow of specific financial information/data between various stakeholders. Providing such information on government activities is an important function of the accounting and reporting system which should capture, classify, record, and communicate relevant, reliable, and

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[15] Royal Government of Bhutan, Public Financial Management Reform Strategy 2017-2021, August 2017

comparable financial information for at least the following purposes: budgetary accounting and reporting, including reporting of actual against approved budget estimates; general purpose financial reporting; management information; and statistical reporting.

This system underpins the collection and use of public resources and informs policy makers, managers of government agencies, parliamentarians and the public at large on government policies and operations.

The chart of accounts (CoA) is possibly the most critical element of a well-functioning PFM system. The CoA, although appears to be just concerned with classifying and recording financial transactions, is critical for effective budget management, including tracking and reporting on budget execution. The structure of the budget—in particular the budget classification—and the CoA have a symbiotic relationship. The CoA should be able to be changed—particularly in the context of an Integrated Financial Management Information System (IFMIS)—to respond to changes such as reorganization of government and changing needs.

The chart of accounts has grown in significance for government reporting over the years as country seeks to capture, report and analyze public finance across many different dimensions. The General Ledger (GL) is the centerpiece of any well-formulated PFM system and is structured according to the CoA. Modern accounting systems are built around a GL, with all transactions recorded through the GL and through a number of related sub-ledgers. The GL effectively becomes the central control, which ensures the integrity of the PFM system. The current structure of the object codes is largely aligned to Government Finance Statistics Manual 1986 (GFSM1986) of the International Monetary Fund (IMF).

Currently Department of National Budget (DNB) determines the overall structure of the elements of CoA through budget classification in the Multi-Year Rolling Budget (MYRB) system, which is then replicated in the *electronic* Public Expenditure Management System (*e*-PEMS) for budget execution of expenditures. The Revenue Administration and Management Information System (RAMIS) of the Department of Revenue and Customs (DRC) uses revenue classifications. Different agencies are developing different systems and there is a risk that integrating information between the systems will become more of a challenge. The Department of Revenue and Customs (DRC) had already aligned revenue classifications in RAMIS with a GFSM2014 structure. This is structured

very differently from the existing object code structure. Further risk also exists with the Department of National Property (DNP) coming up with the new Asset Management System (AMS) for the Government and we do not know how the coding is structured.

Ideally, all agencies related to the PFM or at least within the Ministry of Finance should confer to agree the appropriate general structure going forward for the entire economic segment and eventually the full CoA. All such systems like MYRB, e-PEMS, e-GP, AMS, RAMIS etc. should interface with the general ledger through a unified CoA. It is suggested that the current IFMIS Core Group be reviewed and re-constituted taking in representation from all relevant agencies to undertake this assignment in a coordinated and holistic approach.

One major challenge in updating the CoA would be ensuring integrity between the new CoA structure and the historical data. Another risk could be lack of proper business continuity plan if it involves change of systems.

9.2 Letter of Credit (LC) and Treasury Single Account (TSA)

The Letter of Credit (LC) system had played an important expenditure control role for many years. In the absence of a more effective system, LC became the principal focus to ensure financial control. It also provided a degree of assurance to the spending agencies on the available to them, details of expenditure and balances. Over the years the PFM system has undergone sea change from manual to the present web-based online near real-time system called *electronic Public Expenditure Management System (e-PEMS)*. This enables much tighter expenditure control and enables timely and efficient reporting with reliable report generating capacity available.

The LC system performs a limited function that has already been overtaken by recent reforms. Releases are purportedly made under the LC system to enable spending units and line ministries to enable tracking of expenditures and limit them to the extent of each LC. The efficacy of the LC system is therefore limited only to controlling expenditures based on LCs. Therefore, budget releases should be issued against appropriations, not LCs, and should be oriented to limiting the speed of expenditures over the course of the fiscal year. Section 63 of the Public Finance Act states that "*No budgetary body shall make commitments that have financial implications beyond the limits authorized by the Budget and Appropriation Act*". So long there is appropriation (though not necessarily LC limit because release would have not been made) the agencies may or could commit but not beyond the Appropriation limit.

In view of the above, it is recommended that appropriations should be the principal focus of expenditure control and reporting. This is especially so because cabinet and parliament are focusing attention on the budget as Bhutan gains experience with democracy and public debate following the 2008 constitutional changes. With the introduction of the *quarterly Budget Utilization Plan* (BUP) which has been replaced by the more enhanced and user friendly m*onthly Budgetary Release Forecast* (BRF) process, budgetary bodies would plan for their cash requirements and indicate them to the MoF. The MoF, in turn, would allocate based on each appropriation as it currently does under the LC system by segregating them based on agencies codes.

The monthly limit would simultaneously be conveyed to the paying Bank, which would maintain ledger/sub ledger accounts under the TSA. Subsequent spending, reallocations and balances would be monitored based on these appropriations. Based on such appropriations the monitoring and control system would be greatly enhanced with clear linkages between budget, appropriation and expenditures. Abolition of the LC system would anchor the monitoring process to budget appropriations and so enhance control. This will also enable the removal of an additional, but now redundant, level of control and so reduce workload as well.

9.3 Integrated Financial Management Information System (IFMIS)

In terms of terminology, an IFMIS usually refers to computerization of public expenditure management processes including budget formulation, budget execution, and accounting with the help of a fully integrated system for financial management of the line ministries and other spending agencies. The full system should also secure integration and communication with other relevant information systems. The complexity of information systems within the government sector is, to a large extent, due to the multiplicity of functions and policy areas.

Ministry of Finance has initiated the process for moving towards the integrated financial management information system some years ago and this work has been further revived under the ongoing PFM-MDF project with the core team for IFMIS formed. The present activities seem to be fetching both financial and non-financial information from various stand-alone systems using either web services or application program interface (API) based on the intended users requirements. The establishment of an IFMIS has consequently become an important benchmark for the country's budget reform agenda, often regarded as a precondition for achieving effective management of the budgetary resources.

The improved recording and processing of government financial transactions allows prompt and efficient access to

reliable financial data. This supports enhanced transparency and accountability of the executive to parliament, the general public, and other external agencies.

IFMIS also strengthens financial controls, facilitating a full and updated picture of commitments and expenditure on a continuous basis. Once a commitment is made, the system should be able to trace all the stages of the transaction processing from budget releases, commitment, purchase, payment request, reconciliation of bank statements, and accounting of expenditure. This allows a comprehensive picture of budget execution.

IFMIS also provides the information to ensure improved efficiency and effectiveness of government financial management. Generally, increased availability of comprehensive financial information on current and past performance assists budgetary control and improved economic forecasting, planning, and budgeting.

IFMIS is a management tool.

When developing an IFMIS it is important that it cater to management needs—not just those of the central agencies, but also line agencies. Moreover, as a management tool it should support the management of change. It must be viewed as an integral part of budget system reform—hence not be designed just to meet present requirements, but also to support those needs that are likely to arise as parallel budget reforms are implemented.

It should provide a wide range of nonfinancial and financial information.

As a tool of management it should provide the information required for decision making. For this purpose it is anchored in the government accounting system, and should be designed to perform all necessary accounting functions as well as generate custom reports for internal and external use. However, this does not mean that it should exclusively concentrate on financial information. Managers will require other nonfinancial information. For example, personnel information such as numbers of employees, their grade within the organizational structure and rates of remuneration. For performance-based budgets, performance information will be important to managers, such as the identification of programs, the objectives or outcomes of programs, the types of goods and services produced, as well as indicators by which to judge the efficiency and effectiveness of programs.

It is a system.

Its role is to connect, accumulate, process, and then provide information to all parties in the budget system on a continuous basis. All participants in the system, therefore, need to be able to access the system, and to derive the specific information they require to carry out their different

functions. The converse is also true, if the IFMIS does not provide the required information—that is, has not the right functionality—it will not be used, and will cease to fulfill its central function as a system. Further, by automating procedures and internal controls, it strengthens financial controls and promotes accountability

In view of the above, it is recommended that Ministry of Finance to adopt a comprehensive approach in the development of IFMIS to ensure that all functional interdependencies are identified, hence securing the capture of all related information flows.

9.4 Adoption of cash-basis IPSAS financial reporting

The RGoB intends to enhance the quality and transparency of its Annual Financial Statements (AFS) by adopting cash-basis International Public Sector Accounting Standards (IPSAS). The need for accounting reforms is underscored by the Public Expenditure and Financial Accountability (PEFA) Assessment 2016 of Bhutan as the dimension 29.3 on *Annual financial reports - Accounting Standards* was rated "C".

Considering the limitation in the current capacity and information system, the RGoB plans to adopt IPSAS in a graduated manner starting with adoption of Cash-basis IPSAS. This initiative is being supported under PFM MDF project. The presentation of national annual financial statements consistent with international standards is one of the Project Development Objectives (PDO) indicators to be completed by project closing of January 31, 2021. An international consultancy firm is assisting RGoB in implementing the IPSAS reforms. The diagnostic report to guide the process has been prepared and the consultants are currently supporting RGoB on capacity building. Based on the progress made, the annual financial statements of FY2020-21 are expected to be compliant with cash-basis IPSAS.

To institutionalize the adoption of Cash-basis IPSAS, it is important that the requirement is embedded in the legal framework of Bhutan. This has been notified as prior action trigger for the current Development Policy Credit (DPC) series. Accordingly, it is recommended appropriate accounting standards/provisions/clauses be included in the upcoming revised FRR.

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The Effect of Human Resources Management Skills on Accounting Information Quality in Kurdistan Public Sector

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Abstract

The article's purpose is to measure the impact of human resources management skills on accounting information quality in kurdistan public sector. To enable the study to measure human resource management skills at public sectors in Kurdistan region of Iraq, the researchers used five human resources management skills elements, first is communication skill, second is flexibility skill, third is negotiation skill, fourth is ethical action skill, and fifth is compassion skill. To assess the current study, the researchers used a quantitative research method in the form of a survey. The questionnaire was delivered at random to 84 administrative employees from several government departments in the Kurdistan region. The researchers, on the other hand, were able to collect 78 completed questionnaires. The results showed that as for the impact of communication skill on accounting information system was found the value of Beta is .632 with significant level .000 this indicated that first research hypothesis is supported which is Communication skill as human resource management skills has a positive and significant influence on accounting information system. As for the impact of Flexibility skill on accounting information system was found the value of Beta is .611 with significant level .000 this indicated that second research hypothesis is supported which is Flexibility skill as human resource management skills has a positive and significant influence on accounting information system. As for the impact of Negotiation skill on accounting information system was found the value of Beta is .642 with significant level .000 this indicated that third research hypothesis is supported which is Negotiation skill as human resource management skills has a positive and significant influence on accounting information system. As for the impact of Ethical actions skill on accounting information system was found the value of Beta is .649 with significant level .000 this indicated that fourth research hypothesis is supported which is Ethical actions skill as human resource management skills has a positive and significant influence on accounting information system, and lastly, as for the impact of Compassion skill on accounting information system was found the value of Beta is .661 with significant level .000 this indicated that fifth research hypothesis is supported which is Compassion skill as human resource management skills has a positive and significant influence on accounting information system.

I. INTRODUCTION

Accounting information is used by all types of commercial and non-profit organizations to assist stakeholders, both within the company as managers and externally, such as investors, government agencies, banks, and others, in making economic decisions (Sousa, 2017). Accounting information is used to assist outside organizations in making investment decisions, evaluating performance, monitoring activity, and as a regulatory measure (regulatory measures) (Mazurchenko & Maršíková, 2019). The act of discovering and quantifying data regarding human resources and distributing this information to interested parties is known as human resource accounting. Gardi, 2021) define human resource accounting as the quantification in monetary terms of an organization's human resources and argue that a well-developed system of human resource/capital accounting could significantly contribute to internal management decisions and external investor decisions.

Accounting Information System capable of integrating subsystems or components of both physical and nonphysical interconnectedness and functioning in harmony to convert transaction data relating to financial difficulties into financial information. Accounting information systems should be capable of collecting data, transforming data into information, and disseminating information to internal and external users. According to Ismael, et al. 2021), one of the criteria determining the effectiveness of the accounting information system installation is managerial commitment. (The top five reasons for the success of the new "Accounting Information System" deployment are: (a) user interaction, (b) executive management support, and (c) a clear explanation of needs. (d) Thorough planning and (e) reasonable expectations). Sorguli & Al-Kake, 2020) discovered that the commitments related to sustaining behavior management in order to achieve goals and increase the efficacy of the accounting information system. Furthermore, according to Al Shobaki, et al. 2017), management commitment is a key aspect in the installation of information systems, and consistency of support will simplify the utilization of the resources required for operations. Damit, et al. 2019) further verified that, in addition to infrastructure, Indonesia is today confronted with challenges that may impede future economic growth, including the quality of Human Resources (HR). Almost all emerging countries, including Indonesia, perceive competent human resources to be a problem. When compared to neighboring countries, human resources in Indonesia have traditionally been of high quality (Tambe, et al. 2019).

Human resources, as system users, must have a sufficient level of accounting experience or the ability to continue to learn and improve accounting skills. The ability of human resources was crucial in generating significant information in this case (Ali & Anwar, 2021). The problems in the Lebak area are a lack of quality human resources, a lack of finance capacity in the area, and a lack of widespread knowledge of appropriate technology, all of which cause the rate of economic growth, particularly in the Lebak area government environments, to slow significantly (De Mauro, et al. 2018).

Financial accounting information is the result of corporate accounting and external reporting systems that measure and frequently reveal audited, quantitative data about publicly traded companies' financial situation and performance. The core of the firm-specific information set available to investors and regulators is comprised of audited balance sheets, income statements, and cash-flow statements, as well as supporting disclosures (Gardi, 2021). It is not cheap to create and maintain a sophisticated financial disclosure framework. Countries with highly developed securities markets invest heavily in developing and enforcing comprehensive accounting and disclosure regulations that publicly traded corporations must comply. The resources expended include not only financial expenditures, but also opportunity costs connected with the deployment of highly educated human capital, such as accountants, lawyers, academicians, and politicians (Hakim & Kessentini, 2017).

Talent management is a term that refers to the group of people that make up an organization's or commercial entity's workforce. According to Syed Kutnjak, et al. 2019), it consists of people's energies, skills, talents, and knowledge that are, or can potentially be, devoted to the creation of commodities or the provision of useful services (Ismael, et al. 2021). Because the ability of human resources to effectively and efficiently utilize other resources such as land, equipment, and money is critical to the success of any organization, human resources are the most valuable assets at the disposal of organizations. This is why, in most organizations' annual reports, the remark "our greatest assets are our employees" is included (Saleh, et al. 2021).

Accounting information systems play a fundamental role in organizations by processing accounting data and producing quality accounting information to support the company's internal activities carried out by managers and employees, as well as company activities with outsiders such as consumers, government suppliers, and others. Management inside an organization use business techniques to deliver added value in order to get a competitive advantage (Gardi, 2021). Global competition and change with flexibility

(Sorguli, et al. 2020), adaptability, and innovative power have become management needs due to the pressure of change from increasing globalization and international trade, rapid technological changes, changes in cultural values, labor diversity, use of outsourcing, use of social networks, and use of virtual interactions (Ali, et al. 2021).

Managers and many business professionals receive information from information systems in the form of reports and displays (Abdullah & Anwar, 2021). People, hardware, software, data, and network resources are all used by information systems to execute input, processing, output, storage, and control activities that convert data resources into information. The information system is a set of formal processes that govern how data is acquired, processed, and provided to consumers (Omoraka, 2020).

According to Anwar, (2017), accounting is a system for providing quantitative information, particularly of a financial kind, about an economic institution that is supposed to be useful in making economic decisions. Management accounting refers to the process of giving information, both financial and non-financial, to managers and staff of an organization in order enable them to make choices, allocate resources, monitor, and evaluate its performance (Mirsafian, 2019).

Responsibility and management for efficiency/cost-effectiveness have proven to be the most difficult challenges in a variety of initiatives where money are routed. Project sustainability has been identified as a severe issue, and there is little information available about project sustainability other than how they were implemented (Panagiotopoulos & Karanikola, 2017). Attention has been focused on ensuring that nongovernmental organization initiatives, both national and international, are accountable for the funds obtained and spent to all stakeholders of the organization in order to aid them in managing resources (avoiding fraud) and making decisions. Nongovernmental organizations' projects are mostly funded by development partners. Leaders of nongovernmental organizations have emphasized the importance of development partners' expectations and financial accounting in their present accountability processes (Anwar & Qadir, 2017). Accountability has been seen as a foundation for achieving effectiveness in facilitating monitoring programs and projects (Anwar & Climis, 2017). Nongovernmental organizations' responsibility to funders is quite strong, as evidenced through reports and evaluations. As a tool of accountability and decision making, the funding agency required projects to publish periodic financial reports for the monies they raised and spent. Financial accounts are a driving force in the development of SMEs. An accounting information system (AIS) is a management information system (MIS)

subsystem that plays critical roles in designing and calculating organizational strategy to strengthen financial control (Ali, et al. 2021). Accounting information systems provide crucial information for stakeholders to make effective decisions, as well as to ensure organizational competitiveness (Silva & Soares, 2018), influence business strategy implementation (Hameed & Anwar, 2018), and provide information for corporate sustainability (Sabir, et al. 2021). Furthermore, it helps to reduce fraud and errors in Vietnamese SMEs (Kucuk Bicer & İlhan, 2020) and enhances the efficiency of the integration process to economic agreements (Abdullah, et al. 2017). However, Vietnamese SMEs lack effective accounting information systems since their information sophistication relies mostly on accounting applications for bookkeeping tasks rather than planning and controlling purposes (Ali, et al. 2021). Furthermore, in terms of technological complexity, a low proportion of SMEs use decision support systems, computer-aided manufacturing, and computer-assisted production management (Gómez, et al. 2021). Because of its significance, the accounting information system has become increasingly involved in management and management control research in recent years (Aziz, et al. 2021).

Skills development predominates as a research topic in the higher education domain since it is the primary goal that students must attain. Skills development is viewed as a strategic management strategy to deal with the contemporary business climate (Sorguli, et al. 2021), owing to the fact that the market has shifted from mass production to customized, with a focus on quality, pricing, and delivery speed (Hamza, et al. 2021).

II. LITERATURE REVIEW

Human Resources Management Skills

The ability to learn and enhance accounting abilities is required for the effective utilization of human resources (Damit, et al. 2019). Human resources played a critical role in uncovering useful information in this instance (Makkos, et al. 2020). Quality human resources, a lack of financing capacity in the area, and a lack of general understanding of proper technology are all key factors that hinder the expansion of the Lebak region government environments. The financial accounting information is the product of public reporting systems as well as the accounting procedures of publicly traded corporations. Balance sheets, income statements, and cash-flow statements are at the heart of the firm-specific information collection that is available to investors and regulators. As a result, maintaining a comprehensive financial disclosure structure is somewhat costly. Many securities-friendly countries engage in heavy

securities market regulation and enforcement. Public businesses must follow thorough accounting and transparency rules in all these countries. Opportunity costs, which include the money that was spent as well as other opportunities that were missed out on because of the deployment of highly educated human capital, such as accountants, lawyers, academicians, and politicians, are included in the resources expended (Ahmed, et al. 2021).

The set of people who make up an organization's or commercial entity's workforce is referred to as talent management. It is made up of people's human resources, which can be utilized to produce commodities or provide beneficial services. Human resources are vital assets to every company, as human resources have the potential to successfully and efficiently utilize other resources such as land, equipment, and money. As a result, the saying "our greatest assets are our staff" is included in most annual reports. Reports and displays are used to provide information to managers and numerous business professionals. The myriad of entities employed by information systems for input, processing, output, storage, and control operations that turn data resources into information includes people, hardware, software, data, and network resources. A well-organized information system consists of a set of standardized procedures that regulate how data is gathered, processed, and distributed to customers. In numerous projects, costs and efficiency have proven to be the greatest hurdles. It has been noted that the sustainability of projects is a major problem, and no information on project sustainability is accessible except from how they were conducted (Ismael, et al. 2021). While attention has been given to ensuring that NGO initiatives both national and international are accountable for the funds obtained and spent in order to aid stakeholders with management of resources and decision-making, attention has also been paid to assuring that non-governmental organizations adhere to strict rules for financial transactions in order to combat fraud. Development partners are the primary source of nongovernmental organizations' funding. NGO leaders stress the relevance of the expectations and financial accounting of development partners in their current accountability procedures (Ermasova, et al. 2018). Accountability has been considered as a fundamental tool for project and program effectiveness. There are a multitude of reports and evaluations that demonstrate the strength of non-profit organizations' commitments to funders. To meet the expectations of financial responsibility and decision-making, funding agencies asked projects to provide regular financial reports (Khati & Kim, 2020).

Communication Skill

This skill set is intended to exist across tactics, and the Comskil Model attempts to ensure that it is made apparent in these specific situations. Any other teaching techniques, methods, processes, and evaluations aside from teaching techniques, methods, processes, and evaluations must be separated from the skills being taught. Other techniques described in the article include: the authors highlight how evaluation methods create concordance between abilities taught and those measured through rigorous coding of trainees' communication interactions and clear and direct feedback (Sousa, 2017). There are a number of theories used in the design of communication skills training, the major one being Adult Learning Theory. It has been shown in several sources, including Gardi, (2021) and Ismael, et al. (2021), that numerous key concepts are at work in effective adult learning. These include the following: Adults want to know why they should learn something before starting to learn it, and adults want to learn the practical as well as the theoretical. Adults are motivated to learn in participatory and active settings, and adults prefer responsibility for their decisions and the desire to be viewed as capable of self-direction. In light of these principles, Sorguli & Al-Kake, (2020) offer suggestions on optimal learning conditions: starting from within, guiding oneself, incorporating useful resources, using internal motivators, and creating an environment that emphasizes problems and offers opportunities for giving and receiving feedback. To concentrate on the practical problems faced by adult learners, a method that relies on skill development can be highly beneficial.

For successful communication to take place, it is vital that clinicians and customers meet face-to-face. It is possible to come to a mutual agreement on a comprehensive care plan when the customer's requirements and concerns are thoroughly recognized using a biopsychosocial formulation. Communication skills training (CST) has become a vehicle to help clinicians improve their communication skills while simultaneously helping to establish professionalism and outstanding levels of care. While good communication skills have been shown to contribute to higher customer satisfaction, better customer treatment adherence, better health outcomes, fewer malpractice claims, lower anxiety, better recall, and improved understanding, there are no studies proving that good communication skills lead to better health outcomes (Al Shobaki, et al. 2017). Because of this, it is essential to keep track of any and all creation and implementation of communication skills training initiatives. The primary goal of this paper is to investigate how Hulsman et al. addressed criticisms in a new round of literature review on doctor communication skills training. According to Hulsman et al., major gaps exist in the literature on communication skills

training for practising doctors. A thorough review of existing studies found that many studies utilize inappropriate research methods and that only about half of the communication behaviors are known to result in any sort of positive effect. The Comskil Model ensures that this skill set appears throughout tactics. Separating the approaches, procedures, processes, and evaluations that are being taught from the specific abilities to be learned is required. A number of other strategies were mentioned in the article, including: This book's authors draw attention to how evaluation methodologies have the ability to produce an alignment between the competencies taught and those that are measured through comprehensive coding of trainees' communication interactions and explicit and clear feedback (Damit, et al. 2019).

Various theories on teaching communication skills are utilized in designing a training curriculum, the key one being Adult Learning Theory. A good number of sources concur that when it comes to effective adult learning, several essential concepts are at work. Included in this group are: Many individuals like to know why they should learn something before starting to learn it, while many others would prefer to gain a working knowledge of both theoretical and practical topics. In participatory and active learning environments, people are inspired to learn, and they like to hold the reins when it comes to determining their future. Tambe, et al. (2019) present ideas for effective learning methods based on their observations that start from inside, allow for one's own development, use beneficial resources, put a focus on issues and provides possibilities for providing and getting feedback. Another strategy that focuses on developing certain skills is particularly useful for adult learners (Ali & Anwar, 2021).

It is crucial that clinicians and customers meet face-to-face in order for successful communication to take place. When the needs and concerns of the customer are understood using a biopsychosocial formulation, it is possible to develop a mutually agreeable care plan. CST has helped clinicians in two ways: First, it improves their communication skills, helping them build professionalism and outstanding levels of care. Second, it serves as a vehicle to improve their communication skills, while also helping to establish professionalism and outstanding levels of care (De Mauro, et al. 2018). While better customer treatment adherence, better health outcomes, and lower anxiety have all been demonstrated to result from better communication skills, no research have proven that stronger communication skills lead to better health results. Since this is true, it is important to record all communication skill training initiatives, no matter how they are implemented. The purpose of this work is to research how (Hakim & Kessentini, 2017). tackled the criticism that the literature on

doctor communication skills training came up against in a new round of literature reviews. Several notable gaps exist in the research on teaching doctors in communication skills, claims Hulsman et al. The results of an exhaustive literature study indicated that many studies apply inadequate research methodologies, and the result is that less than half of communication activities have been positively proven to result in any form of effect (Kutnjak, et al. 2019).

Flexibility

The mental and emotional flexibility model incorporates acceptance as a means of implementing a different strategy for the utilization of experiential avoidance, which is identified by a pattern of behaviors observed when someone does not permit themselves to experience thoughts, feelings, memories, or sensations (Saleh, et al. 2021). In the practice of mindfulness and cognitive defusion, an individual notices whatever ideas, feelings, or sensations come in the present moment, and allows their actions to not be dictated by the content of their thoughts, feelings, or experiences. In addition, identity is a knowledge of one's own experiences (past and present) without a desire to hold on to them, which is commonly labeled the "visual observation self."

Changes in the way a person with dementia thinks and behaves are unavoidable. Reductions in specific behaviors such as self-care and daily living tasks such as cooking and walking are observed because of reductions in both cognitive and physical ability. In individuals with dementia, dressing, grooming, transferring, feeding, washing, and toileting themselves may all be challenging. With this information, you can see that patients with dementia may have numerous errors, trouble communicating, and physical limitations, which can occur as the result of memory lapses, confusion, or challenges. The scope for management to adapt the quantity of workers to meet fluctuations in demand was highlighted by numerical flexibility, whereas functional flexibility, as previously stated, was how easily the activities performed by workers could be modified to match variations in the nature of that demand (Ali, et al. 2021). Associated about the exclamation point 'vital' in this method, Abdullah & Anwar, (2021) offer the alternate term 'profound', and many others offer the term 'significant' (Omoraka, 2020) as alternative terms to better describe the everyday incidents that may be the focus of nursing research. This appears to be supported by the information which has been shared, as it appears from the aforementioned debate that, with a name change from 'critical' to 'revelatory' or 'significant', this strategy may be deemed even more broadly applicable. People who employ a flexible mind-set as well as the flexible-emotion theory make use of acceptance as a strategy for implementation of an alternative strategy for using experiential avoidance,

which is illustrated by a pattern of conduct (Lee & Lee, 2019). Mindfulness and cognitive diffusion is all about recognizing everything that comes to mind in the present moment, and acting in response to whatever emotions, ideas, or sensations appear. Also, one's identity includes both knowing who they are, and also letting go of that knowledge and not wanting to cling on to it. This is referred to as a "visual observation self." For some people with dementia, changes in thinking and behavior are inescapable. Cognitive and physical capacity are both reduced, which causes specific behaviors like self-care and daily living duties like as cooking and walking to be reduced. Even self-care activities, such as clothing, grooming, transferring, feeding, showering, and toileting, can be difficult in adults with dementia. Because of this, you will find that patients with dementia could experience a multitude of blunders, communication problems, and physical difficulties that stem from memory lapses, disorientation, or other issues. In the instance of numerical flexibility, managers were given permission to make adjustments to the number of workers based on changing demand. Functional flexibility, on the other hand, is defined as the ease with which worker tasks can be modified to adjust to variations in the nature of the demand (Anwar, 2017). Mirsafian, (2019) provides the alternative term 'profound' as a synonym for 'vital' when describing ordinary experiences which are the subject of nursing study. According to the evidence supplied, it appears that a term change from 'critical' to 'revelatory' or 'significant' has led to a wider use of this method (Panagiotopoulos & Karanikola, 2017).

Negotiation

In practically every sector of our everyday lives, negotiation techniques may be found. Every day we negotiate multiple agreements. For example, we frequently have to pick among several possible scenarios through interpersonal transactions such as buying a property, negotiating a new contract at work, or asking our spouse to go to the movies. The use of negotiation has expanded in recent years, with many experts agreeing that this will benefit employees. An effective pause comes after or before a key comment in the negotiation. To help the subject focus on the content of what the negotiator is saying, the pauses aid in drawing out the information that the negotiator is going to say. Both negotiating techniques cause the negotiation styles to be expressed in two different manners. An essential first step in ethical bargaining is locating one's interests and goals (Anwar & Qadir, 2017). It takes a lot of research and thought into the needs and interests of the parties, creating many possible solutions, and, ultimately, working toward developing a stronger working relationship between the parties. When it comes to dividing the pie, almost all the time the pie that gets shared does both parties some good,

but in most circumstances, the pie that gets divided gets larger (Anwar & Climis, 2017), benefitting both sides. On the other hand, the idea of positional bargaining is focused on what both parties stand to gain and lose, whereas the focus of positional negotiation is centered on what both parties are likely to win and lose. This results in an agreement being reached by making a series of concessions for both parties, followed by a contest to see which party has the upper hand. Despite the fact that one person is believed to be able to finish the entire pie, the idea of dividing the pie to supply another person with more food is not seen as being possible. While there is no single method that will suit all talks, negotiators who are skilled will be able to apply several ways as well as have the capacity to adopt the appropriate strategy at all times (Ali, et al. 2021).

Ethical Actions

An institution's flexibility to sustain a commitment to ethical and socially responsible practices across multiple cultures is a possible source of competitive advantage (Silva & Soares, 2018). This section of the study draws on the resource-based theory of competitive advantage and expands on it by claiming that ethical capability may be a source of persistent competitive advantage. Ethics is so commonly regarded as a state of "right vs. wrong, or good vs. evil," although it is not even close to being correct. Ethics consists of a multi-stage process of first defining what one should do in a specific event, and then balancing both inner and exterior concerns such that the unique mixes of experience and learning of every individual is taken into consideration. Humans have to do a lot of thinking before they can operate in a morally right manner (Hameed & Anwar, 2018). The basic concept of the profession's dedication to service and honesty is to engage in behaviour like this.

According to Sabir, et al. 2021), an efficient team activity should be developed around a set of unique organizational skills that are crucial for obtaining a competitive advantage. Resource-based theory was originally established in an attempt to explain how resource-based theory applies directly to human resource management as a source of competitive advantage. Even if designers adhere to ethical expectations and design a trustworthy, reliable, transparent, and honest autonomous system (through a true ethical design process), numerous ethical risks persist in the presence of human-machine symbiosis, which is typically found when considering intimate or close human/machine interaction. In our work, we define an ethical risk as a situation where the risk of exposing humans or leading to immoral machine behavior or machine behavior that is incongruent with societal expectations is present despite all

the efforts that designers of societal structures have made to avoid these situations (Kucuk Bicer & İlhan, 2020).

In this study, ethics is stated as including both the actions (which may include choosing and acting) that fit with society norms and the choices individuals make (including decisions) (including decisions). Perhaps the designer of human-machine systems, the system user, or the machine itself is questioning the ethical standards of behavior (ethical design), or the systems are exhibiting odd behavior (machine ethics) (Trentesaux & Rault, 2017). From our perspective, there are two basic ethical frameworks in the literature: deontology (such as deciding/acting in accordance with moral principles) and consequentialism (deciding/acting in accordance with the probable moral impacts). Additionally, work has been done on studying spirituality connected to personal goals in everyday behavior (Abdullah, et al. 2017), workplace thoughts, behaviors, and interactions (Ali, et al. 2021), and transforming organizational culture by transforming leadership and employees (Gómez, et al. 2021).

Compassion Skill

It may well be simple to brush aside the value of nonverbal communication skills; nonetheless, when poor communication happens, it frequently incorporates weaknesses in nonverbal communication. Secondly, the patient's cultural background must always be considered when some of these abilities are being applied. While they may be appropriate and useful in some cultural contexts, they are totally inappropriate and meaningless in others. Though it is largely understood that compassion is a crucial attitudinal component of mindfulness practice (Aziz, et al. 2021), in general, MBIs do not expressly teach compassion. While compassion is largely taught through the teachings of the instructor, compassion is most definitely demonstrated in how the instructor interacts with the participants (Sorguli, et al. 2021). This creates an impact on participants in a way that encourages them to adopt the same compassionate demeanor in dealing with their own experiences. Mindfulness-based stress reduction teachers are given the opportunity to incorporate a metta meditation in which participants focus on feelings of love, warmth, and compassion for themselves and others during the silent retreat that occurs between weeks 6 and 7 of the program. This is optional, however. To expand access to treatments, mental health professionals have started developing online interventions in the hopes of reducing the number of the obstacles that prevent people from getting appropriate care. In instance, self-directed online treatments address multiple issues since they deal with all of them. Normative developmental transitions such as attending college are life-changing experiences, and as such, are associated with

discontinuities, departures from past roles, and the introduction of new patterns and functioning (Hamza, et al. 2021). While some people flourish with the recently gained independence and the greater potential for self-selection of activities and choices, others resist these new conditions. On the other hand, for some, a lack of coping abilities and institutional supports create a mismatch between their demands and the environment's affordances, which could potentially have a detrimental impact on their well-being (Makkos, et al. 2020).

When bad communication occurs, it typically involves problems in nonverbal communication. Another factor to consider is the patient's cultural background; if any of these abilities are used, it is critical that his or her history be taken into consideration. Some cultural contexts may find them useful, while they are completely irrelevant elsewhere. Though compassion is widely acknowledged to be an important attitude for mindfulness practice (Ahmed, et al. 2021), MBIs often do not describe or impart compassion training. Compassion is most clearly expressed through the instructor's interaction with participants (Ismael, et al. 2021). This influences individuals to adopt a caring attitude with regard to their personal experiences. MBSR teachers who have participated in a metta meditation exercise during their months 8 silent retreat have an option to add a mindfulness-based stress reduction lesson on feelings of love, warmth, and compassion for themselves and others. While not required, this option is available. The field of mental health is doing everything it can to increase access to treatments, and to this end, therapists are now designing online interventions in the hopes of cutting down on the number of obstacles that hinder people from accessing adequate care. Treating various problems using self-directed online treatment has the advantage of dealing with a variety of problems at once. Life-changing experiences, and as such, transitions from old roles, and the introduction of new patterns and functioning are common with normative developmental transitions, such as going to college (Ermasova, et al. 2018). Some people enjoy having the extra freedom earned by increased autonomy and a wider range of possible activities and choices to chose from, while others reject these conditions. Others, in contrast, may face a mismatch between their emotional needs and the environment's physical features, which could negatively affect their overall well-being (Khati & Kim, 2020).

Accounting Information System

Encompassing a system of physical and nonphysical interconnectedness, accounting information system (AIS) can act as a gateway that unites different subsystems or components, integrating financial and nonfinancial information and functioning as a means of converting

information pertaining to a lack of financial resources into financial information. When it comes to systems for gathering, converting, and disseminating information, accounting systems must be capable of doing so (Sousa, 2017). The efficiency of the accounting information system installation depends on managerial commitment. The most crucial factors in the new "Accounting Information System" deployment's success are that it's easy for users to interact with, management is on board, and the objectives are defined clearly. Thorough preparation and fair expectations are two vital components of any successful project. After investigating the many promises connected to maintaining behavior management in order to help clients meet their goals and enhance the efficacy of the accounting information system, Additionally, Gardi, (2021) assert that maintaining the company's commitment to information technology and consistency of resources make it easier to use the assistance required for operations. Additionally, Indonesia must contend with difficulties, like a low quality of human resources, that may limit future economic progress (Ismael, et al. 2021).

III.   RESEARCH METHODOLOGY

The article's purpose is to measure the impact of human resources management skills on accounting information quality in kurdistan public sector. To enable the study to measure human resource management skills at public sectors in Kurdistan region of Iraq, the researchers used five human resources management skills elements, first is communication skill, second is flexibility skill, third is negotiation skill, fourth is ethical action skill, and fifth is compassion skill. To assess the current study, the researchers used a quantitative research method in the form of a survey. The questionnaire was delivered at random to 84 administrative employees from several government departments in the Kurdistan region. The researchers, on the other hand, were able to collect 78 completed questionnaires. All questionnaire items were scored on a five-point Likert scale ranging from 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree. After the completion of data gathering, all collected information are measure and examined by using were SPSS to determine the development of measure the impact of human resources management skills on accounting information quality in kurdistan public sector.

Research model
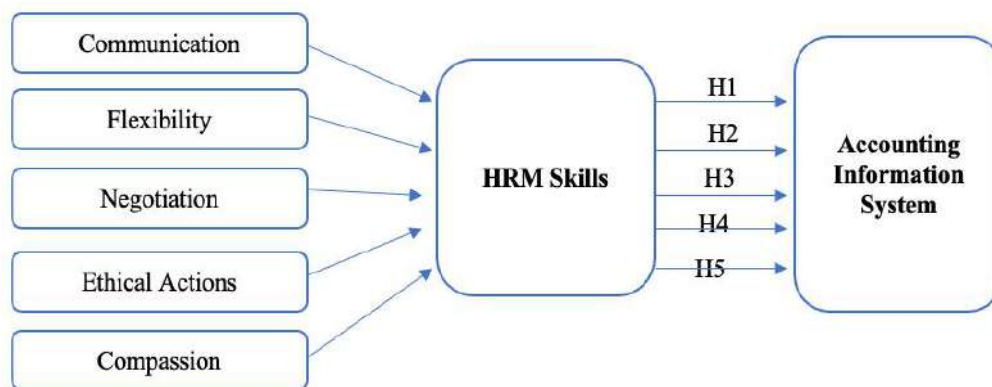
Fig.1: Research Model

Research Hypotheses

H1: Communication skill as human resource management skills has a positive and significant influence on accounting information system.

H2: Flexibility skill as human resource management skills has a positive and significant influence on accounting information system.

H3: Negotiation skill as human resource management skills has a positive and significant influence on accounting information system.

H4: Ethical actions skill as human resource management skills has a positive and significant influence on accounting information system.

H5: Compassion skill as human resource management skills has a positive and significant influence on accounting information system.

IV. DATA ANALYSIS

Table 1- KMO and Bartlett Sphericity Test of Self-rating Items

Factors	N of items	n	KMO	Bartlett test	
				Chi-Square	Sig
Communication skill	8	78	.711	1.523	.000
Flexibility skill	7	78			
Negotiation skill	9	78			
Ethical actions skill	8	78			
Compassion skill	7	78			
Accounting Information System	10	78			

Table (1) demonstrates the findings of KMO and Bartlett Sphericity for each variable (communication skill, flexibility, negotiation, ethical actions skill, compassion skill, and accounting information system). The results showed that the value of KMO is .711 which is greater than .001, this concluded that the sample size used for the present article is effective and efficient. Moreover, the Chi-square = 1.523 along with .000 significant level.

Table 2: Reliability analysis

Factors	N of items	n	Cronbach's Alpha
Communication skill	8	78	.731
Flexibility skill	7	78	.736
Negotiation skill	9	78	.741
Ethical actions skill	8	78	.761
Compassion skill	7	78	.722
Accounting Information System	10	78	.769

Table (2) demonstrates the findings of 49 questions as follow (communication skill = 8 questions, flexibility skill = 7 questions, negotiation skill= 9 questions, ethical actions skill= 8 questions, compassion skill= 7 questions, and accounting information system= 10 questions). The study used reliability analysis; the results showed that communication skill = .731 as alpha value with 78 sample size for eight questions, flexibility skill = = .736 as alpha value with 78 sample size for seven questions, negotiation skill= .741 as alpha value with 78 sample size for nine questions, ethical actions skill= .761 as alpha value with 78 sample size for eight questions, compassion skill= .722 as alpha value with 78 sample size for seven questions, and accounting information system= .769 as alpha value with 78 sample size for ten questions.

Table 3: Correlation Analysis

Correlations								
		CS	FS	NS	EAS	COS	AIS
Communication skill	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	78					
Flexibility skill	Pearson Correlation	.621**	1				

	Sig. (2-tailed)	.000					
	N	78	78				
Negotiation skill	Pearson Correlation	.633**	.639**	1			
	Sig. (2-tailed)	.000	.000				
	N	78	78	78			
Ethical actions skill	Pearson Correlation	.705**	.597**	.644**	1		
	Sig. (2-tailed)	.000	.001	.000			
	N	78	78	78	78		
Compassion skill	Pearson Correlation	.661**	.703**	.721**	.736**	1	
	Sig. (2-tailed)	.000	.001	.000	.000		
	N	78	78	78	78	78	
Accounting Information System	Pearson Correlation	.632**	.714**	.709**	.638**	.697**	1
	Sig. (2-tailed)	.000	.001	.000	.000	.000	
	N	78	78	78	78	78	78
**. Correlation is significant at the 0.01 level (2-tailed).							

Table (3) demonstrates the correlation between (communication skill, flexibility, negotiation, ethical actions skill, and compassion skill) and accounting information system. The findings showed that as for communication skill and accounting information system's value is .632**, as for flexibility skill and accounting information system's value is .714**, as for negotiation skill and accounting information system's value is .709**, as for ethical action skill and accounting information system's value is .638**, as for compassion skill and accounting information system's value is .697**. This means that there is significant correlation between (communication skill, flexibility, negotiation, ethical actions skill, and compassion skill) and accounting information system.

Table 4-Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.636	.3021		1.325	.000
	Communication skill	.599	.041	.632	1.365	.000
	Flexibility skill	.603	.012	.611	1.333	.000
	Negotiation skill	.639	.17	.642	1.747	.000
	Ethical actions skill	.644	.35	.649	1.987	.000
	Compassion skill	.655	.33	.661	1.545	.000
a. Dependent Variable: Accounting Information System						

Table (4), shows a hierarchal multiple regression measure to the impact of (communication skill, flexibility, negotiation, ethical actions skill, and compassion skill) on accounting information system. The results showed that as

for the impact of communication skill on accounting information system was found the value of Beta is .632 with significant level .000 this indicated that first research hypothesis is supported which is Communication skill as human resource management skills has a positive and significant influence on accounting information system. As for the impact of Flexibility skill on accounting information system was found the value of Beta is .611 with significant level .000 this indicated that second research hypothesis is supported which is Flexibility skill as human resource management skills has a positive and significant influence on accounting information system. As for the impact of Negotiation skill on accounting information system was found the value of Beta is .642 with significant level .000 this indicated that third research hypothesis is supported which is Negotiation skill as human resource management skills has a positive and significant influence on accounting information system. As for the impact of Ethical actions skill on accounting information system was found the value of Beta is .649 with significant level .000 this indicated that fourth research hypothesis is supported which is Ethical actions skill as human resource management skills has a positive and significant influence on accounting information system, and lastly, as for the impact of Compassion skill on accounting information system was found the value of Beta is .661 with significant level .000 this indicated that fifth research hypothesis is supported which is Compassion skill as human resource management skills has a positive and significant influence on accounting information system.

V.   CONCLUSION

Operation complications that involve damage to internal organs or major vessels (such as intestinal perforation, necrosis, or embolization) depend to a considerable part on the intricacy of the procedure, the proximity of these structures to the operative field, and the surgical skills of the surgeon. While surgical training focuses a high focus on the need of avoiding complications, trainees rarely receive instruction on how to handle difficulties when they occur. Once we establish that effective management requires crisis management ability on the part of the surgeon, and that a surgeon's history and experience also contribute to that outcome, different outcomes are possible. While these cases are based on anecdote and have no scientific validation, the knowledge used to manage these situations is derived from observation of a mentor who is also dealing with a similar situation, or from one's own personal experience, where the surgeon might have learned by making mistakes. Thus, such learning is a matter of chance and dependent on having had to cope with comparable situations in the past.

The intricacy of the surgery, the proximity of these structures to the operational field, and the surgical skills of the surgeon are of substantial importance when it comes to problems involving internal organs or major artery (such as intestinal perforation, necrosis, or embolization). During surgical training, there is a great emphasis on avoiding complications, but students are not taught how to respond when problems arise. With the aid of research, we now know that a surgeon who possesses crisis management skills can successfully lead a healthcare organization during difficult situations, and that a surgeon's history and experience contribute to that. As a result, it is feasible to produce varied outcomes. These scenarios are based on anecdote and have no scientific confirmation, however when managing these situations, you can learn via observation of a mentor or by making mistakes on your own. In other words, such learning is simply a matter of chance and depends on a person having had to cope with events identical to their current problem.

The study used a hierarchal multiple regression measure to the impact of (communication skill, flexibility, negotiation, ethical actions skill, and compassion skill) on accounting information system. The results showed that as for the impact of communication skill on accounting information system was found the value of Beta is .632 with significant level .000 this indicated that first research hypothesis is supported which is Communication skill as human resource management skills has a positive and significant influence on accounting information system. As for the impact of Flexibility skill on accounting information system was found the value of Beta is .611 with significant level .000 this indicated that second research hypothesis is supported which is Flexibility skill as human resource management skills has a positive and significant influence on accounting information system. As for the impact of Negotiation skill on accounting information system was found the value of Beta is .642 with significant level .000 this indicated that third research hypothesis is supported which is Negotiation skill as human resource management skills has a positive and significant influence on accounting information system. As for the impact of Ethical actions skill on accounting information system was found the value of Beta is .649 with significant level .000 this indicated that fourth research hypothesis is supported which is Ethical actions skill as human resource management skills has a positive and significant influence on accounting information system, and lastly, as for the impact of Compassion skill on accounting information system was found the value of Beta is .661 with significant level .000 this indicated that fifth research hypothesis is supported which is Compassion skill as human resource management skills has a positive and significant influence on accounting information system.

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Evaluation of Boccia Sports Achievement Coaching Program using Cipp Model at the Boccia NPC Indonesia National Training Center

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Abstract

The present research focus on determining the achievement of the Boccia sports achievement coaching program using the CIPP evaluation model at the Boccia NPC Indonesia National Training Center in 2019/2020.

The type of research used is program evaluation research. The evaluation model used is the evaluation model context, input, process, product (CIPP). Sources of data obtained from three objects namely paper, place and person. Data collection techniques in this research used observation, questionnaires, interviews, and observations. The research instruments are observation guidelines, interviews and questionnaires. The data analysis technique in this research is descriptive data analysis, namely qualitative descriptive data analysis and quantitative descriptive data analysis. The result of the percentage value of context evaluation is 87.5% in good category, the result of the percentage value of input evaluation is 86.5% in good category, the result of the percentage value of process evaluation is 88.67% in good category, and the result of the percentage value of product evaluation is 89, 8% with good category. Based on the results of the evaluation of the questionnaire assessment and has been analyzed using quantitative descriptive data analysis techniques, it can be concluded that the evaluation of the Boccia sports achievement coaching program is categorized as good.

Keywords— CIPP Evaluation, Achievement Coaching, Boccia.

I. BACKGROUND

Boccia is a game played indoors with a smooth/slippery field surface. The balls used are made of leather. The ball used in the game consists of 13 balls. The ball is divided into: 6 blue balls, 6 red balls and 1 white ball (Jack Ball). These balls also have different characteristics. Athletes who can compete are athletes who have disorders that lead to competitive losses in the sport. There are 4 classifications to be able to compete in Paralympic sports, especially Boccia. The BC1 classification refers to athletes with brain damage who are able to use their hands or feet to consistently move the ball in play. The athletes of this category are accompanied by a guide or assistant to deliver the ball before they make the throw. BC2 are athletes with cerebral palsy but are able to use hands and feet much better than athletes in the BC1 category. BC3 are athletes with brain paralysis or other movement dysfunction in all four limbs who are unable to throw the ball in the game so that they are allowed to use assistive devices to move the ball in the game and are assisted by an assistant who is in charge of arranging the ball throwing pathBC4 are athletes who do not have brain paralysis problems but have other movement function disorders in all four limbs and have functional abilities like BCS athletes. Conditions such as muscular dystrophy, spina bifida (open spine) disorders, tetraplegia, fall into this category (Barak, 2016).

Boccia was first competed in Indonesia at the national student level, namely at peparpenas (National Student Paralympic Week) on November 7-14, 2017 in Solo. Out of the 15 provinces that registered, there were 7 provinces that qualified for the event. In Indonesia boccia sports under the auspices of NPC Indonesia. NPC Indonesia (*National Paralympic Comitee of Indonesia*)

was previously named YPOC (Foundation for Disabled Sports) and BPOC (Disability Sports Development Agency. Multi event competition participated by NPC Indonesia at the world level "*Paralympic Games*", Asian level "*Asian Para Games*", and Southeast Asian level "*Asean Para Games*".

NPC itself is an institution that is responsible for gathering, fostering, training, and forming high-quality disabled sports athletes and is responsible for coordinating every disability activity at the regional, national and international levels. NPC Indonesia is an achievement sports organization for people with disabilities which is the only forum for training and organizing sports for people with disabilities in Indonesia and has the authority to foster persons with disabilities. The NPC is expected to increase the achievements of boccia athletes to the world level.

The achievements require a good coaching process. The process of fostering achievement in sports has several aspects that must be met, namely biological aspects, psychological aspects, environmental aspects, and supporting aspects. According to Harsono (2017) to achieve high achievement requires hard work, because high achievement is not easy work, but that does not mean it cannot be achieved. To achieve optimal performance requires good physical, technical, tactical and mental well-being. Good physical, technical, tactical and mental qualities must have the right training qualities. In addition, to achieve achievements, professional management is needed. Management quality can be seen from several aspects, namely human resources (athletes, coaches, administrators), finance/funding, training programs, and infrastructure.

Indonesia's Boccia national team has not had the best performance at the international level. The first participation of the Indonesian national team in the international arena was the Asian Para Games Jakarta in 2018. The Indonesian national team could not win a medal. To improve the achievements of the Indonesian national team Boccia, evaluation is required from several aspects. Evaluation conducted professionally will produce objective findings that are findings as they are both data, analysis and conclusions are not manipulated which will ultimately benefit policy makers and the public. According to Rusdiana (2017) evaluation is defined as the collection of information in order to make decisions and judgments. *Context, Input, Proccess, Product* (CIPP) evaluation is expected to produce data findings that can then be used to evaluate the management of the Indonesian national team.

II. RESEARCH METHODOLOGY

The type of this research is evaluation research or program evaluation. According to Sugiyono (2016) Evaluation research is a scientific method (rational, empirical and systematic) to obtain data with the aim of knowing the effectiveness and efficiency of projects, policies and programs. According to Arikunto (2017) Evaluation research is a process carried out in determining policies by first considering the positive values and benefits of a program, as well as considering the technical process that has been used to conduct the assessment.

The program evaluation model used in this study is the CIPP evaluation model (*context, input, process, product*). There are 4 components that will be discussed and evaluated in this study, namely the dimensions of *context, input, process, product*.

1. *Context dimension*
   Evaluating the history of the NPC Boccia Indonesia program organization, the legal basis for the NPC Boccia Indonesia sports program, the objectives of the NPC Boccia Indonesia program.

2. *Input dimension*
   Evaluating the characteristics of Boccia athletes, characteristics of Boccia coaches, support for facilities and infrastructure for the Boccia sports program at NPC, financial support for the Boccia Program at NPC.

3. *Process dimension*
   Evaluating the implementation of the selection of Boccia Indonesia NPC athletes and coaches, the implementation of the Boccia Indonesia NPC training program.

4. *Product dimension*
   Evaluating the achievements of NPC Boccia Indonesia.

The data sources in this study were obtained from three objects, namely: *paper, place* and *person*. *Paper* is a source of document data, books, magazines or other written materials in the form of theories, research reports and so on. *Place* is a data source in the form of a place that is the object of observation with various behaviors or actions of people in that place. *Person* is the source of data in the form of people (respondents) to meet, to ask questions and to consult; in this case are Management, Coaches, and Athletes. Data collection techniques in this research used observation, questionnaires, interviews, and scrutiny. To evaluate the implementation of the national team sports performance development program for the Indonesian Boccia national team uses research instruments, namely observation guidelines, interviews and questionnaires (questionnaire). The use of instruments

in the form of a questionnaire (questionnaire) to obtain accurate data requires a data collection tool that can be accounted for by being tested for its validity and reliability.

In this research, two kinds of descriptive data analysis techniques were used, namely qualitative descriptive data analysis and quantitative descriptive data analysis. The data that was analyzed qualitatively came from data obtained from various sources, namely interviews. While the quantitative descriptive based on the data obtained from the questionnaire.

III.   RESULTS AND DISCUSSION

A. *Context Evaluation*

The context dimension or context evaluation aims to evaluate the history or background of the Boccia program at NPC Indonesia, the legal basis, and the objectives of the Boccia sports program. The Boccia Indonesia NPC Program is a sports program organization that has the characteristics of a good organization. This good category can be described as follows: Boccia NPC program has a legitimate organizational structure; this is based on the observation of the latest decision letter determination document number: 01/NPC-Ina/SKEP/IV/2019. In addition, in running the NPC organization Boccia has its Articles of Association and Bylaws. Second, the NPC runs an organization based on a legal basis, both based on the Act and the Government Regulation of the Republic of Indonesia. The three Boccia NPC Programs aim to accommodate the talents of Indonesian citizens, especially people with special needs or disabilities, to be able to excel.

Based on an assessment questionnaire consisting of 20 respondents (management, coaches, assistant coaches, support teams, athletes) and with 6 questions, the total value of the questionnaire obtained was 525. Furthermore, the total assessment changed to a percentage value, from the context evaluation questionnaire obtained a percentage value of 87.5%. Based on the benchmark reference assessment (PAP) the result of the percentage value of context evaluation is 87.5% with a good category.

B. *Input Evaluation*

Input evaluation aims to evaluate the supporting factors in achieving the target of a program. There are several factors that are evaluated in this study, namely HR factors related to athlete characteristics, coach characteristics, facilities and infrastructure support, funding or finance. The following are conclusions based on the results of

interviews and document observations. Boccia NPC athletes have various characteristics, according to their respective origins or cultures. The process of breeding athletes is also carried out using various methods, both by means of independent selection, recommendation, and talent scouting to regions. Characteristics of Boccia coaches at NPC Indonesia have knowledge and knowledge of sports that are in accordance with the field of sports, have knowledge about sports with disabilities, especially the boccia sport, have a license and experience in the boccia sport, and have achievements in training the boccia program. Supporting documents that strengthen these results are the trainer's certificate, trainer's license, and trainer's achievement certificate. The following is a list of managers, coaches, and support teams for the Indonesian national training team for the Boccia sport. The facilities and infrastructure owned by the Boccia Indonesia NPC team are complete and in accordance with the team's needs. Procurement of training equipment refers to international boccia regulations. However, there are several supporting facilities and the main facilities that the Boccia NPC team does not yet have, namely the field or place to practice and compete, temporarily rent training at the UNS Solo Sports Building. NPC Boccia also does not have facilities for athletes or coaches to live in.

The funds used by NPC Boccia come from the state budget. The fund management process begins with submitting a proposal to the Ministry of Youth and Sports. After the proposal is approved, then the funds are managed by the Boccia NPC management. Fund management is used for training operations, match operations, operational participation of athletes in try outs or boccia competition events, secretarial operations, and procurement of facilities and infrastructure. The Boccia NPC management prepares the annual plan and budget. The budget that has been prepared is then submitted to the Ministry of Youth and Sports.

Based on the input evaluation assessment questionnaire instrument, the total score obtained from the input evaluation assessment questionnaire consisting of 20 respondents (management, coaches, assistant coaches for the support team, athletes) and with 8 questions are 525. Furthermore, the total assessment obtained is converted into a percentage value. Based on the benchmark reference assessment (PAP) the percentage value of the input evaluation is 86.5% with a good category.

C. *Proccess Evaluation*

Process evaluation aims to evaluate the selection process for boccia athletes, planning and implementing the boccia sports program. The process of breeding athletes is carried out in several stages. The first stage is the initial nursery; the initial nursery stage is carried out in 3 ways, namely self-registration, regional NPC recommendations, and talent scouting to the regions. The second stage is verification, after the nursery stage is complete, the list of athletes is verified by management, and prospective athletes who have passed the verification then go to the third stage, namely the selection stage. The third stage is selection, prospective athletes who have passed the verification are then selected by a selection team from NPC Boccia, and the selection team consists of coaches, assistant coaches, and support teams. The fourth stage is determination; athletes who pass the next selection are determined to join the national training. Athletes who have joined the National Training Center are then trained and nurtured so that they can excel.

The Boccia NPC team's annual training program is structured around the event's goals and objectives. In addition, in preparing the training program, the coaching team considers several aspects, starting from the national calendar, the calendar of events in the world boccia championships, and the condition of the athletes (physical and technical abilities). The condition of athletes can be seen by measuring the technical and physical abilities of boccia athletes in national training. The test results are used as a reference or indicator for making an annual training program plan. The implementation of the exercise was in accordance with the training program that was prepared, but in the process of implementing the exercise there were several obstacles, namely the changing event schedule, several athletes who were sick, and from 2019 to 2021 the world was being hit by the Covid-19 outbreak, so the training process needed adjustments and training programs that have been prepared need to be reviewed and revised.

Based on the process evaluation assessment questionnaire, the total score obtained from the process evaluation assessment questionnaire is 266. Furthermore, the total score obtained is converted into a percentage value. Based on the benchmark reference assessment (PAP) the percentage value of the evaluation process is 88.67% with a good category.

D. *Product Evaluation*

Product evaluation aims to evaluate the results of boccia's previous sports achievement coaching program. Based on interviews and observations of documents it can be concluded that the achievements that have been obtained by Boccia are 3 Silver medals: Individual BC1; Individual BC2; Teams BC1/BC2.

Based on the total product evaluation assessment questionnaire, the value obtained is 359. Furthermore, the total valuation obtained is changed to a percentage value. Based on the benchmark assessment (PAP) the result of product evaluation percentage value is 89.8% with a good category.

IV. CONCLUSION

Based on the results of the questionnaire assessment and analyzed using descriptive quantitative data analysis techniques, it can be concluded that the evaluation of the Boccia sports achievement coaching program is categorized as good. The result of the percentage value of *context* evaluation is 87.5% in good category, the result of the percentage value of *input* evaluation is 86.5% in good category, the result of the percentage value of *process* evaluation is 88.67% in good category, and the result of the percentage value of *product* evaluation is 89, 8% with good category.

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Factors affecting International Finance Corporation

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Abstract

In order to succeed in business, the key is to understand how different processes, practices, rules, regulations, and institutions affect the way the firm is directed, administered, or controlled. The study attempted to investigate factors influencing international finance corporation at small and medium businesses in Erbil. Accordingly, the researchers used six factors for instance; legal factor, environmental factor, political factor, social factor, technical factor, and economic factor to measure influencing international finance. The researchers employed quantitative research method to examine the current study. The questionnaire was distributed randomly among 130 administrative staffs of small and medium businesses. The participants of the present study were 124 participants from different small and medium businesses in Kurdistan region of Iraq. Many different elements, such as currency exchange rates, inflation rates, and the existence of various cultures and languages, determine how profitable international finance can be for companies. This also means that, on the other hand, international finance could be a nightmare if any of these aspects are not handled properly. This also implies that corporations that find themselves involved in financing such deals have no choice but to engage, they must ensure that it is done efficiently. The study demonstrates multiple regression analysis to investigate six research hypotheses, as for first research hypothesis which stated that legal factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .606 with significant level of .000 this indicated that the first research hypothesis was supported, as for second research hypothesis which stated that environmental factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .669 with significant level of .000 this indicated that the second research hypothesis was supported, as for third research hypothesis which stated that political factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .601 with significant level of .002 this indicated that the third research hypothesis was supported, as for fourth research hypothesis which stated that social factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .642 with significant level of .000 this indicated that the fourth research hypothesis was supported, as for fifth research hypothesis which stated that technical factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .642 with significant level of .001 this indicated that the fifth research hypothesis was supported, and as for sixth research hypothesis which stated that technical factor influences international finance

corporation at small and medium businesses in Erbil, it was found that the value of Beta was .637 with significant level of .000 this indicated that the sixth research hypothesis was supported.

Keywords—legal factor, social factor, environmental factor, technical factor, political factor, international finance corporation
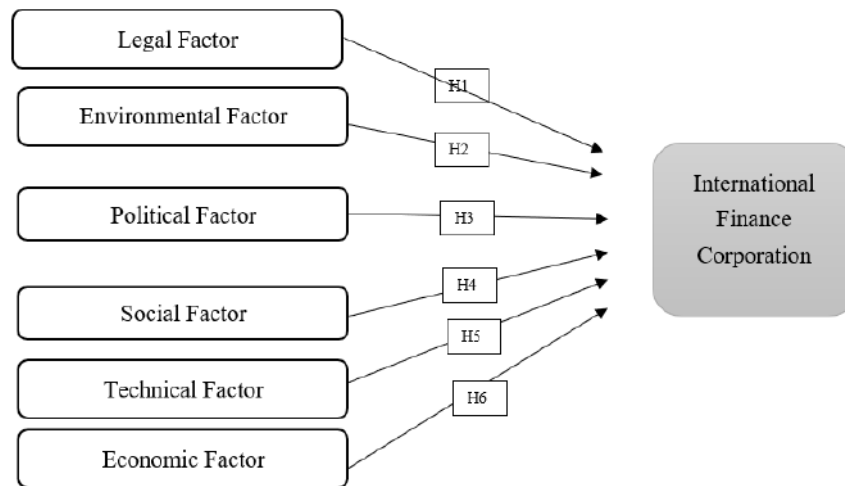
I. INTRODUCTION

Disclosure in accounting is extremely significant to all stakeholders; it brings them the knowledge they need to resolve confusion and helps them to make intelligent financial and economic decisions (Dreher, et al. 2019). firms must produce annual financial reports for external investors, which are often regarded the most critical information sources for outsiders (Sorguli, et al. 2021). In order to succeed in business, the key is to understand how different processes, practices, rules, regulations, and institutions affect the way the firm is directed, administered, or controlled (Sorguli & Al-Kake, 2020). Not only does the finance corporation comprise the various stakeholders' intricate interconnections, but it is also governed by the stated aims for which it was established. Some rules were established by the Bangladesh Securities and Exchange Commission to help increase the transparency of business reporting (Saleh et al. 2021). The rules that were implemented included: It is critical that the number of the board members of a corporation not be lower than five or higher than twenty. To be effective, all companies should ensure that independent directors are well represented on their board (Sabir, et al. 2021). The board of directors should include directors who are not affiliated with any company. Each director should be independent, and there should be at least one of them. Separation of the chairman and chairwoman of the Finance Corporation is required. It is preferable that the two available jobs be occupied by two people each. The most important factor when staffing global operations is to find and select personnel who can manage operations in various locations around the world (Ismael, et al. 2021). This strategic technique employed by the Finance Corporation is a popular method for coordinating and controlling their wide-ranging worldwide presence (Ismael, et al. 2021).

The notion of financial inclusion began toward the close of the 21st century, with the understanding that development should not just happen in one part of the world, but rather encompass all parts of the globe (Hamza, et al. 2021). Despite the fact that financial inclusion policies and actions have not historically had a long history, a list of microeconomic and macroeconomic effects in support of the hypothesis that growth in inclusive financial systems is an important component of development progress has been compiled by empirical research (Hameed & Anwar, 2018). This new digital financial platform-enabled innovation allows more inventive enterprises to enter the market by

offering products and services that make both everyday financial transactions and their customers' lives less expensive and more convenient (Gardi, 2021). Payout ratio is calculated by dividing the total dividend paid out to the net profit generated by every stock. We have taken each company's annual net profit and dividends, and computed each one's for every year to ensure that no companies in our results are faced with extremely low or negative net income year to year. Firms are global by their very nature, and the amount of international trade that occurs each year means that financial information produced according to a national accounting system may no longer be relevant to customers whose decisions are made on a worldwide scale (Dreher, et al. 2019). Information that is specific to the home or to a specific region may really be a disadvantage for both businesses and investors (Damit, et al. 2019). When a construction company decides to venture into international markets, it should do so based on a thorough analysis of both the opportunities and threats involved in international business. Such an analysis will also allow the company to discover its strengths and weaknesses relative to international activities. When it comes to construction enterprises, there are various reasons for them to expand their operations into foreign markets (Damit, et al. 2019). To sum up, we can say that sluggish local markets, increasing risk through diversification into new markets, competitive use of resources, and utilizing global prospects are among the primary reasons why investments are not taking place (Aziz, et al. 2021). There is no market in the global economy that is permanently immune to competition from abroad. Regardless of enterprises remaining domestically, they inevitably come into contact with overseas competitors. A critical factor in the global distribution of construction activity is the amount of development that takes place in different parts of the world. Also, because of differing wealth distributions, some areas receive more building activity than others. Performance Standards describe the necessary criteria for evaluating risks and implications for each task and help individuals discover ways to prevent, minimize, and manage these risks and consequences (Anwar, 2017). Additionally, while commercial viability is a central consideration in the overall mission of the Sustainable Development Business Group (SDBG) to promote sustainable development, it is also used to determine which projects SDBG should finance and which financing terms to negotiate on behalf of these projects (Anwar & Qadir, 2017). One significant result of the expansion of private sector funding in developing

nations was that state aid and funding became more focused on the private sector. Despite what is frequently said, the formal existence of the Equator Principles, which are commonly referred to as the Equator Principles or the Equator Principles, is merely publicly available in the form of a publicly available document that spells out the normative and business rationale for undertaking environmental risk management (Anwar & Climis, 2017), and specific operational standards that adopting banks

commit to using in their project finance activities. Historically, the public sector has been especially active in the infrastructure industry, particularly in developing economies (Ali, et al. 2021), because of the belief that it has strategic importance to the economy, and because the high costs and long timelines typically associated with projects of this nature were considered to be significant deterrents to private investors (Ahmed, et al. 2021).

Conceptual Framework

Research Hypotheses:

Research Hypothesis (1): Legal factor has significant influence on international finance corporation.

Research Hypothesis (2): Environmental factor has significant influence on international finance corporation.

Research Hypothesis (3): Political factor has significant influence on international finance corporation.

Research Hypothesis (4): Social factor has significant influence on international finance corporation.

Research Hypothesis (5): Technical factor has significant influence on international finance corporation.

Research Hypothesis (6): Economic factor has significant influence on international finance corporation.

II.   LITERATURE REVIEW

International Finance Corporation (IFC)

IFC is an international financial agency that provides investment, consulting, and asset management services to support private sector development in less developed nations (Abdullah, et al. 2017). A notable amount of research has been conducted on how non-state actors attempt to affect the stock markets and financial corporations. for example, World Bank academics have researched how environmental organizations pressed the

institutions to implement environmental and social policies that were thought to be outside of the norm for development in the first place. In many developing nations, finance for private enterprise investment is provided by the IFC, which can give loans and make joint ventures (Abdullah & Anwar, 2021).

The firm is designed to offer investment and asset management services to the private sector in developing countries. This is done to help bring about the development of private firms and organizations in these countries, which are lacking in the basic infrastructure necessary for doing business (García-Sánchez, et al. 2019). In addition, they promote these enterprises by either obtaining or guaranteeing finance. IFC (International Finance Corporation) offers assist to private businesses in acquiring access to capital markets and other appropriate finance. a nonprofit, private sector development organization linked to the World Bank that finances or encourages investment in member nations regardless of the nationality of the investors the IFC's investment and consulting efforts are meant to aid in reducing poverty and improving the lives of people (Kim, 2018)while maintaining a responsible approach to the environment It is the belief of the organization that sound economic growth is critical to the elimination of poverty; that it is based on the development of entrepreneurship and successful private investment; and that a business-friendly environment is needed for such success to take place and for

it to make a significant impact on the general public (Kenny, 2020). The International Finance Corporation is an international financial institution that offers investment, consultancy, and asset management services to help promote private sector development in developing nations (García-Sánchez, et al. 2019).

III. FACTORS AFFECTING INTERNATIONAL FINANCE CORPORATION

Legal factors:

Firm operating in a different legal environment might have a significant impact on the legal environment of the country in which it operates (Vanclay, 2017). Citizens in each country are governed by various laws, and multinational commercial firms must adhere to the laws of each country (Smyth & Vanclay, 2017). Many different rules, such as those that relate to age and disability discrimination, wage rates, employment and environmental regulations, affect businesses' operations (Sorguli, et al. 2020). The international lending institutions' approach to legal and working policies has an impact on the legal culture and practices of businesses (Vanclay, 2020).

Environmental factors:

Although not a direct cause, external environmental elements like weather, climate change, and temperature influence the business firms' demand patterns for various goods and services (Van der Ploeg & Vanclay, 2017). Making the environment an external aspect to think about in business has increased the importance of the environment for organizations. The rapid pace of business and industry today, combined with the constant update of the knowledge possessed by accountants (Ascensão, et al. 2018), necessitates the continuous development of the skills and professional competence of accountants, which allows them to deal with more complex financial transactions, as well as the preparation of financial statements and annual reports (Ashrafi, et al. 2018). The overall trend of people shifting towards green products and services has influenced the overall demand pattern for numerous products and services (Gleckman & Krut, 2017).

Political factors:

International variables are also influenced by numerous political issues. One of the main reasons why an international business experiences difficulties is because of government policies, tax rates, and policies of the government, as well as political instability in the country where the business is located (Finger, et al. 2018). Because of the close relationship between international business and the legal and political environment in other countries, the effect of other markets on your firm is quite real.

Furthermore, the aforementioned elements are very different from one locale to the next. A lack of political stability in the country undermines the operations of businesses, both large and small (Vanclay & Hanna, 2019). On top of that, various tax regulations and government activities might negatively impact the growth of business in other countries. Thus, a successful business political climate will have a significant impact on the growth of a commercial enterprise (Ozorhon, et al. 2018).

Social factors:

social elements such as education, awareness, and general trends and status of the population all effect the consumer behavior, with regards to purchasing various goods and services. a country's value system is affected by the social setting it finds itself in International business, as with any firm, is affected by several elements such as how people feel about riches, the conventions they have, cost structure, labor mobility, and cultural legacy (Kruger & Eberhard, 2018). The social and cultural factors have an effect on the profession of accounting as a social science and these social and cultural factors interact with one another. Not only is international business influenced by factors within each country (Gardi, 2021), but differences in social environment and culture, such as custom, lifestyle, and value, between countries also directly effects the business (Gardi, 2021). One good example is clients living in one country aren't likely to be interested in the same items and services as consumers living in a foreign country (Brooks & Oikonomou, 2018).

Technical factors:

Changes in the technological landscape of the industry have both beneficial and negative effect on the operation of commercial organizations. The fast paced development of technological changes and automated work processes is (Ismael, et al. 2021) helping to increase the overall efficiency of corporate processes (Ali, et al. 2021). One of the main variables to consider when deciding whether or not to expand your business is the influence of technology (Anwar & Qadir, 2017). The incorporation of accounting technology increases the performance of accounting information systems, and makes them more accurate and flexible for advancements and more valuable to management by providing them with the essential feedback to make sensible decisions (Anwar, 2017). However, technological advancement has also brought with it an increase in the supply of diverse products and services within the business. More advanced technologies are needed in a creative agency or a research laboratory, whereas a legal business or a consulting organization do not need those kind of advanced technologies (Ascensão, et al. 2018).

Economic factors:

Factors that influence the economic system in which the firm operates also affect the company's financial well-being. Because various economic elements (Brooks & Oikonomou, 2018), including the inflation rate, interest rate, distribution of income, the number of people employed, and the allocation of government budget, all have an immediate impact on business operations (NDUNGU, 2012). In addition to customers' ability to pay, numerous economic factors such as the purchasing power of customers impact the demand for different goods and services (Hamza, et al. 2021).

IV. METHODOLOGY

The study was carried out in small and medium businesses in Erbil. The study attempted to investigate factors influencing international finance corporation at small and medium businesses in Erbil. Accordingly, the researchers used six factors for instance; legal factor, environmental factor, political factor, social factor, technical factor, and economic factor to measure influencing international finance. The researchers employed quantitative research method to examine the current study. The questionnaire was distributed randomly among 130 administrative staffs of small and medium businesses. The participants of the present study were 124 participants from different small and medium businesses in Kurdistan region of Iraq.

V. ANALYSIS AND RESULTS

Table 1- KMO and Bartlett Sphericity Test of Self-rating Items

Factors	N of items	n	KMO	Bartlett test	
				Chi-Square	Sig
Legal factor	10	124	.772	1871.3	.000
Environmental Factor	9	124			
Political Factor	11	124			
Technical Factor	10	124			
Economic Factor	9	124			
Social Factor	11	124			
International Finance Corporation	10	124			

As we can see in table (1), the result of KMO for all five independent variables (Legal Factor, Environmental Factor, Political Factor, Social Factor, Technical Factor, and Economic Factor), and International Finance Corporation as dependent variable; is .751 which is higher than .001 this indicates that the sample size used for the current study was more than adequate. Furthermore, the result of Chi-Square is 2155.2 with the significant level .000.

Table 2: Reliability analysis

Factors	N of items	n	Cronbach's Alpha
Legal factor	10	124	.791
Environmental Factor	9	124	.737
Political Factor	11	124	.721
Technical Factor	10	124	.729
Economic Factor	9	124	.787
Social Factor	11	124	.776
International Finance Corporation	10	124	.755

As seen in table (2), the reliability analysis for 59 items used to measure the influence of six independent variables (Legal Factor, Environmental Factor, Political Factor, Social Factor, Technical Factor, and Economic Factor), and International Finance Corporation as dependent variable. The above questions were distributed as follow; 10 items for legal factor, 9 items for environmental, 11 items for political, 10 items for technical, 9 items for economic, 10

items for social factor, and items for 11 items for international finance corporation. The researchers applied reliability analysis to find out the reliability for each factor, the findings revealed as follow: as for legal factor was found the Alpha to be .791 with the sample size of 124 for 10 questions which indicated that all 10 questions used to measure legal factor were reliable for the current study, as for environmental factor was found the Alpha to be .737 with the sample size of 124 for 9 questions which indicated that all 9 questions used to measure environmental factor were reliable for the current study, as for political factor was found the Alpha to be .721 with the sample size of 124 for 11 questions which indicated that all 11 questions used

to measure political factor were reliable for the current study, as for technical factor was found the Alpha to be .729 with the sample size of 124 for 10 questions which indicated that all 10 questions used to measure technical factor were reliable for the current study, as for social factor was found the Alpha to be .776 with the sample size of 124 for 11 questions which indicated that all 11 questions used to measure social factor were reliable for the current study, and finally as for international finance corporation was found the Alpha to be .755 with the sample size of 124 for 10 questions which indicated that all 10 questions used to measure international finance corporation were reliable for the current study.

Table 3: Correlation Analysis

Correlations								
		Legal	Environmental	Political	Technical	Economic	Social	IFC
Legal factor	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	124						
Environmental Factor	Pearson Correlation	.601**	1					
	Sig. (2-tailed)	.002						
	N	124	124					
Political Factor	Pearson Correlation	.547**	.591**	1				
	Sig. (2-tailed)	.000	.000					
	N	124	124	124				
Technical Factor	Pearson Correlation	.573**	.609**	.618**	1			
	Sig. (2-tailed)	.000	.001	.000				
	N	124	124	124	124			
Economic Factor	Pearson Correlation	.587**	.512**	.493**	.482**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
	N	124	124	124	124	124		
Social Factor	Pearson Correlation	.631**	.667**	.597**	.614**	.632**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	124	124	124	124	124	124	
International Finance Corporation	Pearson Correlation	.637**	.648**	.536**	.691**	.644**	.663**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	124	124	124	124	124	124	124

> **. Correlation is significant at the 0.01 level (2-tailed).

As it can be seen in table (3), the correlation analysis between (Legal Factor, Environmental Factor, Political Factor, Social Factor, Technical Factor, and Economic Factor), and International Finance Corporation. The finding revealed that the value of Pearson correlation (r= .637[**], p<0.01), between legal factor and International Finance Corporation this indicated that there is positive and strong correlation between legal and International Finance Corporation, the value of Pearson correlation (r= .648[**]p<0.01), between environmental factor and International Finance Corporation this indicated that there is positive and strong correlation between environmental factor and International Finance Corporation, the value of Pearson correlation (r= .536[**]p<0.01), between political factor and International Finance Corporation this indicated that there is positive and strong correlation between political

factor and International Finance Corporation, the value of Pearson correlation (r= .691[**]p<0.01), between technical factor and International Finance Corporation this indicated that there is positive and strong correlation between technical factor and International Finance Corporation, the value of Pearson correlation (r= .644[**] p<0.01), between economic factor and International Finance Corporation this indicated that there is positive and strong correlation between economic factor and International Finance Corporation, and the value of Pearson correlation (r= .663[**] p<0.01), between social factor and International Finance Corporation this indicated that there is positive and strong correlation between social factor and International Finance Corporation.

Testing Research Hypotheses

Table 4- Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.007	.121		3.528	.000
	Legal factor	.602	.027	.606	2.641	.000
	Environmental Factor	.663	.029	.669	2.322	.000
	Political Factor	.597	.031	.601	2.414	.002
	Social Factor	.639	.039	.642	2.633	.000
	Technical Factor	.663	.041	.668	2.021	.001
	Economic Factor	.678	.051	.673	2.933	.000
a. Dependent Variable: International Finance Corporation						

Table (4), demonstrates multiple regression analysis to investigate six research hypotheses, as for first research hypothesis which stated that legal factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .606 with significant level of .000 this indicated that the first research hypothesis was supported, as for second research hypothesis which stated that environmental factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .669 with significant level of .000 this indicated that the second research hypothesis was supported, as for third research hypothesis which stated that political factor

influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .601 with significant level of .002 this indicated that the third research hypothesis was supported, as for fourth research hypothesis which stated that social factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .642 with significant level of .000 this indicated that the fourth research hypothesis was supported, as for fifth research hypothesis which stated that technical factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .642 with significant level of .001 this indicated

that the fifth research hypothesis was supported, and as for sixth research hypothesis which stated that technical factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .637 with significant level of .000 this indicated that the sixth research hypothesis was supported.

VI. CONCLUSION

As the years go, this concept is becoming more relevant due to the advent of technology and globalization. Capital management chances go beyond only helping to grow the company and present potential for businesses to do business more effectively. Capital management chances can also benefit clients by boosting competition and promoting the highest standards of customer service. The smaller firms have the biggest challenges since global, massive firms are competing for a share of the market. The quality of products thus has less of a risk of errors. Many different elements, such as currency exchange rates, inflation rates, and the existence of various cultures and languages, determine how profitable international finance can be for companies. This also means that, on the other hand, international finance could be a nightmare if any of these aspects are not handled properly. This also implies that corporations that find themselves involved in financing such deals have no choice but to engage, they must ensure that it is done efficiently. The study demonstrates multiple regression analysis to investigate six research hypotheses, as for first research hypothesis which stated that legal factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .606 with significant level of .000 this indicated that the first research hypothesis was supported, as for second research hypothesis which stated that environmental factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .669 with significant level of .000 this indicated that the second research hypothesis was supported, as for third research hypothesis which stated that political factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .601 with significant level of .002 this indicated that the third research hypothesis was supported, as for fourth research hypothesis which stated that social factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .642 with significant level of .000 this indicated that the fourth research hypothesis was supported, as for fifth research hypothesis which stated that technical factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of

Beta was .642 with significant level of .001 this indicated that the fifth research hypothesis was supported, and as for sixth research hypothesis which stated that technical factor influences international finance corporation at small and medium businesses in Erbil, it was found that the value of Beta was .637 with significant level of .000 this indicated that the sixth research hypothesis was supported.

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Legal Termination of Employment: Investigating the relationship between Performance Appraisal and Legal Termination

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Abstract

The primary goal of this study is to look at the link between annual performance appraisals at private hospitals and legal termination; specifically, the study looked at whether employees are fired for poor performance after being appraised by performance appraisal management. This study employed a quantitative way to analyze data from four different private hospitals to determine whether employees are fired for poor performance after being reviewed by a performance assessment management system. A total of 100 questionnaires were issued, however only 68 were returned. The findings of this study revealed that in private hospitals, there is a poor and weak link between performance appraisal evaluation and legal termination.

Keywords— Erbil, Legal Termination, Performance Appraisal, Private Hospitals.

I. INTRODUCTION

Legally terminating employees is almost definitely the most important move a firm can make in today's environment (Ali & Anwar, 2021). The major goal of this study is to look at the link between annual performance appraisals at private hospitals and legal termination; specifically, the study looked at whether employees are fired for poor performance after being appraised by performance appraisal management (Saleh et al. 2021). Individual and group contributors' abilities and skills are developed through performance management, which is described as a strategic approach for increasing organizational effectiveness by enhancing employee performance and growing individual and group contributors' talents and skills (Ali et al. 2021).

Unfair termination of employment refers to the procedure of dismissing an employee without providing a legitimate reason for the dismissal. It is the dismissal of an employee from their job for reasons that are not legally justified. Unfair dismissal claims are generally not admissible in situations where an employee is fired due to actual redundancy, incapability, or misconduct, according to the law (Abdullah et al. 2017). The process of removing someone from their job is included under the category of disciplinary action inside the office structure (Sabir et al.

2021). Administrative actions done by management against an employee who fails to comply with rules and regulations set inside the organization are known as disciplinary actions. Anwar, (2017) went on to say that employers have legal jurisdiction in the issuing of orders and the implementation of restrictions or sanctions in order to guarantee that the rules are followed and that employees comply with them. Normally, employers expect their employees to adhere to general society and managerial work regulations, and to refrain from engaging in improper behaviors such as fighting, stealing, intoxication, sexual and racial discrimination, insubordination, and poor performance, among other things (Anwar & Balcioglu, 2016). There are several instances of unfair grounds for implementing these disciplinary procedures in offices where employers have obtained legal custody of their employees. This document tries to correct the injustice and unfair termination of employment that has occurred as a result of the actions of the employer. The majority of employees are still engaged in the battle for their own rights in relation to management (Hameed & Anwar, 2018). Their prospects are still in the hands of labor unions. In their opinion, it is only through trade unions that they can obtain greater bargaining power in order to bargain for an increase

in their low salary, to minimize discrimination in promotions and transfers as well as pay, or by being unfairly dismissed, to win participation in discussions about issues affecting their interests, and to maintain peace of mind by acquiring freedom of self expression and a better relationship with management. On the contrary, all of one's efforts and expectations are ultimately in naught. Despite the fact that employees' rights continue to be violated, they have gained only a limited collective bargaining power, their right to freedom of expression has been taken away, and they are left with their grievances and complaints. The case of an employee who was fired for violating the company's non-smoking policy was particularly interesting because, while the company had a non-smoking policy in place, the consequences of violating the policy were not known or enforced, and the policy itself was also not adhered to in the case at hand (Anwar & Ghafoor, 2017). This serves as a reminder to employers that the implementation of any workplace policies must be compatible with efforts to ensure that they are followed. The case of 700 mineworkers in Tanzania, who were unfairly dismissed, can serve as a practical example of unfair dismissal (Anwar & Climis, 2017). In July 2010, a Tanzanian court affirmed their unfair dismissal suit. These individuals had previously worked at the Bulyanhulu underground gold mine in Shinyanga, Tanzania, and were ex-miners. Following a collapse in salary negotiations in 2007, the miners were fired for their participation in a strike that year. The mine temporarily halted production for several weeks before terminating all 1,300 striking workers, accusing them of engaging in illegal strike activity. While some of the employees were later rehired, the majority of them were represented in court. In a complaint filed with the International Labor Organization, the Tanzania Mines, Energy, Construction and Allied Workers' Union accused the company that employs them, Barrick gold mine, Tanzania Ltd, of improper labor practices (Anwar, 2017). The Sun flag textile plant in Tanzania was another instance of unjust layoff of employees in Tanzania. The company employs 2,100 people who work in shifts throughout the day and night to ensure that it is open 24 hours a day. Clothing, such as T-shirts and dresses, are manufactured by Sun Flag, which also makes lengths of material for retail outlets and individual labels in industrialized countries. In February 2008, around 350 workers who were protesting the low salaries offered by their employer, which were lower than the wages authorized by the government, were unfairly removed from their jobs. Later, around one hundred employees were rehired at another corporate manufacturing facility (Anwar & Qadir, 2017).

II.   LITERATURE REVIEW

Work performance was abstracted by Anwar & Abdullah, 2021) to include both contextual and job performance. Furthermore, they demonstrated that job performance refers to the skill with which an individual performs, whereas contextual performance refers to additional duty capabilities that are primarily related to the organizational environment, psychological, and social, in order to aid in the achievement of organizational objectives or goals (Anwar & Louis, 2017). Contextual factors include characteristics such as putting in extra effort and excitement, volunteering to help with work, and authorizing and supporting an organizational aim or set of goals (Anwar, 2017). According to Anwar & Qadir, 2017), performance appraisal is a procedure that specifies how an individual performs a task and connects those information back to the individual. Furthermore, it is indicated that performance appraisal gives data for human resource management actions such as terminating, promoting, merit pay, and legal termination (Anwar, 2017). The data from the performance appraisal could also be used to track employee effort and contribution for future training and development (Anwar & Climis, 2017). Furthermore, performance appraisal provides opportunities for participation and involvement in the approval of selecting actions and human resource planning (Anwar & Ghafoor, 2017). Managers and other external sources, such as stakeholders such as customers, evaluate an individual's performance. Performance evaluation can be done in a variety of ways (Hameed & Anwar, 2018). There are three primary kinds of approaches to consider. Graphic Rating Scales (GRS) are the first category of performance appraisal methodologies; they are the most often used method and technique for performance rating. Employees will be measured or evaluated using a five-point scale or a seven-point scale in this methodology (Anwar & Balcioglu, 2016). Comparison tactics, which include forced distribution, rank-order, and paired comparisons among employees, make up the second group of performance appraisal approaches. Employees will be evaluated against one another using this method. Individuals will be assessed on a supplied performance measurement from high to poor, using the rank-order methodology. However, because the rank-order methodology has ordinal scale properties, performance assessment and evaluation will be less precise. Furthermore, using the paired comparison methodology, each individual within an organization will be compared to other individuals and both will be evaluated in order to determine who is the greatest. The method is typically used to assess an individual's overall ability to accomplish a task. Finally, when the number of individuals being examined is large (Ahmed et al. 2021), the forced distribution strategy is considered an effective strategy among all methods.

Individuals and measures ranging from poor to good are assigned to individuals using this methodology (Sabir et al. 2021). The third group is behavioral checklists (Hamza et al. 202). This group is consisted of the practices such us (BOS) behavioral-observation scales, (MSRS) mixed standard rating scales and (BARS) behaviorally anchored rating scales (Anwar & Abd Zebari, 2015). The first group which is BOS is created to enhance BARS. In this case, the evaluators assess an individual on the rate of recurrence of serious incidents or particular individual behaviors (Sorguli et al. 2021). The evaluator observes the subject for a set amount of time and rates him or her on a scale of seriousness (Abdullah et al. 2017). The second group (MSRS) is concerned about the nature of the performance aspect as well as the defined levels of performance (Anwar & Surarchith, 2015). In this situation, an individual is graded based on the reactions of the assessors to the performance dimensions. Evaluators respond to a certain behavior that demonstrates the average, (Anwar & Shukur, 2015) low, and high performance dimensions for each performance dimension. Finally, BARS stands for a combination (Aziz et al. 2021) or integration of rating scale methodologies and behavioral incidents. Individuals' performance will be evaluated on a unanchored scale in this situation (Anwar, 2016).

The employers' right to discipline their employees is presented on the failure of the workers to fulfill their duties and responsibilities under the contract of employment which involves giving honest and faithful service by using relevant skills, care and all reasonable orders and not otherwise (Anwar, 2017). Employers are not always right; sometimes they can act unreasonably just because of over ambitions toward their workers performance, and behaviors. It is during this time they can act and take awkward decisions of dismissing employees without considering the formal procedures and the provision of laws on the fair termination grounds. In discussing employees right basing on fair grounds of termination of employment (Anwar & Louis, 2017) provides that during the hearing of the case the commission must determine whether on the balance of probabilities, the dismissal is harsh, unjust, or unreasonable, and they must have regard to the termination of employment convention, rules and procedures for termination. In the United States, situation is inconsistent just because the majorities of private sector employees almost 50 million are unorganized and have no protection against unfair dismissal. Their hope is when they can think of fit in themselves into the specific statutes designed to protect employees against discrimination of race, age, sex, disability and nationality (Anwar & Abdullah, 2021). For the case of employees who work under collective bargaining agreement, 25 percent of the total workforce

acquires strong protection against unfair discipline of any kind including termination of employment (Ali et al. 2021). According to Saleh et al. (2021) revealed the grounds for unfair dismissal if there is an application of invalid reason. The invalid reason is when an employee is alleged for a temporary absence from work because of illness, or injury or his spouse has given birth to a child. Ali & Anwar, (2021) also mentioned unjustifiable reasons for termination like being a member of any trade union, physical and mental disability, marital status, sex, age preferences, and gender. If termination of employment was done under those circumstances then the employees have legal right to apply for reinstatement (Anwar & Shukur, 2015). The act provides that the application for reinstatement must be made within the 21 days after the dismissal to be dealt. Ahmed et al. (2021) added that employers are prohibited from discriminating in anyway against employees who reported unfair employers labor practices hence employees should feel free to use their right of being reinstated when they are treated unfairly. The General Protection Provision of the fair work Act (2009) listed some of the fair grounds that justifies termination of employment as when the employee refuses to obey the employer's lawful instructions, repeatedly inefficiency, incompetence at workplace, or where the employer has given clear warning that the employee's work is unsatisfactory and yet no improvement has been made regardless of given ample time to rectify the situation, and misconducts like drunkenness, drugs, assault, serious breaches of work safety standards, dishonesty, or criminal acts .The act concluded that not all misconduct will justify termination of employment but it depends on many factors like how serious the misconduct was (Hamza et al. 2021). In order to protect employee's rights from biasness of employer's decisions, according to Anwar & Abd Zebari, (2015), it is unlawful to terminate the employment of anemployee unfairly. The unfair grounds according to the act include the failure of employer to prove the validity of the reason for termination and termination should be done in accordance with fair procedure. According to Sorguli et al. (2021), provides that it shall not be a fair reason to terminate employment of an employee for reasons related to pregnancy, disability, being a member of any trade union and if employees fail or refuses to do anything that an employer may not lawfully permit or require the employee to do (Anwar & Surarchith, 2015). The Act insists on the importance of providing proof during the proceedings concerning unfair termination of an employee by an employer (Anwar & Shukur, 2015).

The failure of employees to fulfill their duties and responsibilities under the contract of employment, which includes providing honest and faithful service by employing necessary abilities, care, and following all reasonable

directions, is offered as justification for employers to penalize their employees (Anwar, 2017). Employers are not always correct; sometimes they can act in an unreasonable manner simply because they have unrealistic expectations of their employees' performance and behavior. It is during this period that they might act and make unpleasant decisions about dismissing employees without taking into consideration the formal procedures and the provisions of applicable legislation about reasonable grounds for termination (Aziz et al. 2021). Regarding employee rights based on fair grounds for termination of employment, the Industrial Relations Commission of South Australia, pursuant (Anwar, 2016), provides that during the hearing of the case, the commission must determine whether the dismissal is harsh, unjust, or unreasonable, and they must take into consideration the reasons for the termination of employment, as well as the circumstances surrounding the termination of employment. In the United States, the situation is contradictory simply because the vast majority of private sector employees (about 50 million) are unorganized and do not have any protection against wrongful dismissal from their employers (Ali et al. 2021). Their aim is that they will be able to fit themselves into the special statutes established to protect employees against discrimination on the basis of color, age, gender, handicap, and nationality when they are able to think of something (Abdullah et al. 2017). Employees who are covered by a collective bargaining agreement account for 25 percent of the overall workforce, and they are afforded substantial protection against unjust discipline of any type, including dismissal (Sabir et al. 2021). according Anwar & Balcioglu, (2016), established the grounds for unfair dismissal in the event that an invalid reason is used in the application process. When an employee is said to be absent from work for a temporary period of time due to illness or accident, or when his or her spouse has given birth to a child, the claim is invalid. Under the General Protection Provision (Anwar, 2017), it is also prohibited from terminating an employee for unjustified grounds such as being a member of any trade union, having a physical or mental handicap, marital status, gender, sexual orientation, or age preferences (Hameed & Anwar, 2018). If an employer terminates an employee's employment under specified circumstances, the employees have the legal right to file a claim for reinstatement (Anwar & Ghafoor, 2017). The act stipulates that an application for reinstatement must be filed within 21 days of the dismissal in order for it to be considered for consideration. Anwar & Climis, (2017) went on to say that employers are banned

from discriminating in any way against employees who report unlawful employer labor practices, and as a result, employees should feel free to use their right to be restored if they believe they have been unfairly handled (Anwar, 2017). Some of the fair grounds that justify termination of employment, including when an employee refuses to obey the employer's lawful instructions, when an employee is inefficient or incompetent at work on a regular basis (Anwar & Qadir, 2017), or when the employer has given clear warning that the employee's work is unsatisfactory and yet no improvement has been made regardless of g. The act came to the conclusion that not all misconduct will justify termination of employment, but that it is dependent on a variety of variables, including the severity of the misconduct (Anwar, 2017).

To safeguard employees' rights from being violated by their employer's actions that are influenced by their gender, according to the statute (Anwar & Louis, 2017), unfair reasons for termination include the inability of the employer to demonstrate the legitimacy of the reason for termination and the failure to terminate in accordance with a fair procedure (Anwar & Abdullah, 2021). It is not a fair reason to terminate the employment of an employee for reasons related to pregnancy (Ali et al. 2021), disability, membership in a trade union, or if the employee fails or refuses to do anything that the employer may not lawfully permit or require the employee to do under the circumstances (Saleh et al. 2021). The Act emphasizes the need of providing evidence during the course of a legal procedure involving the unjust termination of an employee by an employer (Ali & Anwar, 2021).

Research Hypothesis: Higher employee performance level led to decrease number of employees 'legal termination.

III. METHODOLOGY

The study was carried out at four different private hospitals in Erbil. The main purpose of this research is to analyze the association between the annual performance appraisal evaluation and legal termination at private hospitals. A quantitative method was used in this research to analyze the gathered data from four different private universities to find out whether employees are terminated based on their poor performance after being evaluated by performance appraisal management system. 100 questionnaires have been distributed, however only 68 questionnaires were received.

IV. DATA ANALYSIS

Table 1-Demographic Analysis

Items		Frequency	Percent
Gender	Male	38	55.1
	Female	31	44.9
Age	18-22	11	15.9
	23-26	21	30.4
	27-32	17	24.6
	33-38	8	11.6
	39-44	7	10.1
	45-49	3	4.3
	50+	2	2.9

Table (1) shows the demographic analysis for the current study. As for participants' gender; 38 participants were male and 31 participants were female. As for participants' age; 11 participants fall in a group of 18-22 years old, 21 participants fall into a group of 23-26 years old, 17 participants fall into a group of 27-32 years old, 8 participants fall into a group of 33-38 years old, seven participants fall into a group of 39-44 years old, three participants fall into a group of 45-59 years old and only two participants fall into a group of 50 years old and above.

Table 2- Reliability Analysis

Factors	Cronbach's Alpha	N of Items
Performance appraisal	.874	14
Legal termination	.864	12

Table (2) shows the reliability test for performance appraisal as independent factor and legal termination as dependent factor. The Cronbach Alpha for performance appraisal= .874 for 14 items which is more than .6 accordingly performance appraisal's fourteen items used in this study were reliable and The Cronbach Alpha for legal termination= .864 for 12 items which is more than .6 accordingly legal termination's twelve's items were reliable.

Table 3- Correlation Analysis

Factors	Pearson Correlation	Performance Appraisal	Legal Termination
Performance	Pearson Correlation	1	.781**
Appraisal	Sig. (2-tailed)		.000
	N	68	68
Termination	Pearson Correlation	.781**	1
	Sig. (2-tailed)	.000	
	N	68	68

**. Correlation is significant at the 0.01 level (2-tailed).

Table (3) shows the correlation analysis between performance appraisal as independent variable and legal termination as dependent variable. The Pearson correlation value = .781** which is greater than 0.01 this indicates that there is a positive and strong correlation between performance appraisal and legal termination in private hospitals in Erbil, Kurdistan.

Table 4- Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781[a]	.610	.604	.45479
a. Predictors: (Constant), Performance Appraisal				

In table (4) the value of R Square is .610 which means that 61% of the variables are explained.

Table 5- ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.383	1	21.383	103.383	.000[b]
	Residual	13.651	66	.207		
	Total	35.035	67			

a. Dependent Variable: Legal termination

b. Predictors: (Constant), Performance Appraisal

Table (5) shows the value of F for both factors is 103.383>1 which indicates there is a significant association between performance appraisal and legal termination.

Table 6- Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.694	.253		2.738	.008
Performance Appraisal	.804	.079	.781	10.168	.000

a. Dependent Variable: Legal termination

The value Beta=.781 as seen in table (6) is greater than 0.01 which means that there is a positive and strong relationship between performance appraisal and legal termination in private hospitals in Erbil, Kurdistan.

V. CONCLUSION

Every hospital should document the explanations and assessment for the termination decision. Integrity is improved with documented performance appraisal assessments and cases of poor performance. Hospitals should be able to provide certain procedure of performance evaluator or an effective guidance to help poor performers in enhancing their performance. The result of this research demonstrated that there is poor and weak association between the evaluation of performance appraisal and legal termination at private hospitals.

Also demonstrated was the fact that, while job performance refers to the skill with which an individual performs, contextual performance refers to additional duty capabilities that are primarily related to the organization's environment, including the psychological and social aspects of it, in order to aid in the achievement of organizational objectives or goals. In addition to characteristics such as putting forth extra effort and excitement, volunteering to assist with work, and authorizing and supporting an organizational goal or set of goals, contextual factors include characteristics such as putting forth extra effort and excitement, volunteering to assist with work, and authorizing and supporting an organizational goal or set of goals. The technique of performance appraisal, according to Yusoff (2014), explains how a person completes a task while also connecting the collected information back to the individual. According to the authors, performance appraisal provides information that can be used for human resource management actions such as firing, promotion, merit pay, and legal termination, among others. Furthermore, the information gathered from the performance appraisal could be utilized to track employee effort and contribution in order to plan for future training and development opportunities. Furthermore, performance appraisal provides opportunities for participation and involvement in the approval of selected actions as well as human resource planning, among other activities. Evaluation of an individual's performance is conducted by managers and other external sources, such as stakeholders such as customers. Performance evaluation can be carried out in a number of different ways. There are three main types of techniques to take into consideration. Individuals will be evaluated on a performance measurement that has been provided, ranging from excellent to poor, according to the rank-order methodology. However, due to the ordinal scale qualities of the rank-order methodology, performance assessment and evaluation will be less exact than in other methodologies. The paired comparison methodology will also be used to compare and analyze the performance of each employee within a company in order to decide who is the most outstanding of them all. In most cases, the approach is employed to determine an individual's overall capacity to complete a given activity. Finally, when there are a big number of persons being investigated, the forced distribution strategy is believed to be the most effective strategy among all of the available options. By employing this system, individuals are assigned to different individuals and different measures ranging from poor to good. Specifically, the incidence of recurrence of significant incidents or specific individual behaviors is taken into consideration by the assessors when assessing a person. The subject is observed by the evaluator for a predetermined amount of time and is then graded on a scale of seriousness by the evaluator.

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Comparative Study of Ma Jianzhong's and Yan Fu's Translation Views from the Perspective of Translation Ethics

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Abstract

Ma Jianzhong and Yan Fu are translators of the same period, the former put forward the theory of "good translation", while the latter put forward "faithfulness, expressiveness, elegance". This paper discusses the influence of translation ethics on the two translators from the perspectives of the translator's educational background, translation motivation, the choice of source text, and the reproduction and reconstruction of the translator's ethics.

Keywords— translation ethics, Ma Jianzhong, Yan Fu.

I.   INTRODUCTION

As a kind of purposeful human behavior, translation is restricted by social norms and various presuppositions of relevant value systems. Ethics, as a science about the law of behavior facts and how to standardize them, has extensive penetration. As a new interdisciplinary subject, translation ethics has a strong explanatory power to explain many translation phenomena in the field of translation. There exist quite a lot of differences between the East and the West in translation ethics. Habermas holds that "translation ethics" in the West refers to the moral cognition of interpersonal and cultural communication, and does not touch upon the ethics of translation itself.

Wang Dazhi holds that "translation ethics is how the facts of translation is regulated and how the translation behavior is standardized, which not only touches upon translation behavior, but also the subject of translation behavior. The study of translation ethics not only includes the normative study of translation, but also includes the descriptive study of translation laws or translation phenomena. In other words, translation ethics includes translator ethics such as the rules and norms in the process of translation and the description of translation phenomena including the rules and norms of translation description etc. Mr. Wang's translation ethics does not involve intermediaries such as sponsors, patrons and publishers of translation activities, nor does it take into account the social environment such as the historical background of the times in which translation activities are located, nor does it take into account the audience. (Wang Dazhi, 2009)

According to Peng Ping, "Translation ethics is a theoretical system about the relationship between ethics and translation. As a branch of translatology system, it belongs to the field of pan-translatology extending the vision of translatology to the field of ethics and morality, and studies translation from the perspective of ethics". According to her, the term of translation is not restricted to translation activities itself, but also translation theory research and translation criticism research. Peng Ping's holds that translation activities can be further divided into the motivation of translation, the motivation of choosing the original text, the choice of translation strategies, the translator's sense of responsibility, and the reader's acceptance of the translation. It is obvious that the term "translation" here is relatively broad, covering the translator, the target language audience, the translation intermediary

such as publishers, patrons and initiators as well as the historical background of the times in which the translation is located. (Peng Ping, 2008)

From her point of view, translation ethics is the study of translation theory, which starts from the translation activity itself, on the basis of the study of translation theory, and accepts the criticism and suggestions of readers, audience, social history and era environment, that is, to consider all aspects of translation activity from the perspective of ethics and morality. (Zhou Hong, 2015)

Ma Jianzhong and Yan Fu (1854-1921) are both intellectuals who sought truth from the West in the late Qing Dynasty. The former puts forward the concept of "good translation" and the latter puts forward the concept of "faithfulness, expressiveness and elegance." From their educational background and views on Western learning, it is easy to know that the two are quite similar in many aspects. This paper will discuss the influence of translation ethics on the two translators from the perspectives of the translator's educational background, translation motivation, the choice of source text, and the reproduction and reconstruction of the translator's ethics.

II.   EDUCATIONAL BACKGROUND OF THE TWO TRANSLATORS

Born into a Catholic family, in his childhood Ma Jianzhong entered the traditional private school to prepare for the Imperial examination. However, after the Taiping Heavenly Kingdom started in 1850 (the 30th year of Daoguang), he entered Xuhui Public School and became Li Hongzhang's Deputy Director to assist in handling Westernization in 1870. Later, with Li Hongzhang's recommendation, Ma Jianzhong was able to study abroad with Minchang students in 1877 (the third year of Guangxu) and returned home in 1880 (the sixth year of Guangxu).

Yan Fu (1854-1921) began his five-year study career in Fujian Shipping School at the age of twelve. He studied arithmetic and astronomy and other Western studies in an English-taught school. After an internship on a warship, he served in the Navy for five years and entered the Royal Naval Academy at the age of twenty three. During his study in Britain, Yan Fu studied Social Science in depth and read the works of Adam Smith, Montesquieu, Rousseau, Darwin, Spencer, Huxley and so on. Yan Fu's academic experiences

and his identity as the first enlightenment thinker to systematically introduce Western learning to Chinese have important influence on his later translation behavior.

In a word, both studied abroad after receiving the new education in China, and both went abroad in 1877(the third year of Guangxu). In addition, both of them advocated learning from the West with an enlightened attitude and put forward their translation theories after summarizing their own translation experiences. Although both of them put forward their brilliant views on translation theory in the 1890s, their influence on China is completely different.

III.   TRANSLATION MOTIVATION

Xu Guangqi mentioned his translation thoughts in his *Almanac General Catalogue*, if you want to surpass the west, you must understand them first; before you understand, you must learn to translate. From these words, we can see his hope to strengthen the army and enrich the country through translation. After the Opium War, China's long-term closed door was opened by the Western powers with force, so a large number of intellectuals began to seek the way to save the country under the guidance of the ideas of "using foreigners to control foreigners" and "traditional Chinese values aided with modern Western ideology", so modern translation thus started and Ma Jianzhong and Yan Fu were among the advocators.

Ma Jianzhong has the opinion that "to know both thyself and others is victorious forever", and translation plays an important part in this process. He further points out that translation is "the currently urgent task" it is urgent to translate "the original articles of government decrees governing education" rather than translate "only for practical use". In this way, we can provide reference for scholar-officials. (Ma Jianzhong, 1960) As an early reformist, Ma Jianzhong judged the situation and realized that it was not enough to translate Natural Science books alone. He also proposed to translate "books of politics, religion, laws and regulations, education, the classics of making and using, the evolution of ancient and modern times, and the accumulation and dispersion of goods and wealth in various countries" (Ma Jianzhong, 1960). But unfortunately "he was restrained by his work, but his ambition was not achieved".

Yan Fu clearly pointed out in his article *On the*

Translation of The Wealth of Nations with Liang Qichao "translation is to spread the thought of civilization and the state of the people". bu Qi was born in the Sinian. At the turn of 19th and 20th centuries, he witnessed the same kind of danger, and thinks translation is the only way to repay the nation and the people. (Luo Xinzhang, 2009)It is not only hoped that students will benefit from their education, it is also hopd that the nation can read more ancient Chinese books.

Ma Jianzhong and Yan Fu were both in the late Qing Dynasty in which the country was bullied by foreign powers, and how to save China from collapse was their most concerned topics, so their translation motivation could not be separated from the purpose of saving the country. Ma Jianzhong lamented that China was bullied by the big powers, but the nation knew little about the West, so he advocated the establishment of "Translation Academies" to cultivate translation talents and to facilitate Western learning to spread in China. In contrast, Yan Fu's translation of *Evolution and Ethics and Other Essays* was to tell the nation that the laws of evolution in nature is also suitable for human society. Therefore, he emphasizes "survival of the fittest" and encouraged the Chinese people to strive for self-strengthening. As can be seen above, both Ma Jianzhong and Yan Fu linked translation and national Salvation together, however, they did not have the same views on how to achieve this goal.

It was during the time of the Sino-Japanese War of 1898 that Ma Jianzhong finished his *On the establishment of translation Academy*. Ma Jianzhong believed that translation was a long-term plan, so he advocated the establishment of "Translation Academy" to improve the quality of translation books and expand the types of translation books, so that China could learn from Western learning in an all-round way, and then change the National situation. In Yan Fu's *Evolution and Ethics and Other Essays*, he was advocating the reform and reform. Yan was worried about the imminent survival of the country. In response to the urgent need of the reform and reform, he awakened the People's sense of crisis of self-improvement and seed preservation. Therefore, both sholars' views on translation are related to the translation motivation of saving the nation from extinction.

IV. SELECTION OF THE SOURCE TEXT

Ma Jianzhong put forward three kinds of books to be translated, the first is books of the current politics such as the letters of etiquette and new clauses exchanged between various countries, and the opinions of the messenger Association. The second is the books examined and revised by officials such as administration and wealth generation. The third is the books to be read in foreign schools such as the history, the source of the rise and fall of politics and religion in the past dynasties, and the books sent by algorithms, geometry.

Ma Jianzhong, who is familiar with the Western studies, was dissatisfied with books selected for translation under the guiding ideology of "middle school as the body and Western studies for practice", because these translations, cannot arouse the reader's resonance, and thus cannot realize his cultural strategic purpose of enlightening scholars and doctors and people to learn Western studies. (Xing hongjuan, 2011)

Yan Fu's translated works are all masterpieces reflecting the social, economic and political systems of Western capitalist countries, with obvious political characteristics, his translation because it is consistent with the actual financial situation of the country and to provide reference for the Chinese people. It can be said that Yan Fu's concern for the nation and the people and his desire to save Chinese culture from the troubled times are an important factor for the formation of his translation ethics of "seeking common ground".

V. REPRODUCTION AND RECONSTRUCTION OF TRANSLATORS' ETHICS

According to Chesterman, the ethics of reproduction means that the translation should be faithful and the translator should translate accurately and should avoid arbitrary addition, deletion and rewrite so as to reproduce the original texts to the maximum extent. Therefore, Reproduction Ethics means that the translator should faithfully reproduce the original text which emphasizes the accuracy and faithfulness of translation.

According to Ma Jianzhong's theory of "good translation", the translator should have the ability to freely control "the characters of the translator and the translator.

That is to say, the translator should have a good command of the source text before translation, he should also imitate the expressions and the tones as if it were the source text. Therefore, Ma Jianzhong seek for adequacy in translation which is reflected by the reproduction of translation ethics.

In the process of translation, Yan Fu pays more attention to the "acceptability" of the translation and the reconstruction of translation ethics. Yan Fu translated in the way of narration in the translation practice, he made a great expansion on the key parts of the original text. That is to say, he adopts a large number of additions, deletions, adaptations, and reflected his own ethical thought of "seeking common ground" through notes. From the specific historical period of China, there was an asymmetric relationship in cross-cultural communication, that is, Chinese culture encountered a strong cultural impact, while Western culture was "superior" in material, institutional and spiritual aspects. It is just because of his realization of the unequal cultural differences between China and the West that Yan Fu focuses on "seeking common ground" in order to further enhance the Chinese people's sense of hardship and patriotic feelings, and to advocate the Chinese people to seek a new way to enrich the people and strengthen the country.

In his translation, he skillfully integrates the thinking of the current situation with the translation of Western Studies, selects the most concerned issues of the public, compares the Chinese traditional culture with the relevant Western Studies from many aspects, and reflects on the shortcomings of middle schools. For example, *Evolution and Ethics and Other Essays* subverts the traditional Chinese concept of heaven with evolutionary thoughts, *The Wealth of Nations* opposes the traditional concepts of China's emphasis on capital and suppression of commerce with economic liberalism, *On Liberty* are opposed to the Chinese feudal absolutism with the spirit of freedom and law, *Elementary Lessons in Logic* and *A System of Logic* are the intuitionism in the Chinese ideological tradition with Western logic, etc.

VI. CONCLUSION

Translation ethics is a new perspective for Translation Studies and contributes to the objective and dialectical evaluation of translation process and results. Ma Jianzhong and Yan Fu are both in the period of social transformation.

Their similar educational experience and social environment inevitably make their translation thoughts similar in a certain sense. However, the social environments in which the translators live and their own experiences lay the foundation for their outlook on life and values, which is equivalent to finding a yardstick to explain the world, understand society and understand life. At the same time, different internal structures projected by external objects in the translator's inner world lead to different translation thoughts and strategies, thus forming different translation ethics models.

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On the Nature of Meaning and Untranslatability

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Abstract

The nature of meaning has long been the focus of the study of the philosophy of language. In this paper, the relationship between language and the mind is talked in a detailed way by mentioning Saussure's account of meaning and language that people see the world according to the structure of the language they have learnt. And the development of Saussure's idea by Sapir and Whorf, linguistic determinism and its weaker version, linguistic relativity is stated especially by relating it with the notion of untranslatability. Then an instance of a loss or distortion of translation is quoted to defend untranslatability.

Keywords—meaning, language, untranslatability

I. INTRODUCTION

It's generally true that much of our current thinking about language has its origin in ideas put forward by philosophers. So it's not surprising that there is much philosophy in linguistics. Philosophy of Language is mainly organized around general questions of language and meaning, the discussion of which abound in both philosophy and linguistics. Meaning is of central importance to all branches of philosophy concerned with the study of language. The nature of meaning has long been an obsession of philosophers, and also more specific problems that arise in understanding the nature of meaning have also become the focus of language studies. And it is the general theme to string together all the topics concerned with the philosophical aspects of language.

II. AN OVERVIEW OF THE UNDERSTANDING OF THE NATURE OF MEANING

Philosophers of language inquire into the nature of meaning and seek to explain what it means to "mean" something. And the first concern is the relationship between words and things. One of the earliest points of discussion that whether words can in fact be said to refer directly to things has remained central and the answers to

this lead to two approaches to meaning: ideational account of meaning and direct reference of meaning. Therefore, meaning can be described in terms of denotation and connotation or in the similar distinction extension and intension. When words are combined into sentences, the meaning of sentences can also be dealt with in the same way. And this can be found in the work of Gottlob Frege. "He proposes that the sense of a sentence is a particular 'thought' and describes that the 'truth-value of a sentence as constituting what it means.'" (qtd. in Chapman 44) So it follows that the extension of a sentence is its truth-value and the intension of a sentence is often described as a proposition. The internal structure of propositions is described in terms of predicate logic, while the ways simple propositions combine together to form compound propositions are referred as propositional logic. These act as a system for describing the truth-functional properties of sentences. Yet in order to give a full account of language, how a proposition can determine the extension of the sentence should not be neglected. One way to consider the question is to look at the specific circumstances to hold for it to be true, which is defined as a 'truth-conditional' account of meaning. "Another truth-based account of meaning known as possible world semantics suggested

that meaning can be defined in terms of truth, but only with reference to the totality, or set of possible words in which a sentence is true." (Chapman 74) However, truth-conditional accounts cannot solve the problems raised by evidence that meaning is determined as much by how language is used as by semantic content. For some philosophers, language is a system primarily used by human beings to interact with each other. For them, meaning is determined not just by the rules which explain a language and relate it to the world, but also by a whole variety of factors labeled extra-linguistics. The use of everyday speech, and attitudes and intentions of speakers are also relevant focuses of philosophical analysis. The studies they engage in later become known as the ordinary language philosophy. J.L.Austin, who first used the term descriptive fallacy suggested that it would be more useful to describe language as a means of doing things. And most significantly, Wittgenstein put forward the idea that "the meaning of the word is its use in the language". "It's best to consider any given word as having not one fixed meaning, but 'a family of meaning.'" (qtd. in Chapman 113) The new empiricists in twentieth century rejected metaphysical speculation about mental states, and even about abstract meaning in favor of observable phenomena of language use. Quine claims that it simply isn't necessary to posit a notion of "meaning", "meanings themselves, as obscure intermediaries entities, may well be abandoned." (qtd. in Chapman 113) Meaning is dependent on the use of expression and on the use of every other expression in the language. This approach leads to the discussion of the nature of language and the relationship between language and the mind or of mental processes, since language is so intimately bound up with the way we understand, describe and affect the world around us.

Sausurre's influence on the study of language can never be too overemphasized. He rejects the extensional account of meaning and argues that language consists of a series of signs which combine a concept, signified and the sound-image associated with it, signifier. And the relationship between signifier and signified is arbitrary. What's more, each sign is significant only in how it relates to and differs from the other signs of language. So the meaning of an individual word depends primarily not on something external to the language system but on the

system itself. "Language doesn't simply nominate objects or concepts that have already come into being, but it creates its own signified." (Chen 67) For example, the concept of the color red in English cannot find its counterpart in French. The French translation rouge should first be considered in terms of its gender, and then it is referred as le rouge as a masculine. And this division doesn't occur in English. Furthermore, the difference is made more significantly when the connotations of red and le rouge are taken into consideration. The difference between the two French synonyms "partir" and "sortir" which both means "go out, leave for" in English is that "partir" is usually followed by a place while "sortir" stresses the state of being out. However, there is no similar synonymous verb pair in English. Therefore, different languages create their own signifier, so the individual concepts are brought into being by the language. "Setting aside its expression in words, our thought is simply a vague, shapeless mass… no ideas are established in advance, and nothing is distinct, before the introduction of linguistic structure." (Saussure 159) Saussure argues that the concepts can't exist independently of prior to our language. In other words, people have access to certain concepts, and therefore see the world according to the structure of the language they have learnt.

Saussure's idea about the relationship between language and thought was later developed by Sapir and Whorf into the theory known as linguistic determinism. The theory of linguistic determinism states that the way in which an individual thinks and perceives the world is dependent on his or her language. Sapir's student Benjamin Lee Whorf came to be seen as the primary proponent of this hypothesis as a result of his published observations of how he perceived linguistic differences to have consequences in human cognition and behavior. Sapir has mentioned an interesting case to state that people speaking different languages with distinct grammatical structures see the world in a different way. Suppose all the people were presented with a scene, in which a stone falls, they would describe the same event differently in accordance with their own language. People speaking English will first divide this event into two parts, "stone" the object and "falls down" the act. And people speaking French will first take the word "stone" as a feminine word, while people

speaking German will take it as a masculine word. All these languages need to determine whether the object stone is used in definite reference or in indefinite reference, and in each case it would be referred as "a stone" or "the stone", "une pierre" or "la pierre", "ein tein" or "der stein". However, it's irrelevant in Russian. Speakers of the Kwakiutl language specify through their own linguistic structures whether or not the stone is visible or invisible to the speaker at the time of "falling," whether it is nearer to the speaker, the hearer or someone else. The Kwakiutl language does not specify if it is one stone or several stones, nor does it specify the time of the fall. People speaking Nootka will see the whole event in a quite different way. They use a verb indicating the act of a stone falling and a particle indicating the direction of the act instead of using a noun to describe the object. Therefore, people speaking Nootka divide the whole event into an act and the direction of the act. (qtd. in Zhou 8)

III.   THE NOTION OF UNTRANSLATABILITY

The strong Whorfian view that thought and action are entirely determined by language has long been abandoned in the field. However, the weak version that linguistic categories and usage influence thought and certain kinds of non-linguistic behavior or known as linguistic relativity has enjoyed a considerable resurgence, and much new evidence regarding the effects of language on thought has become available. Boroditsky makes a conclusion about the experiments available to show how different languages shape the speakers' thought. For example, languages differ in the extent to which they make a grammatical distinction between objects and substances. In English, objects like candle and chairs have distinct singular and plural forms (e.g. one candle versus two candles), but substance like mud and wax do not. Instead of saying "one mud, two muds", English speakers must specify the unit of measurement such as "one mound of mud". Unlike English, some languages do not have a grammatical boundary between objects and substances. In Yucatec Mayan, all nouns act almost as if they refer to substances. And several studies suggest that talking about objects as if they were substances in their language lead Yucatec Mayans to attend more to the materials and substances that comprise the objects. English speakers and Yucatec

Mayans were shown an example object and asked to choose which of two other objects was more similar to this example. The two choices varied from the example either in shape or in material. English speakers preferred the shape match, even though they were made of different materials. Yucatec Mayans, on the other hand, preferred the material match. (Boroditsky 3) Findings like this suggest that aspects of grammar can in fact shape the way speakers of a language conceptualize the shapes and materials of objects. Further studies have also found effects of language on people's understanding of numbers, colors, shapes, events and other minds.

Considering the many ways in which language differ, the studies suggest how people who speak different languages may differ in their thought. Languages differ dramatically from one another in terms of how they describe the world, and the categories and distinctions of each language stand for a way of perceiving and analyzing the world. Whorf vividly imagined a natural logician, Mr. Everyman, who reasoned that facts are unlike to speakers whose language background provides for unlike formulation of them. (Whorf 235) The advocates of a strong linguistic relativity position are arguing that the particular metaphysics implicit in a given language is constitutive of experience. "On such a view, it follows that there will be certain things said in one language which are entirely inexpressible in some other language." (Swanson 186) And this leads to the frequently proclaimed dogma of untranslatability. The linguistic relativist's claim is that certain items in the linguistic repertoire of one language are not translatable into some other language. It appears obviously when it comes to the translation of poem which holds in high regard that poetic connotation, emotive value, distinctive flavor, etc. should be carried over from the source language into the target language. And the true case proves the view of linguistic relativity since not only does any poem lose enormously in the translation from the language in which it was written to any other foreign one, but even within a given language, an effort to elaborate a poem can fail. The example that one language defies translation into another can be found in Eugene Nida's remarks on Bible translation. He cites several instances where information which is lacking in the source language has to be added in translation into some other language.

The following is typical:

> For example, in Matthew 4: 13 there is no information available from the New Testament record as to whether Jesus had ever visited Capernaum prior to his trip recorded at this point. When, as in the Villa Alta dialect of Zapotec, spoken in southern Mexico, it is obligatory to distinguish between actions which occur for the first time with particular participants and those which are repetitious, one must make a decision, despite the lack of data in the source language. Since there is greater likelihood that Jesus would have visited nearby Capernaum than that he would not have done so, the translation into Villa Alta Zapotec reflects this probability, and there is accordingly a distinct increase in information in the translation. (qtd.in Swanson 190)

Jakobson suggests that whenever there is deficiency, terminology may be qualified and amplified by loan-words or loan-translations, neologisms or semantic shifts, and finally by circumlocutions. In this case, it is not literary style, or emotional connotation that is considered in the question of translatability but only the possibility to reproduce the message content. And in this sense, his assertion that all cognitive experience and its classification are conveyable in any existing language needs a second thought. Noam Chomsky provides another example for such failure in translation. According to Chomsky, linguistic capacity is dependent upon the mastery of a grammar of a language, the acquisition of which is only made possible because of the language user's innately equipped schema for the construction of such grammars. However, that innate schema not only makes possible the acquisition of a grammar, but it also limits the possible grammars which can be acquired and so in turn places limits on linguistic capacity. Malpas points out that untranslatability intrinsic to the languages involved will only arise if there is some limitation in the linguistic and cognitive resources available. "The untranslatability thesis is thus tied to the idea of there being limits to linguistic and cognitive capacity." (Malpas 235) In this respect, one example of Whorf's suggests that in some cases languages might be essentially untranslatable. Whorf claims that the language of the Hopi Indians lacks altogether a reference to time, and that the notion, so common to speakers of modern European languages, of a linear time flowing in river fashion through the flux of events in space, is entirely lacking to the Hopi culture. "If both were incapable of seeing it as the other did, then obviously an impasse would exist as far as communication is concerned." (qtd. in Swanson 187) It is difficult to decide whether the presence or absence in a given language of time notion can actually constitute a genuine case of untranslatability. But whatever examples could be found would, something like the loss or distortion of information is meant to illustrate the notion of untranslatability.

IV.   CONCLUSION

This paper provides an overview of the understanding of the nature of meaning in language philosophy. Saussure's account of meaning and language, and its later development support the idea that linguistic categories and usage influence thought. The cases in translation projects are also provided to suggest that certain items in the linguistic repertoire of one language are not translatable into some other language.

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The impact of academic performance on self-esteem among the female students studying in different colleges under Royal University of Bhutan

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Abstract

The current study was carried out among the female students of The Royal University of Bhutan to evaluate the relationship between academic performance and self-esteem, and the factors affecting self-esteem. The study adopted concurrent triangulation design of mixed methodology to collect and analyse the data. A total of 491 female students participated in the survey and of which 34 of them participated in focus-group interview. The result of the quantitative analysis showed that there is a positive relationship between academic performance and self-esteem (rho=.170, p<.05), which attests to the similar earlier findings. Qualitative analysis explored Ackerman's nine factors influencing self-esteem. Of the nine factors influencing self-esteem, parental influence was shown to have the most effect on the participants' self-esteem. Based on the findings, the current study made a number of recommendations.

Keywords— Academic performance, Ackerman's nine factors influencing self-esteem, Self-esteem.

I. INTRODUCTION

Academic performance is the extent to which a student can learn and attain success in their studies. The successes of their studies are usually measured in terms of assessment scores. Academic performance of the students plays a crucial role in determining self-esteem. Nyadanu et al., (2014) stated that self-esteem has been used in psychology to reflect a person's overall emotional evaluation of his or her worth. It is a judgment of oneself as well as an attitude toward the self. Self-esteem includes the values and feelings of victory, despair, pride, and guilt (Hewitt, 2009 as cited in Nyadanu et al., 2014). Smith and Mackie (2007) defined self-esteem as the positive or negative views of the self, depending on how we perceive it (see Nyadanu et al, 2014). Therefore, self-esteem is described as a person's overall sense of self-worth and personal value.

According to Duari (2012), high self-esteem is when the person feels good, happy, satisfied about himself or herself and that thinks he or she is capable of achieving anything. Here, the person has lots of energy, focus, confidence and persistence to achieve success anytime. On the contrary, low self-esteem is when one doesn't feel good about oneself; one thinks that they are not worthy of even trying to move forward. Research studies have shown a close relationship between the academic achievements of students and their self-esteem.

A study by Ogot (2015) has found out that student's high self-esteem is significantly related to their academic performance. However, no such research has been conducted in Bhutan to depict the current status of the relationship between academic performance and self-esteem at a tertiary level. The purpose of this study was to investigate the relationship between academic performance and self-esteem by examining the factors influencing the self-esteem of female students studying in different colleges under Royal University of Bhutan. It will help the teachers, parents, and students to understand the effect of academic achievement on self-esteem and to realise the importance of associative relation between these variables. Besides, it would help educators to better understand their students by identifying the factors influencing the self-esteem of female students in the Bhutanese context. This study will create a provision for future researchers to find ways to motivate students to perform better in academics and to enhance the self-esteem of the students.

II.   LITERATURE REVIEW

Academic performance and self-esteem have a strong and positive association (Chohan, 2013) The study conducted by Moeller (1994) argues that academic performance seems more related to students' ability to set academic standards and persist in trying to meet them than it is to their self-esteem. The key to success in academic performances is to develop the motivation to set standards and to work hard for success. Moreover, Alpay (2004) argued that whilst academic success raises or maintains self-esteem, it is self-esteem which influences performance. Ahmad et al. (2013) further confirms that there is a favourable effect of high self-esteem on student's higher rate of interests in classroom activities, confident, positive attitudes towards classmates, sense of collaboration, motivation for learning and sharing of views in classroom discussions.

Several studies have found a significant and positive correlation between self-esteem and academic achievement (e.g., Aryana, 2010; Kharsah and Latada, 2016; Mirzaei-Alavijeh et al., 2018). However, according to Ahmad et al., (2018), there was a negative correlation between self-esteem and academic performance. Similarly, a study by Iniama (2004) found out that there is no significant relationship between academic performance and self-esteem. The findings are negative since the sampling was narrow and lacked specified focus. The focus of their studies were on both internal and external factors of personal perception of self-belief, furthering influencing the self-esteem level of an individual.

Self-esteem is considered a sort of measure of how much a person values, approves of, appreciates, prizes, or likes him or herself" (Adler and Stewart, 2004). According to self-esteem expert Rosenberg (1965), self-esteem is quite simply one's attitude toward oneself. He described it as a "favourable or unfavourable attitude toward the self".

Studies have found that students with high self-esteem perform better in schoolwork than students with low self-esteem (Rosli et al, 2011; Alokan et al., 2014). Ackerman (2018) in his study found that the following various factors have the potential to influence our self-esteem: Genetics, Personality, Life experiences, Age, Health, Thoughts, Social Circumstances, Reactions of others, and Comparing the self to others.

III.   RESEARCH METHODOLOGY

Research design

This research is guided by the paradigm of pragmatism. According to Creswell, (2014) Pragmatists do not see the world as an absolute unity. This paradigm looks into many approaches for collecting and analysing data rather than subscribing to only one way. For the current study, data were gathered with the use of mixed methods. Mixed methods data collection approach refers to an emergent methodology of research that advances the systematic integration or blending of quantitative and qualitative data within a single inquiry (Wisdom and Creswell, 2013). A concurrent triangulation study was carried out to find the relationship between academic performance and self-esteem of female students of the Royal University of Bhutan. The study's concurrent triangulation design involved a single study containing qualitative and quantitative data collection which is conducted at the same time (Kroll and Neri, 2009).

Conceptual framework guides the paths of research and offer the foundation for establishing its credibility (Adom et al., 2018). Camp (2001) defined a conceptual framework as a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Adom et al., 2018). The conceptual framework used in the current research is shown in figure 1.

Fig.1: Conceptual Framework

Sampling

Stratified random sampling is a method of sampling that involves the division of a population into smaller sub-groups known as strata. It allows researchers to obtain a sample population that best represents the entire population being studied (Hayes and Westfall,

2020). 5248 female students are studying in different colleges under Royal University of Bhutan and for this study, 491 female students are randomly selected for survey questionnaire of which a total of 34 female students participated in focus-group interview.

Data Collection tools

The quantitative data on measuring the self-esteem of female students are collected by using the Rosenberg Self-Esteem Scale. The scale has ten items with Four Point Likert Scale ranging from strongly agree to strongly disagree (Rosenberg, 1965). The academic performance of previous semester of the female students is included in the adapted version of Morris Rosenberg's Self-Esteem Scale with Four Point Likert Scale ranging from outstanding to fail (The Wheel of Academic Law, 2017).

The qualitative data on investigating the factors influencing the self-esteem of female students were collected through a semi-structured interview. Open-ended questions were asked in the semi-structured interview based on the following nine factors like Parental influence, Personality, Life experiences, Age, Health, Thoughts, Social circumstances, Reactions of others, and Comparing self to others.

Findings

The current study used an alpha level of 0.05 for all statistical analyses. Table 1 shows the distribution of participants' score on self-esteem scale and academic performance rank.
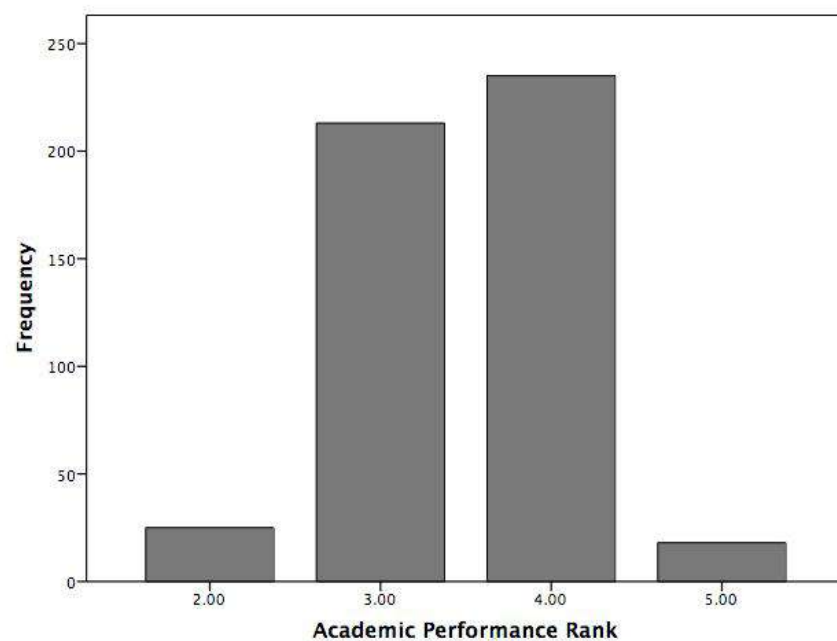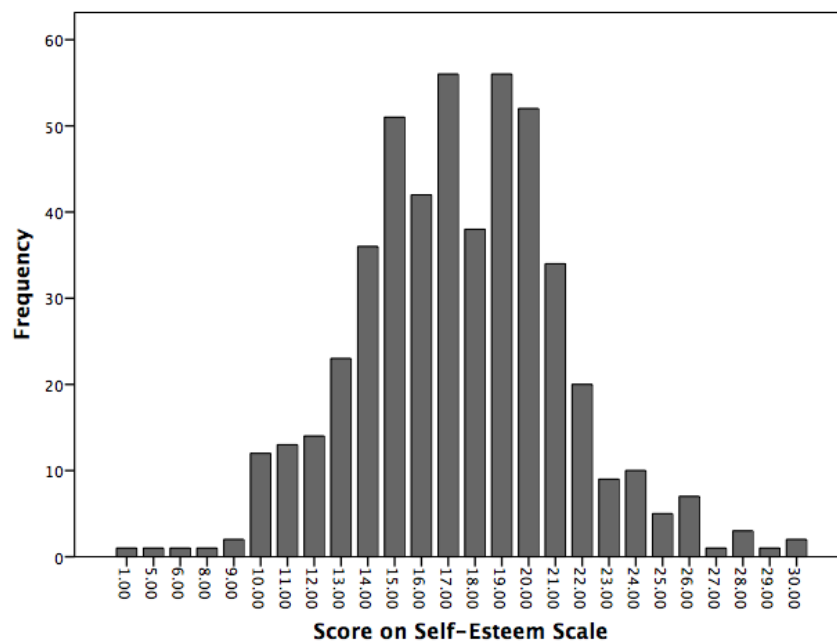
A Spearman's rank-order correlation test was conducted to assess the relation between students' academic performance and their self-esteem. Academic performance and self-esteem were positively correlated at *rho*=.170*, p<.05*.
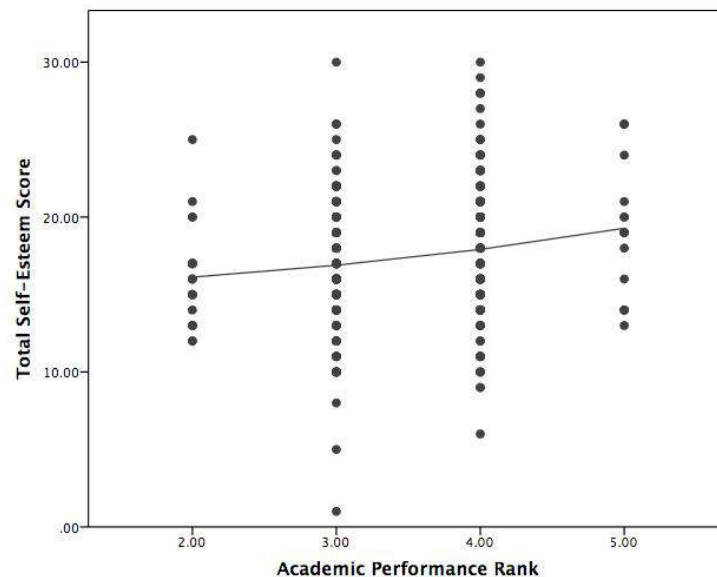
Nine factors influence self-esteem (Ackerman, 2018) and they are;

1. Parental influence

Parental influence includes the self-esteem of participants' parents and issues related to self-esteem faced by their family. From the quantitative data analysis, approximately 84% (n=412) of the participants agreed that they are satisfied with themselves. Majority of the participants' parents have high self-esteem. A few participants were found to have low self-esteem because their siblings did not perform well in academics. FGI 7, 12, 15, 17, 19 and 20 said that their siblings had low self-esteem due to academic issues. Parental influence has an impact on the self-esteem of the participants. Self-esteem was influenced by the support received from their parents.

2. Personality

Personality comprises characteristics, feelings, and attitude of the participants. Around 82% (n=403) of the participants agreed that they feel that they have several good qualities. From the focus group interviews, around 47% (n=16) of the participants were found to be introvert. Most of the participants have shared that they lack self-confidence because of their poor academic performance thus feeling useless. The participant FGI 9 said, *'I have difficulty in expressing my thoughts and feelings in words.'* The feelings of possessing good qualities and academic performance influence self-esteem.

3. Life Experiences

Life experiences involve daily life experiences and ability to overcome daily life challenges. From a focus group interview, around 41% (n=14) of the participants are affected by daily events. From quantitative data, 62% (n=305) of the participants agreed that they feel useless at times. Out of two coping mechanisms, 44% (n=15) have used self-help. On the other hand, 44% (n=15) resorted to external sources of support to overcome their life challenges. According to FGI 30, *'I overcome the challenges in life by thinking about the remedy to solve the problem. If I can't find a way then I ask my friends and if it's serious I discuss it with my parents.'* According to FGI 21, *'I overcome challenges in my life with positive thoughts. And my parents provide emotional support to boost my confidence.'* Daily events and the ability to cope with life challenges also influence self-esteem.

4. Age

Age focuses on the relationship between chronological age and the development of self-esteem. About 82% (n=28) of the focus group participants have said that there was a positive change in their self-esteem over the years. Most of the participants said that their self-esteem was low during childhood since they were dependent on their parents, relatives and caregivers. The participant FGI 25 said, *'When I was young, I was an introvert. I couldn't talk to my friends and teachers. But as I grew up I can face crowds because of my schooling and experiences.'* Age has a positive impact on self-esteem.

5. Health

Health indicates the absence of any disease or impairment and its influence on their self-esteem. Around 79% (n=27) of the participants have said that good health leads to high self-esteem and poor health leads to low self-esteem. Majority of the participants during the focus group interview expressed that having good health enables them to perform well in studies since they were able to take part in all the events conducted in the college. Good health contributes to high self-esteem.

6. Thoughts

Thoughts include thinking, other's views, and attitude. Approximately 74% (n=25) of participants from the focus-group interview had positive thoughts and 85% (n=29) of the participants felt that others' views on them were positive. Around 95% (n=467) of the participants from quantitative data agreed that they take a positive attitude toward themselves. Positive thoughts and attitude lead to high self-esteem.

7. Social Circumstances

Social circumstances emphasize in making friends and social preference. Approximately 59% (n=20) of the participants were able to make friends easily. However, when participants were asked about their social preferences about 65% (22) of the participants' social preference was found to stay at home. Social circumstances and social preferences cannot determine self-esteem.

8. Reactions of others

Reactions of others focus on giving importance to others and seeking other approvals. About 85% (n=29) of the participants were found to give importance to other views and were bothered by disagreement. FGI 8 said, *'I need others' approval. I try to convince others to agree with me.'* Reactions of others can influence self-esteem.

9. Comparing self to others

Comparing self to others focus on the frequency and area of comparison, approximately 82% (n=28) of the participants from qualitative data were found not comparing themselves with others. The participant FGI 32 said, *'I don't compare my life with others. I feel comparing makes us weak and leads to negative thoughts often.'* The area of the comparison made by the remaining participants was academic and personality. Comparing self to others does not influence self-esteem.

IV.   DISCUSSION

Out of nine identified factors by Ackerman (2018) that influenced the self-esteem of participants in this study are parental influence, age, thoughts, reactions of others,

and comparing self to others. Majority of the participants were found to have high self-esteem because of the support received from their parents. In contrast, some of the participants of focus group interview were found to have low self-esteem due to family issues like financial crisis, broken family, unplanned pregnancy, drug abuse and comparison with others. So far no studies have been carried out to find out the parental influence on self-esteem. Many psychologists found that young adulthood is the stage in which people tend to take more and more complex social roles and responsibilities. The participants' self-esteem has drastically increased in their adulthood as they become independent and take more responsibilities. Seligman defined "Positive thinking does not necessarily mean avoiding or ignoring the bad things; instead, it involves making the most of the potentially bad situations, trying to see the best in other people, and viewing yourself and your abilities in a positive light." (Cherry, 2019). In contrast, negative thoughts are cognitions about the self, others, or the world in general that are characterised by negative perceptions, expectations, and attributions and are associated with unpleasant emotions and adverse behavioral, physiological, and health outcomes (Hawkley, 2013). The findings suggested that the participants had positive thoughts. In contrast, the majority of the participants expressed that they are worried about their future. Nyuyen et al. (2019) found out there was an association among lower self-esteem and increased anxiety.

According to Cikanavicius (2018), many people learn that their fundamental sense of self-esteem and self-worth comes not from within but from others, and so they seek other people's approval or attention. Majority of the participants were found to be bothered by other's opinions and disagreements. Comparing self with others can have a negative impact on self-esteem. It can change the perception of life as a whole. Majority of the participants do not compare themselves with others. Psychologist Carl Rogers (1959) stated that a person who has high self-esteem has a high level of confidence and positive feelings about himself or herself, faces challenges in life, accepts failure and unhappiness at times, and is open with people. Self-esteem and academic performance of the participants are positively correlated. A study by Baumeister et al. (2003) found out that high self-esteem does not lead to good performance. A study conducted by Ahmad et al. (2018) found that there was a negative correlation between self-esteem and academic performance. On the contrary, similar studies have been carried out and found out that students with a high level of self-esteem have a high level of academic achievements (Alpay, 2004; Chohan, 2013; Arshad et al., 2015; Ogot, 2015).

V. CONCLUSION

A concurrent triangulation study is carried out to find out the influence of nine factors identified by Ackerman (2018) and draw a correlation between self-esteem based on Morris Rosenberg's scale and academic performance of the female students of Royal University of Bhutan. It is found out that five factors out of nine influence the self-esteem of female students. The remaining four factors that influence self-esteem are not taken into account because of the statistical analysis of each factor (less than 80%). The correlation between self-esteem and academic performance is found to be weakly (positive) correlated. The result of the correlation does not support the conceptual framework which states high academic performance leads to high self-esteem and vice-versa. However, considering the limitations of the current study, it is suggested that in future male students to be included in the sample and focus on one factor that influences self-esteem. To get a more accurate correlation of academic performance and self-esteem, the future researchers can study on low academic performance and self-esteem of the students.

RECOMMENDATIONS

Future researchers could select specific factor that influences the self-esteem, focus on the students from the same academic performance level, and mixed gender.

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