

2017



Oxford Conference Series: August 2017

Abstracts e-Handbook

4th International Conference on Business, Economics, Management and Marketing 2017 August (Oxford) & 4th Annual International Conference on Law and Policy AICLP 2017 August (Oxford)

Conference Venue: University of Oxford, St. Anne's College, Oxford, United Kingdom

Conference Dates: 14th-16th August 2017



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Format for citing papers

Author surname, initial(s). (2017). Title of paper. In Proceedings of the 4th Annual International Conference on Law and Policy, (pp. xx-xx). Oxford, August 14th-16th, 2017.

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1-AT09-5198**WORK CULTURE: STRESS MANAGEMENT IN REDUCING STRESS AND IMPROVING ORGANIZATIONAL PERFORMANCE**PROF. ZACHARY AWINO¹, DR. MARY MUSYOKA, LECTURER. PROFESSOR AND MARTIN OGUTU, ASSOCIATE PROFESSOR

Stress at work is an ever increasing problem in contemporary societies resulting in enormous cost both for the corporate organizations involved and the individual employees. These realities have led to employers looking into stress management techniques that can help reduce stress levels among employees and in turn enhance corporate performance. Data was collected from managers in 32 corporations listed at the Nairobi Securities Exchange and was analyzed using multivariate techniques. The empirical results found that use of certain stress management techniques had a positive influence on corporate performance. These findings can provide Human Resource Managers with the necessary strategies that can help implement the most effective stress management techniques in their organizations.

2-AT22-5232

IMPACT OF INTERPERSONAL MISTREATMENT ON JOB SATISFACTION AND TURNOVER INTENTIONS; AN EMPIRICAL EVIDENCE FROM PAKISTANDR. FAROOQ ANWAR² AND JULIAN PAUL SIDIN

The current paper is aimed at examining the impact of interpersonal mistreatment on turnover intention and job satisfaction with a moderating factor of hope. A framework is proposed based on the extent to which job satisfaction and turnover intention of sales employees is affected by incivility, harassment, ostracism and interpersonal conflict with a moderating factor of hope. Data of 485 sales employees of the food sector of Lahore, Pakistan has been analyzed using multiple regression analysis. The level of hope influences the relation between interpersonal mistreatment and turnover intention as a moderator. In employees with a low level of hope, interpersonal mistreatment has a negative impact on job satisfaction. Similarly there is a positive impact of interpersonal mistreatment on turnover intention when hope is less, except interpersonal conflict as it has a negative impact on interpersonal mistreatment when there is no or lesser hope.

The present study hence, provides a framework for the effects of the hope that can be used in further research and has implications for practice. The study shows the interactive effect of hope on turnover intention and job satisfaction, which is important considering the sustainability of employees in the organizations.

¹ Prof. Zachary Awino, Associate Professor, University of Nairobi, School of Business.

² Dr. Farooq Anwar, Dean, Imperial College of Business Studies.

3-AT31-5353

MONITORING OPTIMIZATION PARAMETER TO MINIMIZE ENERGY CONSUMPTION FOR CARBON EMISSION REDUCTION

PROF. DJA SHIN WANG³ AND **MR. TING-WEI YEH, DR. TONG YUAN KOO, PROFESSOR**

The energy consumed in the manufacturing sector is used in production process which mainly emerge from production equipment. Therefore, if energy consumption is reduced, the operating cost and environment impact generated from energy production are diminished.

In this study, we set up the optimization machine cutting parameter for the minimum energy consumption, and using Matlab program to generate 10000 average run length value, ARL data, for monitor performance. We build up exponentially weighted moving average (EWMA) control chart and MEWMA control chart to monitor cutting process quality characteristic, i.e., energy consumption and surface roughness, to keep the optimization parameter for the minimization energy consumption on product process. It finding that MEWMA control chart and surface roughness EWMA control chart were powerful and effective tool on situation of feed rate shift, it can monitor optimization parameter to minimize energy consumption for carbon emission reduction.

Keywords : Energy consumption; Exponentially weighted moving average; MEWMA

4-AT12-5138

GOVERNMENT EXPENDITURE AND ECONOMIC GROWTH NEXUS: CO-INTEGRATION AND CAUSALITY TESTS FOR PAKISTAN

MR. BILAL MUHAMMAD YASEEN⁴ AND **MS. TABEER RIAZ**

This study examines the Wagner's and Keynesians Law to state the causal relationship between economic growth and government expenditure. Annual time series data is used over the period 1976-2016. Augmented Dickey-Fuller (ADF) and Phillip-Perron (PP) used to find the order of integration. Long run relationship is detected by Autoregressive Distributed Lag (ARDL) Bounds Test techniques and Granger Causality tests are used to see the causality flow. The estimated results suggest that there exists a long run relationship between economic growth and government expenditure. The study provides support for the Wagner's Law that economic growth granger-causes government expenditure.

5-AT11-5141

DETERMINANTS OF REAL EXCHANGE RATES: A CASE OF PAKISTAN ECONOMY

MR. USMAN ELAHI⁵

Real exchange rate overvaluation makes a country is a case of concern as it may make a county less competitive in the international market. So, it is imperative for policy makers to inspect the movement of real exchange rate at regular intervals with respect to the change in other macroeconomic variables. This paper is an attempt to the study the factors affecting the real

³ Prof. Dja Shin Wang, Associate Professor, TransWorld University.

⁴ Mr. Bilal Muhammad Yaseen, Lecturer, University of Central Punjab (UCP).

⁵ Mr. Usman Elahi, Teaching Fellow/Lecturer, Lahore University of Management Sciences (LUMS).

exchange rate in the case of Pakistan Economy. Annual data from 1980 to 2016 is collected and co-integration technique of ARDL is applied to investigate the long term determinants of the real exchange rate. It was found that the productivity differential, terms of trade and government expenditure failed to show any significant affect in relationship to the movement of real exchange rate. On the other hand, openness to trade, real investment and total reserves had a significant impact.

6-AT06-5103

SMES MARKETING MIX STANDARDISATION IN THE B2B MARKET

DR. JUERGEN WIELAND⁶

The purpose of this paper is to examine price and product policy interdependencies in relation to a standardised use of a marketing management approach in SMEs.

Design/methodology/approach – The methodology is based on four site cases with consulting companies and internal marketing departments of German SMEs, realised through 14 semi-structured in-depth interviews and correlated documents.

Findings – No model for the management of price and product policy interdependencies was available. Particularly, the organisation, implementation and management of interdependencies for successfully implementing policies within the marketing mix was lacking. A coherent, structured marketing mix management approach contributes to SMEs' success/growth.

Research limitations/implications – Results/findings have to be compared with other SMEs operating on an international level. Such a marketing mix management model is interesting for MNCs but prudent enterprises may have detailed marketing mix management frameworks.

Practical implementation – This study shows that a coherent, structured marketing mix is the basis for marketing mix management success. Marketers have to be aware that management's culture/orientation may reflect stakeholders' perception of their firm. Features linked to companies' capabilities, e.g. international business experience, mode of market entry and dynamic organisational characteristics, make their marketing mix management more successful.

Originality/value – Linking the perspectives of behavioural interdependencies and SME stakeholders' strategic flexibility on the identification of mix-policies is a new approach. This study suggests how to identify mix-policies and their interdependencies and how to manage a structured marketing mix successfully, illustrating these topics in a subcontracting sub-activity model, whereas earlier studies focused on a step-by-step plan

7-AT23-5080

CORPORATE GOVERNANCE IMPACT ON FIRM PERFORMANCE: THE CASE OF NON-FINANCIAL LISTED COMPANIES IN OMAN

MRS. LAILA AL MAQBALI⁷

Corporate Governance has become an essential and a significant part after the failure of some big companies due to its poor control and audit system such as Enron Corporation in the United States, HIH in Australia, etc. Such failure led to losing the investors' confidence as well as the integrity on the financial reports. Therefore, corporate governance is existing to recover investors' confidence and protect their investments through providing transparency and

⁶ Dr. Juergen Wieland, Regulatory Affairs Manager, Bühlmann Laboratories AG.

⁷ Mrs. Laila Al Maqbali, Assistant Lecturer, College of Applied Sciences.

accountability. Therefore, some investors prefer to invest in a company complying with the corporate governance due to the fact that some researchers found in some markets a positive relationship between the compliance with the corporate governance and firm performance (Shleifer & Vishny, 1997), (Klapper & Love 2002), (Gompers, Ishii & Metrick 2003), (Bozec, Dia & Bozec, 2010) and (Khanna, 2016). On the other hand, some researchers found in some markets no or negative relationship between the compliance with the corporate governance and firm performance (Hermalin and Weisbach 2001), (Omran, Bolbol & Fatheldin, 2008), (Sharma, 2014) and (Alagha, 2016).

Based on the literature observation, the impact of corporate governance on the economies is not the same and its impact is different from one economy to another one and from a period to another period (Michelberger, 2016). Thus, this study results will guide investors and potential investors in Oman whether investing in a company adhered with the corporate governance completely or not for the purpose of maximizing their wealth.

This study is going also to explore the impact of corporate governance variables which are the board structure, the board composition and the board duties on the performance of non-financial firms listed on the Muscat Security Market for the period from 2010 to 2015.

The firm performance is going to be measured by using the return on equity (ROE) and the return on assets (ROA) because investors and stakeholders cannot rely only on ROE for measuring the performance of a firm due to the fact that companies can manipulate the ROE by using some financial strategies such as increasing debt leverage and stock repurchase while the return on assets measures the long-term profitability. Thus, ROA can be used as a substitute for profitability ratios as it shows the assets used to support the operations rather than simply showing the return on sales (Hagel III, Brown & Davison, 2010). In the future, other researchers may find the relationship between the compliance with the corporate governance and firm performance by using statistical methods as they provide more accurate statistical results.

This study will add value to the literature available on the corporate governance impact on the performance of non-financial listed firms at the Muscat Security Market in Oman.

8-AT27-5255

SMOOTH OPERATORS? INCOME SMOOTHING IN THAI LISTED COMPANIES

DR. SUPAWADEE MOSS⁸ DR. JONATHAN MOSS

Companies use corporate income smoothing, an earnings management technique, to remove peaks and valleys from their normal earnings. In the absence of capital market imperfections, such as taxes and information asymmetries, firms would have no incentive to smooth income as this strategy would be value neutral. However, the presence of these real-world factors has the potential to shift a firm's value. There are two schools of thought on the role of income smoothing. Supporters of income smoothing argue that this technique avoids the short-term evaluation of an investment on the basis of immediate yields and it protects management from investor expectations being raised too high. The other side of the argument is that income smoothing increases investor risk as it provides opportunity for management to alter income figures in order to artificially signal a strong and stable company performance.

Currently there is a paucity of information on income smoothing in the Thai context. This paper examines the pros and cons of income smoothing and attempts to address this issue by (1) estimating the magnitude of income smoothing in Thai listed firms; (2) determining the change in this income smoothing through time; and (3) investigating whether corporate

⁸ Dr. Supawadee Moss, Lecturer, Rajamangala University of Technology Suvarnabhumi.

governance mechanisms, such as CEO duality, board size, audit committee size, block holders and institutional shareholders influence income smoothing practices in Thailand.

A 5-year lagged income smoothing analysis was conducted on the top 100 Thai listed firms between 2003 and 2015 to determine the magnitude and trends of income smoothing on these companies. A modified Jones model was also applied to determine the influence of different corporate governance mechanisms on income smoothing. While small levels of income smoothing may be beneficial to society, the negative impacts from unconstrained levels of this practice may outweigh these benefits. Our findings show that in the presence of large external shocks such as the global financial crisis (GFC) in 2008/2009, the number of firms undertaking income smoothing practices significantly decreases. However, the firms that continue to utilise income smoothing increase their level of this practice during these periods. We also find that there is an increasing trend in both the proportion of firms undertaking income smoothing practices and the level of income smoothing at the individual firm level, since the GFC. This highlights the importance of policy makers in Thailand designing and implementing suitable policy measures to ensure this practice occurs at an appropriate level. In relation to corporate governance mechanism, we find evidence that income smoothing practices are less pronounced in companies with greater board size, block holders and institutional shareholder concentration. Our findings are consistent with the well-established agency theory and suggest that strong corporate governance measures constrain income smoothing practice in Thai listed firms.

9-AT32-5333

WHETHER OR NOT? THE WEATHER AFFECT TO ASIA STOCK'S MARKET

MS. MEI-HUNG HUANG⁹ DR. JENG YIH, PORFESSOR; AND DR. SHYU SO-DE, PORFESSOR

This research focused on the stock market closing price of 10 Asian countries are be affected by weather effects. Use China, Japan, Taiwan, India, Hong Kong, Thailand, Malaysia, Philippines, Singapore and South Korea. The largest stock exchange located in ten countries of the variable data is based. In this research, The main investor sentiment indicators selected as the effects of the sun effect, the moon effect and temperature effect, Monday effect, January effect, First day effect and werewolf effects started to do so as a reference indicator variable, its content is more broken down into temperature, humidity, visibility, sun, moon eclipse and so the variable factor. The sample data for the Asia International Stock Index, During the study period of January 1, 2001 – December 31, 2016(Mainly for the day data). We were used Unit root, descriptive statistics, Principle Component Analysis and Ordinary Least Squares Regression analysis and Tobit Regression analysis Other methods for comparison and analysis.

⁹ Ms. Mei-Hung Huang, Lecturer and Ph.D. Candidate (National Sun Yat-Sen University), Overseas Chinese University.

10-AT10-5166**INTER-REGIONAL POPULATION MIGRATION IN RUSSIA REVISITED: ANALYSIS ON ORIGIN-TO-DESTINATION MATRIX, 1990-2013**PROF. KAZUHIRO KUMO¹⁰

This paper examines regional economic conditions and their effects on interregional population redistribution patterns in Russia. After reviewing striking changes in population flows before and after the collapse of the former Soviet Union, an application of the gravity model on population migration in Russia is presented using a newly obtained interregional in- and out-migration flow matrix from 1990 to 2013, which were supplied by Rosstat (formerly Goskomstat). The analysis conducted comparison of factors affecting migration patterns between those in the Soviet era and in modern Russia, focusing on geographical factors, namely, the attractiveness of resource-mining regions. The analysis clearly showed major changes in the effect of governmental investment in determining migration flow before and after the collapse of the Soviet Union.

The analysis in this paper showed that for the analysis of interregional population migration patterns in Russia, normal techniques can be adequately applied. Regions with higher populations and income levels attract people. This is obvious, but it needs to be stressed that during the Soviet era it was not the case (Mitchneck, 1991). Outflows from remote regions and inflows into resource-producing regions situated in the Extreme North occurred simultaneously. Therefore the results are not straightforward, but the overall trends can be said to be understandable generally. It could be assumed that because Russia possesses a wealth of mineral and energy resources, oil/gas-producing regions attract people from other regions.

In this paper the author was able to confirm that using a much broader set of data. On the other hand, it can perhaps be said that the fact that climatic conditions did not yield any marked results is indicative of a phenomenon unique to Russia, namely that resources are located in regions with harsh climate conditions. Government investment affected population migration patterns in the Soviet era, but its impact waned conspicuously after the collapse of the Soviet Union. Either that or it ceased to function as an explanatory variable. That phenomenon was in itself predictable, but the analysis conducted in this paper has been the first one to employ data from the Soviet era to show that change clearly.

11-AR08-5125**SYSTEM QUALITY IMPACT TOWARD CONTINUOUS INTENTION OF USING TAX E-FILING SYSTEM**MR. RADHI ABU BAKAR¹¹ AND ASSC. PROF. DR. MUSTAKIM MELAN

Governments at all levels have launched electronic government (e-government) projects aimed at providing electronic information and services to citizens and businesses. Compared to other online service delivered by government, online tax filing is one of the most developed and widely used services and tax authorities tend to be at the leading edge of IT application. In Malaysia, e-Filing which was introduced in year 2006 by the Inland Revenue Board of Malaysia is receiving much attention and there has been an upward trend in the adoption of the system among taxpayers every year. Even though tax e-filing system have improved, issues

¹⁰ Prof. Kazuhiro Kumo, Professor, Hitotsubashi University.

¹¹ Mr. Radhi Abu Bakar, Student, Universiti Utara Malaysia.

regarding system quality such as technical difficulties, system breakdown and downtimes issues which forced the users to queue in the system still exist.

The purpose of this study is to investigate the relationship between system quality and individual taxpayers' continuous intention toward using e-filing system in Malaysia. This study adopts the DeLone & McLean Information System Success Model as a theoretical basis firstly because it is a well-established theory and is widely used in information system technical-related research. This review will include quantitative techniques and focused on individual taxpayer in Malaysia. The quantitative data that gained from the questionnaire are analysed by using the Smart PLS3. The methods of data analysis are selected based on the research questions and the variable characteristics.

Key words: E-filing, System Quality, Individual Taxpayer, IS Success Model, Continuous Intention.

12-AT07-4917

ORGANIZATIONAL CHARACTERISTICS IMPACTS TOWARD ADOPTION OF BUSINESS INTELLIGENCE

MR. NASIR ABDUL JALIL¹² ASSOCIATE PROFESSOR DR. MUSTAKIM MELAN; AND ASSOCIATE PROFESSOR DR. AMLUS IBRAHIM

Critical spatial disparities still persevere in the use and adoption of information communication technologies, not only among developed and developing nations like Malaysia, but even within manufacturing countries. Associations in developing countries like Malaysia have profited however confronted restriction together with worries to facilitate and implementation process. The execution of Business Intelligence activity is a length and complex undertaking contrasted with other data innovation activities, as it requires extensive measure of authoritative assets and predictable change exertion, along these lines prompting to a low utilization and comprehension of Business Intelligence apparatuses. Thus, the associations are postponing their Business Intelligence deployment or development that could have conveyed focused edge to their business.

This study adopts DOI theory as a theoretical basis firstly because it is a well-established theory and is widely used in information technology diffusion-related research. Very limited research has been pointed at detecting foundations of innovation and the incorporation of innovation insights from a knowledge-based standpoint, particularly Business Intelligence systems. This review will include quantitative techniques to examine components impelling the selection of business intelligence and decision support applications. This study focused on ERP user in Multinational Corporations in Malaysia. The quantitative data that gained from the questionnaire are analyzed by using different analytical techniques. The analysis of data in this study was by using the Smart PLS3. The methods of data analysis are selected based on the research questions and the variable characteristics.

¹² Mr. Nasir Abdul Jalil, PhD Postgraduate Students, University Utara Malaysia (UUM).

13-AT20-5254**INVESTIGATING THE EFFECT OF TECHNOLOGY ADOPTION TOWARDS THE CONTINUANCE OF BROADBAND INTENTION IN MALAYSIA**MR. ABDUL RAHMAN MOHAMAD SALEH¹³ AND DR. MUSTAKIM MELAN, ASSOCIATE PROFESSOR

The aim of this paper is to investigate the effect of technology adoption using Model of Adoption of Technology in the Household (MATH) towards the Continue Broadband Intention (CBI) in Malaysia. Information and Communication Technology (ICT) is the new way of developing literacy of knowledge in today's world. This study will gauge the effect of variables in MATH model towards the CBI among the users of 1Malaysia Internet Centre (Pi1M). . The findings will provide evidence and suggestions for policy makers and service providers to improve the implementation of USP projects or to suggest any better projects to ensure a sustainable growth of broadband penetration in Malaysia. At the same time it would provide evidence and suggestion to the policy makers and service providers on how to improve it. This study was have adapted the Model of Adoption of Technology in the Household (MATH) to evaluate its effect on continuance usage of broadband. Based on a cross-sectional survey between the period of October 2016 to January 2017, 1200 self-administered questionnaire was distributed nationwide to the users of (Pi1M) as the sample populations in 6 regions (Northern, Central, Southern, East Coast, Sabah and Sarawak) of Malaysia. Analysis of relationship was done between the variables using SmartPLS 3 onto proposed models and previous literature. With the total numbers of 406 respondents, the results indicated attitudinal, control and normative construct is the key factor that shapes customers' continues behaviour intentions towards broadband usage and subscription. Surprisingly this study found interesting moderating factor of demographic that had weaken and strengthen certain factors indirectly. Although there are growing number of studies and empirical evidences in favour of studying knowledge of intention and adoption to a technology, however there has been almost no theory-building and rigorous research that using MATH model to study continues intention especially on CBI. This study is addressed to fill this gap

14-AT29-5185

PERCEPTION OF 5-STAR OTOP NON-FOOD HERB BRAND IMAGE OF THE BANGKOKIANDR. ANANYA KANNASOOT¹⁴

5-star OTOP Brand account for an increased sales of OTOP products abroad. However, there is a lack of research on brand image perception of its own customer. This study seeks Bangkokian consumers-based information via qualitative and quantitative methods regarding brand associations that hold meaning to consumers for brand image perception. The quantitative results obtained reveal that all the dimensions of the associations that Thai individuals hold regarding 5-star OTOP NON-FOOD HERB Brand Image like brand attributes, benefits, and attitudes were weak. This study suggests that policy makers and marketing managers from Otop companies should carefully consider the Brand image components when designing their brand strategies, and develop marketing activities in order to enhance their brands' acceptance. However, the qualitative results shed the light on a group of consumer that

¹³ Mr. Abdul Rahman Mohamad Saleh, PhD Student, Universiti Utara Malaysia.

¹⁴ Dr. Ananya Kannasoot, Lecturer, Mahidol University's Kanchanaburi Campus.

has a good chance to focus on. This group not only recognized 5 star OTOP Brand as a proud heritage of Thailand and decided to use the product because consider it appropriate for themselves or solve their own problems. Moreover they value the product components. This group may have up to 30 percent of OTOP buyers in Thailand.

15-AR05-5192

OUR PLANET'S HEALTH, IS OUR WEALTH

MS SHARON MATHEW¹⁵ AND MR SHARAD JOSEPH KODIANTHARA¹⁶

The inconvenient truth of the principle of ‘what we do to the earth, we do to ourselves’ burdens us everyday as it accentuates the directly proportional relationship of human health with the state of the environment. In spite of this awareness, it is an irony that the health-care industry themselves, continue to be one of the largest consumers of natural resources and among the deadliest contributors of toxic waste, killing more people than curing them. This glaring inconsistency necessitates the reformation of the present health care mechanism.

The aim of this paper is to identify the major causes of pollution and devise a new system that will meet the ultimate object of ‘sustainable development’. While a majority of the policies and legislations solely focus on the issue of managing the waste generated by hospitals, this paper shall attempt to build a ‘green hospital’ in light of all three phases of the operation of a hospital, namely- production, service and output management.

The study revealed that among the factors analyzed, one of the most critical modifications involves the switching over of dependency to renewable sources of energy. Additionally, modifications in the first phase of operations, such as redesigning the architecture of the medical centre and regulating the quality and quantity of products utilized by the health care industry can play a substantial role in minimizing the output generated. The training of the professional staff in the health care facility to render environmentally conscious services and the integration of green techniques in the operations of the administration personnel are also crucial components of this model for a green hospital. Lastly, it was observed that in the final phase of operations, the economic use of the output generated would substantially contribute to the reduction of the hospital’s collective environmental footprint.

Thereby, concerted efforts by the government and the industry to adopt this model will help to alleviate the burden that weighs heavily on public health.

17-AT14-5249

THE JOINT INFLUENCE OF RELATIONSHIP MARKETING, SOCIAL PERFORMANCE MANAGEMENT AND FIRM CHARACTERISTICS ON CUSTOMER RETENTION BY MICROFINANCE INSTITUTIONS IN KENYA

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Relationship marketing strategies have increasingly been adopted by firms over the years in order to manage customer relationships efficiently and effectively. However, customer retention continues to be the greatest challenge facing many businesses implying there could

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be other factors affecting the outcome of relationship building efforts. A firm's social environment, in particular, is increasingly cited as key in influencing business survival because this social environment consists of stakeholders who expect the business to behave in socially responsible ways, while existing literature also suggests that a firm's characteristics have the capacity to positively or negatively influence firm operations. Empirical evidence which explains the nature of combined influence of these variables in the context of developing countries however, is scanty. This study therefore sought to establish the extent to which relationship marketing, combined with social performance management and firm characteristics influence customer retention by microfinance institutions (MFIs) in Kenya. Previous studies focus on establishing the direct association between relationship marketing and customer retention, neglecting to establish the role of third factors affecting the strength of this direct association. Empirical evidence was thus sought to determine the joint influence of social performance management and firm characteristics on the association between relationship marketing and customer retention. The study population consisted of 55 MFIs. Descriptive cross-sectional research design was employed, data was collected from 48 managers and 492 customers using structured questionnaires comprising 5-point likert scales and analyzed using descriptive and inferential analysis. Findings revealed a statistically significant positive association between relationship marketing and customer retention as well as between social performance management and customer retention, while firm characteristics had a statistically insignificant, weak and negative relationship with customer retention. The joint effect of relationship marketing, firm characteristics and social performance management was greater than the individual effects of the variables on customer retention. The study findings suggest that social performance management is a desirable practice for improving customer retention, whereas firm characteristics on their own have minimal influence on customer retention, instead they need to be combined with other factors to boost customer retention. Results imply that MFIs are better off if they embrace a combination of strategies - relationship marketing programs, social performance management practices and invest in firm resources such as technology platforms - as this will influence customer retention better than if each of these strategies were used in isolation. Study limitations included the use of few relationship marketing factors, the quantitative approach constrained respondents' free expression, and variables were investigated in a business-to-customer setting. Future studies could address these. This study contributes to existing theory and knowledge base on relationship marketing, social responsibility and organizational behavior by providing an integrated framework that links relationship marketing, social performance management, firm characteristics and customer retention.

Key words: Relationship marketing, Social performance management, Firm characteristics, Customer retention

18-AT21-5267

EFFECT OF STEREOTYPES OF SATISFACTION EVALUATIONS: A STUDY IN INTERCULTURAL SERVICE ENCOUNTERSDR. LAI MING JACKIE TAM¹⁸

Intercultural service encounters involve the interactions between customers and employees from different cultures (Stauss and Mang, 1999). These encounters are becoming increasingly prevalent and important because of a rapid growth in immigration, international travel and the globalization of service businesses in recent years (Sharma et al., 2015). According to United Nations (2016), there were 244 million international migrants in 2015, accounting for 3.3 percent of the World's population (United Nations, 2014). Demand for international tourism remained strong in 2015, reaching a total of 1186 million international tourist arrivals. These international tourists generated about US\$1260 billion in receipts and contributed 7% of the World's export in goods and services (UNWTO, 2016). Thus, it is important that service firms can effectively manage the service experience of customers from diverse cultural backgrounds in order to compete successfully in this increasingly global marketplace. Prior to an intercultural service encounter, customers may lack of knowledge to form an adequate expectation of a service performance of an employee from a different culture. Hence, they are very likely to use available cues such as physical appearance to form perceptions and make impressions about the service employee. This study examined the effect of stereotypical image of the service employee on customer satisfaction evaluations in intercultural service encounters. A total of 640 Chinese and Western customers participated in scenario-based experiments. The results show that stereotypical image moderates the relationship between service outcome and disconfirmation, and the interaction of service outcome and stereotypical image is related to customer satisfaction via disconfirmation. The implications of these results and suggestions for future research are discussed.

19-AT26-5314

PERCEPTION OF PROMOTIONAL COMMUNICATION OF WINE BOTTLE ETIQUETTEMR. LUKA SAMARDŽIJA¹⁹ DR.SC BERISLAV ANDRLIĆ

Great demand on wine market makes it hard for a producer to gain much needed attention, of a potential buyer, so in an attempt to place their products need for a suitable diversification from other competitors is essential. Label on a wine bottle is limited in space, in most cases predetermined by government regulations and preferences of manufacturer. Having all those limitations in mind commutation by a wine bottle label, in a attempt of gaining interest of buyer, is has to be exact and well placed. In our opinion there is no absolutely correct formula of a design and information to insure correct response from all buyers so we decide to research different perception on this subject.

Based on a sample of 15 different wine bottle etiquettes (different price range, design approach, wine, sort, blend...) we researched if there is correlation in communication between different groups of people who have some relationship with wine as a commodity.

All respondents were divided in groups:

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- 2 genders,
- 5 different age groups,
- 3 different level of education
- 6 different relationship with wine as a commodity:
 - Wine producer (owner or employee in wine production)
 - Person working in the scientific field of wine making and / or vineyards - professor
 - Person working in the scientific field of promotion and / or marketing- professor
 - Person working in the promotion and sales business
 - The engineer of viticulture and winemaking (oenologist, sommelier ...) but does not work in education
 - Others: wine consumption, buyer ...

Our intention was to find out how does wine etiquette communicate with different group of people. Sample of 15 different wine etiquettes (which differ in a number of basic characteristics) gave as realistic base in which to research how do communication efforts of wine producer communicate with people who differ in genders, age groups, levels of education.

Working with different profession on an earlier researches in wine promotion we learned that people from engineer and social studies backgrounds have contrary opinions on a wine promotion. Scientific curiosity drove us to a decision to research how do different professions perceived same communication attempt and to see correlation between them. We hope to gain some insight in correlation that merge and/or divide different opinions in attempt to find some (if any) lows in communication in wine promotion

20-AR04-4967

ANTI-CORRUPTION LAW REFORM: A LAW AND ECONOMICS PERSPECTIVE.

DR. BAJRAWAN NUCHPRAYOOL²⁰

At present, problems regarding corruption and conflict of interest are tending to increase, and these can directly affect the trust and perception of people towards public management. Reasons for this problem include the ineffectiveness of current law and regulations on corruption and lack of regulatory enforcement. Indeed, some violations are yet to be covered by the law, and the degree of punishment for breaking existing laws is not harsh enough to combat corruption. In addition, law enforcement is ineffective and experiences processing delays. On analyzing these outstanding problems, it can be stated that corruptors, who are rational calculators, foresee these problems as positive loopholes since they can find benefits from delays in completing legal enforcement and since such delays means that they can enjoy longer benefits resulting from conducting corruption. In other words, the costs for corruption are lower than the benefits derived from it.

To clarify current legal problems on corruption, this research analyses problems regarding criminal law by using an economic perspective along with analyzing existing law and regulations and judicial precedents. Then, the research study will suggest law reforms in which existing penalties should be reconsidered to make them harsher and more appropriate. This includes suggestions on the enhancement of legal justice processes and penalization to ensure that they fit with the current social environment and possible changes in corruption problems.

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21-AR10-5342

FINDING DIRECTION FOR WOMEN DIRECTORSMS. DILPREET VIRK²¹

Empirical research studies suggest that the companies with critical mass of women directors perform better than those with less than 30% females on their boards. But, gender diversification on boards is poor, though women are achieving the highest qualifications and leadership positions in many walks of life. This under-representation of women on boards, relative to their male counterparts has led to introduction of specific targets and quotas by different countries.

The UK government has announced a voluntary target of 33% women directors for FTSE 350 companies by 2020 and The Securities and Exchange Board of India (on April, 2014) made it mandatory for all the listed companies to appoint at least one woman director on their boards in alignment with requirement of Section 149 of the Companies Act, 2013, under corporate governance norms. These measures have increased the percentage of women on boards. Yet there are many boards of companies, which have male-dominated or all male boards.

This study places an argument that to reap the benefits of gender diversified boards; a genuine culture change is necessary in companies where female representation extends beyond tokenism.

This paper examines, why do women on the board of a company matter; the implication of critical mass theory in the context of women directors in companies; compares the history of legal provisions prevalent in UK and India for gender diversified boards; then it explores challenges associated with gender diversification of boards; and finally recommendations and conclusion will be drawn.

The paper seeks to evaluate the issue from legal point of view, and synthesize the existing literature in order to provide answers to these questions, which can bring constructive thinking and a productive dialogue on this matter.

22-AR03-5153

MANDATORY REPORTING LAWS AND IDENTIFICATION OF CHILD ABUSE AND NEGLECT : CONSIDERATION OF DIFFERENTIAL MALTREATMENT TYPES AND A CROSS-JURISDICTIONAL ANALYSIS OF CHILD SEXUAL ABUSEMS. NZEWUNWA LEONA²²

Mandatory Reporting Laws and Identification of Child Abuse and Neglect: Consideration of Differential Maltreatment Types, and a Cross-Jurisdictional Analysis of Child Sexual Abuse Reports Abstract: Mandatory reporting laws have been created in many jurisdictions as a way of identifying cases of severe child maltreatment on the basis that cases will otherwise remain hidden. These laws usually apply to all four maltreatment types. Other jurisdictions have narrower approaches supplemented by differential response systems, and others still have chosen not to enact mandatory reporting laws for any type of maltreatment. In scholarly research and normative debates about mandatory reporting laws and their effects, the four major forms of child maltreatment—physical abuse, sexual abuse, emotional abuse, and neglect—are often grouped together as if they are homogenous in nature, cause, and

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consequence. Yet, the heterogeneity of maltreatment types, and different reporting practices regarding them, must be acknowledged and explored when considering what legal and policy frameworks are best suited to identify and respond to cases. A related question which is often conjectured upon but seldom empirically explored, is whether reporting laws make a difference in case identification. This article first considers different types of child abuse and neglect, before exploring the nature and operation of mandatory reporting laws in different contexts. It then posits a differentiation thesis, arguing that different patterns of reporting between both reporter groups and maltreatment types must be acknowledged and analysed, and should inform discussions and assessments of optimal approaches in law, policy and practice. Finally, to contribute to the evidence base required to inform discussion, this article conducts an empirical cross-jurisdictional comparison of the reporting and identification of child sexual abuse in jurisdictions with and without mandatory reporting, and concludes that mandatory reporting laws appear to be associated with better case identification. Keywords: child abuse and neglect; heterogeneity; mandatory reporting laws; differential response; child sexual abuse; empirical cross-jurisdictional analysis; effect of mandatory reporting on case identification

23-AR07-5330

POVERTY OF THE ELDERLY WOMEN IN SOUTH KOREA: IMPROVING PUBLIC OLD-AGE INCOME SECURITY POLICY BASED ON THE GENDER PERSPECTIVE

DR. MI-HYE CHANG²³

The increase of the ageing population leads to radical change of income security system in South Korea, as elderly poverty have come to the core issue in welfare reformation. In particular, ‘the feminization of poverty’, - which means poverty is stratified in gendered context, becomes more obvious phenomenon to elderly women. In spite of that, poverty of elderly women has not received enough attention in policy area. It is important to conceptualize elderly women as a unique generation who are distinguished from all other societal groups in poverty, and who are in poverty due to the rapid changes of the Korean society.

The purpose of this study is to investigate debated issues on the old-age income security policy in South Korea and to discuss legal improvements based on gender perspective. In South Korea, income security institutions for the elderly are usually derived from following five sources: national pension, retirement pension, basic old-age pension, basic living subsidy, and personal pension. This study tried to compare legal qualifications of these five income sources on elderly women and to examine impact on poverty of elderly women by the social security nets. Then, the study estimated the potential number of elderly population who is expected to be disregarded as the beneficiaries in two universal means of income security plans exclusively qualified to the elderly in South Korea. One is National Pension System that is connected by the receiver’s contribution, and another is Old-Age Basic Income Security System that ensures basic needs of income by unit of individual. In particular, the study focused on the feminization of poverty in the means of old-age income security through comparison of the covering rate by gender.

This paper provides following five suggestions to the current poverty policy for elderly women. First, the national pension system needs to be expended to compensate care labor of the elderly women. A gender-sensitive public pension system should be designed to integrate

²³ Dr. Mi-Hye Chang, Senior Researcher, Korean Woman’s Development Institute.

unpaid contributions of women so that it would provide pension account for each individual citizen. Second, the support system for low-income elderly has to be substantiated. Current benefits of the Basic Old-Age Pension System should be reinforced in order to cover minimum living expense as a safety net. Third, public systems for social services should be more improved. The benefits of the scheme should apply universally to all elderly by reforming the National Long-Term Care Insurance System. Social participation of elderly women can be increased by providing Elderly Care by the Elderly system. These plans also support employment opportunities for elderly women, as well as help isolated senior citizens who have difficulty to access to quality information. Fourth, senior citizen centers need to be empowered so that they enjoy a diverse array of leisure, health, and welfare services. The professionalized care service for neglected elderly should be provided by expanding elderly counseling centers. Finally, housing support scheme, such as housing renovation service, should be expanded to elderly women who are in poverty or single-household.

24-AT15-4959

ARE HUMAN RESOURCE MANAGEMENT AND SUPERVISORS' LEADERSHIP BOTH USEFUL IN SHAPING SERVICE CLIMATE?

PROF. CHIH-HSUN CHUANG²⁴

Front-line employees play a pivotal role in providing good quality of service, and their interactions with customers influence customer experience and customer satisfaction. Service behaviors performed by front-line employees to a great extent are affected by service climate, which has been considered as a critical link between organizational factors and performance outcomes in the service context. Thus, how to shape service climate effectively is a theoretically and practically important issue. Front-line employees in the same unit may develop a shared climate perception with regard to customer service by gathering and interpreting information from their work environment. Although human resource management and leadership have been recognized respectively as primary antecedents of service climate, past research rarely integrates these two facets. Using a multiple-source, multiple-time design to collect data from retail stores in Taiwan, this study simultaneously examined the influence of human resource management systems and supervisors' leadership on service climate. As expected, a bundle of HRM practices intended to enhance employees' competencies, motivation, and opportunities was found to be positively related to service climate. On the other hand, findings of this study reveal that leadership is generally beneficial to service climate; however, the effect of service leadership was not stronger than that of transformational leadership. More importantly, service leadership and human resource management systems could weaken the effects of each other on service climate, whereas no substitution existed between transformational leadership and human resource management systems. This study discusses theoretical and managerial implications.

²⁴ Prof. Chih-Hsun Chuang, Professor, National Chung Hsing University.

25-AT02-5083

THE DETERMINANTS OF MALAYSIAN AND SINGAPOREAN OUTWARD FDI: AN INDUSTRY LEVEL ANALYSISMRS. NORLIA MOHD ZAIN²⁵

The emergence of outward foreign direct investment undertaken by multinational enterprise (MNE) originated from emerging economies is conditioned by distinctive environments from both home and host country determinants. Emerging market MNEs are different from developed countries MNEs in terms of their capabilities, dynamics, strategic decision and motives in their international expansion. This study measures the direction and impact of institutional effects, economic development factors and MNEs special ownership advantages on the location choice and underlying motivations of their outward foreign direct investment (FDI) at 2 digits industry classification of NACE code. A cross sectional analysis is conducted to investigate foreign investment activities of MNEs from two South East Asian to 149 countries across the world as earliest as year 1817 up to 2015. This study employs a novel firm-level database, the Bureau van Dijk's Orbis to obtain a viable sample of investing companies from Malaysia (emerging economy) and Singapore (representing newly industrialized economies). A comparative empirical research strengthen this type of work that these countries are geographically similar but at different levels of development. The research not only provides theoretical contribution to the extant literatures, but also shed a light to methodological contribution by employing firm-level data instead of aggregate/official data. Furthermore, this study is not limited to the parent MNEs internationalization into first foreign affiliates destination, but it investigates further how the foreign affiliates extend the FDI relationship to another affiliates and become direct investor themselves in other host countries. Simultaneously, the research provides recommendations to government and MNEs policy makers to identify new outward FDI opportunities in other feasible destinations and sectors.

26-AT30-5334

THE EXPLORATORY STUDY OF ROUTINE USE PROCESS WITHIN THE INFORMATION SYSTEM POST-IMPLEMENTATION STAGEMS. MIN-YA TSENG²⁶ AND CHIEN-MING WU

The participant routine behavior in the information system post-implementation stage affects the realization of company investment benefit. However, researches in regard to information system use are still very few. Therefore, this research conducted a field study to explore the routine behavior in the post-implementation stage.

An in-depth interview technique was applied to collect qualitative data; participants in the post-implementation stage from three enterprises were interviewed. The research result clarifies the content of routine use model, the relation between use effect and routine use model, and the problems of intervention. Moreover, by observing the routine use model with the dynamic process framework of organizational learning, the knowledge cycling process existing in routine use model in the post-implementation stage was revealed.

In conclusion, change is needed in the information system post-implementation stage, and the nature of the change is the modification of routine itself. As far as the intervention, the key point is the problem-solving consideration which can help organization to sense the impact

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of routine use model and take the impact into account while considering improvement practices.

27-AT17-5253

TEST OF EXCHANGE MARKET EFFICIENCY IN NIGERIA

PROF. JOHN ADEBAYO OLOYEDE²⁷ DR TOYIN OTAPO LECTURER

This study investigated the foreign exchange market in Nigeria to determine the significance of past exchange rates in predicting the present exchange rates which is a test of weak form efficiency. It examined the cointegration and causal relationships between selected pairs of exchange rates to determine the semi strong form efficiency, and inspected the variant of the Random Walk Model that exchange rates in Nigeria conformed to. Secondary data sourced mainly from the Central Bank of Nigeria Statistical Bulletin 2014 and its official websites were used. The study's data were the spot and nominal monthly average foreign exchange rate series from the official market of Naira to Dollar, Naira to Pounds, Naira to Yen, Naira to Swiss Franc and Naira to CFA Franc between January, 1986 and December, 2015. Methods used include the autocorrelation function, unit root tests, Johansen Cointegration and Granger Causality tests. Autocorrelation and unit root tests revealed that all the series were non-stationary at level and became stationary at first difference. In addition, the Johansen cointegration test revealed that there were no cointegrating equations between selected pairs of exchange rates. The Granger causality test supported no causal relationship between selected pairs of exchange rates and the coefficients of determination were highest with the assumption of intercept and trend. The findings implied that the foreign exchange market in Nigeria within the sample period was efficient in the weak and semi strong forms, that is, information in past exchange rate series and public information were fully reflected in current exchange rates, the exchange rate series lacked exploitable pattern and conformed to the Random Walk Model with intercept and deterministic trend. The study therefore recommended that a more liberalized flexible exchange rate regime and improvements in money supply, national income, local and foreign bonds.

28-AR11-5401

PERFORMANCE BONDS UNDER ENGLISH LAW: A JOURNEY FROM A STRICTLY 'NARROW' FRAUD EXCEPTION TO AN OVERLY BROAD 'BREACH OF GOOD FAITH' EXCEPTION

DR. RAMANDEEP CHHINA²⁸

This paper critically examines the approach in English law to the application of the fraud exception to the principle of the autonomy of performance bonds. It establishes that the failure of the English courts to clearly differentiate between commercial letters of credit and performance bonds – and their tendency to draw an analogy between these two undertakings in applying the fraud exception – has resulted in unsatisfactory, if not wholly inconsistent, precedents that may threaten the functioning of these instruments in the near future. From a strictly non-interventionist attitude on the part of the English courts to the tendency to apply the wider, but still delimited, 'fraud as no bona fide belief' exception to the later development of a new 'breach of good faith' exception for performance bonds, it is argued that a significant

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²⁸ Dr. Ramandeep Chhina, Associate Professor and Head of Law, Edinburgh Napier University.

amount of uncertainty has resulted under English law as to the granting of an injunction under performance bonds.

The paper argues that the wider, but still delimited, ‘fraud as no bona fide belief’ test is more appropriate for performance bonds in contrast to the ‘fraud in the documents’ test, which is argued to be more appropriate for commercial letters of credit. The paper criticises the recently developed tendency in the English courts to apply the ‘breach of good faith’ exception to performance bonds by heavily quoting and relying upon the Singapore jurisdiction cases. It establishes that such an exception not only lacks certain boundaries but also has no authoritative reasoning and rationale. It is established that what is termed ‘unconscionability’ in the Singapore jurisdiction cases (also relied upon by the English authorities) is not very different from the wider ‘fraud as no bona fide belief’ exception, as argued in this paper.

The paper concludes by arguing that it is now time for the English courts to clearly recognise and mark the parameters of the wider ‘fraud in the transaction’ defence for performance bonds to mean ‘fraud as no bona fide belief’ defence, for undefined boundaries of the fraud enquiry in English law may result in unprincipled wide-ranging enquiry into the underlying transaction to determine ‘what is fair to do’, thus rendering these instruments useless in international commerce.

32-AT36-5398

HOW ADVANCES IN STRATEGIC ORIENTATION AND MANAGEMENT ENHANCE STRATEGIC OUTCOMES: FLEXIBLE APPROACH TO VALUE-ADDING RENEWAL

DR. JULIETTE BRATHWAITE²⁹

Firms in certain industries tend to face conflicts such as the need to enhance their ability to advantageously exploit present capabilities whilst blending this more with developing future capacity. To help firms enhance enablers, this paper explores interactions within and between the firm and its environment pertaining to such strategic renewal factors, so implications and alternatives can be better developed. There are ways and means for businesses to find more flexible ways to improve their processes of choice and variation of initiatives and projects, as they strive to survive in dynamic or complex business environments. Findings and implications from this research are to enhance understanding and further highlight the necessity for improving suitability of strategic orientation and management of initiatives to engender higher value added, continual strategic renewal and competitiveness. This paper therefore examines the literature and practice, and incorporates experiences. Through the research gaps leading to the new model and propositions, it contributes to enhancing theory and engaging theoretical interest. The conclusions and implications are also of practical utility for managers, academics and practitioners seeking to innovate and grasp opportunities allowing firms to successfully renew. The paper also challenges firms, to affect new ways of revitalizing strategy to effectively contribute to the firm's sustainability.

²⁹ Dr. Juliette Brathwaite, Lecturer in Project Management, University of the West Indies.

32-AT36A-5399

IMPROVING STRATEGIC ORIENTATION RELATIONSHIP WITH OUTCOMES: A MEDIATING ROLE OF PROJECT RISK MANAGEMENT TO ENHANCE GOAL ATTAINMENT IN EMERGING MARKETS

DR. JULIETTE BRATHWAITE³⁰

Purpose: The purpose of this paper is to explore the use of risk management as an innovative strategy to engender more efficient management of projects and enterprises for more effective, successful outcomes. Despite policy and regulations, the more increasingly dynamic context for business ventures entails improving philosophy and action including better mitigation of globalisation and other impacts, especially through proactive tactics. It is proposed that strategic risk management is necessary to reduce threats that can jeopardize the fulfilment of requirements, and to reduce vulnerabilities in sectors and societies in small island developing states (SIDS).

Methodology/Approach: The methodology includes consultation with executives in both public and private sector in Barbados, secondary sources, and use of decision analysis to consider the source selection process in select firms in Barbados. Project risk management principles and processes were examined and practices, concepts and related problems identified and linked. Analysis of research and experiences promotes sound recommendations for improvements.

Findings: Measures for risk management are used by both public and private sectors but related innovation is necessary to improve systems and outcomes for projects and firms. Collaboration, appropriate experiences and insights promote best practices and competencies. Risk management in Barbados and Caribbean is performed through human expert judgement, relevant sources of information, and major criteria including finance and quality. Decision analysis techniques, other technologically advanced tools, and an integrative approach, bring higher efficiency gains. Such techniques better supplement and enhance methods seen by SIDS as effective for their purposes.

Limitations and Future Directions for Research: Although research for this paper considered developed and developing states including Europe, USA, and Caribbean SIDS, some data and observations from a limited number of stakeholders and organizations operating in Barbados limit generalizability. The paper concentrates on risk management with limited focus on impact assessment and other related areas which can be explored in a further study.

Practical Implications: Governments, businesses and individuals with deep interest in strategic design and implementation, and related risk management involving responses and collaboration, can find that experiences or insights contained herein make manifest practices and implications for improved effectiveness in management. Application can effect greater quality, capacity and returns in projects or firms.

Originality/Value: This study adds value in supporting the need to harmonize and integrate standards in risk and project management, to improve efficiency in the face of increasing constraints and costs. Leaders, project managers, and enterprises are encouraged to adopt techniques, better fashion decision making, design and action, reengineering risk and project processes to sustain successful attainments.

Paper Classification: Research and Viewpoint

Keywords: Strategic Orientation, Risk Management, Project Management, Collaboration, Outcomes

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